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Emergency Plan of Action Final Report

Liberia: 2017 Elections Preparedness and Response

 International Federation
of Red Cross and Red Crescent Societies

DREF operation	Operation n° MDRLR003
Date of Issue: 01 March 2018	Glide number: OT-2017-000127-LBR
IFRC Budget Holder/Project Manager: Younos Abdul Karim (Head of Country Office) is responsible for implementation, reporting and compliance.	National Society contact person: G. Ambullai Perry (Liberia National Red Cross Society (LNRCS) Director of Programmes)
Operation start date: 01 September 2017	Operation end date: 31 December 2017
Host National Society: Liberia National Red Cross Society	Operation budget: CHF 85,027
Number of people assisted: 10,000 persons	
N° of National Societies involved in the operation: One (Liberian Red Cross)	
N° of other partner organizations involved in the operation: The National Elections Commission (NEC), the UNCT	

A. SITUATION ANALYSIS

Description of the disaster

On 10 October 2017, Liberia had the task of organising the first election run and managed by Liberians since the end of the 14 years of Civil War in 2003. As Liberia had never, before these elections, witnessed a smooth transition of democratic governance from one president to another, the Liberian National Red Cross Society requested for support from the International Federation of Red Cross and Red Crescent Societies (IFRC)'s Disaster Relief Emergency Fund (DREF) for an Elections Preparedness and Response operations, given the country's history with elections.

On 1 September 2017, the DREF granted CHF 85,027 to support Liberia National Red Cross Society (LNRCS) in training and mobilizing volunteers for their deployment in response to potential violence during the 2017 elections.

Indeed, Liberians went to the polls on 10 October 2017. Seventy-three (73) representative seats and a President and Vice President were to be voted for by over 2 million registered voters across the country.

There were twenty-two (22) registered political parties' presidential candidates and ninety-eight (98) representative candidates set to contest the representative seats. The National Election Commission (NEC) qualified a total of 1,026 individuals to contest the 2017 elections and released the final figure of 2,183,683 from the 2017 Voter Registration Exercise.

According to NEC 1,553,348 valid votes were cast in the presidential election during the first round. The Coalition for Democratic Change (CDC) candidate, George Weah, had 38.4% while the Unity Party's (UP), Joseph Boakai, had 28.8% at the first ballot. A run-off was announced by the NEC slated for 7th November 2017 between the CDC and UP on grounds that no political party met the constitutional requirement of an absolute majority or 50% plus one (1) vote to be declared a winner.



Volunteer posted at a Polling Centre in Monrovia ©LNRCS

On Thursday, 30 November 2017, the Supreme Court handed down a ruling into complaints of election fraud and massive irregularities filed by the Liberty Party. According to the Court, the Liberty Party and its collaborators did not have sufficient evidence to warrant stopping the run-off elections as they proposed to do. The Court ruled that run-off elections duly take place in line with the electoral laws and the Constitution of Liberia. Several prescriptions were mandated by the Court including the total clean-up of the voters roll among many things.

The NEC announced the final date for Run-off election between the Unity Party and the Congress for Democratic Change (CDC) to be on 26 December 2017. This pronouncement created a huge debate in the political environment of the country. The ruling Unity party filed a bill of information to the Supreme Court asking for the removal of the Head of NEC and the suspension of the scheduled run-off on December 26.

After the first round of the elections, the LNRCS requested for a one month timeframe extension, which led to the revision of the timeframe (see [Operations Update No 1](#)) to allow volunteer presence on the ground until elections were completed as pre and post elections violence were anticipated. In all, this DREF operation lasted 4 months, from 01 September to 31 December 2017.

The major donors and partners of the DREF include the Red Cross Societies and governments of Australia, Austria, Belgium, Canada, Denmark, Ireland, Italy, Japan, Luxembourg, Monaco, the Netherlands, Norway, Spain, Sweden and the USA, as well as DG ECHO, the UK Department for International Development (DFID), AECID, the Medtronic and Zurich Foundations and other corporate and private donors. The IFRC, on behalf of the Liberia National Red Cross Society, would like to extend many thanks to all partners for their generous contributions.

Summary of response

Overview of Host National Society

It is worthy to highlight that the LNRCS has extensive experience in responding to elections. Counting back to its post war elections of 2005, 2011 and 2014, the LNRCS received massive support from Movement Partners and the Government of Liberia to train Police Officers and deploy volunteers across the country in all polling places. The LNRCS has strengthened its capacity to adequately respond to elections related mass gatherings, rallies, and polling exercises. In addition to training and deploying volunteers, the LNRCS has also gauged its Emergency Response capacity in the 15 counties by training ERTs in specific aspects of emergencies such as first aid, safer access, communication, PSS, and Code of Conduct.

Although elections took place on 10 October 2017, run-off presidential elections were called by the NEC as no political party met the constitutional requirement of a 50% absolute majority. As a consequence of this delayed process, volunteers had to remain vigilant until the elections were over, and the final results announced.

As part of this operation, LNRCS mobilized, trained, and deployed 500 volunteers in pre-identified hotspots across 15 chapters of the country to deliver first aid, psychosocial support, and safer access for people in need. The National Society equally conducted the following key activities as implementation of the 2017 Elections Preparedness and Response DREF operation:

- Mobilized and trained 500 volunteers in basic first aid, PSS, and Safer Access,
- Reactivated the LNRCS Elections Contingency Plan;
- Trained LNRCS/HQ Surge Capacity teams in first aid, PSS, communications, and emergency response
- Procured and distributed to all 15 Red Cross Chapters 45 First Aid bags, 10 stretchers, 500 marked volunteer identification bibs, which 500 coded volunteer bibs were produced and deployed to all 15 Chapters. Assorted first aid bag contents were also procured and distributed to each chapter. Thus, each chapter received 3 FA bags stacked with assorted FA materials;
- Assorted non-food items were procured and prepositioned in six (6) high risk chapters (Montserrado, Bomi, Bassa, Margibi, Bong, and Nimba);
- 40 volunteers and staff were trained as ERTs. These trained volunteers and staff provided additional support to volunteers during the elections response operations across the chapters. The participants came from 8 chapters;
- At HQ level, a team was set up to monitor the chapters through a simple communication and central control structure. Various templates and a SoP was developed through which Chapters could report incidents. As HQ monitored and evaluated the evolving situation, information was shared with the various RCRC stakeholders including IFRC and the ICRC;
- Regular briefings and technical steering committee meetings were held. Meetings were equally held with Movement partners, IFRC, ICRC, and other external partners including Government Ministries, the National Elections Commission, and Liberia National Police;

- Situational reports on the election were provided and coordination was maintained with Movement and external partners.

Overview of Red Cross Red Crescent Movement in country

Throughout the implementation of this DREF operation, the International Federation of Red Cross and Red Crescent Societies (IFRC) through the Africa Regional Office in Nairobi, coordinated the action and provided technical support for the development of the action plan for this operation. IFRC also provided financial management of this operation through its Country Office, while the NS was responsible for implementing all activities. IFRC was also engaged in coordination with other Movement partners and external agencies throughout this operation.

The International Committee of the Red Cross (ICRC) equally provided continued support to the Movement coordination, capacity-building and communication work. ICRC remains a strong partner to the NS in achieving its transitional and long-term objectives. The LNRCS and ICRC held a meeting on assessing the NS' preparedness and response plan for the run-off.

The partners organized an Elections Coordination meeting among themselves. This meeting was intended to plan and provide support to the LNRCS' planning process.

Overview of non-RCRC actors in country

Non-RCRC actors during this operation include:

- The National Elections Commission
- The Liberia National Police
- The UNCT including UNMIL, UNDP
- ECOWAS and AU Offices
- The EU Delegation and Observation teams
- Civil Society Organizations, among others

The National Elections Commission (NEC), a key partner during this operation, was responsible for the overall coordination and management of the elections process. The **Liberia National Police (LNP)** was responsible for security management. The LNP set up two levels of the elections security management systems, namely the National Elections Security Task Force (NESTF) and the Elections Security Steering Committee. The LNRCS was present and represented at all levels of this system. This gave the LNRCS a well-recognized role within the national scene. All other bodies supported the Government's effort through financial and technical support.

Needs analysis and scenario planning

The need to prepare for and respond to Liberia's 2017 elections was predicated on the history of recent elections in the country. In 2011, during the general and presidential elections just a week to the run-off presidential polls, there was a serious clash between the ruling Unity Party and the Congress for Democratic Change which led to serious injuries and reports of unconfirmed deaths. The LNRCS then was the only national institution with the capacity to provide first aid emergency services during the riot.

In Liberia, every election since 2005 has experienced some level of violence, however, the level and intensity of the violence varies from election to election. That said, electoral violence may be considered less severe in Liberia than in other countries in the Sub-region. Notwithstanding, with the evolution of pre-election developments, elections violence at a higher level was eminent.

The LNRCS was considered by the Government as a major partner for emergency assistance during this year's elections. The expectation to perform its auxiliary roles of First Aid, and emergency medical services (referral and transfer) among other things remained pivotal. The LNRCS, as a member of the National Elections Security Task Force had a specific role to play. The only neutral civilian agency that provided special life-saving services was the LNRCS.

The need to prepare the LNRCS and its partners in advance to appropriately monitor and respond to emergency incidents including pre-and post-elections violence remains crucial. The capacity of the LNRCS to adequately prepare for, mitigate and respond to elections violence depend on collaboration with its Movement and external partners.

Overall, this DREF operation was planned to assist LNRCS to mobilize, train and deploy volunteers, strengthen Chapter Emergency Response Teams (ERTs), provide basic response equipment and respond effectively to any violence in targeted hotspots.

The capacity assistance allowed the LNRCS response teams to attend rallies and monitor the situation in the run up to the elections. Volunteers promoted peace and nonviolence through their actions as well as provided first aid during

campaign and rallies and at the same time were posted at election polling centres in identified hotspots on the elections days. Part of the response plan was to provide emergency medical referral and transport services using ambulances that belong to the LNRCS.

Risk Analysis

The Risks identified during the operation include:

- There was a potential build-up of tensions in the various groupings and camps of the opposing political parties
- The delay of the run-off elections brewed misconceptions and tensions in political camps against the National Elections Commission.
- Volunteers and staff involved with the process would be exposed to injuries and other related violent actions

Mitigation measures to these risks included a special elections Code of Conduct for staff and Volunteers, SoP, Safety and Security Protocols and Incident Reporting formats. Volunteers and staff were provided regular safety and security alerts to keep them safe and secured from any form of external threat arising from elections violence in their respective chapters.

B. OPERATIONAL STRATEGY

The overall objective of the operation was to prepare LNRCS for the 2017 presidential and representatives elections, ready to provide humanitarian assistance in a coordinated manner to address election-related violent events in compliance with the Fundamental Principles.

Proposed strategy

The LNRCS strategy focused on the mobilization of volunteers, staff, emergency teams and chapter response teams to provide first aid services to affected persons, evacuation of the injured to health facilities, provision of RFL (assisting relatives to find their missing family members) and psychosocial support services. Activities planned include:

- Finalization of the communication and coordination mechanism and Standard Operating Procedures (SOP) at the headquarters and chapter levels;
- To strengthen the capacities in first aid and Safer Access for volunteers involved in the operation;
- To provide LNRCS with adequate equipment (first aid and communication materials) and resources (communication and mobility) for responding to the election situation;
- To procure and preposition essential relief materials in chapters assumed as high risks during the electioneering period;
- Training and orientation of staff on SOPs;
- Orientation meeting with stakeholders on Red Cross role and responsibilities during elections in four high risk Counties: The Police, Elections Commission, NDMA, Ministry of Health, Armed Forces of Liberia;
- Training and orientation of 500 volunteers nation-wide in basic first aid, Safer Access Framework, safety and security, the Code of Conduct, internal and external communication, ethics, emblem protection and basic communication;
- Train 15 National Surge Response Team members in Safer Access Framework, safety and security, Code of Conduct, Coordination, and Communication;
- Promotion of Red Cross Principles and Values through mass media and the public awareness campaign;
- Engage community radios in the fifteen chapters to host discussions aimed at promoting peace and non-violence and the role of the Red Cross;
- Procurement and prepositioning of emergency stock: First aid kits and safety and visibility materials for staff and volunteers;
- Hold a one-day pre-election Peace March in Monrovia and the 15 Chapters involving 500 Red Cross volunteers;
- Set up a Call Centre (Control Room) to for communication coordination with the Chapters;
- Establish/set up ERTs (40 persons) in eight (8) Chapters;
- Participation in coordination meetings organized by the Elections Coordination Committee, National Disaster Management Agency (NDMA), etc;
- Stand by for possible scale up of response using 15-member rapid response surge team from HQ.

Operational support services

Human resources (HR)

For the overall implementation of this DREF operation, 500 volunteers were mobilized across the 15 Red Cross Chapters with additional support from the 15 Field Officers, 75 ERTs and 15 HQ staff. The volunteers were drawn from the existing chapters' volunteer databases, selected and screened to ensure neutrality and impartiality. Volunteers were placed on standby to support the activation of the Elections preparedness and response Plan in the most at risk areas.

The DREF allocation trained both the volunteers and 15 surge capacity staff from HQ. See below table showing number of volunteers trained per chapter.

Chapters	No./Branches	Hotspots	# of assigned volunteers			Comments
			Male	Female	Total	
BONG	8	25	25	25	50	25 hotspots x 2 volunteers each
LOFA	8	20	20	20	40	20 major towns and cities x 2 volunteers per location
NIMBA	8	25	25	25	50	25 major towns and cities x 2 volunteers per location
MONTSEERRADO	8	40	40	40	80	40 hotspots x 2 volunteers each
GRAND BASSA	4	20	20	20	40	20 hotspots x 2 volunteers each
CAPE MOUNT	6	10	10	10	20	10 hotspots with 2 volunteers at each
GBARPOLU	5	11	11	11	22	there are 11 major towns with at least 2 hotspots
MARGIBI	4	19	19	19	38	20 hotspots x 2 volunteers each
GRAND GEDEH	5	12	12	12	24	12 hotspots with 2 volunteers at each
RIVER GEE	5	10	10	10	20	10 hotspots x 2 volunteers each
MARYLAND	5	12	12	12	24	12 hotspots x 2 volunteers each
GRAND KRU	4	10	10	10	20	10 hotspots x 2 volunteers each
SINOE	5	10	10	10	20	10 major towns/cities x 2 volunteers per hotspots
RIVER CESS	5	10	10	10	20	10 major towns/cities x 3 volunteers per hotspots
BOMI	4	16	16	16	32	16 major towns and cities x 2 volunteers per hot spots
Total	84	250	250	250	500	

A key assumption during the operations considered the worst-case scenario, to facilitate rapid response actions that would require the deployment of ERTs from chapters of available ERT capacity to other chapters. The LNRCS adapted its HR procedures and placed technical and requisite staff with relevant skills, competencies and qualifications. The IFRC Country team worked closely with the LNRCS in deploying appropriately in areas that needed support in finance and administration.

Insurance was equally paid for all the 500 volunteers recruited and deployed during this operation. The IFRC will deploy one RDRT to support the operation.

Logistics and supply chain

Procurement: The entire procurement process was handled by the IFRC Country Office in close collaboration with LNRCS DM Programme. All materials and equipment were procured locally by the IFRC Country Office Logistics and Administration teams directly working with the National Society in accordance with the IFRC procedures. The items included: plastic mats, woollen blanket, plastic buckets, laundry soap, bathing soap, tarpaulins, and mosquito nets.

See table of items including NFIs and first aid materials purchased and prepositioned in the chapters.

Items	Unit	Qty.	Quantity of materials (NFIs) prepositioned in Chapters					
			Monts	Bomi	Margibi	Bassa	Bong	Nimba
Mosquito Nets	pcs	300	50	50	50	50	50	50
Tarpaulins (5 m x 6 m)	pcs	300	50	50	50	50	50	50
Washing Soap	pcs	300	50	50	50	50	50	50
Bath soap	pcs	300	50	50	50	50	50	50
Kitchen sets	pcs	100	16	16	16	16	16	16
Sleeping mats	pcs	600	100	100	100	100	100	100
Blankets	pcs	600	100	100	100	100	100	100

Table showing First Aid Materials procured and deployed:

FIRST AID MATERIALS				
No	Items/Description	Quantity	Unit	Technical comments
1	Triangular Bandage	90	pcs	
2	Elastic Bandage - s/s	90	pcs	
3	Gauze Bandage - L/S	90	pcs	
4	Gauze Pad	225	pks	
5	Adhesive Tape	90	pcs	
6	Deep heat spray	90	pcs	spray
7	Ban-aid	450	pcs	
8	Hand towel	90	pcs	cotton (small size)
9	Perfume soap	45	pcs	Medicare
10	Detergent/Dettol	45	pcs	rexoguard (medium size)
11	Flashlights	45	pcs	with plastic fluorescent
12	Batteries	45	pks	Eveready
13	Scissors	45	pcs	medium
14	Safety pin	270	pcs	
15	Povidone Iodine Solution	45	pcs	
16	Note Pad	45	pcs	ThinkPad
17	Pen	225	pcs	blue
18	Paracetamol tablets	45	pks	500 mg
19	ORS	45	boxes	Orange flavour
VISIBILITY ITEMS				
20	RC bibs	500	pcs	Printed with emblem; and number codes.
21	FA bags	45	pcs	Red/black
22	First Aid stretchers	10	pcs	grey colour

Logistics and warehousing: All items procured were kept in the LNRCS warehouses at the CAR Centre and HQ respectively. All items were requested using LNRCS warehouse documentations. All required warehousing tools were used to take items out and deliver them to the field accordingly.

Transport and fleet needs: Both IFRC and LNRCS vehicles were used during the operation. LNRCS vehicles were maintained using the DREF allocations throughout the operations.

Communications

The LNRCS Communication team assumed coordination and management of all public relations issues. There were two (2) rounds of radio talk shows hosted featuring HQ staff on national radio stations to promote the work of the LNRCS in the elections and also to make the population understand the role of the RCRC Movement.

Security

All Red Cross volunteers engaged in the operation signed up on the LNRCS Volunteer Code of Conduct and also signed a Behaviour Contract, due to the sensitive nature of the operation. There was continuous monitoring of the overall environment in the country prior to and during the operation, to identify changes in the security situation and mitigate

risks to volunteers and staff. All volunteers and staff involved in the operation participated in the Safer Access training. All LNRCS staff and volunteers adhered to the humanitarian principles, particularly neutrality, to mitigate safety and security related risks. All staff and volunteers were identified either by jackets, t-shirts, caps, access passes and or bibs. The bibs were uniformed and coded only for the election purpose. All bibs were immediately retrieved by the chapters immediately after the elections.

Planning, monitoring, evaluation and reporting (PMER)

The monitoring of operational activities was conducted by the LNRCS programme team, especially its DM with technical support from the IFRC Country Office. The monitoring focused on the Emergency Plan of Action (EPoA) and regular updates.

The teams (IFRC & LNRCS) conducted supervisory visits to activity locations and compiled monitoring reports for each action. Assessment, distribution and Operations reports were received and analysed by the headquarter operations team to ensure standardized interventions and accountability.

C. DETAILED OPERATIONAL PLAN

Quality Programming / Areas Common to all Sectors

Outcome 1: To improve NS capacity to respond to election related violence

Output 1.1: LNRCS staff and volunteers are trained, equipped and ready to provide emergency first aid, emergency transfer/transport, communication, RFL and PSS support to populations in high risk areas to elections violence

Planned Activities

- 1.1.1. Mobilize 500 volunteers during the pre-election period and this can further continue during the post-election period.
- 1.1.2. Set up and equip Elections Control Room (includes assessing the NS' IT/Telecom capacities)
- 1.1.3. Procure/produce response equipment including visibility materials (45 first-aid kits, 500 gloves, 500 nose masks, 10 stretchers, 500 bibs, 500 ID forms, 15 RC flags, etc.
- 1.1.4. Conduct training for 500 LNRCS volunteers in Code of Conduct, first aid, PSS, safer access framework
- 1.1.5. Conduct training for 15 National Surge Response Team members in psychosocial support, first aid, Code of Conduct, SoP, communication, coordination, safety & security and safer access,
- 1.1.6. Preposition chapter's response materials
- 1.1.7. Establish and train 40 ERTs in eight (8) Chapters

Achievements

- 1.1.1. 500 first aid volunteers were mobilized across the 15 LNRCS Chapters. They provided first aid support services at the various hotspots in their respective chapters.
- 1.1.2. This activity was not approved under the budget and was abandoned.
- 1.1.3. Assorted response and visibility materials/equipment were procured and deployed to the various (15 Chapters) Chapters. The materials were used by the Chapter response teams (first aiders) to adequately respond to emerging needs of people. 45 first aid kits stacked with assorted items, 10 stretchers, 500 volunteer bibs, 500 access passes were procured and dispatched to the chapters. Volunteers were identified during the response.
- 1.1.4. All 500 volunteers were trained and placed in various hotspots in their local communities. The placement of volunteers was in line with assessments conducted. Volunteers remained sensitive to their environments, and they knew exactly how to manage key risks in lie with the code of conduct, and safety/security guidelines. The volunteers were drawn from the existing chapters' volunteer databases, selected and screened to ensure neutrality and impartiality. Volunteers were placed on standby to support the activation of the Elections Preparedness and response Plan in the most at risk areas.
- 1.1.5. 15 LNRCS headquarters staff were trained in basic first aid. The team at HQ is now supporting to become a national First Aid Core Team at the LNRCS. This team provides immense support to the Montserrat Chapter response team. During the inauguration of the president, the team was hugely engaged with the Ministry of health Emergency Medical Service.
- 1.1.6. Six (6) high risk chapters received propositioned NFIs for preparedness in the event of a worst-case election violence. The prepositioned items were intended to be used for families who would be settled in temporary shelters across these six at-risk Chapters.

<p>1.1.7. 40 volunteers and staff were trained as ERTs. The participants came from 8 chapters. The training was held in Lower Margibi. These are Chapters that did not have any structured ERTs. After the training, the Chapters are now ready and prepared to provide response support to the local authorities in emergencies and other events of disaster.</p>
<p>Outcome 2: Strengthen LNRCS participation and engagement in national coordination</p>
<p>Output 2.1: LNRCS recognized as a national actor in the elections process and its mandate and roles respected</p>
<p>Planned activities</p> <p>2.1.1. Engage with key elections actors and explain the mandate and role of the Red Cross during and after the elections.</p>
<p>Achievements</p> <p>2.1.1. The Red Cross sat in The National Elections Security Coordinating Committee comprising all security apparatus's including the armed forces, police, Immigration Service, UN and others and created awareness of the Red Cross role and mandate.</p>
<p>Outcome 3: Promotion of the principles and values through mass media</p>
<p>Output 3.1: LNRCS creates increased public awareness of its principles and values through public engagement and non-violent elections sensitization</p>
<p>Planned Activities</p> <p>3.1.1. Hold one-day Peace Marches in Monrovia and 3 selected Chapters (This is planned to be held in the week of the run-off)</p> <p>3.1.2. Conduct 20 series of radio slots/discussions on the roles of the Red Cross during and after the elections (5 in Monrovia; 15 in all Chapters) – ongoing (to be concluded with the Peace and Awareness March)</p> <p>3.1.3. Hold pre-post elections briefings with volunteers and staff engaged in the process (both at HQ and the Chapters)</p>
<p>Achievements</p> <p>3.1.1. These matches could not be held as planned due to the high risk of political misinterpretations that existed at the time. The Red Cross' peace action would have had negative interpretation by the public, especially being tagged a Peace March. Based on several internal consultations, the LNRCS decided to halt the parades.</p> <p>3.1.2. Two (2) series of radio talk shows were held by the HQ to explain to the public the role of the Red Cross in the elections process.</p> <p>3.1.3. There were informal debrief sessions held during and after the sessions both at HQ and Chapters which sessions gave rise to some of the challenges identified.</p>
<p>Outcome 4: Operation implementation is well planned, coordinated and monitored with the Chapters</p>
<p>Output 4.1: The continued monitoring and assessment of the election process informs the implementation of the operation</p>
<p>Planned activities</p> <p>4.1.1. Monitor and evaluate the evolving situation regularly and share information with the key focal persons</p> <p>4.1.2. Submit regular reports on the implementation</p> <p>4.1.3. Conduct supervision of high risk chapters in collaboration with IFRC</p>
<p>Achievements</p> <p>4.1.1. Chapters regularly reported on elections related incidents using the templates.</p> <p>4.1.2. Chapters regularly reported on elections related incidents using the templates</p> <p>4.1.3. At HQ, the Response team provided supervision to high risk areas including elections rallies organized by various political parties. The LNRCS HQ Response team responded to 5 political parties' rallies in Monrovia</p>
<p>Challenges</p> <ul style="list-style-type: none"> • Drinking water and food rations for volunteers was not allocated in the DREF Budget. They stood at polling places for more than eight hours only surviving on their own meagre pocket money and sense of duty. • Amount paid to volunteers for the service provided was also small in amount (5.00USD) per day. This was as per the LNRCS volunteers' payment policy that classifies this as normal volunteer service. It was not however normal volunteer service as the Election operation was associated with physical and security risks to staff and volunteers which cannot be seen as ordinary service. • Transportation of volunteers to assemble for the training was under-planned in the budget. Volunteers were brought from different hotspot locations to meet at central points for the training. The transportation allocations did not consider different fares for the various locations • Procurement and availability of First Aid and visibility materials delayed somewhat. • Payment of training activities across the chapters was a major challenge given the remoteness of the terrain and the need for IFRC to visit each chapter before training started to coordinate payment. The resultant delays impacted volunteer motivation.

- Volunteers' trainings did not go on as planned - the process of getting funds and logistics organized took up two days from the initial plan. Chapters were constrained to reschedule trainings making volunteer mobilization more difficult.

Lessons Learned

- Early planning enhanced the implementation of the operation
- RCRC Movement Coordination provided was good. This increased responsiveness from the Chapters.
- Placing volunteers in their communities and within localized hotspots was cost-saving
- High level engagement with key elections actors promoted the Red Cross and its work. LNRCS gained immense relevance through the elections and this has increased public confidence in, and the profile of the NS.
- The volunteer coded red cross identification bibs and access passes ensured accountability for our volunteers and promoted safer access during the operation.
- Logistics and timely planning are critical to any operation.

D. Budget

The overall budget for this DREF operation was CHF 85,027 of which CHF 81,570 (95.93%) were spent. A balance of CHF 3,457 shall be returned to the DREF fund.

Explanation of variances

- Water, sanitation and hygiene was overspent by CHF 176 (100%) due to materials procured not specified in the chart of accounts necessitating reference to the next nearest item in the chart of accounts.
- Other supplies and services was overspent by CHF 3,988 (979%) due to materials procured not specified in the chart of accounts necessitating reference to the next nearest item in the chart of accounts
- Transport and vehicle costs was overspent by CHF 6,106 (100%) due to under budgeting of this line. The Court Orders postponing Presidential Elections increased costs due to return visits to the field in all 15 Counties of Liberia.
- National staff was overspent by CHF 2,787 (100%) due to Court Postponement of the Presidential Elections necessitating greater staff field engagement.
- Communications was overspent by CHF 1,189 (100%) due to communications not being adequately provided for in the original budget.
- Financial charges were overspent by CHF 1,100 (100%) due to Currency Revaluation Exchange(CVR) and under budgeting of lines.

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How we work

All IFRC assistance seeks to adhere to the **Code of Conduct** for the International Red Cross and Red Crescent Movement and Non-Governmental Organizations (NGO's) in Disaster Relief and the **Humanitarian Charter and Minimum Standards in Humanitarian Response (Sphere)** in delivering assistance to the most vulnerable. The IFRC's vision is to inspire, **encourage, facilitate and promote at all times all forms of humanitarian activities** by National Societies, with a view to **preventing and alleviating human suffering**, and thereby contributing to the maintenance and promotion of human dignity and peace in the world.

The IFRC's work is guided by Strategy 2020 which puts forward three strategic aims:



Save lives,
protect livelihoods,
and strengthen recovery
from disaster and crises.



Enable **healthy**
and **safe** living.



Promote social inclusion
and a culture of
non-violence and **peace**.

Disaster Response Financial Report

MDRLR003 - Liberia - Election Preparedness

Timeframe: 07 Sep 17 to 31 Dec 17

Appeal Launch Date: 07 Sep 17

Final Report

Selected Parameters

Reporting Timeframe	2017/9-2017/12	Programme	MDRLR003
Budget Timeframe	2017/9-2017/12	Budget	APPROVED
Split by funding source	Y	Project	*
Subsector:	*		

All figures are in Swiss Francs (CHF)

I. Funding

	Raise humanitarian standards	Grow RC/RC services for vulnerable people	Strengthen RC/RC contribution to development	Heighten influence and support for RC/RC work	Joint working and accountability	TOTAL	Deferred Income
A. Budget		85,027				85,027	
B. Opening Balance							
Income							
<u>Other Income</u>							
<i>DREF Allocations</i>		85,027				85,027	
C4. Other Income		85,027				85,027	
C. Total Income = SUM(C1..C4)		85,027				85,027	
D. Total Funding = B +C		85,027				85,027	

* Funding source data based on information provided by the donor

II. Movement of Funds

	Raise humanitarian standards	Grow RC/RC services for vulnerable people	Strengthen RC/RC contribution to development	Heighten influence and support for RC/RC work	Joint working and accountability	TOTAL	Deferred Income
B. Opening Balance							
C. Income		85,027				85,027	
E. Expenditure		-81,570				-81,570	
F. Closing Balance = (B + C + E)		3,457				3,457	

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III. Expenditure

Account Groups	Budget	Expenditure					TOTAL	Variance
		Raise humanitarian standards	Grow RC/RC services for vulnerable people	Strengthen RC/RC contribution to development	Heighten influence and support for RC/RC work	Joint working and accountability		
A						B	A - B	
BUDGET (C)			85,027			85,027		
Relief items, Construction, Supplies								
Shelter - Relief	8,723		6,463			6,463	2,261	
Clothing & Textiles	8,772		8,076			8,076	696	
Water, Sanitation & Hygiene			176			176	-176	
Medical & First Aid	9,547		6,657			6,657	2,890	
Utensils & Tools	2,714		2,344			2,344	370	
Other Supplies & Services	407		4,395			4,395	-3,988	
Total Relief items, Construction, Sup	30,163		28,111			28,111	2,052	
Logistics, Transport & Storage								
Transport & Vehicles Costs			6,106			6,106	-6,106	
Total Logistics, Transport & Storage			6,106			6,106	-6,106	
Personnel								
National Staff			2,787			2,787	-2,787	
National Society Staff	3,877		1,742			1,742	2,136	
Volunteers	14,054		8,956			8,956	5,098	
Total Personnel	17,931		13,485			13,485	4,446	
Workshops & Training								
Workshops & Training	16,477		20,569			20,569	-4,092	
Total Workshops & Training	16,477		20,569			20,569	-4,092	
General Expenditure								
Information & Public Relations	15,266		5,874			5,874	9,392	
Office Costs			157			157	-157	
Communications			1,189			1,189	-1,189	
Financial Charges			1,100			1,100	-1,100	
Total General Expenditure	15,266		8,319			8,319	6,946	
Indirect Costs								
Programme & Services Support Recove	5,189		4,978			4,978	211	
Total Indirect Costs	5,189		4,978			4,978	211	
TOTAL EXPENDITURE (D)	85,027		81,570			81,570	3,458	
VARIANCE (C - D)			3,458			3,458		

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Split by funding source	Y	Project	*
Subsector:	*		

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IV. Breakdown by subsector

Business Line / Sub-sector	Budget	Opening Balance	Income	Funding	Expenditure	Closing Balance	Deferred Income
BL2 - Grow RC/RC services for vulnerable people							
Disaster management	85,027		85,027	85,027	81,570	3,457	
Subtotal BL2	85,027		85,027	85,027	81,570	3,457	
GRAND TOTAL	85,027		85,027	85,027	81,570	3,457	