Plan 2009-2010

International Federation of Red Cross and Red Crescent Societies

Liberia

Executive summary

Liberia is one of the wettest countries in the world with an average annual rainfall of more than 5,000 mm in Monrovia, and is prone to many natural risks and hazards such as floods, sea-erosion, storms and fires. Over 14 years of internal conflict (1989-2003) totally destroyed most of the country's infrastructure, and many people took refuge from the fighting by moving to the capital Monrovia, where they still remain in search for jobs. As a result Monrovia is over-crowded with no infrastructure to support the estimated 1.3 million people presently living there. A large percentage live in slums developed during the years of conflict, with little or no access to safe water or health facilities, and the absence of basic sanitation poses a severe threat to the health of the population. In rural Liberia almost no development has taken place over the conflict period, and apart from some towns, in each county the population live in small communities, many of them in isolated and difficult to reach areas due to thick rainforest and lack of roads.

In line with the Liberia National Red Cross Society (LNRCS) Strategic Plan 2008-2012, the International Federation of Red Cross and Red Crescent Societies (the Federation) will seek to continue its support to the capacity building of the LNRCS in its goal to become a well-functioning National Society. The aim of the LNRCS is to deliver timely response to the most vulnerable part of the population during emergencies (floods, storms, sea-erosion and other natural disasters), while at the same time developing a business plan that will identify areas for income generating activities, which in the longer term will make the National Society less dependent on donor support.

With support from Participating National Societies (PNS), International Committee of the Red Cross (ICRC) and other partners, the Federation's aim is to further build capacity in disaster management, health and care, and programmes falling under humanitarian values, while at the same time focusing on enhancing the capacity of the LNRCS' support services such as finance and administration, logistics and fleet. The Federation in Liberia will also enhance the LNRCS's governance capacity both at headquarters and the field level through participatory training workshops for members of the chapters' leadership and members of the board.

The targeted beneficiaries fall in two major groups: Red Cross volunteers and staff at chapter level and at headquarters level, and through the different programmes selected vulnerable communities will benefit from community-based health and disaster management, HIV/AIDS and TB information and communication sessions, humanitarian values programmes targeting war affected children and their caretakers, youth in school-clubs, vulnerable women and children. The LNRCS partners include the Swedish, Norwegian, Finnish, Danish, Netherlands, Spanish, British, and Canadian Red Cross Societies, (ICRC, the International Federation of Red Cross and Red Crescent Societies, the Swiss Agency for Development and Cooperation and USAID/OFDA.

The expected total number of beneficiaries will be 285,000 of which 195,400 will be directly assisted, while 89,600 will benefit as household and/or community members.

The total 2009-2010 budget is CHF 7,761,563 (USD 7,094,664 or EUR 4,943,670).

Country context

Liberia is recovering from a long period of poor governance, conflict and societal breakdown. Its economic collapse has been profound: the Gross Domestic Product (GDP) has fallen by 90 per cent as compared to 1980 levels, and it is today among the poorest and least developed countries in the world. The Liberian people suffer some of the highest incidence of malnutrition, infectious diseases and other health problems, the lowest rates for school enrolment and literacy and lack access to almost every basic social service.[1]

Liberia's population is currently estimated at 3.4 million with an annual growth rate of 4.9 %[2]. After the general election in 2005, the political evolution in Liberia continues to be personality-driven. The internal rife in the lower house of the National Assembly is slowing down the pace of progress expected from the government. The 1989-2003 war in Liberia had a devastating effect on the country's economy, with infrastructure grounded. Unemployment in the country today is estimated at 85 per cent, with majority of the people living in poverty. This makes access to basic health facilities difficult to the vulnerable population.

Liberia is not regarded as a country at high risk to any major natural disasters. However, it is prone to many natural risks and hazards such as floods, sea-erosion, storms and fires. At the same time there are no national risk reduction and/or disaster management policies and plans in place at the government level. The Government of Liberia, under the leadership of the Ministry of Internal Affairs (MoIA), has a National Disaster Relief Commission, but with limited capacity. During recurrent disasters, the Government calls on the LNRCS to provide assistance. In 2007 there were many smaller disasters[3] including floods, storms, sea-erosion and fires and the LNRCS was the only entity to immediately respond to these situations. During the rainy season of 2007 the Government slowly took responsibility for coordinating the efforts made by the LNRCS, the Federation, the ICRC, UN agencies and non-governmental organizations (NGO), who became active in disaster response. The Government is still largely relying on the LNRCS to prepare for - and respond to - disasters until the national policies and systems are in place.

In addition to natural disasters Liberia's neighbouring countries are also unstable, and the LNRCS must be prepared to assist in possible population movement situations.

Despite the high priority given to agriculture and food security over the past years Liberia is still largely dependant on the import of basic food commodities such as rice (the staple food of Liberians). With the global price of rice on the increase, in addition to increasing costs for transportation due to raising oil prices, food insecurity will remain a great concern for the coming years.

With an estimated unemployment rate of 85 per cent, poverty is a contributing factor to the HIV and AIDS pandemic. HIV and AIDS adult prevalence rate is estimated at 5.9 percent, with an estimated 100,000 people living with HIV and AIDS. The estimate of HIV and AIDS deaths is 7,200 per year. Life expectancy at birth is 39.85 years (male) and 42.46 years (female).[2] According to the World Health Organization (WHO) the under-5 mortality rate is 235 per 1,000 live births.[4]

National Society priorities and current work with partners

The LNRCS Strategic Plan 2008-2012 is founded on the Millennium Development Goals, the Framework for Action and the Global Agenda goals. The overall goal is to ensure that the LNRCS's programmes and services are focused on the needs of vulnerable people, and that they are responsive, increasingly sustainable, and of acceptable standards in performance, accountability and integrity.

---

[1] UNDP Common Country Assessment for Liberia, June 2006
[2] CIA World Fact Book, June 2006
[3] No reliable statistics available
[4] WHO, http://www.who.int/countries/lbr/en/

The LNRCS benefits from support and long-term commitment from many Movement partners as well as a few partners from outside the Movement. The Movement partners include the Swedish, Norwegian, Finnish, Danish, Netherlands, Spanish, British, and Canadian Red Cross Societies, ICRC and the International Federation of Red Cross and Red Crescent Societies. The Federation has been present in Liberia since 2003 with a Federation Representative and is expected to phase out its presence in late 2010 following a planned and agreed "Road-Map". Partners from outside the Movement include the Swiss Agency for Development and Cooperation (SDC) and USAID/OFDA. The table below outlines who the LNRCS is currently working with.

Partner	**Status**	**Programme component**
Swedish Red Cross	Multilateral	OD, CBHP, CAR
Norwegian Red Cross	Multilateral	OD, CBHP, CAR
Finnish Red Cross	Multilateral	CBHP
Danish Red Cross	Bilateral	CBHP/DM
Netherlands Red Cross	Bilateral	OD
British Red Cross	Multilateral	OD, CBHP, DM, CAR
Spanish Red Cross	Bilateral	OD, CBHP, DM, HV
Canadian Red Cross	Bilateral	OD, DM, CAR
ICRC	Bilateral	OD, CBHP, DM, HV
IFRC	N/A	Coordination and OD
Swiss Agency for Development and Cooperation	Bilateral	CAR, Logistics
USAID/OFDA	Bilateral	DM

The LNRCS is in the process of developing its Cooperation Agreement Strategy (CAS) and has been through a process of consultations with its partners in this regard, and Movement partners in general agree to be part of the CAS.

After having provided much needed assistance to the population during the 14 years of internal conflict, which ended with the 2003 Comprehensive Peace Agreement, the LNRCS Disaster Management Unit has turned its focus on developing and enhancing its capacity in response to natural disasters.

Despite the lack of governmental national policies and plans the LNRCS has responded to many incidents of floods, sea-erosion and storms over the past few years. The need to develop its own policies, plans and procedures for mitigation, preparedness and response to disasters has become evident, and in 2008, with assistance from the Swedish Red Cross and the Swedish Rescue Services Agency (SRSA), it launched a new 3-year regional capacity building project called the "West-Africa disaster management capacity building project". Other countries included in this programme are Sierra Leone and Nigeria. This project aims at developing policies, plans and procedures, while enhancing the capacity of staff, volunteers and communities through training, simulations and drills.

While this project will build capacity in disaster management, the LNRCS will simultaneously prepare for a suitable response to recurring natural disasters, which will inevitably strike during this appeal period. In order to respond quickly to any disaster it is necessary to develop a number of disaster management (DM) centres in selected strategic areas of the country for pre-positioning of Disaster Preparedness (DP) stock. The logistics and fleet capacity, which is almost non-existing, must be developed to support these efforts.

The Federation and the LNRCS will continue to collaborate with the Government to develop a national disaster contingency plan for the country as members of the national project working group under the national disaster relief commission.

In 2009-2010, the LNRCS will focus on further developing its activities in health and care. Priorities shall be given to the prevention of infectious diseases such as HIV and AIDS, tuberculosis (TB), and promotion of good health and hygiene practices through the community-based health programme (CBHP).

The approach of integrating disaster management with health and hygiene as explicitly implemented in the 2008 bilateral programme in two counties with support from the Danish Red Cross will form the basis of the way the LNRCS in the future will consolidate its DM/CBHP programmes across the country.

Within the humanitarian values department, existing programmes will be further developed and consolidated. The two child advocacy and rehabilitation (CAR) centres currently being run, work with people in 20 communities, especially, slum, disease prone and drug infested communities. After eleven months of psychosocial, educational and vocational training, the war-affected children are graduated and helped into placement in skills shops, while the 10-13 year-old are entered into academic schools. The children, who graduate after eleven months, are assisted with start-up kits, placed in apprentice shops and monitored for one year. To date, 440 out of 450 war affected children have graduated and are involved and integrated in their communities. The reduction of abuse, neglect and stigmatization has also decreased. Communities have Child Welfare Teams, where the town chiefs are advisors, and the CAR parents association is active and involved in the children welfare. The advocacy and sensitization with the partners and other stakeholders have improved the rights of children in the communities. The child advocacy and rehabilitation (CAR) is now active in two regions of Liberia.

The two CAR centres for war affected children will continue with an expected full cycle of 2 x 150 children per year. Other child protection activities will be launched during this period, though they are still at the planning stage. Youth activities in school-clubs, youth friendly centres, school girls' clubs, youth to youth peace building activities and garden clubs will continue to provide a free space for young people to develop their skills, while at the same time contributing to the development of their respective communities.

Through the "Women psycho-social and development programme", psycho-social counselling will be provided to selected war-affected women in communities in three counties where the concentration of women is high. Through provision of nine months of skills training and provision of start-up kits, beneficiaries of the programme will enhance their ability to live a normal life and support themselves. With support from the HV-department the LNRCS will address gender issues and gender mainstreaming at headquarters and in the field to ensure gender balance among its staff and volunteers.

Organizational Development (OD) is considered as cross-cutting in the way that most of the activities within OD will in fact demand the active involvement of all departments, and many new initiatives originating from the OD plans will have impact on all departments and sectors of the LNRCS from the national headquarters to the branches.

Planned activities and areas for development in the next Appeal period are multiple to include: constitutional and statutory reviews and up-dates; strengthening of Governance and Management; establishment of a decentralization plan; development and implementation of a volunteer policy; improvement of physical structures of the LNRCS at Headquarters and in the field; partnerships development and cooperation improvement inside and outside the Movement; further development of financial and administrative capacities; continued development of a Planning Monitoring Evaluation and Reporting (PMER) Unit; development of a business plan for income generation and building up of a Resource Mobilization and Communication Department.

Secretariat supported programmes in 2009-2010

Disaster Management

a) The purpose and components of the programme

Programme purpose
Global Agenda Goal 1: Reduce the number of deaths, injuries and impact from disasters.

The disaster management programme budget is CHF 1,357,290 (USD 1,240,667 or EUR 864,515).

Programme component 1: Food security.
Component outcome 1: Food security in five chapters has improved through the cultivation of 500 acres of land.
The food insecurity situation in Liberia is characterized by a sharp increase in prices of local and imported commodities. However, with minimum assistance from ICRC and the Federation, the National Society will provide agro inputs to selected communities. The National Society will undertake food production activities by cultivating 500 acres of vegetable, cassava, rice and cash crops in five chapters. This will be done by the local chapters with the full participation of the community dwellers. The beneficiaries will receive handy-skills training on swamp land cultivation, vegetable production and new methods in food preservation. In close collaboration with the health and hygiene unit, household families will be provided basic education.

b) Profile of target beneficiaries

Five thousand (5,000) people from four chapters are the targeted beneficiaries. These beneficiaries are rural inhabitants who earn their living on farming activities. They are subsistence farmers, who lack the basic and required agricultural inputs such as seeds, tools and extension services to enhance their production. Traditionally the availability of food is very low between June and August every year, which is the height of the farming season before harvest begins in August or September.

c) Potential risks and challenges

The effect of climatic change may contribute to an increase in the number and scope of disasters such as floods, heat waves, storms, drought, rising sea levels and epidemics, which will all worsen the food insecurity situation. Unstable prices of commodities and the increase in prices could hamper the quantity and quality of agro assistance as budgets may not be suitable to reach the targeted level.

Programme component 2: Community preparedness.
Component outcome 1: The effects of disaster have reduced through an efficient and effective disaster risk reduction plan.
Through a joint agreement with the Swedish Red Cross and with technical support from the Swedish Rescue Services Agency (SRSA) the Liberian Red Cross will reduce the impact of disasters of individuals and communities affected by disasters through training of community based volunteers, and organizing Community Disaster Response Team (CDRT). It will also focus on developing contingency plans, putting in place an early warning system and developing policies that will define roles and responsibilities of involved partners when disasters strike. Additionally, the construction of DM centres in two of the disaster hot spots will foster rapid response by National Society chapter structures; with the involvement of community based Red Cross volunteer's network and local authorities.

b) Profile of target beneficiaries

The activities target people living in disaster prone areas. The beneficiaries are 35% urban dwellers and 65% rural inhabitants, who survive on less than 1 USD per day. They are referred to as the rural poor and earn their income from subsistence farming and other livelihood activities, such as small trading and as unskilled labour. Thirty thousand persons are the targeted beneficiaries to include orphans, impaired persons, physical disabled, disaster victims, old folks, single mothers, widows, subsistence farmers and amputees. The beneficiaries are selected from twelve counties in the country**.**

c) Potential risks and challenges

Climate change may cause floods, heat waves, storms, drought, sea level rise and diseases and this can be a threat to livelihood among the most vulnerable. Management and retention of volunteers during programme implementation is another challenge to the programme. The non-availability of needed relief items in country, coupled with lack of warehouse facilities in the field, may hamper the preparedness and response to recurring disasters.

Programme component 3: Disaster response.
Component outcome 1: Community members have gained knowledge and skills in response to disasters prone in their areas, and are capable of promptly and effectively responding, when disaster strikes.

The knowledge and skills gained from trainings will enable the staff and volunteers to put in place disaster response mechanism to meet the needs of the most vulnerable people affected by disasters. This will further be enhanced through sensitization and dissemination of key disaster preventive messages in disaster prone areas.

Health and Care

a) The purpose and components of the programme

Programme purpose
Global Agenda Goal 2: Reduce the number of deaths, illnesses and impact from diseases and public health emergencies.

The health and care programme budget is CHF 1,934,171 (USD 1,767,980 or EUR 1,231,956).

Programme component 1: HIV and AIDS
Component outcome 1: Through training Red Cross staff, volunteers and community members have achieved knowledge and skills in sensitizing and disseminating key messages on sexual reproductive health and rights' issues including HIV and AIDS and gender based violence (Sexual gender based violence (SGBV).

Trained Red Cross staff, volunteers and community members are knowledgeable and have skills in disseminating key messages in sexual reproductive health and rights' issues, including HIV and AIDS, and gender based violence. The trained staff and volunteers will subsequently conduct community sensitization and awareness, and this will increase the knowledge and promote behavioural change to avoid practices of having multiple sexual partners and risky sex. It will also reduce stigmatization and discrimination of people living with HIV.

b) Profile of target beneficiaries

About 15,000 persons in 150 hard-to-reach communities and schools, orphanage homes, motels and bars in 12 chapters are expected to benefit.

Programme component 2: Water and Sanitation
Component outcome 1: Improved and increased access to sustained safe drinking water and improved sanitary measures has led to reduced diseases related to poor sanitation in eight chapters. The capacity of the communities in preventing sanitary diseases and responding effectively to the potential outbreak of water related diseases will be built.

b) Profile of target beneficiaries

Some 55,000 people will be the direct beneficiaries in 40 deprived and hard-to-reach communities to include cholera prone areas in eight chapters, where there is poor sanitary condition and no supply of safe drinking water.

c) Potential risks and challenges

The main challenge is logistics support (vehicles) to transport hardware materials at the chapter and branch level. Bad road condition and the monopoly of cement sale in the country, coupled with the rise in the prices of construction materials, may slow the pace of activities during implementation.

Programme component 3: Health and hygiene.
Component outcome 1: This component will increase the knowledge of community dwellers on prevention of communicable diseases, especially malaria, among children under five years, and pregnant women. It will also encourage immunization of under-five years, pregnant women and women of child bearing age.

b) Profile of target beneficiaries

The targeted beneficiaries will be inhabitants and Red Cross volunteers of 150 communities in 12 counties. About 10,000 inhabitants will benefit directly from the assistance provided. Some 300 volunteers (approximately 10 per cent of the total volunteer base) will benefit from the training in health and hygiene promotion, and disaster preparedness response and mitigation.

Programme component 4: Emergency Health – (Clinics)
Component outcome 1: Through the provision of curative, preventive and emergency health services the health status of the targeted population is improved in Zone 600 in Montserrado County and in Kakata in Margibi County.

a) Profile of targeted beneficiaries:

An estimated 40,000 people from Zone 600 in Monrovia and 25,000 from Kakata are expected to benefit from this programme.

b) Potential risks and challenges:

The rise in the price of drugs and medical supplies, and the lack of essential reagents in the country for specific laboratory investigations is envisaged. There is pressure exerted on the LNRCS limited resources to treat, manage and intervene of a huge number of patients during emergency due to closure of NGO Emergency Hospitals and Clinics.

Organisational Development / Capacity Building

a) The purpose and components of the programme

Programme purpose
Global Agenda Goal 3: Increase local community, civil society and Red and Cross Red Crescent capacity to address the most urgent situations of vulnerability.

The organisational development and capacity building programme budget is CHF 1,406,743 (USD 1,285,871 or EUR 896,014).

Programme component 1: Governance support and chapter development.
Component outcome 1: LNRCS Statutes are updated and adjusted to existing realities, and they are based on the "Guidelines for National Society Statutes".
Component outcome 2: LNRCS Governance and Management are strengthened with increased awareness on respective roles and responsibilities to ensure accountability**.**
Component outcome 3: A Decentralization Plan is developed and implemented, which establishes strategic priorities by strengthening local chapter and branch capacities, while the national headquarters takes on a technical, supervisory and coordination role.
Component outcome 4: LNRCS has established and put in place an institutional, sustainable and dynamic volunteer network in favour of, and assisting vulnerable communities and individuals.
Component outcome 5: LNRCS headquarters and chapters have improved physical infrastructure and better office environment enhancing efficient and effective management functions at all level.
Component outcome 6: Partnerships and cooperation is increased within and outside the Movement.

b) Profile of target beneficiaries

Governance Support and Chapter Development: there are two groups of target beneficiaries to the programme. The direct beneficiaries are 627 governance members at all levels of the National Society. Of this number 502 are male (80 per cent) while 125 are female (20 per cent). In addition to these direct beneficiaries there are some 5,000 members, who benefit indirectly.

Volunteers: An estimated 5,000 volunteers are involved in Red Cross service delivery to vulnerable communities (in all 15 local LNRCS chapters). While these are active within the different programmes they will benefit from better volunteer management through the establishment of the network and database.

c) Potential risks and challenges

The key risk is that follow-up support of governance work at the chapter and branch level is not carried out, and that main governance functions are not performed in accordance with the statutes of the National Society. Some 376 members of governance are newly elected (some 60%) and hence have little or no basic knowledge about the Red Cross Movement and their own responsibilities and mandate. To meet this challenge the governance induction and leadership training commenced in 2008 will continue over the next two years. This should enhance governance leadership in fulfilling its mandate of ensuring oversight, responsibility and accountability of the National Society. Retention of volunteers will be a main challenge to the National Society in times when other entities may provide incentives. This challenge will be met through the provision of insurance coverage, and recognition of the volunteers such as annual awards and reimbursement of transport costs.

Programme component 2: Finance and administration.
Component outcome 1: Increased credibility and accountability through external audits of all the LNRCS activities.
Component outcome 2: Increased capacity for chapter field officers to administer financial management functions leading to accountability and transparency.
Component outcome 3: Improved financial management system at LNRCS Headquarters and chapters through the adoption of a clear and well-understood chapter accounting manual and the computerization of the LNRCS accounting system.
Component outcome 4: Improved financial management has lead to obtaining clearance from the Federation to qualify for direct cash transfer.
Component outcome 5: Increased capability of finance and administration staff to carry out their functions through advanced external and local training sessions.
Component outcome 6: A well-functioning human resource system is in place through the computerization of personnel data base.
Component outcome 7: A well-functioning logistics and IT system leading to efficient and reliable service delivery.

b) Profile of target beneficiaries

Targeted beneficiaries will be staff and volunteers at headquarters and in the field (an estimated 140 paid staff and a small percentage of volunteers) who will be responsible to manage small funds as working advances.

c) Potential risks and challenges

As many volunteers especially at field level have little or no basic financial skills it will be a challenge to involve them in handling cash according to set financial management standards Reporting may not meet the required standards at the initial stage.

Programme component 3: Monitoring, Evaluation and Reporting
Component outcome 1: LNRCS staff's knowledge has been increased through training in project cycle management, and monitoring and evaluation (Monitoring Evaluation & Reporting, or ME&R, Unit) has ensured that an effective, efficient and well coordinated monitoring system is in place. 1.1 Continuous monitoring of LNRCS programmes in the communities has increased project impact.

Component outcome 2: Communities' and donors or partners' satisfaction with LNRCS programme implementation have increased and LNRCS credibility is enhanced. 2.1 Consultation with beneficiaries and stakeholders is improved and communities have developed a sense of ownership of programmes. 2.2. Continuous and regular Monitoring and Evaluation of LNRCS programmes have increased stakeholders' confidence in programmes performance and reporting.
Component outcome 3: Timely, factual, effective and informative reports have been produced and circulated to donors/partners, which have led to increased support to LNRCS programmes.
Component outcome 4: Capacity of staff of the unit has been strengthened through training, the provision of equipment and supplies have enhanced their work and their performance level has increased.

b) Profile of target beneficiaries

The LNRCS operates four core programmes that cater to the needs of the most vulnerable throughout the country. These programmes include health and care, disaster management, humanitarian values and organizational development. Beneficiaries of the monitoring and evaluation programme will include all programmes and projects of the LNRCS and their beneficiaries as well as stakeholders and partners/donors, who need up-to-date and factual information on programmes or projects they are funding.

Program staff/volunteers: 275
PNS / partners: 15
Community leaders: 210
Total: 500

Programme component 4: Resource development and communications
Component outcome 1: LNRCS has a viable commercial first-aid programme that is generating revenue for chapters and headquarters in a sustainable manner.
Component outcome 2: One hundred and fifty rural communities (10 per county) have the capacity to provide first-aid response during emergency, accidents and sudden illnesses in order to reduce the rate of casualties within their localities.
Component outcome 3: LNRCS has improved staff competence to provide first aid training and respond to emergency at chapter and headquarters levels.
Component outcome 4: The LNRCS is generating a steady flow of income in the fifteen chapters through a subsidiary company that is credible, competitive and accountable.
Component outcome 5: Local support to the LNRCS is increasing from fundraising activities and through strategic relationships cultivated with prominent individuals, corporate and non-corporate organizations and businesses.
Component outcome 6: Headquarters dissemination staff and chapter humanitarian values officers have capacity to effectively promote and disseminate Red Cross knowledge.
Component outcome 7: Profiling and promoting the LNRCS activities has enhanced public relations, strengthened awareness, respect and support for humanitarian values.
Component outcome 8: Red Cross advocacy campaigns on the impact of climate change and diseases has increasingly sensitized the public, the government and industrial organizations in order to take actions to reduce health and environmental hazards in communities around the country.
Component outcome 9: Exploring Humanitarian law with the integration of recreational and voluntary activities in 150 schools and four youth centres around the country is promoting the Red Cross image and expanding voluntary membership.

b) Profile of target beneficiaries

The Liberian Red Cross first aid training is designed to enable the delivery of basic life-saving procedures, conduct general first aid techniques for all types of injuries, sudden illnesses and safe transportation, and respond quickly to accidents or emergency situations. Some 150 rural communities in the fifteen counties, each with average population of 200 persons that are highly susceptible to violence and natural disasters, will receive first-aid training, refresher courses and emergency response kits in 2009 and 2010 respectively. Additionally, 2,000 students in 150 schools around the country, mainly consisting of youth in the age range of 12 to 25 years are being targeted for the school-based first-aid training programme. In order to compliment safety procedures and reduce the impact of

hazards in work places, commercial training will extend to corporate organizations as well.

LNRCS focus on raising core costs will not be limited to income generation, but will include fundraising activities, networking and partnerships with corporate and non-corporate organizations, media organizations and Red Cross partners.

Through a robust communication programme that will profile and promote Red Cross activities, the fundamental principles and humanitarian values, the LNRCS will build a strong public image. Red Cross, media institutions, the security forces, civil authorities and the youth are the primary target audiences for the LNRCS communications activities. These audiences are of strategic interest to the LNRCS for gaining safer access to the intended beneficiaries of Red Cross services. Attracting the participation of the youth to Red Cross activities is an enormous contribution in terms of volunteers.
First Aid Students: 2,000
Community Based First Aid: 30,000 (indirect)
Total: 32,000

c) Potential risks and challenges

Early withdrawal of partners and delayed funding can pose serious difficulties to the achievement of LNRCS objectives. Inadequate human and material resources at chapters' level affect the quality of programme delivery. Another factor that challenges the Red Cross is the willingness of communities and youth to participate in LNRCS' activities voluntarily, given that most of Liberia's population is unemployed and their livelihood depends on daily menial jobs.

Principles and Values

a) The purpose and components of the Humanitarian Values programme

Programme purpose
Global Agenda 4: Promote respect for diversity and human dignity, and reduce intolerance, discrimination and social exclusion. **Goal:** The LNRCS has changed the attitude, behaviour and context of war affected children, youth, women and their families, and families separated by conflict and disaster, and have increased the economic condition of the communities through community support activities.

The principles and values programme budget is CHF 2,604,202 (USD 2,380,440 or EUR 1,658,727).

Programme component 1: Child Advocacy and Rehabilitation (CAR)
Component outcome 1: Through the implementation of the CAR project in two counties, 20 communities have fully accepted the LNRCS CAR project, continued their cooperation and have registered as members of the Red Cross.
Component outcome 2: By increasing residents' knowledge in child protection and youth development strategies in Montserrado and Grand Gedeh counties, child's rights and values have been restored in the families and neighbourhood in 20 CAR communities.
Component outcome 3: Specialized training programs for staff of the two CAR-centres have equipped them, and increased their knowledge and skills, allowing them to carry out their roles and functions in a highly competent manner.
Component outcome 4: Psycho-social, social welfare and recreational support for CAR beneficiaries, their families and communities have reduced the traumatic effect of their war experiences holistically, and increased their sense of belonging, well-being and worth.
Component outcome 5: The skills training component has increased CAR youth's capacity to make an earning and contribute to the livelihood of themselves, their families and communities.
Component outcome 6: In fulfilment of the community support component, CAR in collaboration with CBHP have increased awareness raising on health and hygiene and HIV and AIDS, and have improved health and hygiene practices in the CAR communities.
Component outcome 7: The advocacy and awareness rising on child rights within the CAR communities has improved development opportunities for CAR children and their peers.

Component outcome 8: National Societies in the Mano River Region (Sierra Leone, Liberia and Guinea) engaged in Humanitarian Values, have decided on issues and action plans for advocacy for war affected children in the region.
Component outcome 9: The CAR program has produced informative, results-based reports due to good monitoring and supervisory practices and the CAR-centres are well managed through a monitoring, evaluation and staff appraisal system.

Programme component 2: Youth development unit
Component outcome 1: Beneficiaries of the Red Cross School Clubs project have developed various social life-skills and have increased their interaction with other youth groups through sports, drama, peace education and community service activities.
Component outcome 2: Through the Girl Units Project, young girls have developed self-esteem and are contributing meaningfully to the development of their various school communities and actively participating in decision making, school club projects and leading their meetings.
Component outcome 3: The LNRCS Youth to Youth Peace building activities have reduced violence, increased peaceful interaction and young people are serving as peace ambassadors and promoters of Humanitarian Values in their local Communities.
Component outcome 4: Students from various schools in the fifteen counties are knowledgeable and involved in Red Cross activities. Red Cross School Club leaders' are trained and volunteering services to their communities.
Component outcome 5: Through the Garden Club project, youth are actively contributing to the production of food crops in their different localities.
Component outcome 6: The values of disabled and youth amputees have increased; they have been driven from street beggars' status to productive citizens in 6 communities in 2 counties.

Programme Component 3: Women Psychosocial & Development Programme
Component outcome 1: The LNRCS women and war program is accepted and established in communities in three counties, where the concentration of women is large.
Component outcome 2: Through the Psycho-socio and counselling activities, the beneficiaries of the Women program have rediscovered their values and are living positive lives in their communities.
Component outcome 3: Through the provision of nine months of skills training and provision of start-up kits, beneficiaries of the women program are living a normal life and supporting themselves.
Component outcome 4: The LNRCS has built a strong advocacy and information network for women's rights and values in collaboration with stakeholders within the National Society, targeted communities and in the society at such.
Component outcome 5: Through the placement of a qualified management & staff team, the women program is successful in achieving its objectives and well managed.

Programme Component 4: Gender Mainstreaming
Component outcome 1: The LNRCS women and war program is accepted and established in communities in three counties, where the concentration of women is large.
Component outcome 2: In pursuit of gender mainstreaming, LNRCS has established six gender mainstreaming focal groups to promote positive gender response.
Component outcome 3: An appropriate male and female balance of volunteers has been accepted for the rendering of assistance to the most vulnerable.
Component outcome 4: The LNRCS has increased its gender balance in governance and management, where gender equality and equity is enhanced.
Component outcome 5: Regular monitoring and evaluation of the programme has shown the progress, identified gaps and achievements of gender mainstreaming.

b) Profile of target beneficiaries

1. The Child Advocacy and Rehabilitation Project (CAR) of the National Society annually reaches out to 300 war affected children from 20 communities in three counties in urban and rural Liberia (Montserrado and Bomi; Grand Gedeh). It indirectly benefits an estimated 900 household members and more than 3,000 community members through meetings, awareness sessions, sport festivals and communities' gatherings. The selection of these beneficiaries was based on a threefold criterion (war

affectedness, education and level of vulnerability). Beneficiaries are between the ages of 10-18 years and must be in a category of being neglected, stigmatized and without one of or none of their parents.
Direct beneficiaries: 600
Graduates: 600
Family Households: 1,800 (indirect)
Communities' Residents: 21,000 (indirect)
Total: 24,000

2. The Youth Development Programme seeks to help young people in their communities in rediscovering their values and assist them in building their self esteem. The youth programmes are visible in schools and communities in the fifteen counties of Liberia. There are 98 school clubs throughout the fifteen counties and seven Girls Units (14 girls' leaders & 210 members) in seven schools in two counties designed specifically to work with school girls in thematic areas so as to increase their confidence, leadership ability, esteem and value, making them see their equality with their male peers. The Youth Programme includes the operation of four Youth Friendly centres (recreation, sports, peer counselling and skills activities) in Montserrado, Bong, Nimba and River Gee Counties. The National Society has a youth policy, school club concept document and girls' unit concept document.
Girls Units: 224
School Clubs: 3,859
Youth Centre Programs: 400
Sports, Recreation & Art: 1,200
Residents, other students: 24,000 (indirect)
Total: 29,683

3. Women Psychosocial and Development Program: the issue of women's living conditions in Liberia after 14 years of war is appalling, with ex-combatant women at the lower end of the scale involved in no education developmental or profitable ventures. The majority of these women between the ages of 18-45 years are found loitering in bars, around hotels & motels, cinemas and other entertainment places looking for a living. These women mostly are supporting children. An assessment carried out with 600 ex-combatant and war affected women in three over populated communities around Monrovia revealed the state of poverty, disease, prostitution and drug involvement among the targeted women. A project document has been developed for a 9-month cyclic training in four skills areas (tailoring, tie-dyeing, soap making, cosmetics).
Direct beneficiaries: 600 (in 2009), 1,200 (in 2010)
Household members, residents: 10,800 (indirect)
Total: 12,600

4. Gender mainstreaming: the National Society in its 2008-2012 Strategic Plan earmarked gender mainstreaming as one of the issues for implementation. The issue of gender commenced with a concept document and a short-term work plan. The gender disparity in the National Society has begun to be more balanced with the governance election held in March 2008, which resulted in a slight increase of women participation in the decision making process of chapter committees. The management and staff at headquarters are being sensitized on the need to create a level of gender equality and equity in the implementation of programmes and recruitment of new staff. This was evidenced by the recruitment of two female accountants at the national headquarters finance department in early 2008.

LNRCS projects in targeted communities are often agreed on mainly by the male part of the population, and as such one objective is to be gender sensitive at all levels in the decision-making and acceptance of projects and programmes in vulnerable communities. The commencement of the programme will lead to the holistic development in the National Society, its targeted communities and chapters. Advocacy through collaboration is being carried out with other stakeholders.
Direct beneficiaries: 450
Community residents: 2,000
Total: 2,450

c) Potential risks and challenges

The humanitarian values (HV) programme aims basically at assisting communities to rediscover their lost values, and a sense of dignity and respect for all irrespective of sex, creed, race, tribe or ethnic make-up. In the implementation of the HV programme, some potential risks are the funding, community acceptance, crime rate in some areas and the bad road condition in the southeast and north-western area of Liberia, which makes it difficult to reach remote communities. On the other hand some of the challenges facing the programmes are the cultural and religious norms especially in the west of Liberia. The issue of girls leaving homes to participate in HV programmes is a challenge in some quarters of western Liberia.

Role of the secretariat

The Federation delegation in Liberia works entirely within the National Society structure and has no staff of its own. For many years the Federation has only been present with a Representative and short-term assistance from technical delegates. The Federation Representative is the counterpart of the Secretary General of LNRCS and works directly with all units and staff of the LNRCS. The National Society provides the Representative secretarial or administrative services, as necessary. The National Society finance department works with Federation software and financial reporting to the Zone Office is done by the National Society, while the Representative remains the budget holder.

The role of the Federation in Liberia will not change during this Appeal period; however the Organisational Development (OD) delegate, who was recruited in late 2007 for one year, is expected to extend her contract for an additional six months, until July 2009. In agreement between the LNRCS and the Federation it is decided that the Federation will phase out its presence in Liberia following a planned “Road-Map” and should close its representation in late 2010.

The secretariat’s budget for its support role is CHF 459.157 (USD 419.704 or EUR 292.456)

a) Technical programme support

Since late 2007 an organizational development delegate has been assisting the National Society in its OD work, which is headed by the Assistant Secretary General. Due to the huge task of developing policies guiding the work in areas such as volunteer management, governance and chapter development it is considered necessary to extend the presence of the OD delegate for an additional six months. This should ensure that the set objectives for the mission can be achieved, while the National Society will be able to carry on the work with support from the zonal OD manager in Dakar and other Federation functions at the Zonal and regional level. It is not expected that additional expatriate expertise will be required in Liberia except for short term missions in order to provide support and follow up in various technical areas (IT/Telecoms, logistics, fleet) where additional capacity building may be required. Two of the National Society bilateral partners are present in Liberia and directly provide support in sectors such as DM/CBHP, while other bilateral partners are present in the region and will also provide support to the LNRCS – primarily within the greater scope of OD.

b) Partnership development and coordination

While the Federation in Liberia is providing support to National Society coordination activities with its many partners, it is important to emphasize that the LNRCS has the leading role and ownership of its activities. With many partners supporting the National Society, both from within but also from outside the Movement, there is a need for the National Society to develop guidelines for its cooperation with partners. The CAS-process is and has been an important and essential tool for the National Society to set the direction and decide how partners will cooperate, and with more bilateral partners actively supporting the LNRCS in different programme areas, the development of operational alliances would benefit all stakeholders. Operational alliances should be enforced during this period and assistance may be required from the Movement Cooperation unit in Geneva. Cooperation with the ICRC is close with all three Movement partners holding quarterly tri-partite meetings.

c) Representation and Advocacy

An important Representative-level role is advocating with the Government of Liberia and authorities at the local level to raise their awareness of the work of the National Society and the Federation in order to have them actively involved in supporting the Red Cross in whichever way possible. The Federation

enjoys the privilege of having signed a Legal Status Agreement with the Government of Liberia offering the organization's diplomatic privileges and duty exemption.

During 2008 the President of the Republic of Liberia, Mrs. Ellen Johnson-Sirleaf, in accordance with the LNRCS constitution, was invested as "Chief Patron" of the Liberia National Red Cross Society, and she promised in her speech of thanks to ensure full government support despite the limited resources available to the government, but also committed herself as a Liberian. These words were followed by several Government initiatives in support of LNRCS activities. The President paid an official visit to the CAR centre in Monrovia in order to dedicate the centre, the Red Cross Act was re-affirmed by both Houses of Parliament and is forwarded to the President of Liberia for her signature, and the Government, for the first time since the war, allocated from its budget an amount (USD 50,000) to the LNRCS.

In recognition of the lack of national policies and plans for disaster management, the Federation has advocated the role of the National Society as an auxiliary to the authorities. While the government has established a national disaster relief commission (NDRC) under the lead of the Minister of Internal Affairs, this Commission has no resources or capacity. Hence the Government wants the LNRCS to take the lead role in disaster response and calls for its assistance when floods and storms hit the country. Good relations between the government, the Federation, and the LNRCS have made respective roles and limitations clear. The Government has indicated that policies and plans will be developed that will clearly define roles and responsibilities of stakeholders. The government has accepted its role and in 2008 officially through the Minister of Internal Affairs asked the Federation for support in developing national policies and plans. By advocating to other stakeholders we managed to link up with the Swedish Rescue Services Agency (SRSA), who has years of experience in this field and the capacity to be involved. This has resulted in SRSA making a 3-year project proposal to support the NDRC develop its policies and plans, and the SRSA has submitted the proposal to SIDA to fund the project.

The Federation and the LNRCS are both members of the Project Development Working Group under the NDRC of the Ministry of Internal Affairs, and meet regularly in this forum with other stakeholders in DM. The Representative participates regularly in Inter-Agency meetings, and meets regularly with major stakeholders from European Union, the United Nations Country Team as well as UNMIL.

Promoting gender equity and diversity

Traditionally women in Liberia live under traditional norms, which mean they have fewer opportunities to continue schooling to higher levels, they often become mothers in the early teens, and have less chances to participate in social activities and decision making. Gender based violence is, and has been during the many years of war, a serious issue, that victimizes a large number of girls and young women every day. Women and children are vulnerable to poor health and many live in slums, which exposes them to further hazards.

However, with the election of Ellen Johnson-Sirleaf as the first African female President, the focus has been on improvement of the conditions for women and children, and several of the highest positions in the country are held by women. Gender equity and diversity has been put on the agenda in Liberia, which under her leadership has a Gender Ministry.

The National Society realizes and acknowledges that there is a gender bias with regard to access to equal opportunities in life for girls and women. In its 2008-2012 Strategic Plan the LNRCS earmarked gender mainstreaming as one of the issues for implementation. The issue of gender commenced with a concept document and a short-term work plan. The gender disparity in the National Society has begun to be more balanced with the governance election held in march 2008, which resulted in a slight increase of women participation in the decision making process of chapter committees. The management and staff at headquarters are being sensitized on the need to create a level of gender equality and equity in the implementation of programmes and recruitment of new staff. This was evidenced by the recruitment of two female accountants at the national headquarters finance department in early 2008. There is a focus on gender in all programme areas of the LNRCS, while understanding the need to particularly support vulnerable women and children. This is particularly

evident in some of the humanitarian values programmes like School Clubs Girls' Units, while the gender diversity is promoted in activities like the CAR centres, the School Clubs and Youth Friendly centres. Apparently the volunteer base of the National Society shows the best balance between men and women, since being recruited from the communities they live in, they represent these communities.

Quality, accountability and learning

The LNRCS is very aware of the importance of monitoring the quality of their activities to learn from best practices, while also ensuring that accountability is secured through proper reporting. In this line it was decided in 2008 to establish a monitoring, evaluation and reporting unit. The unit is responsible for developing tools which can be used at all levels of the organization, while ensuring that staff and volunteers are trained in using them.

While the LNRCS and its partners over the past years have focused on developing the capacity of its functions and staff at the national headquarters, in order to ensure that acceptable standards were developed through policies, rules, regulations and plans, there is now more focus on spreading the knowledge and capacity to the chapters. Some chapters have better quality in their programme implementation and monitoring than others, and training sessions will be arranged to bring together staff from all chapters to learn from each other and receive guidance and training from headquarters.

The LNRCS operates four core programmes that cater to the needs of the most vulnerable throughout the country. These programmes include health and care, disaster management, humanitarian values and organizational development. Beneficiaries of the Monitoring and Evaluation programme will include all programmes and projects of the LNRCS and their beneficiaries as well as stakeholders and partners and donors, who need up-to-date and factual information on programmes or projects they are funding.

All programmes have developed logframes, which set expected result, provides indicators to measure results, identifies risks and assumption, and set a time frame for their implementation. The logframe has been the preferred tool by the National Society for several years, to ensure proper and realistic planning as well as implementation, and the 2008-2009 logframes will be revised and modified to incorporate plans for 2010.

How we work

The International Federation's activities are aligned with its Global Agenda, which sets out four broad goals to meet the Federation's mission to "improve the lives of vulnerable people by mobilizing the power of humanity".	**Global Agenda Goals:** • Reduce the numbers of deaths, injuries and impact from disasters. • Reduce the number of deaths, illnesses and impact from diseases and public health emergencies. • Increase local community, civil society and Red Cross Red Crescent capacity to address the most urgent situations of vulnerability. • Reduce intolerance, discrimination and social exclusion and promote respect for diversity and human dignity.

Contact information

For further information specifically related to this plan, please contact:

- **In the Liberia National Society:** Mr. Daniel Clarke, Secretary General; e-mail: clarkesumo@yahoo.com ; phone: +231 655 1335 and fax. +231 779 631 44
- **In the West-Central Africa Zone:** Mr. Alasan Senghore, Head of Zone; e-mail: alasan.senghore@ifrc.org phone +221 33 869 3641; and fax. +221 33 820 2543