

ANNUAL REPORT



International Federation of Red Cross and Red Crescent Societies
Fédération Internationale des Sociétés de la Croix-Rouge et du Croissant-Rouge
Federación Internacional de Sociedades de la Cruz Roja y de la Media Luna Roja
الاتحاد الدولي لجمعيات الصليب الأحمر والهلال الأحمر

LIBERIA

31 May 2006

In Brief

Appeal No. 05AA022; Appeal target: CHF 4,408,413 (USD 3,479,352 or EUR 2,791,901); Appeal coverage: 43.3%. [Click here to go directly to the attached Financial Report.](#)

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Annual Appeal : <http://www.ifrc.org/docs/appeals/annual05/05AA022.pdf>

Programme Update no.1: <http://www.ifrc.org/docs/appeals/annual05/05AA02201.pdf>

Programme Update no. 2: <http://www.ifrc.org/docs/appeals/annual05/05AA02202.pdf>

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Operational context

Following a two-year transitional government in Liberia headed by the chairman, Guyde Bryant and a cabinet made up of the three warring factions, Liberians United for Reconciliation and Democracy (LURD), Movement for Democracy in Liberia (MODEL) and the government of Liberia (GOL), national elections were held on October 11, 2005 with 22 candidates vying for the presidency. No candidate obtained the required 51% vote and a run-off election was held between the two top candidates, George Weah who obtained 28% of the vote and Ellen Johnson-Sirleaf who obtained 19% of the vote. Mrs. Ellen Johnson-Sirleaf won the election with 59% of the vote to George Weah's 41%. Complaints of voting irregularities were filed but found unfounded by the national elections commission. After several meetings with African and international leaders, Mr. Weah announced publicly that his party would not exercise its options of taking its claim of election irregularities to the supreme court, thus paving the way for the inauguration of President-elect, Ellen Johnson-Sirleaf to take place, in January 2006.

In the face of serious constraints and challenges, the Liberian Red Cross Society, in cooperation with its Movement partners, the International Committee of Red the Cross (ICRC) and the International Federation of Red Cross and Red Crescent Societies, helped to reducing vulnerability among the war ravaged population, including the returnee

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population of internally displaced persons (IDPs) and refugees, through its humanitarian interventions under the following programmes: Food security, health and hygiene, HIV/AIDS, water and sanitation (WatSan) , first aid, child advocacy and rehabilitation (CAR), distribution of non-food items, disaster management, youth, as well as tracing and information dissemination. In doing so, the national society is playing a key role in the country's drive to a sustained peace and a hopeful future. ICRC was the lead agency in the country throughout the year and remains lead agency as we head into 2006. However, given the current political situation and the relative calm in the country, discussions are to be undertaken as to whether or not the lead agency role should change. ICRC and the Federation continue to work together to develop the national society's capacity in programme delivery.

Through community mobilization and sensitization, the fight against HIV/AIDS continues with the programme now covering four counties whose total population constitutes approximately 65% of Liberia's 3.3 populations. In these same counties, trained community volunteers are spreading health and hygiene messages throughout the communities and the WatSan unit of the national society has been busy digging wells and constructing latrines and training community members in their maintenance.

The first aid unit and the disaster management department were merged with the community-based health department in a complete restructuring of the service delivery of the national society. This means more effective alignment of its activities and more comprehensive support to the vulnerable communities. In addition, this has had the added benefit of generally supporting the contingency planning which has been undertaken with focus on the bordering communities with Côte d'Ivoire as well as Guinea.

The CAR programme, which commenced in January 2005, graduated its first 145 war affected children after an eleven month programme which included literacy and skills training and, more importantly, individual counselling sessions. These 145 children have been reintegrated in the mainstream of family and community life and will continue to be followed by Red Cross CAR activists.

The organizational development programme also gained momentum during 2005. Leadership training sessions were provided to a total of 160 governance members and management staff in 14 out of the 15 chapters. Eleven field officers, who are the senior managers of their respective chapters, underwent a one week management training workshop culminating in the development of individual work plans. The national society has completed the drafting of its revised Statutes as well as a volunteer policy. Six new personnel policies were developed and approved.

The national society has revised its management structure based on the need to run a reasonable management team with the capacity to deliver programmes and services to the vulnerable people more efficiently and effectively. The revised management structure comprises the secretary general, the assistant secretary general, a director of finance and administration and two programme directors.

Analysis of 2005 programmes

Health and care

Health and care (community-based health programme)

Goal: The health of the vulnerable people in Liberia is improved through access to safe drinking water, improved sanitation and increased awareness on the spread and prevention of HIV/AIDS and other health related issues.

Objective 1: Through effective Red Cross health promotion training and education of the target groups, 60 selected communities in six chapters have increased their awareness and strategies to prevent illness in their families and communities.

Achievements

- Information, Education and Communication (IEC) materials on health and hygiene continue to be developed and updated for use in the communities following approval by the department of health.
- Thirteen out of the fifteen chapters participated in Africa malaria day with in door and out door programmes.

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- 500 t-shirts and 5,000 brochures with key messages on malaria were produced and 3,000 brochures given to the Ministry of Health (MoH) in support of Africa Malaria Day. The national society also provided two vehicles and an ambulance to the MoH for that day.
- The national society received 1,000 treated bed nets from the Ministry of Health and has distributed 830 to pregnant mothers and children under five.
- Community-based organizations (CBOs) have been established in 24 communities. Each CBO has a representative membership of 12 people including youth, women and elderly that have been trained in the leadership responsibility for the overall community-based health programme in their respective communities.
- Four health and hygiene and HIV/AIDS programme officers from Montserrado, Bong, Margibi and Grand Bassa received a 10-day motor bike training prior to receiving the bikes.
- The national society supported the April 2005 national immunization campaign in River Gee and Monrovia. A total of 8,410 children between 0 and 59 months were immunized against polio.
- A three day training of trainers (ToT) workshop was held for 10 CBHP trainers in Margibi and in Grand Bassa. The objective of the training was to upgrade the skills and knowledge of the health and hygiene promoters on the transmission, complications and prevention of malaria and STIs (gonorrhoea, syphilis and herpes simplex).
- 660 health and hygiene kits were distributed in Margibi and Grand Bassa counties.
- CBHP sponsored football games in three communities for children under 15. The games were intended to raise awareness of the need for safe blood donations. CBHP provided t-shirts and footballs to the community teams.
- The national society's health director attended a three week training course in health emergencies in populations which took place in Pretoria, South Africa and was sponsored by the Federation and the Canadian Red Cross.

Knowledge and understanding of HIV/AIDS/STI among adolescent youth, adult men and opinion leaders (of various age groups) has increased while stigma and discrimination is reduced during 2005.

Achievements

- The HIV/AIDS awareness programme is presently in six communities in Grand Bassa County, and eight in communities in Margibi, seven in Bong and four in Montserrado
- CBHP conducted a six-day Training of Trainers (ToT) workshop for 13 community health volunteers and field officers from Montserrado, Bong and River Cess counties. The training aimed at increasing the awareness and understanding on the causes, transmission and prevention of HIV/AIDS and other diseases of potential morbidity and mortality among community dwellers. Partnership, planning, report writing, objective setting, assessment and monitoring and evaluation were also part of the topics presented.
- Four additional communities in Grand Bassa have been identified and community-based organizations as well as community anti AIDS committees have been established in these communities in preparation to implementing the programme in 2006.
- Regular field trips were conducted by the HIV/AIDS unit at headquarters in order to follow up and monitor activities and provide coaching for programme staff.
- Liberian Red Cross Society celebrated World AIDS Day in close collaboration with the National AIDS Control Programme.
- The HIV/AIDS coordinator has been working with the national AIDS control programme to finalize a KAP-B questionnaire and to develop IEC materials for communities. Technical inputs were given and the materials field tested in selected communities.
- CBHP trainers and programme officers at chapter level continue to provide coaching to Community Action AIDS Committees, community-based health organizations, community health volunteers and peer educators and, as a result, knowledge and understanding of HIV/AIDS is increasing daily.
- Liberian Red Cross Society has developed a work place policy on HIV/ AIDS that has been approved by the National AIDS control department and other HIV/AIDS implementing partners. The policy will be presented to the 2006 General Assembly for approval.
- The HIV/AIDS coordinator attended a four-day anti-retroviral workshop in Nairobi in April with the objective of building his capacity to run the national society home care, community-based health and HIV/AIDS peer education programme, using the Kenya Red Cross experience as a model.

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- The national society has submitted two proposals to UNDP through the Ministry of Health and Social Welfare for the Global Funds' HIV/AIDS programme 2006-2010.
- 1,879 health education sessions on the spread and transmission of HIV/ AIDS and sexually transmitted diseases were conducted during the year by community health volunteers and the Community Action AIDS Committees in their respective communities.
- 250 t-shirts and 86 shoulder bags with HIV/AIDS messages were distributed to 12 communities in Margibi and Grand Bassa counties. Grand Bassa chapter also received 15 condom boxes.
- A total of 48 youth (male and female) and 72 adults (male and female) participated in a five-day training workshop on HIV/AIDS transmission and prevention.
- A ToT workshop on HIV/AIDS was conducted for the child advocacy and rehabilitation (CAR) staff. The knowledge acquired during the workshop was then transmitted to the 150 CAR youth.
- IEC materials have been developed for use by the community volunteers.
- The youth section of the Grand Bassa and Cape Mount chapters each conducted a two-day workshop for 50 volunteers on HIV/AIDS/STIs transmission and prevention with the objective of reducing stigma and discrimination in the work place.
- 24 community action AIDS committees were formed in Margibi and Grand Bassa and similar committees are in the process of being formed in Bong and Montserrado counties. These structures are intended to support peer educators and play an advocacy role in reducing stigma and discrimination in their respective communities.
- 38,000 condoms were distributed in the various communities and 708 condoms were distributed to sex workers in a motel in Monrovia to help change risky sexual behaviour.
- The national society participated in World AIDS Day and distributed key messages on the transmission, prevention and the reduction of stigma of HIV/AIDS.
- A KAP-B survey questionnaire has been finalized. The survey will be conducted in 2006 in collaboration with the national AIDS control department.

Access to safe water supply and sanitation is increased in four chapters – Margibi, Bong, Montserrado and Grand Bassa - thereby reducing the impact of water and sanitation related diseases on these communities in 2005.

Achievements

- The WatSan programme is being implemented in close collaboration with the beneficiaries and is guided by Participatory Hygiene and Sanitation Transformation (PHAST), SPHERE and approved Ministry of Rural Development guidelines.
- The WatSan Unit distributed 50 sets of clean-up tool kits. Each set contains one wheelbarrow, two shovels, two diggers, two axes, two cutlasses, two slashes, 2 pangolins and 2 buckets. One set is targeted for 200-250 people and the sets are used to improve the sanitary condition of the communities.
- Clean up activities were carried out in five communities in Margibi, eight communities in Grand Bassa and one community in Bong.
- The WatSan unit completed four hand dug wells mounted with hand pumps in three communities and one at the Margibi chapter headquarters. One well was constructed and another three were rehabilitated in Grand Bassa County, while one new well was constructed and five old wells rehabilitated in Montserrado County. One well is under construction in Bong County.
- Two communal two-compartment latrines were constructed in Margibi and also in Grand Bassa. Five communal latrines each are under construction in Bong, Margibi and Grand Bassa counties.
- A Memorandum of Understanding (MoU) is always signed between the national society and the communities. This is intended to clarify the role of each party during the provision and maintenance of WatSan services in the communities.
- The ICRC has facilitated WatSan training and provided logistical support (one computer and one land cruiser).
- The ICRC has agreed to support a WatSan Committee in River Cess and Montserrado counties and refresher training for four technicians in River Cess will be done early next year.
- WatSan committees have been set up and trained in each of the communities where the national society is providing WatSan support. The WatSan committees have been established for the purpose of ensuring

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that the community effectively plays its role as written in the MoU, especially in the post project activity which includes the managing of the WatSan facilities.

- In response to the cholera outbreak in the greater Monrovia area, the WatSan Unit and the ICRC WatSan department jointly conducted a three-day water quality assessment at 30 water points in Paynesville. Seventeen national society's volunteers and three community-based health trainers were trained to help collect and analyze water samples. 250 volunteers were trained in household chlorination and targeted 5,158 households. The national Society volunteers were involved in focus group discussions on the transmission and prevention of cholera. 50 t-shirts and 35,000 leaflets with simple cholera prevention messages, approved by the Ministry of Health, were distributed.
- The WatSan unit also rehabilitated five wells and chlorinated 1,152 closed and open wells in one of the cholera affected areas. A total of 295 open wells were also lined with culverts.
- The WatSan coordinator attended a three-day contingency planning meeting in Dakar which was geared to having a standardized regional contingency planning format.

Impact

- The CBHP programme is now functioning in three of the seven CAR communities in Monrovia. These communities are pleased with the programmes as evidenced by their active and increased participation in it and behavioural change.
- The establishment of community-based organizations (CBOs), Community AIDS Action Committees (CAACs), community health volunteers (CHVs), peer educators and WatSan committees has brought about a cohesive working relationship, helped increase CBHP activities and enhanced reduction of discrimination and stigmatization of People Living with HIV/AIDS (PLWHA) among the targeted communities' populations.
- The placement of water points and communal latrines in these communities has helped reduce poor water and sanitation diseases among the community dwellers by increasing the beneficiaries' access to safe drinking water and proper latrines.
- Partnerships with United Nations Fund for Population Activities (UNFPA), National AIDS Control Programme (NACP), Ministry of Health (MoH), United Nations Children Emergency Fund (UNICEF), International Committee of the Red Cross (ICRC), International Federation of Red Cross and Red Crescent Societies (IFRC), Ministry of Rural Development (MoRD) and other implementing partners has strengthened the ties between the national society and these institutions thus promoting quality community health care to the targeted communities.
- The target populations have internalized the fact that PLWHA s should be treated with compassion and not stigmatized or discriminated against in any way.
- The negative perceptions on many health issues held by the community dwellers have been reduced as a result of increased awareness, knowledge and understanding of HIV/AIDS and other health issues.
- Programme officers from the four chapters have been trained in programme planning, monitoring and evaluation which enhanced the quality of reporting.

Constraints

- Community members rely heavily on subsistence farming, wherefore HIV/AIDS, health and hygiene awareness and sensitization activities are often held during evening hours which increases the number of nights the trainers stay in the community.
- The CBHP department does not have a coordinator for health and hygiene thus adding increased programme responsibility to the director.
- Funding was difficult and the Appeal budget was not met, thus impeding programme implementation.
- The lack of a defined incentive structure has de-motivated volunteers' willingness to function effectively and efficiently.
- The cost of having the trainers at the chapter level rather than in the community has caused a heavy financial burden. This is being reviewed.
- The inaccessibility of communities due to poor roads during the rainy season created difficulty for the timely delivery of materials and services.
- The lack of first aid training for CBHP volunteers and targeted communities needs to be addressed.

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- The health care appeal budget was not fully met and therefore, the plan to implement the CBHP programme in six counties during 2005 was not met. The programme is therefore presently in four counties only.

Lessons Learned

- The lack of training in field data collection and analysis, demography and statistics posed a serious problem in analyzing field data.
- The director is implementing health and hygiene activities thus making it difficult for him to carry out other management activities.
- The number of incentive paid volunteers is still too high and has to be reduced to make the programme sustainable for the national society.
- Liberian Red Cross Society cluster operations in targeted communities have enhanced field coordination and programme operations.
- Commercial sex workers have proved to be very responsive to the HIV/AIDS messages related to risky sexual practices.

Disaster management

Goal: The Liberian Red Cross has reduced the number of vulnerable people affected by war and disasters through the extension and strengthening of services to all 15 chapters.

Objective: Relief, food security and first aid response assistance has increased leading to reduced vulnerabilities in the communities identified through VCA.

Achievements

- Through effective organization, 3,117 farmers were provided with basic farming inputs to engage in food production. 976.1 acres of land were cultivated. The majority of the funding for this came from ICRC.
- The cooperative approach to food production is working well. While farmers still cultivate their individual fields, they are encouraged to participate in a community joint venture. The harvest is used to help returnees with seeds for planting as well as money gleaned from the sale of the product is used for the benefit of the community.
- Twenty-one communities, with a high number of returnees, were identified in four border counties (Lofa, Nimba, Grand Gedeh and Bong) as part of the border response programme. Community-based organizations were established in each community and a list of the most vulnerable in each community was established. They received non-food items such as tarpaulins, blankets and buckets.
- 15 volunteers were trained in basic crop production and management practices.
- A contingency plan was developed to provide emergency response during the Liberian October national elections and the Presidential runoff elections in November.
- The national society participated in a three-day contingency planning workshop on population movement in Senegal, Dakar (17-19 October). The objectives of the workshop were; to agree on a standard contingency planning format for national societies in the region; revise and update national society's contingency plans in view of the crisis in Côte d'Ivoire and the elections in Liberia and Burkina Faso as well as outline a regional contingency plan for the Federation regional delegation.
- A SWOT analysis was carried out in all the chapters bordering with Guinea and Côte d'Ivoire in order to identify the capacity of the chapters to respond to a sudden influx of refugees and to identify gaps, particularly those in the bordering communities.
- A contingency plan to respond to population movements across borders and within borders was developed and circulated to concerned UN agencies and other international non-governmental organizations (INGOs).

Impact

- The food security programme has provided the means for 3,117 farmers and their extended families to ensure availability of food for consumption, seeds for next season's planting and some small money through the sale of extra crops to buy additional food supplies/condiments.

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- The training provided by the food security Unit to all assisted farmers is enabling the farmers to get a better yield and prepare for the next planting season.
- Under the border response programme, each community organized its CBO responsible for identifying the most vulnerable, distribution of NFIs and ensuring that the most vulnerable remained cared for and the communities remained clean. These CBOs remain in place even though the project itself has ended.
- A well developed contingency plan, coordinated with the Movement's partners and other INGOs, meant that the national society first aid teams across the country were in place during the election period and responded to dozens of minor emergency as well as three traffic accident cases.
- The SWOT analysis has identified the gap in trained volunteers in the areas of tracing, relief, first aid, water and sanitation as well as community-based health. The training of these additional volunteers will take place in the first quarter of 2006.

Constraints

- The disaster management department received limited funding in 2005 from the Federation Appeal resulting in fewer farmers being assisted.
- Many roads in the country remain impassable during the rainy season making it imperative that funding is received for the programmes at the beginning of the year in order to implement them before the rainy season.
- 960 tarpaulins, part of the border response project, were stolen from the national society headquarters' warehouse. The security company has accepted responsibility and is replacing the tarpaulins 50 pieces a month. Although the project ended in November 2005, these tarpaulins will be distributed to the beneficiaries of the border response project as they are received during 2006.
- Four radios received as part of the border response project were not installed in the chapters as the parts necessary to the installation of the radios as base radios were missing and funding was unavailable to purchase these parts (approximately US\$5,000 per radio). Every attempt will be made to install the radios in 2006.

Lessons Learned

- To have an effective food security programme, with emphasis on security, the programme must have a training component and a minimum eighteen month follow-up which includes assessing the impact on the health of the population through the community-based health programme.
- Cultural beliefs and traditional practices are still strong in all communities, which sometimes serve as an impediment to the farming calendar.
- The dependency syndrome is becoming wide spread and many rural inhabitants are of the opinion that assistance will continue forever.
- The rate of poverty and the increasing level of vulnerability have resulted in some residents organizing pseudo groups for the sole purpose of receiving farming tools and seeds and not to engage in farming activities.
- Tools have not only been used for agricultural purposes but also for other domestic activities resulting in the tools being rapidly out of use.

Humanitarian Values

Goal: The Liberian Red Cross Society has increased the development and healing of youth, war-affected children and communities through rehabilitation, peace building and youth development programmes.

Objective: Some 150 children have registered in the pilot CAR programme in Monrovia in 2005. The children will begin the process of healing their trauma and reintegration into society.

Achievements

Child Advocacy and Rehabilitation (CAR)

- 150 children were registered in the programme and the core curriculum and psycho-social component of the programme began on 17 January 2005.
- A four-day Accelerated Learning Programme (ALP) workshop was held for the CAR staff to sharpen their knowledge and skills in presenting the content of the ALP curriculum.

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- The CAR staff participated in an eight-day training in case management to develop their skills in handling cases of the beneficiaries using the convention on the rights of the child.
- The first meeting of the CAR parents was held and this resulted in the organization of the interim committee to lead the body (CAR parents association) to election in two months. The elections were held as planned and there is now a permanent CAR Parents Association providing advice and support to the CAR programme.
- The Centre has three supervisory staff, ten activists and four support staff.
- During the eleven months of the programme, the average attendance rate of the children was 95 percent of the CAR staff, through its family visits, intervened in three special cases where three CAR children were being abused at home. Due to the direct intervention of the advocacy officer and three activists, the parents and fiancé of these CAR beneficiaries have increased their fellowship and positive attitude towards the children.
- The director participated in the UNICEF organized child protection working group meetings held twice a month in the Ministry of Gender and Development and the UNICEF conference room.
- The CAR staff and four of the REGSA security workers at the centre underwent five days of training in sexual gender based violence (SGBV) and sexual reproductive health. The training was conducted by the school health division of the Ministry of Education in consultation with the CBHP department of the Liberian Red Cross Society.
- Following completion of six terms of ALP and skills training, the children underwent final exams to determine the level of knowledge gained in theory and practice.
- The Project graduated 145 beneficiaries after eleven months of training in ALP and skills. The children underwent psycho-social counselling throughout the eleven months to enable them to overcome long years of trauma and to help them lead a positive life in their communities (five of the children left the programme to move to other communities with their parents).
- The CAR project provided daily feeding for all the children and babies throughout the eleven months.
- A survey was done in three new communities which have been added to the seven original CAR communities and the children for the 2006 programme will be selected from these ten communities.

Impact

- The families of the CAR beneficiaries are following up their children's activities at the centre and parents have changed their attitudes and behaviours towards their children due to their knowledge of the rights of the child and the interventions and counselling of the CAR staff.
- Two national societies in the region, which have the same programme, are cooperating and sharing experiences and providing mutual support.
- Through the family visits, neighbours of the CAR children have begun to treat their children well and are requesting permission for them to enter the programme.

Constraints

- Funding was difficult and the Federation Appeal budget for CAR was met at only about 30 percent. ICRC provided additional funding to keep the programme going.
- The skills training component of the programme was delayed due to lack of funds.
- The family/community visits were reduced to two days a week due to the availability of only one mini bus.
- The CAR programme is still being carried out in rented premises.
- Due to lack of funding, the social welfare delegate could not be extended beyond her one year contract.

Lessons Learned

- Working with parents is an added advantage in promoting and developing war-affected children.
- Information shared with children must be factual and dates met to enable them to build confidence in those who are their leaders.
- The children lost interest in the entire programme when one component is not met on time. A classic example was the delay in beginning the skills training.

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- Proper training and preparedness is a stepping stone to providing quality education as was seen in the training of the activists in presenting ALP and carrying out case management sessions with the beneficiaries.

Objective: The Liberian Red Cross youth offices units reactivated with trained youth leadership; twenty-five school clubs are reactivated and established in Montserrado, Margibi and Grand Bassa counties. Youth have begun capacity building and skills programmes among volunteers and vulnerable youth and communities.

Achievements

Youth

- Following successful sensitization meetings, the records gathered from the community schools through the principles and parent teachers associations (PTA) show an increase in students' population. The essence of the meetings and community mobilization campaigns was to inform and involve all stakeholders, elders, school administrations, women groups, youth groups and other influential people within the communities on the implementation of the Integrated Early Childhood Development (IECD) Programme.
- From January to December, 2005, the youth development section established more than 28 Red Cross school clubs in Grand Bassa, Margibi, Montserrado, Sinoe, and River Gee chapters with the objective of increasing the strength of the youth voluntary data base, establishing an information sharing network, promoting volunteerism and enhancing community service. Six clubs were also established in Bong and five in River Cess, however, the membership statistics were not available at the writing of this report.
- Girls' enrolment in schools has increased where the Red Cross clubs are located.
- Through the IECD project, PTAs were strengthened to enhance the coordination of schools in local communities.
- The youth section participated in a stakeholder workshop hosted by the right to play (RTP) organization. The workshop objective was to interest other child protection agencies in a partnership with RTP. Liberian Red Cross Society met with the regional programme officer of RTP on the possibilities of forging a partnership.
- Capacity building and training of 12 youth officers and volunteers on HIV/AIDS awareness and prevention took place in Zwedru, Grand Gedeh County.
- Four youth volunteers participated in a two-day training session on the monitoring of the school clubs.
- Sixty youth officers and volunteers from the 15 counties participated in a two-day workshop on HIV/AIDS. The objective of the workshop was to train youth officers from the chapters to coordinate their own HIV/AIDS programme. Following this workshop, youth officers disseminated key messages on HIV/AIDS, peace, Red Cross knowledge and Humanitarian Values in communities and schools.
- A plan of action has been developed and circulated in chapters for the implementation of youth activities in local communities.
- The Red Cross youth network has been extended to several communities motivating youth to join the Red Cross youth programme.
- A draft youth to youth concept paper was submitted to the national society senior management focusing on promoting community peer education and school clubs as they relate to the Principles and Values of the Movement.
- Sports activities were resurrected in Bassa town through games and the distribution of sport materials.
- In October, 13 schools participated in a two-hour meeting on the launching of the comic book entitled *The Battle of the Villages*. The comic book is about promoting Humanitarian Values among students and IHL through comic narrative. The book is to be launched in ten schools targeting one thousand students.
- The youth revitalized an abandoned youth centre in Samuka Town, Montserrado County. The Centre also includes a standard basketball court and football field with a wide yard for young people to converge. The capacity of the centre will be approximately 500 youth. Some sports and recreation materials were also given to the centre.
- 75 youth from Cestos City in River Cess County participated in a two-day community service activity to give Cestos high school a face lift for the resumption of the 2005/2006 school year.

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- Youth from the River cess chapter participated in a one-day session on the principles and values of the Red Cross, IHL, health and hygiene, peace building and volunteerism.
- The Youth in Montserrado Chapter had an on-going feeding project for 45 elderly people from two old folks' home that took place every Saturday until the end of the year.
- 25 students underwent a two-day awareness session on the development of new strategies for Red Cross School Clubs in Central Monrovia.
- Four community youth groups (60 youth) participated in a one day awareness session on the promotion of a youth network and community sensitization on the values of destitute children.
- Buzzy quarter community volunteers cleaned and cleared stock piles of dirt in four strategic areas in the community while also disseminating health and hygiene messages as well as Red Cross knowledge.
- In Slipway Community, the youth purchased curvets and cement and reconditioned the road allowing vehicles to once more enter the community.
- 70 elderly persons from West Point and Nelson Street communities were provided with hot meals.
- A one-day recreational therapy sports event between the CAR children and the New Kru Town youth promoted the development of fellowship between the two groups and assisted in breaking down barriers.

Impact

- There is increased collaboration and contact with community youth groups, particularly those who participated in many of the community's activities such as the repairs of playgrounds in Paynesville and Caldwell.
- Red Cross presence is widely extended and youth are mobilized in several communities to carry out community service without any expectation of payment.
- Through the implementation of the integrated early childhood development programme, twenty-seven communities in three counties have recorded an increase in school attendance.
- The IECD programme has changed the attitude of community residents and instead of keeping their girls at home to perform house-hold chores, twenty-one out of twenty-seven sensitized communities are sending them to school.
- The HIV/AIDS, peace, Red Cross Knowledge and Humanitarian Values messages that have been disseminated among the youth have created a positive impact on their behaviour and attitude. Youth in twelve communities are de-traumatized from post war traumatic stress and have been reintegrated into mainline youth activities. Some of these youth have started going back to school.
- The visibility of the youth programme has created an easy access for the target beneficiary to interact with Red Cross youth in the various youth units in the chapters.

Constraints

- The youth unit, despite being the largest group in the national society and the bedrock of the volunteer movement, worked without an approved and funded budget until July 2005 when it received funding from the Swedish Red Cross.
- The schools are responding to the programme and activities of the Red Cross, however, there is not much collaboration and information sharing between the communication and information dissemination and the youth units of the national society.
- Many youth officers in the chapters do not have the knowledge and relevant skills to coordinate youth activities effectively.
- The unit has limited funding support, including logistics and support to the chapters.
- The road conditions, especially during the rainy season, make it difficult to carry out youth activities in some communities.

Lessons learned

- The lack of funding for a core unit within the institution results in the programme becoming stagnant and inactive.
- The time is right for the youth component to look into other areas of funding to enable it to reach out to youth through capacity building for them to render services to the most vulnerable.

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- Allowing youth volunteers to work in the various departments of the national society provides them with good experience in administrative, supervisory, monitoring and managing skills to further enable them to serve the most vulnerable.

Organizational development

Goal: The Liberian Red Cross Society is a well functioning national society, working in an efficient and effective way to improve the well-being of the most vulnerable and foster its institutional growth.

Objective 1: Through the strengthening of the headquarters' and chapters' capacities in programme management, coordination, representation and governance, Liberian Red Cross Society has improved its efficiency and effectiveness in addressing the needs of the most vulnerable in Liberia.

Achievements

- The Liberian Red Cross Society management structure was revised and the number of senior managers reduced from eight to five. The senior management structure now comprises the secretary general, the assistant secretary general, the director of Finance and administration and two programme directors.
- Governance leadership training was provided to a total of 160 governance members and management staff in fourteen out of the 15 the national society's chapters. Using the knowledge and skills gained, the governance members and management staff have improved their capacity to carry out their respective functions.
- A project for the construction of the Sinoe chapter office combined with a youth support project for Sinoe was developed and submitted to the Spanish Red Cross for funding. The national society has received commitment for funding support for the project.
- Chapter field officers' job descriptions were revised in February to take into account the increased responsibility placed on them.
- A one-week management raining workshop was held in September for 11 field officers. Subjects covered in the workshop included interpersonal communication, development of a work plan, performance appraisal, policies and procedures, disciplinary procedures, problem solving, feedback, etc. At the end of the workshop, the field officers left with a three-month work plan approved by their respective chairpersons who joined the workshop for the last day (the four chapters not represented have acting field officers in place).
- As of the year end, an evaluation exercise of the field officers' work plan is being conducted by the respective chapter chairpersons with technical input from the headquarters. The exercise is expected to be completed by January 31st, 2006. Feedback will be provided to the field officers and assistance in developing a second three month work plan. In April, a second evaluation exercise will take place following which the field officers will either be confirmed in their positions or new recruitment will take place.
- A nation-wide consultation process was undertaken on the society's Statutes and based on the feedback from the chapters, the ICRC and the International Federation, the revision of the statutes has been completed and sent to the Joint Committee for review. The Statues are expected to be approved at the national society General Assembly in December 2006.
- A national society volunteer policy document was developed and is being reviewed for formal approval by the national society governing body in 2006. An implementation guide will be developed to assist the society in the implementation of the policy.
- The Red Cross Movement in Liberia (ICRC, Federation and national society supported all 15 chapters in carrying out activities to observe the 142 anniversary of the Movement. The chapters reported on a high turnover of Red Cross members, staff, volunteers, student groups, health workers and representatives of civil authorities as well as NGOs.
- The national society and the Federation provided funding assistance to cover lease payments for the Sinoe, Lofa and Maryland chapter offices which still do not have their own headquarters.
- The Liberian Red Cross Society provided funding assistance to complete chapter construction work on the River Cess, River Gee and Gbarpolu chapter office buildings
- In December, the Nimba Chapter of the national society successfully held its four annual meeting in Saclapea, Nimba County. Nimba had been the only chapter which had not held its annual meeting in

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2004. The chapter headquarters will now relocate to Sanniquellie which is the political capital of the county.

- The national society' Secretary General paid an eight-day working visit to the Ghana Red Cross in order to review and draw lessons learned from the Ghana Red Cross Society contingency plan during the elections, in preparation for the Liberia national elections.

Impact

- The governance training workshops, the first ever for chapter governance, have provided members and the management team an in-depth understanding of their respective roles and responsibilities.
- The revised job descriptions and the subsequent development of work plans have provided the chapter executive committees and headquarters the means to monitor, follow-up and provide feedback to the field officers on their performance.
- The revised the national society's statutes address some of the areas such as roles and responsibilities of the chapters and branch issues where the 2001 statutes were silent on. The holding of the nation-wide consultation process with the stakeholders for their input and suggestions during the revision process gave them ownership of the document. This will also encourage the stakeholders to respect and adhere to the provisions of the Statutes.
- The field officers have demonstrated the knowledge and skills gained in developing and implementing their respective work plans.

Constraints

- Inadequate funding has negatively impacted on the implementation of a series of training sessions.
- Lack of funding has also held back the recruitment of the planned chapter secretary/book-keeper positions.
- The lack of their own headquarters buildings is a key problem facing five of the national society chapters. The construction of the Grand Kru office, initially supported by the Federation few years ago, has not been completed due to lack of funds.
- Volunteer management and retention is one of the major challenges faced by the national society. The decline of active volunteers in some of the chapters is likely to be due to lack of Red Cross ongoing programme activities in the core areas.

Lessons Learned

- The governance workshop participants greatly appreciated the knowledge gained and they are using such to carry out their respective functions. However, the participants requested that a similar type of workshop be conducted for branch governance members in 2006.
- The field officers need coaching in the area of developing their work plans, especially in the formation of objectives and indicators of success.
- The construction of new chapter headquarters should be closely supervised since several chapters last year took it upon them to change the original plans thus adding additional and unexpected costs to the construction.

Objective 2: Administrative and Human Resource Services: Through improved administrative service delivery, Liberian Red Cross has increased staff capacities to fulfil the requirement of their programmes in the delivery of services effectively and efficiently to the vulnerable.

Achievements

- Sex personnel policies were developed and approved by the national executive board (sick leave, bereavement leave, recruitment, vacation leave, emergency leave and maternity leave).
- An orientation package was developed for new staff members.
- The purchase and distribution of stationery was centralized and procedures for accessing stationery and for charge back to the appropriate departments have been developed.
- All job descriptions for staff of the finance and administration department have been revised and updated.
- Four new recruitments were made in the national society management which included the director of health services, administrative coordinator, first aid coordinator and the accountant.

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- 23 positions were declared redundant and the employees who occupied these positions were paid off in keeping with the labour law of the Republic of Liberia.
- 102 of the national society have been registered under the national social security and welfare scheme.
- The national society entered into and signed a retainer agreement with the Sherman and Sherman Law firm.
- A draft of the revised employee handbook has been completed and should be finalized early in 2006.

Impact

- The approval of the policies has enhanced productivity and minimized the guess work in making decisions.
- The orientation of new staff has provided them with a good organizational overview and further ensured a smooth integration.
- The centralized stationery system is expected to help reduce expenditures.

Constraint

- Acute funding problems have delayed several activities such as the implementation of a human resource management system.

Lessons Learned

- Although the funding problem has had a negative impact on some of the administrative unit planned activities, the national society identified other low cost activities which could be implemented.
- The recruitment of the national society staff in a transparent and fair process has resulted, in most cases, in obtaining well experienced and capable staff.

Objective 3: Finance – The ability of the Red Cross to attract donor funding and the capacity of the Finance Department to effectively support its clients in their programme goals is increased through improving the efficiency, transparency and accountability of Liberia’s Red Cross financial management system.

Achievements

- An audit was completed on the 2004 accounts.
- A new accountant was recruited and trained.
- A monthly financial management report package was developed and programme managers trained in its use.
- The project cash book system was rationalized.
- Finance staff was trained in FLIT software and are now using it for the monthly reports.
- Finance staff members were trained in the BuSy budgeting system and are now using it for budgeting.
- Managers have been trained in work plan development and staff performance evaluations.

Impact

- The annual audit of accounts has a positive effect on donors.
- There is an increased capacity of senior management to effectively monitor and control budgets through the use of the monthly management report.
- Managers’ skills in planning and staff performance evaluation have improved.

Constraints

- The lack of funding affected the training of chapter staff in financial management.
- The resignation of the first accountant in June placed enormous work pressure on the director of finance and administration who had to work extra time to have reports completed on time.

Lessons learned

- The filling of a vacancy should be done as soon as the vacancy exists to avoid the transfer of the workload to other staff which has the tendency to reduce productivity.

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Objective 4: Logistics – Through improved logistics support, the Liberia Red Cross has increased its capacity to respond effectively to the needs of the most vulnerable in the communities.

Achievements

- A vehicle transport system was established for all national society and Federation vehicles.
- The construction of a warehouse at the Montserrado chapter was completed.
- A system to supply the chapters with fuel on a regular basis was established.
- Guidelines were developed and implemented on the selection of supplies.

Impact

- Field trip planning system and the vehicle transport system has increased coordination of the field trips and reduced fuel and maintenance costs.
- Regular servicing of vehicles ensures vehicles are available and in good working conditions for effective service delivery.
- The construction of the warehouse in Montserrado chapter allows more flexibility for the national society in deploying supplies when needed.
- The fuel supply system for chapters ensures that the chapters always have a regular fuel supply.
- Supplies, goods, services and equipment are effectively procured, pre-positioned and delivered on time for all programmes.

Constraints

- There is a need to fill the vacant position of the warehouse supervisor.
- There is an inadequate supply of fuel for the vehicles. Monthly fuel requirement is 1,000 gallons.
- There needs to be a financial incentive to compensate the drivers for working overtime.

Lessons learned

- Despite inadequate funding, the unit managed to implement its scheduled activities.
- Clear and tight procedures, especially when implemented, will reduce costs and increase durability of vehicles and equipment.

Objective 5: Management Information Systems (MIS) – Through an effective MIS, the Liberian Red Cross Society has improved its responsiveness and coordination in 15 chapters and headquarters to respond to emerging needs in its programming with the most vulnerable.

Achievements

- Computer skills assessment was carried out for all the national society staff. However, training for staff could not start due to lack of funding.
- A manual of procedures was drafted for the use of radios in vehicles and for base radios.
- HF and VHF base radios were installed in six chapters and staff trained to operate the radios.
- A radio operator was recruited and trained.

Impact

- Radio installation in six chapters has enhanced the exchange and flow of information between headquarters and the chapters.
- The results of the computer assessment helped identified the staff that required training.

Constraint

- Lack of funding meant that the installation of HF and VHF radios in the remaining chapters could not take place.

[Final financial report below; click here to return to title page and contact information.](#)

International Federation of Red Cross and Red Crescent Societies

LIBERIA

Selected Parameters	
Year/Period	2005/1-2005/9998
Appeal	M05AA022
Budget	APPEAL

All figures are in Swiss Francs (CHF)

I. Consolidated Response to Appeal

	Health & Care	Disaster Management	Humanitarian Values	Organisational Development	Coordination & Implementation	TOTAL
A. Budget	1'600'506	737'652	1'063'246	1'007'010		4'408'413
B. Opening Balance	122'652	-66'691	-79'889	-67'316		-91'244
Income						
Cash contributions						
British Red Cross	142'133	90'040	159'218	50'036		441'426
Canadian Red Cross Society			296			296
Danish Red Cross	3'000			45'000		48'000
Netherlands Red Cross				34'808		34'808
Norwegian Red Cross	98'750	187'783	98'750	17'475		402'758
Swedish Red Cross	123'863		165'150	158'918		447'930
C1. Cash contributions	367'745	277'823	423'413	306'237		1'375'218
Outstanding pledges (Revalued)						
British Red Cross	166'543					166'543
Norwegian Red Cross				667		667
C2. Outstanding pledges (Revalued)	166'543			667		167'210
Reallocations (within appeal or from/to another appeal)						
British Red Cross	0					0
Norwegian Red Cross	17'530		-17'530			0
On Line donations				35'000		35'000
C3. Reallocations (within appeal)	17'530		-17'530	35'000		35'000
Inkind Personnel						
British Red Cross	62'000			74'400		136'400
Canadian Red Cross Society			587			587
Netherlands Red Cross				102'000		102'000
Other			4'400			4'400
C5. Inkind Personnel	62'000		4'987	176'400		243'387
Other Income						
Miscellaneous Income				1'572		1'572
C6. Other Income				1'572		1'572
C. Total Income = SUM(C1..C6)	613'818	277'823	410'870	519'876		1'822'387
D. Total Funding = B + C	736'471	211'132	330'982	452'560		1'731'144

II. Balance of Funds

	Health & Care	Disaster Management	Humanitarian Values	Organisational Development	Coordination & Implementation	TOTAL
B. Opening Balance	122'652	-66'691	-79'889	-67'316		-91'244
C. Income	613'818	277'823	410'870	519'876		1'822'387
E. Expenditure	-735'309	-204'452	-242'142	-441'658		-1'623'562
F. Closing Balance = (B + C + E)	1'161	6'679	88'840	10'901		107'582

Selected Parameters	
Year/Period	2005/1-2005/9998
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III. Budget Analysis / Breakdown of Expenditure

Account Groups	Budget	Expenditure					TOTAL	Variance
		Health & Care	Disaster Management	Humanitarian Values	Organisational Development	Coordination & Implementation		
	A					B	A - B	
BUDGET (C)		1'600'506	737'652	1'063'246	1'007'010		4'408'413	
Supplies								
Shelter	84'892							84'892
Construction		448		462	1'342	2'252		-2'252
Clothing & textiles	222'566	234	75'095	320		75'648		146'917
Food	29'022	1'485	448	6'907	293	9'134		19'888
Seeds,Plants	128'055		10'091			10'091		117'964
Water & Sanitation	300'083	144'308	3'384	46		147'739		152'345
Medical & First Aid	54'780	2'311		192		2'503		52'277
Teaching Materials	421'010	4'234		52'770	1'981	58'985		362'025
Utensils & Tools	146'337		8'546	1'444	143	10'133		136'204
Other Supplies & Services	66'162	3'857				3'857		62'305
Total Supplies	1'452'908	156'878	97'564	62'142	3'758	320'342		1'132'566
Land, vehicles & equipment								
Land & Buildings	260'367			1'143		1'143		259'224
Vehicles	218'296	16'293	13'216			29'509		188'787
Computers & Telecom	144'579	7'527			8'886	16'413		128'166
Office/Household Furniture & Eq		2'920	10'090	13'165	783	26'958		-26'958
Total Land, vehicles & equipme	623'242	26'740	23'306	14'308	9'669	74'023		549'219
Transport & Storage								
Storage	1'381	1'195				1'195		185
Distribution & Monitoring		800	800			1'600		-1'600
Transport & Vehicle Costs	233'295	45'504	16'980	17'978	15'582	96'044		137'251
Total Transport & Storage	234'676	47'499	17'780	17'978	15'582	98'840		135'836
Personnel Expenditures								
Delegates Payroll	484'461	1'682		144	156	1'982		482'479
Delegate Benefits		106'979		22'429	286'220	415'629		-415'629
National Staff	519'350				42	42		519'308
National Society Staff		191'025	41'314	42'051	43'126	317'515		-317'515
Consultants	15'981			889		889		15'093
Total Personnel Expenditures	1'019'792	299'686	41'314	65'513	329'544	736'057		283'736
Workshops & Training								
Workshops & Training	312'059	27'771	5'143	4'300	13'925	51'139		260'920
Total Workshops & Training	312'059	27'771	5'143	4'300	13'925	51'139		260'920
General Expenditure								
Travel	135'563	23'835	2'772	2'922	21'612	51'142		84'422
Information & Public Relation	168'548	44'998	1'404	5'887	2'101	54'389		114'159
Office Costs	90'472	23'962	3'898	15'355	7'521	50'736		39'736
Communications	25'545	2'997		629	4'993	8'618		16'926
Professional Fees	17'643	7'677		25'660	2'928	36'265		-18'622
Financial Charges	23'519	-1'906	-165		5'546	3'474		20'045
Other General Expenses		7'307		11'366	9'887	28'560		-28'560
Total General Expenditure	461'291	108'868	7'909	61'819	54'588	233'184		228'107
Depreciation								
Depreciation	17'899							17'899
Total Depreciation	17'899							17'899
Program Support								
Program Support	286'547	47'533	13'289	15'718	27'963	104'503		182'044
Total Program Support	286'547	47'533	13'289	15'718	27'963	104'503		182'044
Operational Provisions								
Operational Provisions		20'334	-1'853	365	-13'370	5'475		-5'475
Total Operational Provisions		20'334	-1'853	365	-13'370	5'475		-5'475
TOTAL EXPENDITURE (D)	4'408'413	735'309	204'452	242'142	441'658	1'623'562		2'784'851

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LIBERIA

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VARIANCE (C - D)	865'196	533'200	821'104	565'352	2'784'851
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