

Annual report



International Federation
of Red Cross and Red Crescent Societies

Liberia

MAALR001

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This report covers the period 1 January 2010 to 31 December 2010.



First Aid trainers exhibit skills in tending to wounded during first aid training. Photo LRCS

In brief

Programme outcome: The Liberian Red Cross Society (LRCS) has become a stronger and more sustainable National Society that is in a position to be more proactive and effective in the delivery of quality services to the vulnerable population.

Programme summary: This report summarizes activities implemented from January to December 2010 across programmes addressing disaster management, health and care of the most vulnerable, organizational development/capacity building of the National Society and promotion of humanitarian values.

Disaster Management: The National Society responded to floods and storms that rendered families homeless and vulnerable.

Under the West Africa Disaster Management Capacity Building Project, the Liberian Red Cross along with the Sierra Leone Red Cross and other partners have been trained on preparedness and response in order to mitigate the impact of disasters on local communities.

LRCS is working to restore some basic social services including water and latrines to communities hosting refugees from Côte d'Ivoire. In addition, the Red Cross is working in six counties to ensure improved food production capacity and engender self sufficiency in food for the population in these counties.

Health and Care: The Community-based Health Programme (CBHP), with funding from various partners, has constructed or rehabilitated water and sanitation facilities in twelve of the fifteen chapters. The programme has also scaled up TB, Malaria and HIV/AIDS awareness in these chapters to sensitize communities and reduce the prevalence of the diseases.

The National Society conducted a strategic evaluation of the CBHP and the Danish Red Cross supported CBH/DM Pilot project. The evaluation of the CBHP will reshape the direction of the programme and determine a way forward for further support to it.

Organizational Development: Construction of branch offices in Grand Gedeh and Lofa was initiated during the reporting period. The launch of the West Africa Partnership Programme (WAPP), with funding from the Canadian Red Cross, is strengthening the capacity of chapters and branches toward the goal of becoming a well-functioning National Society. Staff capacity has been built by the provision of training in project management and other programmes. The Partnership Programme has been strengthening chapter capacity to accomplish the LRCS decentralization plan.

The beginning of the commercial first-aid programme and mileage recovery scheme coupled with other income generating activities occurred during the year. In particular, the National Society increased its local funding sources with the construction of a twenty-room guesthouse in Sanniquellie, Nimba County.

The LRCS was selected for a five-year capacity building project under the Federation's Intensified Capacity Building Project (ICB). The project is to strengthen chapters' capacity to deliver services over a five-year period.

The National Society began the reviewing of its Strategic Plan (2008-2012). The review will outline indicators and deliverables for the next two years of implementation and forge a common understanding to develop the new five-year strategic plan (2013-2017).

Principles and Values: Particularly noteworthy was the Child Advocacy Rehabilitation Centre (CAR) project, which provided vocational skills training and psycho-social counselling to young war-affected and other disadvantaged youths.

Across all sectors, LRCS projects increased women participation and provided training in different skill areas to empower them to contribute to the economy.

Financial situation: The 2010 appeal was satisfactorily covered to buttress the Red Cross service delivery effort to the most vulnerable in the country. The original 2010 budget was CHF 3,737,037, of which CHF 3,274,746 (87%) was covered during the reporting period, including opening balance. Overall expenditure during the reporting period was CHF 3,121,700 (96% of available funds and 84% of the original budget).

[Click here to go directly to the financial report.](#)

Number of people we have reached: The programmes reached 321,571 direct beneficiaries as indicated in the table below.

Project.	Disaster Management	Health	Organization Development	Humanitarian Values	Total
Beneficiaries	20,449	245,432	1,340	54,350	321,571

Our partners: The LRCS worked with the following international partners: Finnish, British, Swedish Norwegian, Canadian, Netherlands, Danish and Spanish Red Cross Societies; Swedish Civil Contingencies Agency (MSB); IFRC and ICRC. Domestically, the LRCS worked with: the National AIDS and STIs Control Programme; the Malaria Control Division and National Leprosy and TB Control Programme of the Ministry of Health; Lutheran World Service HIV/AIDS Programme; the Ministry of Public Works; the Ministry of Internal Affairs, as well as other civil society organizations.

The LRCS and IFRC want to thank partners for their response to this appeal.

Context

Although great strides have been made in recent years, Liberia still feels the effects of 17 years of civil war and instability. Particularly for a generation of children who experienced the trauma of war and who were abducted by the tens of thousands and forced into fighting and slavery. Special measures continue to be required to help these people rebuild their lives and learn the skills that will help them successfully integrate into society.

The socioeconomic situation is still characterized by high unemployment rate among youth. The government continues to make efforts to address this situation with the resuscitation of collapsed state companies and programmes that encourage the unemployed to acquire new skills that would make them self-reliant. The increase in the fuel price has added to the increased cost of living in the country. Although government continued to rehabilitate major roads linking the towns and cities in the country, inaccessibility to remote communities due to poor road networks, damaged bridges continued to be main challenges to effective humanitarian activities in vulnerable communities.

Everything has been put in place for the National Elections in 2011. The National Legislature passed a joint resolution that maintained the current county seats in the House of Representatives and give additional seats to populous counties. A national referendum was held to amend certain portions of the national constitution.

Progress towards outcomes

LRCS made good progress during the year in programmes addressing disaster management, health and care, organizational development/capacity building, and humanitarian principles and values.

Disaster Management

Food Security

Outcome

- Food security in six chapters has improved through the cultivation of 3,000 hectares of land.

Achievements

There was an extension of the activities of the Agro Unit. As part of the increase, 3,000 households from 7 chapters (Bomi, Cape Mount, Gbarpolu, Grand Gedeh, Lofa, River Gee and Sinoe) received 10,000 Kg of seed rice and 3,500 pieces of farming tools. As part of the extension of the agro activities, two agro field officers were recruited and provided two motorbikes to enhance monitoring and supervision.

Rice is the staple food of Liberia but Liberians also depend on vegetables as part of the normal diet. The Liberian Red Cross in contributing to meeting the need in food production, initiated the kitchen garden project in four chapters in 2010. About 200 women from the four chapters (Sinoe, Gbarpolu, Grand Gedeh and Lofa) received 471kg of assorted vegetable seeds, 8 litres of insecticide and different tools such as rakes, shovels, wheelbarrows, cutlasses, hoes, axes, and files.

Preparedness

Outcome

- The effects of disaster have reduced through an efficient and effective disaster risk reduction plan.

Achievements

Five regional Disaster Risk Reduction (DRR) training sessions were held at five locations. Some 250 women from ten counties representing the seven women networks benefited from the training sessions. Facilitators came from the LRCS, Ministries of Internal Affairs and Gender. The trainings were conducted in Voinjama, Sanniquellie, Zwedru, Robertsport and Monrovia. They focused on risk knowledge, understanding the nature of hazards and on how hazards can result in disaster.

A joint assessment by the Liberian Red Cross, the Ministries of Internal Affairs and Gender and Development of Liberia was done with eighty women organizations assessed in ten counties. Following the assessment, seven regional networks (south eastern, central region, northern region, greater Monrovia, outside Monrovia, western region and costal region) were established. The LRCS DM Unit developed a gender community-based disaster risk reduction training manual for the implementation of the project.

As part of the fight against humanitarian pandemic, the DM department worked with six chapters and organized two introductory meetings in six other chapters (Grand Cape Mount, Grand Gedeh, Maryland, Montserrado, Lofa and Nimba) to develop a draft Pandemic Influenza Plan. The plan which was developed along with the various stakeholders from government and local county officials including town chiefs and community leaders will address the preparedness, mitigation and response to reduce the impact of any pandemic influenza that may strike in Liberia.

As part of pandemic influenza preparedness, 5,000 posters with key prevention messages including billboards were printed and placed at strategic locations in the target counties. The project also printed promotional materials (jackets, t-shirts and caps) to staff at HQ and volunteers in the six chapters. These printed materials are intended to increase citizens' understanding of Pandemic Influenza and its consequences on the population. About 30 communities in the 6 chapters were mapped out for the pilot phase of this project.

The LRCS organized 21 radio talk shows on the causes and spread of influenza, along with simple methods that can be employed in reducing the spread of the disease, especially during a pandemic period. As part of reaching out to all corners of the community, 46,936 persons from schools, offices, markets, homes, farms, sport grounds, were reached. The project procured and distributed 40 pieces of bicycles in the six targeted chapters. The bicycles helped the volunteers to carry on the awareness messages in communities in the targeted chapters. The National Society also procured six pieces of megaphones to enhance its awareness activities. The process of reaching the communities was preceded by Training of Trainers (ToT) workshop for 30 representatives from the communities and the selection of 160 responders from the communities.

Another 3-day Training of Trainers workshop was held in Ganta for 15 participants. The workshop focused on building capacities for facilitation, understanding groups, planning and effecting training programmes. Eleven participants came from Ministries of Internal Affairs, Gender and the LRCS. This was followed by a two-day working session on orientation to the SIERA risk assessment methodology and the use of relevant data collection materials was concluded in Monrovia.

The Liberian Red Cross procured and prepositioned relief items in 13 chapters. The items prepositioned include plastic buckets, tarpaulin, used clothes, jerry cans, laundry soap, bath soap, tooth paste, tooth brush, mats, blankets and lappas (colourful Liberian fabrics). A total of 75 staff and volunteers of the fifteen chapters were also trained to be part of the DM structures of the LRCS. The training was concluded with the formation of 15 Chapter Disaster Management Teams (CDMTs)

Disaster Response

Outcome

- Community members have gained knowledge and skills, and are capable of promptly and effectively responding during disasters. The knowledge and skills gained from trainings will enable Red Cross staff and volunteers to put in place disaster response mechanisms to meet the needs of the most vulnerable affected people. This will further be enhanced through sensitization and dissemination of key disaster preventive messages in disaster prone areas.

Achievements

The LRCS provided relief assistance to 2,374 (1,270 female and 1,104 male) persons affected by various types of disasters from fire, storms and floods. The National Society distributed assorted relief items to 10 vulnerable institutions and groups around the country. The groups are Group of 77, Christian Blind Association, Old Folks, Deaf and Dumb as well as provided reconstruction materials to 19 family heads in Tewor Fahnbulleh. The beneficiaries were among the 256 persons most affected by a fire disaster in March 2009. The assistance to beneficiaries has contributed to reducing their suffering and assisting them to restart their lives.

West Africa Disaster Management Capacity Building Project (WADM CB)

Outcome

- Improve and strengthen National Red Cross Society's disaster management capacity in mitigation, disaster preparedness and response.

Achievements

A total of 46 staff and volunteers from the Liberia Red Cross Society and their in-country partners, especially the National Disaster Relief Commission (NDRC), have benefited from capacity building in disaster management through series of trainings within the WADM CB project. Training has contributed towards developing contingency planning, mainstreaming gender into disaster management and establishing a community centered early warning system (EWS).

As part of efforts to strengthen the capacity of countries and ensure the successful implementation of the project, two persons were selected from Liberia as focal persons for gender mainstreaming in disaster management: the Field Officer from Nimba Chapter and the Disaster Management Assistant. The Ministry of Gender and Development and the Ministry of Internal Affairs collaborated to host a workshop on mainstreaming gender in the activities of the WADM CB. Training of Trainers was held in Sierra Leone with the team in Sierra Leone to share experiences and learn from each other to work collaboratively for the success of WADM CB. The project conducted early warning session in Sanniquellie, Nimba County. The session was intended to prepare communities to observe the signs or identify hazards that could lead to disaster and make preparation to mitigate it.

In addition to these activities, the LRCS has been able to put together its first disaster management policy in draft format, which factors in cross-cutting issues including gender and environmental issues. LRCS's policy is compactable with the national DM policy document now being reviewed by Parliament. The LRCS's DM policy is expected to be endorsed thereafter by its Executive Board before dissemination within LRCS.

Constraints or challenges

The main constraints encountered by the DM department during the year were:

- Limited office space to host the director and three staff;
- Internet facilities;
- Delays in funding.

Health and Care

HIV and AIDS

Outcome

- 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/AIDS, and 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 virus.

Achievements

The HIV/AIDS project conducted rapid assessment in 45 communities in Margibi and Cape Mount Counties. The assessment assisted in gathering information on community knowledge on HIV/AIDS. Following the assessment, 45 volunteers and focal points were identified and selected to start implementing the HIV/AIDS project. Several activities including the airing of messages on local radio stations, formation of youth groups and selection of peer educators, and training of local chapter staff were all carried out during 2010.

As the project aimed at creating awareness and reduce stigma, the LRCS established partnerships with PLWHA (people living with HIV/AIDS) and the Light Association, an organization of people living with HIV/AIDS engaged in championing the rights of PLWHA.

The project distributed male condoms at various points in the target communities during awareness sessions and community meetings while 170 clubs were created during working sessions with young people in schools.

Water and Sanitation

Outcome

- 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 is built.

Achievements

The LRCS conducted community needs assessment and consultations in 13 chapters in Bong and Nimba, River Cess, Grand Gedeh, River Gee, Lofa, Montserrado, Margibi, Cape Mount, Gbarpolu, Bomi, Sinoe, and Bassa to discuss the water and sanitation (WatSan) project with communities and select the vulnerable communities for project implementation. The National Society procured and distributed WatSan tools and materials for all chapters to implement WatSan activities. The Red Cross also procured and distributed five new motorbikes and electricity power generating sets and submersible pumps to Montserrado, River Cess, River Gee, Grand Gedeh and Lofa to facilitate supervision in the chapters and improve WatSan activities in the field. The National Society trained 29 WatSan technicians to improve their knowledge and skills in WatSan related activities.

During 2010, the Red Cross rehabilitated 240 wells in targeted communities. This effort has contributed to reducing water shortages caused by damaged facilities. Another 63 wells were constructed in target communities in Nimba, Bong, Lofa, River Cess, Grand Gedeh, River Gee, Montserrado, Margibi, Bassa, Gbarpolu, Cape Mount and Bomi. The project also constructed

133 latrines in several communities in the target counties. The LRCS trained a total of 60 pupils and 20 teachers in WASH Friendly School Clubs in the targeted communities. These completed activities have been contributing to the reduction in cases of water related diseases like diarrhoea in the beneficiary communities. Regular monitoring visits by the Red Cross showed that the beneficiaries are making good use of these water and sanitation facilities provided by the Red Cross and also ensuring their proper maintenance.

Health and Hygiene

Outcome

- The knowledge of community dwellers on prevention of communicable diseases, especially malaria, among children under five years, and pregnant women is increased. It will also encourage immunization of children under five years, pregnant women and women of child bearing age.

Achievements

The LRCS disseminated messages on proper hygiene practices to 343 communities and distributed 200 health and hygiene kits to target communities. The Red Cross facilitated the construction of 8 dish racks in Nimba and 40 hand-washing facilities in Bong and conducted health awareness sessions with community dwellers on proper hand-washing techniques and proper garbage disposal. The National Society also collaborated with the Monrovia City Cooperation to conduct regular clean-up campaigns in slums and other areas to reduce the spread of diseases. Two school clubs were trained by the Red Cross to conduct health education sessions in their schools with a total population of 2,000 students in Bomi County. During the Blood Donor Day, 12 health sessions on blood donation and testing to more than 150 persons were carried out by a team from the LRCS.

During the year, the Malaria project conducted a baseline survey for the new Malaria project, and an endline survey for the old malaria project. Partners decided to continue the project and have identified additional chapters for the malaria project. The surveys demonstrated progress in knowledge, attitude and practice of the communities in relation to the prevention and control of malaria.

The Malaria project continued refresher trainings for volunteers and focal persons on methods of conducting sensitization and creating awareness on the prevention and control of malaria. In addition and in collaboration with the Ministry of Health, the LRCS through 1,000 volunteers took part in polio and malaria control campaign activities as well as in community health promotion campaign activities across the country.

In collaboration with local partners, the Liberian Red Cross distributed 51,153 bed nets to 25,615 households in Montserrado, Gbarpolu and Bomi Countries. As part of ensuring continuous and proper usage of the nets, the volunteers carried out follow-up activities. The follow up included household visits to assess community utilization of the nets. Another group of 175 volunteers also participated in community-based clean-up activities targeting various hospitals and clinics to create awareness on the need for voluntary action (including Red Cross) as a service to country.

The Red Cross participated in the distribution of 50,000 mosquito nets and produced the revised mosquito nets distribution report to the Ministry of Health and Social Welfare and its partners, including USAID and the National Malaria Control Programme.

Tuberculosis (TB)

Outcome

- Increased awareness and sensitization in the community to reduce morbidity and mortality as well as reduce stigma and discrimination among people diagnosed with TB in the targeted communities.

Achievements

The Liberian Red Cross conducted house-to-house visits in target communities to encourage TB patients to take their drugs and counter check the work of the volunteers in the communities. During such visits, 15 suspected cases were referred to the local health facilities for testing and possible treatment. The health team provided psychosocial support to 20 clients who were on treatment.

Constraints or challenges

- Reduction in the allocation of funding to carry out planned activities;
- The unavailability of Programme Officers for CBHP in some of the chapters due to the lack of funding for their position.

Organisational Development/Capacity Building

Governance support and Chapter development

Outcomes

- LRCS statutes are updated and adjusted to existing realities, and they are based on the “Guidelines for National Society Statutes”;
- LRCS governance and management are strengthened with increased awareness on respective roles and responsibilities to ensure accountability;
- A decentralization plan is developed and implemented, which establishes strategic priorities by strengthening local chapter/branch capacities, while the national HQ takes on a technical, supervisory and coordination role;
- LRCS has established and put in place an institutional, sustainable and dynamic volunteer network, assisting vulnerable communities and individuals;
- LRCS headquarters and chapters have improved physical infrastructure and better office environment, enhancing efficient and effective management functions at all levels;
- Partnerships and cooperation is increased within and outside the Movement.

Achievements

In 2010, LRCS National Executive Board met in April, August and December in accordance with statutory provisions. During the year, the Board adopted the LRCS membership policy, LRCS disaster management policy. The Board also acknowledged the reports on the Community-Based Health Programme (CBHP) and Child Advocacy and Rehabilitation (CAR) Project Evaluations.

In December, a mid-term session of the 47th General Assembly of the LRCS was held in Monrovia. It brought together over 30 accredited delegates from three constituent bodies of the LRCS (board, chapters and branches). In observer capacity were staff and volunteers of the National Society, representatives from in-country partners (ICRC, Canadian, Danish and Spanish Red Cross) as well as other stakeholders. At the General Assembly meeting, a number of key policy documents including amendments to the LRCS 2007 Statute and LRCS gender policy. The LRCS award rules and regulations scheme were passed.

A national level governance meeting under the theme: “**Looking to the Future**”, was also held in December. At this meeting, preliminary findings from the mid term review of the LRCS 2nd Strategic Plan (2008-2012) were presented and a presentation titled “Framework for National Society Development within the context of characteristics of a well-functioning National Society” was made. Participants also carried out a SWOT analysis on the LRCS. The meeting deliberated on four thematic issues: national structure, local structure, sustainability and succession planning. The meeting adopted a number of recommendations under each thematic issue. For each thematic issue and correspondent recommendations, the governance body, management and chapters were assigned implementation roles.

A total of 31 LRCS senior managers and middle-level staff (25 male and 6 female) participated in a 3-day strategic management leadership training workshop facilitated by a local management firm, the Sengbe Group, Inc.. Participants acquired new skills and knowledge in topics such as strategic management/leadership in a non-profit organizational setting like the LRCS, understanding diversity in the workplace, understanding the leader as an agent of change in a non-profit organization, the role of supervision and supervisor in organizational improvement among others.

As part of the West Africa Partnership Programme (WAPP), a total of 88 participants from the three WAPP beneficiary chapters (Grand Bassa, Margibi and Sinoe) attended a governance/management workshop, held in September and November 2010. As part of the workshop agenda, participants completed assessment exercises on: "How Branches Work", Board Self-Evaluation and SWOT Analysis. Additional topics covered during the workshop included information on the Red Cross/Red Crescent Movement, LRCS Strategic Plan and WAPP, board and committee structures, board's roles and responsibilities.

As part of an effort to strengthen LRCS local branch capacities to respond to local vulnerability while raising funds to meet their core cost needs, four branch meeting points/guest rooms (Lofa chapter: Zorzor and Kolahum and Grand Gedeh chapter: Toe and Zleh towns) were constructed with funding support from the ICRC.

In all of the LRCS 15 local chapters and some 45 branches, the headquarters carried out a total of 175 awareness sessions on the LRCS volunteer policy, volunteer code of conduct and toolkits. About 1,620 persons including governance volunteers (90), service-provider volunteers (1,500) and chapter staff (30), benefited from the awareness training.

Finance and Administration

Outcomes

- Increased credibility and accountability through external audits of all the LRCS economic events for the past year ensuring donors' confidence.
- Increased capacity for chapter field officers to administer financial management functions leading to accountability and transparency.
- Improved financial management system at HQs and chapters through the adoption of a clear and well-understood chapter accounting manual and the computerization of LRCS accounting system.
- Improved financial management has lead to obtaining clearance from the Federation to qualify for direct cash transfer.
- Increase capability of finance and administration staff to carry out their functions through advanced external and local trainings.
- A well-functioning human resource system is in place through the computerization of personnel database
- A well-functioning logistics and IT system leading to efficient and reliable service delivery.

Achievements

The key to the success of LRCS in the attainment of performance goals is the development of a viable human resource capacity. To support this effort, the LRCS during this reporting period recruited and effected the following employments: Coordinator Communications and Information Dissemination (CID), Media and Public Relations Officer, HIV/AIDS Supervisor, WatSan Monitor, Account Officer, Cashier, Driver, Truck Conductor, Watsan Site Supervisor for Lofa, Grand Gedeh, Gbarpolu, Montserrado chapters. Others are six staff for the DM Centre in Sannioullie: Registered Nurse, Nurse Midwife, Janitors, Agro Officers, Advocacy Officer (for CAR centre in Zwedru), Activist-Carpentry, Agriculture and Tailoring Activist (for CAR centre in Monrovia).

LRCS has a pool of staff and volunteers with the requisite competencies. Consistent with the HR policy to prioritize internal recruitment and to provide motivation for Red Cross personnel, the National Society promoted staff in 6 positions.

In continuation of restructuring of the Community-Based Health Programme, the HIV/AIDS Supervisor was transferred to the Department of Humanitarian Values as National Youth Programme Officer.

Five employees of the National Society resigned during 2010, and another five employees (four drivers and a humanitarian values and advocacy officer) were dismissed during the reporting period for breaches of terms of employment. Fourteen staff of the Department of Finance and Administration (all of the Administrative Unit) were made redundant and paid off due to inadequate funding for core cost support. Additionally, staff members of the CBH/DM pilot project in Bong and Nimba were paid off due to completion of the project.

The Administrative Unit continued to provide support services such as travel reservations for staff of the National Society, Federation and partner National Society. Social security, insurance and bank account documentations were also processed for staff during the year.

To further the development of a staff welfare scheme, three town hall meetings were held, proposing systems for staff salary payments, loans and insurance.

A consolidated HR work plan was developed based on 'skillshare' methodology, and initiated with stress management sessions for staff in targeted locations. Other activities implemented under the work plan included HR policies and procedures review sessions for HQ staff in Monrovia and chapter staff in Tubmanburg and Zwedru. The exercise sought to identify areas for improvement in the LRCS HR Planning Process Manual consistent with the Labour laws of Liberia. The LRCS also conducted a performance management workshop for HQ staff in Monrovia. The meeting brought together programme directors, coordinators and supervisors, and furthered efforts to enhance staff management and performance improvement. Three orientation sessions for new staff at HQ were carried out on the context of the work of the National Society as well as its relationship to the Movement and external partners.

Monitoring, Evaluation and Reporting

Outcomes

- LRCS staff knowledge has increased through training in Project Cycle Management and Monitoring, Evaluation and Reporting and the Unit has ensured that an effective, efficient and well coordinated monitoring system of LRCS programmes is in place.
- Gaps and progress in LRCS projects have been identified as a result of ongoing Monitoring and Evaluation activities, thus increasing impact.
- Timely, factual, effective, quality and informative reports have been produced and have led to increased support and confidence in LRCS programmes from partners/donors.
- Capacity of staff of the unit has been strengthened through experience sharing with other national societies, the provision of equipment and supplies have enhanced their work and their performance level has increased.
- The outcomes of surveys conducted have informed management and partners on the perception of staff and volunteers on project implementation.
- LRCS Plan for the previous year has been reviewed and the necessary adjustments have produced a new appeal plan for the coming year.

Achievements

The PMER Unit worked with Programme Directors and programme staff in concluding the 2011 logical framework for the National Society. As part of preparing chapters for the log frame development process, chapter staff from Margibi, Bassa and Sinoe were taken through the

Project/Programme Planning (PPP) process to provide understanding of developing the Federation logical framework.

The Unit also worked with the Disaster Management Department and OD Unit to provide training to 25 chapter volunteers in community need assessment. The outcome of the training prepared the community to conduct the Vulnerability Capacity Assessment in three chapters to kick-start the implementation of the West Africa Partnership Programme in these chapters.

The PMER Unit successfully facilitated the hosting of the Annual Partnership Meeting of the Red Cross where partners assessed current issues of the National Society and made pledges based on the priorities identified in the logical framework.

Internal audit and controls

Outcomes

- Gaps and progress in the system have been indentified. A system of internal control provides reasonable assurance to reaching LRCS goals.
- Programmes and finance staff knowledge in internal controls and system procedures have increased.
- Regular use of internal audit working tools and training modules have ensured that internal audit unit staff efficiently and effectively adheres to the audit procedures. All LRCS staff members meet set compliance.
- Capacity of staff of internal audit unit has been strengthened through external/internal trainings and visitations.
- Performance and work output of the internal unit has been enhanced by the procurement and use of office equipments, stationery and supplies.

Achievements

The National Society conducted its pre-financial audit. The resulting findings and verification were recorded. Internal controls and system procedures training was conducted for field staff. A first quarter financial transaction audit was completed and a report submitted for action. The Internal Control Unit conducted a routine check of financial transactions to ensure that transactions met minimum standards before they were processed for payment.

Resource development and communications

Outcomes

- LRCS has a viable commercial first-aid programme that is generating revenue for chapters and HQs in a sustainable manner.
- 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.
- LRCS has improved staff competence to provide first-aid training and respond to emergency at chapter and HQs levels.
- The LRCS is generating a steady flow of income in the fifteen chapters through a subsidiary company that is credible, competitive and accountable.
- Local support to the LRCS is increasing from fundraising activities and through strategic relationships cultivated with prominent individuals, corporate and non-corporate organizations and businesses.
- HQs dissemination staff and chapter Humanitarian Values officers have capacity to effectively promote and disseminate Red Cross knowledge.
- Profiling and promoting the LRCS activities has enhanced public relations, strengthened awareness, respect and support for humanitarian values.
- Red Cross advocacy campaigns on the impact of climate change and diseases have increasingly sensitized the public, the government and industrial organizations to take actions to reduce health and environmental hazards in communities around the country.

- 'Exploring Humanitarian Law' with an integration of recreational and voluntary activities in 150 schools and four youth centres around the country effectively promotes the Red Cross image and expands membership.

Achievements

In four chapters (Lofa, Grand Bassa, Grand Gedeh and Nimba) consultation with chapters' leaders culminated in establishing additional commercial first-aid training sites, bringing to ten the number of chapters qualified to conduct commercial first aid. For a start, each chapter was provided an assortment of stationery, furniture and training materials.

Training was conducted for 1,281 persons in various work places. In addition, 121 first-aid kits and 1,055 textbooks were sold. Total revenue for the period was USD 95,889.30 while the expenditure incurred was USD 71,441.75.

Two refresher trainings for chapter first-aid trainers elevated 12 additional persons to the level of qualified trainers and making a total of 41 available trainers in ten counties. Apart from the technical first-aid lesson, it also strengthened their facilitation and presentation skills.

LRCS constructed a DM centre/guesthouse, comprising a 20-bedroom facility in Sanniquellie, Nimba County. The facility was completed and opened on 24 July 2010. By year's end, it had accommodated 242 guests with accrued net income of USD 25,030.

Despite maintenance costs and numerous road accidents, which incurred high costs for repairs, the National Society had accrued a net income of USD 13,333 at the close of the year from its fleet of 19 vehicles and 18 drivers.

A new policy with guidelines for membership subscription and individual donation was approved by the National Executive Board during its August meeting in Monrovia. Six chapters (Bomi, River Cess, Bassa, Margibi, Montserrado and Nimba) have been orientated on the new policy and guidelines. In line with this development, 2,000 copies of membership registration forms and 2,000 copies of individual donation forms were printed and 100 copies of each form were distributed to each of the fifteen chapters. Additionally, five out of the fifteen chapters including Margibi, Montserrado, Bassa, River Cess and Bomi, each has organized fundraising committees and started registering members using the new system.

The first batch of 3,000 membership cards was printed and an electronic database has been developed. The newly developed tool will enable the LRCS adequately record, monitor and produce different types of reports on its membership subscription and individual donations.

Four separate sessions of **Welcome to LRCS** course were conducted. The total attendance was 117 people including field officers, chapter chairpersons, Humanitarian Values officers and active volunteers from the fifteen counties.

In eleven counties namely Bomi, Nimba, Bong, River Cess, Sinoe, Bassa, Margibi, Lofa, Gbarpolu, Grand Kru and Montserrado the chapters' humanitarian value officers conducted 686 information sessions. The total attendance was 17,739 people including local authorities, students and community dwellers, as well as Red Cross volunteers and members.

Along with journalists from Star Radio, ELBC, Truth FM, Daily Observers newspaper, a photographer and a video cameraman, the LRCS visited some of its project sites in seven counties including Sinoe, Grand Gedeh, River Gee, Nimba, Bong, Montserrado and Cape Mount. From this, a video documentary was produced—the first time video has been used to disseminate information about LRCS's activities to different audiences.

Radio dramas carrying key messages on the fundamental principles, emblems and activities of the Red Cross were translated into the 16 vernaculars of Liberia and aired on community radio stations in the 15 counties. During the year, a total of 540 radio spots were supported (36 spots per chapter).

In April, the LRCS inaugurated a 30-minute interactive radio feature programme called *Beyond the Signpost*, produced and aired on STAR Radio. The programme provided opportunity for heads of programmes, field staff, volunteers, beneficiaries, community dwellers and local authorities to speak about the work of the LRCS in their respective localities; 36 editions were produced, each edition was aired twice a week.

Two press conferences were organized. The first one took place in February to report on the past achievements and planned activities for 2010. The second one was held in collaboration with ICRC during celebration of the world Red Cross/Red Crescent Day. More than ten media institutions carried articles about the LRCS.

To enhance dissemination activities in schools around the country, the LRCS distributed 55 sets of cleaning (each set contained 10 cutlasses, 5 hoes, 2 wheelbarrows, 5 rakes and 2 sharpening files), as well as 70 sets of sporting equipment (each set of sporting equipment contained 1 soccer ball, 1 basketball, 1 volleyball with net and a set of jersey). The recipients were 70 schools in 12 counties.

Four sets of audio/visual equipment were provided to Lofa, Cape Mount, Maryland and Grand Gedeh Counties, each set containing a television with DVD player, digital camera, voice recorder and a 2.5Kva generator. The HQ also received two sets of computers (one laptop and one desktop).

The following promotional items were produced: 200 pieces of lanyard; 180 pieces of key rings; 2,000 pieces of pen and 400 pieces of lapel pin; 5,050 copies of newsletter; 1,700 copies of 2011 calendars; 200 diaries; and 1,000 greeting cards.

LRCS in collaboration with ICRC hosted nationwide events to celebrate World Red Cross/Red Crescent Day. The activities included parades, indoor programmes, cultural and musical entertainment. The LRCS launched its free ambulance service project, played and won the Press Union of Liberia in kickball and soccer matches involving female and male teams respectively. The day was climaxed with a cocktail dinner for diplomats, government officials and heads of international organizations.

With support of the British Red Cross, LRCS has renewed its signposts and marking on the main fence of the headquarters in Monrovia. The new marking will enhance the consistency in the LRCS brand mark.

One five-day communication training course was conducted for the fifteen Humanitarian Values officers. British Red Cross International Writer facilitated part of the training focusing on writing case studies, photographing.

Field visits were conducted to provide coaching support and monitor communication activities in Gbarpolu, Bomi, Cape Mount, Margibi, Nimba, Sinoe, Bassa, River Cess, Bong, Grand Gedeh, Montserrado, River Gee and Maryland Counties.

Constraints and Challenges

- The extra financial burden LRCS sometimes has to shoulder or relationship problem faced with some of its partners in a wake of either a failure to complete LRCS construction projects on schedule or abandonment of those projects on the part of some unscrupulous construction companies ; and
- Inadequate funding for the legal base component of the LRCS Organizational Development programme resulted into the National Society's inability to hold some of its governance meetings as per statutory provisions;
- Lack of change of mind and attitude by volunteers from the conflict period when they were paid cash incentives to the post-conflict period wherein they are required to provide volunteering services without cash incentives;

- Mobilizing needed financial and material resources remains key challenge in establishing and building a viable and sustainable LRCS volunteer network;
- Enlistment of a number of unskilled volunteers rather than targeting and attracting skilled and professional individuals as potential volunteers is a big challenge in building a vibrant volunteer network

Principles and Values

Child Advocacy and Rehabilitation (CAR)

Although the war in Liberia may have ended in 2003, the effect on youth—many of whom were forced into labour, slavery and fighting as child soldiers—lingers. This poses significant social challenges to Liberia in preparing for the future. For many children, the right to education was denied and many have had difficulty reintegrating with society as a result of the trauma they experienced.

The Child Advocacy and Rehabilitation Program (CAR) was implemented first in Sierra Leone in 2001 and later in Liberia. It has provided basic education, skills training and psychosocial counselling to youth and their communities in two centres located in Montserrado and Grand Gedeh counties.

Outcomes

- Through the implementation of the CAR project in two counties, 20 communities have fully accepted the LRCS CAR Project, continued their cooperation and have registered as members of the Red Cross.
- 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.
- Specialized training programmes 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.
- Psychosocial, social welfare and recreational support for CAR beneficiaries, their families and communities have holistically reduced the traumatic effect of their war experiences, and increased their sense of belonging, well-being and worth.
- The skills training component has increased CAR youth's capacity to sustain a livelihood for themselves and contribute to their families and communities.
- In fulfilment of the community support component, CAR in collaboration with CBHP have increased awareness raising on health and hygiene and HIV/AIDS, and have improved health and hygiene practices in the CAR communities.
- The advocacy and awareness rising on child rights within the CAR communities have improved development opportunities for CAR children and their peers.
- 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.
- The CAR programme 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.

Achievements

About 4,796 one-to-one counselling sessions were conducted with 3,043 girls and 1,743 boys at the two CAR centres. The counselling sessions have helped beneficiaries to overcome key traumatic issues including separation, family conflict, and aggressiveness.

LRCS conducted a total of 368 group counselling sessions, 242 for girls and 126 for boys. Discussions were focused on family planning, petty business management and banking procedures among others.

In addition to education, skills training and counselling, CAR beneficiaries are provided with nutrition in line with Ministry of Education requirements.

Outside the centres, the project conducted 291 family visits to the homes of beneficiaries based on planned activities (191 girls and 100 boys). Issues discussed with family and community members included positive behavioural practices, acceptance and protection of children's rights.

As the outcomes of CAR project continued to play an advocacy role in the communities, the number of abuse cases has reduced. There were 10 intervention cases involving 4 males with theft of property and 6 females with physical assault. All cases were resolved amicably. An important part of the programme is awareness sessions with community dwellers on their roles and responsibilities in ensuring that CAR beneficiaries are supported in integrating and contributing to their respective communities.

The 2010 celebration of the Day of the African Child was hosted in Vincent Town, Monrovia and Goleken, Zwedru. The message focused on creating a safe and clean environment for children. CAR beneficiaries and other community children participated in a community clean-up campaign, which combined leaflets on good health and hygiene practices with dramas and traditional dances.

The teaching and support staff of the CAR Centre are not left unattended in the process of moulding the minds of the beneficiaries, Sengbeh Group, a local psychosocial therapeutic consultancy firm provided a week long psychosocial support training for staff of the CAR Centre and other staff in the Humanitarian Values department to sharpen their skills in dealing with children who come with different problems. The training, which is a continuous refresher, broadened the participants' skill in dealing with traumatized children.

Youth development unit

Outcomes

- 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.
- Through the Girl Units Project, young girls have developed self-esteem and are meaningfully contributing to the development of their various school communities and actively participating in decision making, school club projects and leading their meetings.
- The LRCS 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.
- Students from various schools in the fifteen counties are knowledgeable and involved in Red Cross activities. Red Cross School Club leaders are trained and provide volunteering services to their communities.
- Through the Garden Club project, youth are actively contributing to the production of food crops in their different localities.
- The values of disabled and amputated youth have increased; they have been driven from street beggars' status to productive citizens in six communities in two counties.

Achievements

An essay competition and kickball tournament brought together 378 pupils from seven schools in commemoration of ICRC 20th Anniversary. This competition exposed the young people to the work of the Red Cross and provided them the opportunity to interact with their peers from different schools.

Out of the six peace huts planned, three chapters received fund for the construction of three while one has been completed and dedicated in Grand Cape Mount County. The construction activities on the one in Bomi and Gbarpolu are ongoing.

There has been an increase in girls' participation in the Red Cross activities: 450 new girls have been recruited and trained and 25 girls' units established in 25 schools in Montserrado, Cape Mount and Bomi. Twelve teacher focal persons, 30 girls and three Humanitarian Values officers received training in leadership, communication, and facilitation skills to enhance the programme objective.

In collaboration with 'Right to Play Liberia', 44 coaches from VOA and Caldwell communities were certificated and 10 community group network meetings were held with 331 community members participating. To date the programme has been able to reach out to 1,200 children and youths affected by conflicts.

Women integration project

Outcomes

- The LRCS women and war programme is accepted and established in communities in three counties, where the concentration of women is important.
- Through the psycho-socio and counselling activities, the beneficiaries of the Women programme have rediscovered their values and are living positive lives in their communities.
- Through the provision of nine-month skills training and provision of start-up kits, beneficiaries of the women programme are living a normal life and are supporting themselves.
- The LRCS 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.
- Through the placement of a qualified management and staff team, the women programme is successful in achieving its objectives and is well managed.

Achievements

The WIN (Women Integrated) project targets disadvantaged women from populated communities on Bushrod Island. These women have been provided group and one-to-one counselling. The counselling sessions provided career objective development and opportunities for the women to understand the need to be empowered. As part of this effort, 100 groups and 300 individual counselling sessions were held.

Additional sessions were carried out including family planning, women rights, HIV/AIDS/STIs and knowledge of Red Cross. The awareness sessions help women better understand their roles and responsibilities in the home and how to prevent unwanted pregnancy and sexually transmitted diseases.

During the reporting period, the 1st Cycle graduation was held with 188 women graduating with various skills. Start-up kits were provided to enable women start their own businesses.

Gender mainstreaming

Outcomes

- Based on the gender analysis conducted in six chapters of the National Society, disaggregated data reflecting needs, priorities and interests of 24 communities are available.
- In pursuit of gender mainstreaming, LRCS has established six gender mainstreaming focal groups to promote positive gender response.
- An appropriate male/female balance of volunteers has been accepted for the rendering of assistance to the most vulnerable.
- The LRCS has increased its gender balance in governance and management where gender equality and equity is enhanced.

- Regular monitoring and evaluation of the programme has shown the progress, identified gaps and achievements of gender mainstreaming.

Achievements

A gender audit of the National Society was done including identifying the participation of gender in the governance, secretariat and voluntarism activities. The outcome of this audit is still being compiled. Following the final report of the audit, the National Society will develop to work in line with the gender policy of the government of Liberia.

Constraints or Challenges

- Lack of sustained funding to implement all the planned activities of the National Society remains a challenge.
- The National Society still faces the challenge of covering its core cost in the absence of donor funding.
- The bad road network continues to impede the delivery of services to the most vulnerable of the country.

Working in partnership

Nearly all the activities described above are implemented through partnership. The table below highlights key partners and the specific programme areas.

IFRC	Technical assistance, finance development, coordination and management, monitoring and evaluation
Danish Red Cross	Water & Sanitation, Health & Hygiene, HIV and AIDS, disaster management
Spanish Red Cross	Disaster Management, Water and Sanitation, Health & Hygiene, HIV and AIDS, Youth Development
Finnish Red Cross	health and Hygiene, HIV and AIDS, WATSAN
British Red Cross	HIV and AIDS, Health & Hygiene, WatSan and Organizational Development, Child Advocacy and Rehabilitation Program
Canadian Red Cross	Gender and Child Protection, Organizational Development, Child Advocacy and Rehabilitation
Swedish Red Cross	Child Advocacy and Rehabilitation (CAR), OD, CBHP, and WADM CB
MSB	WADM CB
Netherlands Red Cross	Organizational Development
Norwegian Red Cross	Child Advocacy and Rehabilitation
ICRC	Restoring Family Links, Youth Development, First Aid, Food Security, Relief
National AIDS/STI Control Programme	HIV/AIDS prevention and care
Ministry of Health & Social Welfare	Malaria
Ministry of Internal Affairs	Disaster Management and Response
Ministry of Agriculture	Food Security
Ministry of Gender and Development	Child Protection
Ministry of Education	Accelerated Learning Programme
WHO	Malaria Control
UNICEF	Youth Development
USAID	Malaria Control
UNCHR	Ivorian Refugee Programme

Contributing to longer-term impact

Though impact is difficult to attribute and measure, there is ample evidence to suggest that LRCS activities in 2010 have contributed to broader and lasting impacts in the geographic areas

where they have been carried out, including in disaster preparedness and response, HIV/AIDS, WatSan, hygiene, malaria and TB. The CAR project continued to heal old wounds by making lasting improvements in the lives of the young people in the centres as well as in the communities they call home. Lastly, the intensive efforts in OD during the year have helped make immediate improvements and put LRCS on path to become a stronger and more sustainable National Society that is in a position to be more proactive and effective in serving the vulnerable population.

Looking ahead

LRCS is in the process of developing a decentralization strategy and a resource mobilization (business) plan. The two plans are envisaged to be used as a conduit to empower the local LRCS chapters/branches, promote community self-help initiative, and forge local collaboration and partnership with civil authorities and other civil society organizations. The National Society, in an effort to ensure efficiency and transparency in its operations has strengthened its Planning, Monitoring, Evaluation and Reporting Unit to provide a monitoring plan for programme directors and other programme staff in order to ensure the scrupulous implementation of programme activities. The LRCS has been working with relevant government ministries including the Ministries of Health and Social Welfare, Public Works and Internal Affairs to carry out activities in line with the Government's Poverty Reduction Strategy which feeds into the Millennium Development Goals. The Liberian Red Cross is also collaborating with other Non-government organizations and other agencies in order to work with local communities in alleviating suffering and reducing vulnerability. The Resource Mobilization Plan including the commercial first aid and guesthouse programme will contribute to long-term sustainability of the National Society in carrying out its mandate.

As the Elections in Liberia draw near, the National Society is collaborating with its partners and other relevant stakeholders to put in place a contingency plan for a quick response during the elections period. The National Society will be reviewing its current Strategic Plan to identified gaps that will lead to the development of its Strategic Plan (2013-2017) while a mechanism will be put in place to enhance timely and accurate reporting. The LRCS will continue to collaborate with communities to identify community priorities to tailor interventions in line with community needs. A Vulnerability Capacity Assessment has been conducted with some local chapters to ensure that community needs are identified.

How we work	
<p><i>All Federation assistance seeks to adhere to the Code of Conduct for the International Red Cross and Red Crescent Movement and Non-Governmental Organizations (NGOs) in Disaster Relief and is committed to the Humanitarian Charter and Minimum Standards in Disaster Response (Sphere) in delivering assistance to the most vulnerable.</i></p>	
<p>The IFRC's vision is to:</p> <p>Inspire, encourage, facilitate and promote at all times all forms of humanitarian activities by National Societies, with a view to preventing and alleviating human suffering, and thereby contributing to the maintenance and promotion of human dignity and peace in the world.</p>	<p>The IFRC's work is guided by Strategy 2020 which puts forward three strategic aims:</p> <ol style="list-style-type: none"> 1. Save lives, protect livelihoods, and strengthen recovery from disaster and crises. 2. Enable healthy and safe living. 3. Promote social inclusion and a culture of non-violence and peace.
Contact information	
<p>For further information specifically related to this report, please contact:</p> <ul style="list-style-type: none"> • In Liberia: Daniel Clarke, Secretary General; clarkesumo@yahoo.com; phone; +231 655 1335; 	

fax: +231 779 631 44

- **In Nigeria:** Jerry Niati, Acting Regional Representative, West Coast Regional Representation, Abuja; phone: +234 (0) 703 414 2708; email: niati.jerry@ifrc.org
- **In Johannesburg:** Dr Asha Mohammed, Head of Operations, email: asha.mohammed@ifrc.org, phone: +27.11.303.9700, fax: + 27.11.884.3809; +27.11.884.0230

For Resource Mobilization and Pledges to the programme (enquiries)

- **In IFRC Africa Zone:** Ed Cooper; Resource Mobilization and Performance and Accountability Coordinator; Johannesburg; Email ed.cooper@ifrc.org; Phone: Tel: +27.11.303.9700; Fax: +27.11.884.3809; +27.11.884.0230