

Plan 2010-2011



Liberia

Executive summary

Liberia, located in the tropical belt at the Atlantic Ocean in West-Africa, is prone to many natural risks and hazards such as floods, sea-erosion, storms and fires. Liberia is one of the wettest countries in the world with an average annual rainfall of more than 5,000 mm in Monrovia.

The 14 years of internal conflict (1989-2003) totally destroyed all infrastructures. Currently 1.5 million of Liberia's 3.4 million inhabitants live in the capital Monrovia, in search of jobs and security. As a result, Monrovia is over-crowded with no infrastructure to support its population. A large percentage of the people live in slums that developed during the years of conflict, with little or no access to safe water or health facilities, and the absence of basic sanitation poses a severe threat to the health of the population. In rural Liberia, the situation is worse. In each county the population live in small communities, many of them in isolated areas and difficult to reach due to lack of roads and damaged bridges. The high number of unemployed young people poses security threats as reports of armed robbery and rape are on the increase. Unresolved land issues are yet another challenge to the quick recovery of the country.

In line with the Liberia National Red Cross Society (LNRCS) 2008-2012 Strategic Plan the International Federation of Red Cross and Red Crescent Societies (the Federation) in Liberia seek to continue its support to the capacity building of the LNRCS in its desire to become a well functioning national society. The aim of the LNRCS is to deliver timely response to the most vulnerable part of the population during emergencies like floods, storms, sea-erosion and other natural disasters. The National Executive Board has approved a business plan that has identified areas for income generation, which in the longer term will make the National Society less dependent on donor support. With support from Participating National Societies (PNS), ICRC and other partners, the Federation's aim is to further build capacity in Disaster Management, Health & Care, and programmes falling under Humanitarian Values, while at the same time focusing on enhancing the capacity of the LNRCS's support services like finance & administration, logistics, fleet internal controls and PMER. The Federation in Liberia is also enhancing the capacity of LNRCS governance both at HQ-level and in the field through participatory training workshops for members of the Chapters' leaderships and members of the board. The targeted beneficiaries fall in two major groups: Red Cross volunteers and staff at chapter level and at HQ level. Through the different programmes selected vulnerable communities benefit from community based health and disaster management, HIV/AIDS/TB information and communication sessions, Humanitarian Values programmes targeting war affected children, youth in school-clubs, vulnerable women and children.

The LNRCS partners include the Swedish, Norwegian, Finnish, Danish, Netherlands, Spanish, British, and Canadian Red Cross Societies, the International Committee of the Red Cross, the International Federation of Red Cross and Red Crescent Societies, the Swiss Agency for Development and Cooperation and USAID/OFDA.

The expected total number of beneficiaries will be 794,873 of which 490,249 will be directly targeted, while 304,624 will benefit as household and/or community members.

The total budget for 2010-2011 is CHF 7,304,810 (USD 7,053,698 or EUR 4,839,545).

[Click here to go directly to the attached summary budget of the plan](#)

Country context

Liberia is recovering from a long period of poor governance, civil war and massive societal breakdown. Its economic collapse has been profound: GDP fell by 90 per cent as compared to 1980 levels. Liberia is today among the poorest and least developed countries in the world. The Liberian people suffer some of the highest incidence of malnutrition, infectious diseases and other health problems; the lowest rates for school enrolment and literacy and lack access to almost every basic social service.¹ Liberia's population is currently estimated at 3.4 million with an annual growth rate of 4.9%.² Following the general election in 2005, the current government embarked on Poverty Reduction Strategy which spells out the national development agenda. Roads are being rehabilitated, schools opened, electricity and water restored in the City Centre in Monrovia. Unemployment in the country today is still high estimated at 85 percent, with majority of the people living in poverty. This makes access to basic health facilities difficult to the vulnerable population.

Liberia is not regarded as a country at high risk to any major natural disasters. However, it is prone to many natural risks and hazards such as floods, sea-erosion, storms and fires. At the same time there are no national risk reduction and/or disaster management policies and plans at the central government level. The Government of Liberia (GoL), under the leadership of the Ministry of Internal Affairs (MoIA) has a National Disaster Relief Commission, but with no adequate resources. The GoL calls on the LNRCS to provide assistance during disasters. In 2008 there were many small disasters³ including floods, storms, sea-erosion, caterpillar invasion, fires and swine flu threats, the LNRCS was one of the first entities to immediately respond the situations. During the rainy season of 2008 the LNRCS, IFRC, and ICRC already positioned themselves in assisting communities trapped by flood. Largely, the GoL relies on the LNRCS to prepare for and respond to disasters until the national policies and systems are in place. In addition to natural disasters, Liberia is neighbouring unstable countries like Guinea, Côte d'Ivoire and Sierra Leone, and the LNRCS is prepared to assist in situations resulting from calamities in these countries with population movements as a consequence.

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

With an estimated unemployment rate of 85%, poverty is a contributing factor to the HIV and AIDS pandemic. HIV/AIDS adult prevalence rate is estimated at 5.9% with an estimated 100,000 people living with HIV/AIDS. The estimate of HIV/AIDS deaths is 7.2 per year. Life expectancy at birth is 39.85 years (male) and 42.46 years (female).² According to WHO the under-5 mortality rate is 235 per 1,000 live births.⁴

According to National Malaria Control Programme Liberia Malaria Indicator Survey of 2005 malaria is still one of the major fatal diseases in the country. Of all patients attending hospitals and clinics, 38% account for those with malaria cases, 42.3% account for all in-patient deaths compared to 18% prior to the war. In this regard the LNRCS in partnership with the Canadian Red Cross is undertaking a hang-up keep-up malaria project in two counties. The project provides long lasting insecticide nets to community dwellers for malaria prevention.

According to the National TB and Leprosy Control Programme, case detection for positive smear cases of tuberculosis increased from 29% in 2000 to 51% in 2005. Estimated rate of completed treatment was less in 2004 by 75%. Women of reproductive age between ages of 15 and 54years account for 87% of all cases. The current ratio is four women to one man. According to the National AIDS Control

¹ UNDP Common Country Assessment for Liberia, June 2006

² CIA World Fact Book, June 2006

³ No reliable statistics available

⁴ WHO, <http://www.who.int/countries/lbr/en/>

Programme, HIV prevalence among young women between the ages of 15 to 24 is 5.7%, mother to child infection 15%, heterosexual infection 80%, and marital infection 5.8% while single people account for 5.3%. On this challenge the LNRCS in partnership with the British Red Cross has embarked on a TB projects to sensitize communities in Monrovia by delivering awareness messages on how to combat the disease.

National Society priorities and current work with partners

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

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

Partner	Programme Support Component
Swedish Red Cross	OD, CBHP, CAR, Youth
Norwegian Red Cross	OD, CBHP, CAR,DM
Finnish Red Cross	CBHP, HV
Danish Red Cross	CBHP/DM
Netherlands Red Cross	OD
British Red Cross	OD, CBHP, DM, CAR
Spanish Red Cross	OD, CBHP, DM, HV, Women Integration Project
Canadian Red Cross	OD, DM, CAR, CBHP
ICRC	OD, CBHP, DM, HV
IFRC	Coordination and OD
Swiss Agency for Development and Cooperation	CAR, Logistics
USAID/OFDA	DM, CBHP
Government of Liberia	DM/CBHP

The LNRCS is in the process of developing its (CAS); through consultations with its partners in this regard, and Movement partners in general, agreed to be part of the CAS process.

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

Despite the lack of governmental national policies and plans the LNRCS has responded to many disasters over the past few years. The need to develop its own policies, plans and procedures for mitigation, preparedness and response has become evident, and in 2008, with assistance from the Swedish Red Cross and the Swedish Rescue Services Agency (SRSA), it launched a new 3-year regional capacity building project called the "West-Africa Disaster Management Capacity Building Project". Other countries included in this programme are Sierra Leone and Nigeria. This project aims at developing policies, plans and procedures, while enhancing the capacity of staff, volunteers and communities through training, simulations and drills. While this project will build capacity in the area of disaster management, the LNRCS will simultaneously prepare for a suitable response to recurring upcoming natural disasters. In order to quickly respond to any disaster the LNRCS has established regional warehouses in Harper in Maryland and preparations are at advanced stage in Bomi. The

warehouses will enable the LNRCS to preposition DP stock. Efforts to enhance logistics and fleet capacity are in place to support these efforts.

The IFRC and LNRCS continue to collaborate with the GoL to develop a national disaster contingency plan for the country as members of the National Project Working Group under the National Disaster Relief Commission.

In 2010-2011, the LNRCS will focus on further developing its activities in health and care. Priorities shall be given to the prevention of infectious diseases such as HIV and AIDS, tuberculosis (TB), malaria and promotion of good health and hygiene practices through the Community Based Health Programme (CBHP). The approach is to integrate disaster management with health and hygiene as explicitly implemented in the bilateral programme in Nimba and Bong with support from the Danish Red Cross. This approach will form the basis of the way the LNRCS will consolidate its DM/CBHP programmes across the country in the future.

Existing programmes Within the Humanitarian Values department are being further developed and consolidated. The Child Advocacy and Rehabilitation (CAR) centres in Monrovia and Zwedru for war affected children will continue with an expected full cycle of 2 x 150 children per year. Youth activities in School-Clubs, Youth Friendly Centres, School Girls' Clubs, and Youth to Youth Peace Building activities and Garden Clubs will continue to provide a free space for young people to develop their skills, while at the same time contributing to the development of their respective communities.

Psycho-social counselling will be provided to selected war-affected women through the "Women Integration Project in communities in Montserrado County where the concentration of women is important. Through provision of nine months of skills training and provision of start-up kits, beneficiaries of the programme will enhance their ability to live a normal life and support themselves. With support from the HV-department the LNRCS will address gender issues and gender mainstreaming at Headquarters (HQs) and in the field to ensure gender balance among its staff and volunteers.

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

Planned activities and areas for development in the next appeal period are multiple to include: ongoing constitutional and statutory reviews and updates; strengthening of Governance and Management; establishment of a decentralization plan; development and implementation of a volunteer policy; improvement of physical structures of the LNRCS at HQs and in the field; development of partnerships and improved cooperation inside and outside the Movement; further development of financial and administrative capacities; continued support for PMER and internal audit units. Continued efforts to strengthen resource mobilization through the business plan will remain an area of focus.

Secretariat supported programmes in 2010-2011

Disaster Management

a) The purpose and components of the programme

Programme purpose
To reduce the number of deaths, injuries and impact from disasters.

The disaster management programme budget for 2010-2011 is CHF 1,084,132 (USD 1,046,863 or EUR 718,253)

Programme component 1: Food Security
Component outcome 1: Food security in six chapters has improved through the cultivation of 3,000 hectares of land.

The Food insecurity situation in Liberia has been overwhelmed by lack of tools and improved seeds for farmers. However, with minimum assistance from the ICRC and the IFRC, the National Society will provide agro inputs to selected communities. Selected communities with National Society empowerment will undertake food production activities by cultivating 3,000 hectares of vegetable, cassava, rice and cash crops in six chapters. This will be done with full participation of the community dwellers with support from the local chapters. The beneficiaries will receive handy-skills training on swamp land cultivation, vegetable production and new methods in food preservation. In close collaboration with the Health & Hygiene unit, household families will be given basic health education.

b) Profile of target beneficiaries

Eighteen thousand (18,000) people from six chapters are the target beneficiaries. These beneficiaries are rural inhabitants who earn their living on farming activities. They are subsistence farmers, who lack the basic and required agricultural inputs, such as seeds, tools and extension services to enhance their production. Traditionally, the availability of food is very low between June and August which is the height of the farming season before harvest begins in August/September.

c) Potential risks and challenges

The effect of climatic change may contribute to increasing the number and scope of disasters like flood, heat waves, storms, drought, sea level rise and epidemics in Liberia, which will all worsen the food insecurity situation. The other factor is the continuous movement of rural people to urban areas especially Monrovia. Unstable prices of commodities and the increase in prices could hamper the quantity and quality of agro assistance as the funds may not be suitable to reach the targeted level.

Programme component 2: Preparedness

Component outcome 1: The effects of disaster have reduced through an efficient and effective disaster risk reduction plan.

Through a joint agreement with the Swedish Red Cross with technical support from the Swedish Rescue Services Agency (SRSA) the Liberian Red Cross will reduce the impact of disasters in the affected communities through training of community based volunteers, organizing Community Disaster Response Team (CDRT). It will also focus on developing contingency plans putting in place an early warning system and developing policies that will define roles and responsibilities of partners involved during disasters. The construction of DM centres in two of the disaster hot spots will foster rapid response by National Society chapter structures with the involvement of community based Red Cross volunteers network and local authorities.

b) Profile of target beneficiaries

The activities target people living in disaster prone areas. The beneficiaries are 35% urban dwellers and 65% rural inhabitants, who survive on less than one USD per day. They are referred to as the rural poor and earn their income from subsistence farming and other livelihood activities, such as petit trading and unskilled labour. Seventy-four thousand one hundred eighty-four (74,184) persons are the targeted beneficiaries. The beneficiaries are selected from the fifteen counties.

c) Potential risks and challenges

Prolong precipitation, floods, heat waves, storms, sea level rise and diseases threat to livelihood among the population. Managing and retaining volunteers in the various chapters during programme implementation is a big challenge. The unavailability of needed relief items in country, coupled with lack of warehouse facilities in the field may hamper the preparedness and response to recurring disasters.

Programme component 3: Disaster Response

Component outcome 1: Community members have gained knowledge and skills in response to disasters in their areas, 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.

b) Profile of target beneficiaries

The target beneficiaries are people living in disaster prone areas, which are being affected by floods, storms, sea erosion, fire and epidemics. The beneficiaries are rural inhabitants, who live on less than 1 USD per day, and earn their income from subsistence farming. The targeted beneficiaries include orphans, blinds, physically disabled, old folks, single mothers, widows, subsistence farmers and amputees. The beneficiaries are selected from fifteen counties in the country.

c) Potential risks and challenges

The greatest risk of this unit would be unavailability of trained community-based volunteers to implement the activities mainly at the branch level. Up to now there is no government national plan to lead the coordination of humanitarian actors during disasters/emergencies. There are limited or no warehouse facilities in rural communities.

Health and Care

a) The purpose and components of the programme

Programme purpose

To reduce the number of deaths, illnesses and impact from diseases and public health emergencies.

The health and care programme budget for 2010-2011 is CHF 2,022,766 (USD 1,953,230 or EUR 1,340,112)

Programme component 1: HIV and AIDS

Component outcome 1: Through training Red Cross staff, volunteers and community members have achieved knowledge and skills in sensitizing and disseminating key messages on sexual reproductive health and rights issues including HIV/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.

b) Profile of target beneficiaries

About 329,986 persons (overall beneficiaries target for CBHP department) in 150 hard-to-reach communities and schools, orphanage homes, motels and bars in 12 chapters are expected to benefit.

c) Potential risks and challenges

The main challenge is to change the behaviour of youths, which comprise the larger part population and who are the most sexually active persons. Another challenge is the propaganda by traditional and spiritual healers as opposed to western medications, thus making it very difficult for the victims to seek hospital consultations and medications.

Programme component 2: Water and Sanitation

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

b) Profile of target beneficiaries

About 13,250 people will be the direct beneficiaries in 40 deprived and hard-to-reach communities to include cholera prone areas in eight chapters, where there is poor sanitary condition and no supply of safe drinking water.

c) Potential risks and challenges

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

Programme component 3: Health & Hygiene

Component outcome 1: 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 under-five years, pregnant women and women of child bearing age.

b) Profile of target beneficiaries

The targeted beneficiaries will be inhabitants of 150 communities in 12 counties. An expected 329,986 inhabitants (over-all beneficiaries target for CBHP department) will directly benefit from the assistance provided by health and hygiene activities. Some 300 volunteers (approximately 10% of the total volunteer base) will benefit from the training in health and hygiene promotion and disaster preparedness response and mitigation.

c) Potential risks and challenges

The highest risks facing these programmes are the efficiency of good management and the retention of volunteers. Many trained volunteers leave the programmes during the implementation in search of real jobs with salaries.

Programme component 5: Tuberculosis (TB)

Component outcome 1: 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.

a) Profile of targeted beneficiaries

The targeted beneficiaries will include inhabitants of 80 communities from four chapters that are already ear-marked for CBHP project implementation (over-all beneficiaries target for CBHP department).

b) Potential risks and challenges:

The willingness of the community members to participate in awareness activities is a challenge.

Organisational Development/Capacity Building

a) The purpose and components of the programme

Programme purpose

To increase local community, civil society and Red / Cross Red Crescent capacity to address the most urgent situations of vulnerability.

The organizational development/capacity building programme budget is CHF 1,536,529 (USD 1,483,708 or EUR 1,017,973).

Programme component 1 : Governance Support and Chapter development

Component outcome 1: LNRCS statutes are updated and adjusted to existing realities, and they are based on the "Guidelines for National Society Statutes".

Component outcome 2: LNRCS governance and management are strengthened with increased awareness on respective roles and responsibilities to ensure accountability.

Component outcome 3: A decentralization plan is developed and implemented, which establishes strategic priorities by strengthening local chapter / branch capacities, while the national HQs takes on

a technical, supervisory and coordination role.
Component outcome 4: LNRCS has established and put in place an institutional, sustainable and dynamic volunteer network in favour of, and assisting vulnerable communities and individuals.
Component outcome 5: LNRCS headquarters and chapters have improved physical infrastructure and better office environment enhancing efficient and effective management functions at all levels.
Component outcome 6: Partnerships and cooperation is increased within and outside the Movement.

b) Profile of target beneficiaries

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

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

c) Potential risks and challenges

The key risk we face is that follow-up support of governance work at chapter and branch levels is not carried out, and also main governance functions are not performed in accordance with Statutes of the NS. Especially because 376 (60%) members of governance are newly elected, hence have little or no basic knowledge about the Red Cross Movement and their own responsibilities and mandate. To meet this challenge the Governance Induction and Leadership Training commenced in 2008 will continue over the next two years. This should enhance governance leadership in fulfilling its mandate of ensuring oversight, responsibility and accountability of the NS.

Retention of volunteers will be a main challenge to the NS when other entities may provide incentives. This challenge will be met through the provision of insurance coverage, and recognition of the volunteers such as annual awards, reimbursement of transport costs and the like.

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

b) Profile of target beneficiaries

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

c) Potential risks and challenges

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

Programme component 3: Monitoring, Evaluation & Reporting
Component outcome 1: LNRCS staff knowledge has increased through training in Project Cycle Management and Monitoring, Evaluation & Reporting and the Unit has ensured that an effective, efficient and well coordinated monitoring system of LNRCS programmes is in place.
Component outcome 2: Gaps and progress in LNRCS projects have been identified as a result of ongoing Monitoring & Evaluation activities, thus increasing impact.
Component outcome 3: Timely, factual, effective, quality and informative reports have been produced and have led to increased support and confidence in LNRCS programmes from partners/donors.
Component outcome 4: 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.
Component outcome 5: The outcomes of surveys conducted have informed management and partners on the perception of staff and volunteers on project implementation.
Component outcome 6: LNRCS Plan for the previous year has been reviewed and the necessary adjustments have produced a new appeal plan for the coming year.

b) Profile of target beneficiaries

The LNRCS operates four core programmes that cater to the needs of the most vulnerable throughout the country. These programmes include health and care, disaster management, humanitarian values and organizational development. Beneficiaries of the PMER will include the communities and their beneficiaries as well as stakeholders and partners/donors.

c) Potential risks and challenges

- Lack of cooperation from programme implementers
- Securing funding to support programme activities
- Timely implementation of monitoring and evaluation reports/findings

Programme Component 4: Internal audit and controls
Component outcome 1: Gaps and progress in the system have been identified. A system of internal control provides reasonable assurance to reaching LNRCS goals.
Component outcome 2: Programmes and finance staff knowledge in internal controls and system procedures has increased.
Component outcome 3: 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 LNRCS staff members meet set compliance.
Component outcome 4: Capacity of staff of internal audit unit has been strengthened through external/internal trainings and visitations.

Component outcome 5: Performance and work output of the internal unit has been enhanced by the procurement and use of office equipments, stationery and supplies.

b) Profile of target beneficiaries

Targeted beneficiaries include direct and indirect beneficiaries which are as followed: the Liberian Red Cross senior management team and members of the national executive board are our direct beneficiaries and LNRCS donors, other partners including the Government of Liberia constitute the indirect beneficiaries.

c) Potential risks and challenges

- Management reluctance or late implementation of audit recommendations.
- Lack of funding to carry out audit activities.

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

b) Profile of target beneficiaries

The Liberian Red Cross first-aid training is designed to enable its clients perform basic life-saving procedures, conduct general first-aid techniques for all types of injuries, sudden illnesses and safe transportation, and quickly respond to accidents or emergency situations.

Some 150 rural communities in the fifteen counties, each with average population of 200 persons that are highly susceptible to violence and natural disasters will receive first-aid training, refresher courses and emergency response kits in 2009 and 2010 respectively. Additionally 2,000 students in 150 schools around the country, mainly consisting of youth in the age range of 12 to 25 years are being targeted for the school-based first-aid training programme. To compliment safety procedures and reduce the impact of hazards in work places, commercial training will extend to corporate organizations.

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

Through a robust communication programme that will profile and promote Red Cross activities, the fundamental principles and humanitarian values, the LNRCS will build a strong public image. Red Cross, media institutions, the security forces, civil authorities and the youth are the primary target audiences for the LNRCS communications activities. These audiences are of strategic interest to the LNRCS for gaining safer access to the intended beneficiaries of Red Cross services. Attracting the participation of the youth to Red Cross activities is an enormous contribution in terms of volunteers. The constant engagement with the media in the field reinforces programme monitoring.

First Aid Students	:	2,000
Community Based First Aid	:	30,000 - indirect
Total	:	32,000

c) Potential risks and challenges

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

Principles and Values

a) The purpose and components of the Humanitarian Values programme

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

The principles and values programme budget is CHF 2,327,718 (USD 2,247,699 or EUR 1,542,147)

Programme component 1: Child Advocacy and Rehabilitation (CAR)
Component outcome 1: Through the implementation of the CAR project in two Counties, 20 communities have fully accepted the LNRCS CAR Project, continued their cooperation and have registered as members of the Red Cross.
Component outcome 2: By increasing residents' knowledge in child protection and youth development strategies in Montserrado and Grand Gedeh counties, child's rights and values have been restored in the families and neighbourhood in 20 CAR communities.
Component outcome 3: Specialized training 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.
Component outcome 4: Psycho-social, 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.
Component outcome 5: The skills training component has increased CAR youth's capacity to make an earning and contribute to the livelihood of themselves, their families and communities.

Component outcome 6: In fulfilment of the community support component, CAR in collaboration with CBHP have increased awareness raising on health and hygiene and HIV/AIDS, and have improved health and hygiene practices in the CAR communities.
Component outcome 7: The advocacy and awareness rising on child rights within the CAR communities have improved development opportunities for CAR children and their peers.
Component outcome 8: National Societies in the Mano River Region (Sierra Leone, Liberia & Guinea) engaged in Humanitarian Values have decided on issues and action plans for advocacy for war affected children in the region.
Component outcome 9: The CAR 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.

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

Programme Component 3: Women integration project
Component outcome 1: The LNRCS women and war programme is accepted and established in communities in three counties, where the concentration of women is important.
Component outcome 2: 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.
Component outcome 3: 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.
Component outcome 4: The LNRCS has built a strong advocacy and information network for women's rights and values in collaboration with stakeholders within the National Society, targeted communities and in the society at such.
Component outcome 5: Through the placement of a qualified management and staff team, the women programme is successful in achieving its objectives and is well managed.

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

b) Profile of target beneficiaries

The CAR of the National Society annually reaches out to 300 war affected children from 20 communities in three counties in urban and rural Liberia (Montserrado and Bomi; Grand Gedeh). It indirectly benefits an estimated 900 household members and more than 3,000 community members through meetings, awareness sessions, sport festivals and communities' gatherings. The selection of these beneficiaries was based on a threefold criterion (war affectedness, education and level of vulnerability). Beneficiaries are between the ages of 10 and 18 years and must be in a category of being neglected, stigmatized and without one or none of their parents. The two CAR Centres currently being run, work with people in 20 communities, especially slum, disease prone and drug infested communities. After eleven months of psychosocial, educational and vocational training, the war affected children are graduated and helped into placement in Skills shop, while the 10 – 13 years are entered into academic schools. The children, who graduate after eleven months, are assisted with start-up kits, placed in apprentice shops and monitored for one year. To date 440 out of 450 war affected children have graduated and are involved and integrated in their communities. The reduction of abuse, neglect and stigmatization has also decreased. Communities have child welfare teams, where the town chiefs are advisors, and the CAR parents association is active and is involved in the welfare of children. The advocacy and sensitization with the partners and other stakeholders have improved the rights of children in the communities. The CAR project is now active in two regions of Liberia.

Direct beneficiaries	:	600
Graduates	:	600
Communities' Residents	:	36,548 - indirect
Total	:	36,600

The Youth Development Programme seeks to help young people in their communities in rediscovering their values and assist them in building their self esteem. The youth programmes are visible in schools and communities in the fifteen counties of Liberia. There are 98 school clubs throughout the fifteen counties, and seven Girls' Units (14 girls' leaders & 210 members) in seven schools in two counties designed specifically to work with school girls in thematic areas so as to increase their confidence, leadership ability, esteem and value, making them see their equality with their male peers. The Youth Programme includes the operation of four Youth Friendly Centres (recreation, sports, and peer counselling and skills activities) in Montserrado, Bong, Nimba and River Gee Counties. The NS has a youth policy, school club concept document and girls' unit concept document.

Direct	:	5,340
Indirect	:	35,000
Total	:	40,340

Women Integration Programme: The issue of women's living conditions in Liberia after 14 years of war is appalling, with ex-combatant women at the lower end of the scale involved in no education developmental or profitable ventures. Majority of these women between the ages of 18-45 years are

found loitering in bars, around hotels & motels, cinemas and other entertainment places looking for a living. These women mostly from slum communities in and around urban cities have been left with children to support. An assessment carried out with 600 ex-combatant and war affected women in three over populated communities around Monrovia revealed the state of poverty, disease, prostitution and drug involvement among the targeted women. A project document has been developed for a 9-month cyclic training in four skills areas (tailoring, tie-dyeing, soap making, cosmetics).

Direct beneficiaries	:	290
Indirect Beneficiaries	:	7,800
Total	:	8,090

Gender Mainstreaming: The National Society in its Strategic Plan 2008-2012 earmarked Gender Mainstreaming as one of the issues for implementation. The issue of gender commenced with a concept document and a short-term work plan. The gender disparity in the National Society has begun to be more balanced with the governance election held in march 2008, which resulted in a slight increase of women participation in the decision making process of chapter committees. The management and staff at headquarters are being sensitized on the need to create a level of gender equality and equity in the implementation of programmes and recruitment of new staff. This was evidenced by the recruitment of two female accountants at the national HQs finance department in early 2008. LNRCS projects in targeted communities are often agreed on mainly by the male part of the population, and as such one objective is to be gender sensitive at all levels in the decision-making and acceptance of projects and programmes in vulnerable communities. The commencement of the programme will lead to the holistic development in the NS, its targeted communities and chapters. Advocacy through collaboration is being carried out with other stakeholders.

Direct Beneficiaries	:	450
Community Residents	:	2,000
Total	:	2.450

c) Potential risks and challenges

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

Role of the secretariat

The secretariat's budget for its support role is CHF 333,665 (USD 322,194 or EUR 221,058)

The Federation delegation in Liberia works within the National Society structure and have no staff of its own. For many years the Federation has only been present with a Representative and short term assistance from technical delegates. The Federation Representative is the counterpart of the Secretary General of LNRCS and works directly with all units and staff of the LNRCS. The NS finance department works with Federation software and financial reporting to the Zone Office is done by the NS, while the Representative remains the budget holder. The role of the Federation in Liberia is expected to change in the coming 2010; however the OD-delegate, whose contract expired in June 2009 is expected to be replaced by a Canadian bilateral delegate. In an agreement between the LNRCS and the Federation, it is decided that the Federation will phase out its presence in Liberia following a planned "Road-Map" and should close its delegation in late 2010.

a) Technical programme support

With closure of the Federation delegation in Liberia it is expected that short term missions to Liberia will be required in order to provide support and follow-up in different technical areas (IT/telecoms, logistics, fleet, OD to mention few areas where additional capacity building may be required. Two of the NS bilateral partners (Danish RC and Spanish RC) are present in Liberia and directly provide support to areas like DM/CBHP, while other bilateral partners in the region will also provide support to the LNRCS – primarily within the greater scope of OD.

b) Partnership development and coordination

While the Federation in Liberia is providing Coordination of the NS activities with its many partners, it is important to emphasize that the LNRCS has the leading role and the ownership of its activities. With many partners supporting the NS, both from the Movement, but also from outside the Movement, there is a need for the NS to develop guidelines for its cooperation with partners. The CAS process (being prepared with support of all partners) is and has been an important and essential tool for the NS to set the direction and decide how partners will cooperate; with more bilateral partners actively supporting the LNRCS in different programme areas, the development of Operational Alliances would benefit all stakeholders. Hence OA should be enforced during this period and assistance may be required from the Movement Cooperation Unit in Geneva. The cooperation with ICRC is close with all three Movement partners (ONS, IFRC, ICRC) holding quarterly tri-partite meetings. Participants from NS are the President and Secretary General, the ICRC HoD, DHoD and the IFRC Representative, and OD delegate. The LNRCS and IFRC day to day cooperation with ICRC is primarily done through the ICRC Cooperation department

c) Representation and Advocacy

As mentioned the Federation in Liberia works within the NS, hence the Representative is actively involved in all aspects of the work. The Representative is working alongside the Secretary General and all his staff, as well as being involved with the governing bodies of the NS to include close cooperation with the President and the National Executive Board. Through the active participation in all aspects of the work, the Representative understands fully and in details what the NS is doing and where the strengths and weaknesses of the NS are. This knowledge together with solid knowledge of the Red Cross Movement and Principles are essential when advocating for the NS and the Federation with Movement partners, but also in order to involve outside stakeholders in support of the LNRCS, its activities and further development.

An important role is advocating towards the Government of Liberia and authorities at local level to raise their awareness of the work of the NS and the Federation in order to have them actively involved in supporting the Red Cross in whichever way possible. The Federation enjoys the privilege of having signed a Legal Status Agreement with the Government of Liberia offering the organization diplomatic privileges and duty exemption. The President of the Republic in accordance with the LNRCS's constitution, is "Chief Patron" of the Liberia National Red Cross Society, and ensures full government support despite the limited resources available to the government. The Liberian Red Cross Act was re-affirmed by both Houses of Parliament and has been signed into Law by the President. The Government allocates from its budget an amount of (USD 50,000) to the LNRCS.

Taking into account the lack of national policies and plans for disaster management the Federation has advocated the role of the NS as an auxiliary to the authorities. While the government has established a National Disaster Relief Commission (NDRC) under the lead of the Minister of Internal Affairs, this Commission has limited resources or capacity. Hence the Government wants the LNRCS to take the lead role in disaster response and calls for its assistance when floods and storms hit the country. Through our good relations with the government the IFRC and LNRCS has made our roles and limitations clear, and requested that the government develop policies and plans which will clearly define roles and responsibilities of stakeholders.

The IFRC and LNRCS are both members of the Project Development Working Group under the NDRC of the Ministry of Internal Affairs, and meet regularly in this forum with other stakeholders in disaster management.

Promoting gender equity and diversity

Traditionally women in Liberia live under traditional norms which mean they have fewer opportunities to continue schooling to higher levels. They often become mothers in the early teens, and have less chance to participate in social activities and decision making process. Gender based violence is, and has been during the many years of war, a serious issue that victimizes a large number of girls and young women every day. Women and children are vulnerable to poor health and many live in slums and are exposed to further hazards. However, the focus has been on improvement of the conditions for women and children, and several of the highest positions in the country are being held by women. Gender equity and diversity has been put on the agenda in Liberia.

The National Society realizes and acknowledges that there is a gender bias with regard to access to equal opportunities in life for girls and women. In its Strategic Plan 2008-2012 the LNRCS earmarked Gender Mainstreaming as one of the issues for implementation. In all programme areas of the LNRCS there is a focus on gender, while understanding the need to particularly support the vulnerable women and children. This is particularly evident in some of the Humanitarian Values programmes like School Clubs, and Girls' Units, while the gender diversity is promoted in activities like the CAR-Centres, the School Clubs, Youth Friendly Centres and now Women Integration Project.

Quality, accountability and learning

The LNRCS is fully aware of the importance of monitoring the quality of their activities to learn from best practices, while also ensuring that accountability is secured through proper reporting. In this line it was decided in 2008 to establish a Planning, Monitoring, Evaluation and Reporting Unit. The Unit is responsible for developing tools, which can be used at all levels of the organization, while ensuring that staff and volunteers are trained in using them properly. Also in 2008 an Internal Audit Unit was established to assist management in ensuring that basic standards and procedures are followed in our daily operations.

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

The LNRCS operates four core programmes that cater to the needs of the most vulnerable throughout the country. These programmes include health and care, disaster management, humanitarian values and organizational development. Beneficiaries of the PMER will include communities, stakeholders and partners/donors.

All programmes have developed log frames that set expected results, activities and provide indicators to measure results, identify risks and assumption, and set a timeframe for their implementation. The log frame has been the preferred tool by the NS for several years, to ensure proper and realistic planning and implementation. The 2010-2011 log frames will be revised and modified as time goes on.

Budget summary

Programmes	2010 budget	2011 budget	Total budget CHF
Disaster Management	542,066	542,066	1,084,132
Health & Care	1,096,015	926,751	2,022,766
Organisational Development	768,265	768,265	1,536,529
Humanitarian Values	1,163,859	1,163,859	2,327,718
Coordination	166,832	166,832	333,665
TOTAL	3,737,037	3,567,773	7,304,810

How we work

The International Federation's activities are aligned with its Global Agenda, which sets out four broad goals to meet the Federation's mission to "improve the lives of vulnerable people by mobilizing the power of humanity".

Global Agenda Goals:

- Reduce the numbers of deaths, injuries and impact from disasters.
- Reduce the number of deaths, illnesses and impact from diseases and public health emergencies.
- Increase local community, civil society and Red Cross Red Crescent capacity to address the most urgent situations of vulnerability.
- Reduce intolerance, discrimination and social exclusion and promote respect for diversity and human dignity.

Contact information

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MAALR001 - Liberia

Budget 2010 - 2011

Budget 2010

All figures are in Swiss Francs (CHF)

	Disaster Management	Health and Care	Capacity Building	Principles and Values	Coordination	Total
Supplies	222,341	164,161	47,415	334,802		768,720
Land, vehicles & equipment	10,647	26,099	229,062	40,328		306,135
Transport & Storage	63,449	155,364	62,039	90,929	20,594	392,374
Personnel	101,163	333,889	234,715	359,996	119,048	1,148,811
Workshops & Training	33,338	135,763	52,372	6,506		227,980
General Expenditure	75,894	209,498	92,724	255,647	16,346	650,110
Depreciation						
Contributions & Transfers						
Programme Support	35,234	71,241	49,937	75,651	10,844	242,907
Services						
Contingency						
Total Budget 2010	542,066	1,096,015	768,265	1,163,859	166,832	3,737,037

Budget 2011

All figures are in Swiss Francs (CHF)

	Disaster Management	Health and Care	Capacity Building	Principles and Values	Coordination	Total
Supplies	222,341	164,161	47,415	334,802		768,720
Land, vehicles & equipment	10,647	8,603	229,062	40,328		288,640
Transport & Storage	63,449	142,367	62,039	90,929	20,594	379,378
Personnel	101,163	284,224	234,715	359,996	119,048	1,099,146
Workshops & Training	33,338	85,172	52,372	6,506		177,389
General Expenditure	75,894	181,984	92,724	255,647	16,346	622,595
Depreciation						
Contributions & Transfers						
Programme Support	35,234	60,239	49,937	75,651	10,844	231,905
Services						
Contingency						
Total Budget 2011	542,066	926,751	768,265	1,163,859	166,832	3,567,773