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Annual report

Liberia

 International Federation
of Red Cross and Red Crescent Societies

10 July, 2012

**This report covers the
period 01 January 2011
to 31 December, 2011.**

*Volunteers getting ready for
insecticide-treated net
distribution in South-eastern
Liberia / Photo LNRCS*



In brief

Programme outcome

The desired outcome of the programme is that the Liberian National Red Cross Society (LNRCS) becomes a well-functioning National Society, effective and proactive in the delivery of high quality services to the vulnerable people and as well as self-sustainable.

Programmes summary

This report is a retrospective of activities during 2011 from January to December. It provides updates on the various interventions including disaster management, especially the role of the Liberian Red Cross in the 2011 elections; first aid, relief and the training of disadvantaged youths at the Child Advocacy Rehabilitation Center and the completion of construction work at the Zwedru Child Advocacy and Rehabilitation Program (CAR) Centre. The report also highlights the training of Programme Director, coordinators and other programme responsible persons in project/programme planning under the West Africa Disaster Management Capacity Building Project. Additionally the completion of the construction of branch offices in Grand Gedeh and Lofa is highlighted in the report. Also in the report is the launching of the West Africa Partnership Programme with funding from the Canadian Red Cross. The project is intended to strengthen the capacity of chapters and branches in achieving the goal of a Well Functioning National Society, as well as Gender Issues. The report also looks at the community-based Health Programme with funding from various partners has erected and rehabilitated water and sanitation facilities in twelve of the fifteen chapters. The report further points to constraints and challenges faced by the various departments and the strides they have made in achieving the overall goal of the National Society during the year.

The LNRCS Appeal for programmes and activities of 2011 was satisfactorily covered to buttress the National Red Cross service delivery effort to the most vulnerable in the country. The most significant issues covered during the reporting period were preventive health and care, and social development issues. The National Society responded adequately to floods and storms that rendered people homeless and vulnerable.

During the year, a midterm review of the LNRC Strategic Plan by the New African Research and Development Agency (NARDA) was conducted. The review highlighted the gaps in the Strategic Plan and set new benchmarks for the implementation of the second half of the Strategic Plan. The National Society held a major review of its activities during the last part of the year. It derived measures that will lead to practical and implementation of project activities and timely reporting to donor during the coming year. Several recommendations including the timely completion of Plans of Action, Cash Requests and Reports were discussed and concluded.

Financial situation

The total 2011 budget is CHF 4,009,985, of which CHF 2,515,788 (63%) was covered during the reporting period (including opening balance). Overall expenditure during the reporting period was CHF 2,031,856, corresponding to 51% of the budgeted amount and 81% of the available funding.

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

<http://www.ifrc.org/docs/appeals/annual11/MAALR00111arf.pdf>.

Number of people we have reached

During the year, an estimated 325,990 people were reached, as summarized in the table below and further detailed in the subsequent analysis of progress per programme.

Programme	Activity	No. of people reached
Disaster Management	Distribution of Agro Inputs to farmers	24,870
	Providing Relief Assistance to Victims of Storm, flood, fire and other in orphanages	
	Training Chapter Disaster Response Teams	
	Provide training in Early Warning and Early Response to chapters	
	Provided first aid during the elections period in Liberia	
Health and Care	Constructed latrines and hand pumps in local communities	245,302
	Provided emergency latrines and water storage to refugees host communities during the population movement.	
	Provide training in basic hygiene and facilitated the conduct of awareness on the usage of maintenance of water and sanitation facilities in target chapters	
Other programmes		55,818

Our partners

Main partners include IFRC, Swedish Red Cross, Finnish Red Cross, British Red Cross, Canadian Red Cross, Netherlands Red Cross, Norwegian Red Cross, Danish Red Cross, Spanish Red Cross, ICRC, National AIDS/STI Control Program, Ministry of Health and Social Welfare, Ministry of Gender and Development, Ministry of Internal Affairs, Ministry of Agriculture, Ministry of Education, WHO, UNICEF, USAID, and UNHCR. The IFRC and the National Society wish to thank partners for their collaboration and support during 2011.

Context

The socio-economic situation is still characterized by a high unemployment rate among youths with university education turnover rising though the government continue to make strides to address this situation through the resuscitation of collapsed state companies as well as encouraging the unemployed to acquire skills that would make them to be self-reliant. The increase in the fuel price has added to increased cost of living in the country.

Government continued to rehabilitate major road linking the towns and cities in the country while inaccessibility to remote communities due to poor road network, damaged bridges continued to be main challenge to effective humanitarian activities in vulnerable communities.

The Liberian Red Cross is working to restore some basic social services including water and latrines to communities hosting Ivoirian refugees from Côte d'Ivoire. The Red Cross is also working in six counties to ensure an improved food production capacity and to engender self sufficiency in food for population in these counties. The National Society has moved its operations to additional three counties (Grand Gedeh, River Gee and Maryland) where the refugee influx has increased. With Nimba the original inhabitants of refugee decreased.

Progress towards outcomes

The projects increased women participation and provided training in different skill areas to empower them to contribute to the economy of Liberia. During the year, the National Society increased its local funding sources with the construction of a twenty-room guesthouse in Sanniquellie, Nimba County. Staff capacity has been built by the provision of training in project management and other programmes. The West African Partnership Programme has been strengthening chapter capacity to accomplish the LNRCS decentralization plan.

Disaster Management

Programme Purpose: Save lives, protect livelihoods, and strengthen recovery from disaster and crises.	
Programme component 1: Food Security	<p>Outcome: Improved Food Security and livelihood protection.</p> <p>Achievements: 2,500 farm families from 7 chapters (Bomi, Gbarpolu, Cape Mount, Sinoe, River Gee, Grand Gedeh and Lofa) that continue to receive technical support from the LNRCS harvested 86,234 kg of rice. They had earlier received assorted pieces of 4,130 agricultural implements.</p> <p>Some 130 women from 4 chapters (Grand Gedeh, Sinoe, Lofa and Gbarpolu) harvested 53,978 assorted vegetables as pilot for vegetable production. The Todee Branch of the Montserrado Chapter harvested 6,400kg of vegetables and 9,835kg of cassava tuber from support from ICRC and the LNRCS. The yield was donated to the inmates at the Monrovia Central Prison as contribution to the food basket. Four communities in Bomi and Cape Mount Chapters were identified to construct drying floor for food preservation. However, Boesan in Cape Mount completed the construction of the drying floor with local materials provided by the community and LNRCS offered the imported materials (zinc, nails, hinges, planks, etc.). The facilities will also be used by the local population as a meeting point.</p>
Programme component 2: Preparedness	<p>Outcome: Improved community capacity to prepare and respond to disasters.</p> <p>Achievements: The DM Department in collaboration with the PMER Unit conducted hazard mapping and risk reduction activities in 16 communities in Sinoe, Grand Bassa and Margibi. The Chapter Disaster Management Teams (Bassa, Bomi, Cape Mount, Gbarpolu, Grand Gedeh, Margibi, Maryland, Nimba, Rivercess and River Gee) collaborated with DM team from Headquarters conducted hazard mapping on storm, flood and sea erosion. The DM Department along with the PMER Unit conducted training workshop on VCA for 24 persons in Kakata. The exercise is expected to take place in 347 communities in Liberia. The Department conducted five-day training in Contingency Planning under the WADM CB for twenty-five participants from Liberia and Sierra Leone. The session was facilitated by Swedish Civil Contingency Agency (MSB) and IFRC. The participants came from UNDP, Ministry of Internal Affairs, and ICRC developed two contingency plans on civil unrest and flood. The operational plan for the elections in Liberia was developed.</p> <p>One thousand eight hundred volunteers were trained Liberia in basic first aid to provide assistance during the presidential and general elections. These volunteers were also deployed during the National Referendum and provided assistance to 203 persons across the country during the referendum, general elections and the run off</p>

	<p>(79 Males and 124 females).</p> <p>As part of planned activities, two days of Gender training and meeting was held in Monrovia. Fourteen (14) participants from the Ministries of Internal Affairs and Gender and development and the LNRCS participated. The training focused on the mainstreaming of gender in disaster risk reduction, camp management, emergency response and early Warning system.</p> <p>Lesson Learned: Community base approach in disaster risk is effective when the beneficiaries themselves take ownership. For example, beneficiaries of the tree planting put into place mechanism to protect the young acacia seedlings transplanted in five communities in Bomi and Cape Mount. Doing a hazard mapping with chapters provided staff from headquarters with the clear picture of the entire topography of the areas and a better understanding of communities to help them develop a plan of action.</p>
<p>Programme component 3: Disaster Response</p>	<p>Outcome: 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 training sessions 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.</p> <p>Achievements The LNRCS provided plastic mats, plastic buckets, cooking utensils, woollen blankets, second hand clothes, singled mattresses, jerry cans, bath soap, laundry soap, tooth paste, tooth brushes, lappas and tarpaulins as immediate relief assistance to 11,678 people affected by various disasters in the country. In collaboration with the Ministries of State and Internal Affairs, twenty pieces of single mattresses and USD 13,000 were distributed to two 250 persons affected by fire disaster at the Mat Estate community in Congo Town. The beneficiaries were pregnant women, lactating mothers, the elderly and children. The LNRCS provided Independence and Christmas gifts (blankets, plastic buckets, slippers, second hand clothes, plastic mats, laundry soap, bath soap, tooth paste, tooth brushes and lappers) to fifteen disable and orphanages in four chapters. Prison inmates in Nimba and Cape Mount also received assistance (clothes, laundry soap, bath soap, tooth paste, tooth brushes, buckets, blankets and mats).</p>
<p>Programme component 4: West Africa Disaster Management Capacity Building Project (WADM CB)</p>	<p>Outcome: Improve and strengthen National RC society's disaster management capacity in mitigation, disaster preparedness and response.</p> <p>Achievements The Field Officer of Nimba and the DM Assistant were selected as focal points in Liberia for the WADM CB. The LNRCS and government partners The Ministries of Gender and Development 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 on the preparedness of communities to observe early warning signs and identify hazards and prepare for mitigation Thirty five (35) persons from several communities in Tappita District completed the EWS Part A and B in Nimba County to build community capacity to transform data collected from EWS signs into action. Simulation exercises were also carried out with 25 volunteers from the LNRCS and National Disaster Relief Commission of Liberia. Participants learned the importance of using the situational board, ledgers and computers to track information.</p>
<p>Programme component 5: West Africa</p>	<p>Outcomes:</p> <ul style="list-style-type: none"> To provide humanitarian assistance to 8,000 families with basic non food items, emergency shelter kits, preventive community based health services

Population Movement	<p>and water, sanitation and hygiene promotion.</p> <ul style="list-style-type: none"> To provide basic agricultural inputs (seeds and tools) and technical services to 1250 families in sixteen communities hosting refugees in Nimba. To provide basic first aid assistance to refugees and host population in four chapters (Grand Gedeh, Nimba, Maryland and River Gee). <p>Achievements: Distributed basic agricultural tools and seeds to 1250 families (70% host and 30% refugees) in sixteen communities in Nimba County. The inputs distributed were 6250 pieces of tools, 60,000 kg of seed rice. Additionally, USD 21,875 was given to each farm family under the seed rice protection scheme. Each farmer received USD 17.50. Eighty two beneficiaries from sixteen communities were trained as coaches in Post Harvest Management Techniques. Six of the trainees were recruited as supervisors to monitor the farmers and provide regular updates to the chapters. The Unit also distributed relief items to 2,717 families in Nimba, Maryland and River Gee.</p>
<p>Programme component 6: UNDP/LNRCS DRR Project</p>	<p>Outcomes:</p> <ul style="list-style-type: none"> Strengthen national and local women organizations through capacity building to actively participate in community-based disaster risk reduction. Give women the opportunity to support their communities in decision making for sustainable development and early recovery from the impact of disasters. Increase women's participation in making their communities safer and resilient. <p>Achievements Seven women participated in a week long exchange visit in Ghana as part of capacity building exercises. The aim of the visit was for these women to exchange experiences and lesson learned when it comes to disaster risk reduction in the two countries. They were drawn from the Ministry of Internal Affairs, LNRCS and five networks. The networks were Nimba, Western, Southeast, Central and Monrovia.</p>

Health and Care

Programme Purpose: Enable healthy and safe living	
<p>Programme component 1: Community Based Health Programme HIV Activities</p>	<p>Outcome: Increased knowledge and skills in sensitizing and disseminating key messages on sexual reproductive health and rights issues including HIV/AIDS, and gender based violence (SGBV).</p> <p>Achievements The Department conducted trainings took place with 4 schools, 2 PLWA groups (18 members), established 2 out of school youth groups associations, and 4 in-school youth associations (15 peer educators). They also established 4 Mother's Club groups to create community awareness and sensitization on the prevention and control of HIV/STI using IEC/BCC materials. A total of 12,834 community members from 16 communities and 405 students and 8 teachers benefitted from community awareness 138 students and 5 teachers in the selected chapters. Staff from the Swiss Development Cooperation participated in a one-day workshop on HIV/AIDS prevention and care.</p> <p>The LNRCS distributed 2,000 posters; 2,000 flyers; 500 Red Cross bibs; 4,000 pieces of posters and flyers; and 500 job cards to volunteers to continue awareness in five counties (Margibi, Cape Mount, Gbarpolu, Bassa and Montserrado). Some 26,000 pieces of male condoms were distributed to hotels and toilet facilities in five chapters and Headquarters and 650 persons went through the voluntary counselling and testing following awareness session with the communities.</p>

<p>Programme component 2: Water and Sanitation</p>	<p>Outcome</p> <ul style="list-style-type: none"> Improved and increased access to sustained safe drinking water and improved sanitary. <p>Achievements</p> <ul style="list-style-type: none"> Construction of 10 family latrines in the (5) targeted counties, 2 in each county (Margibi, Grand Bassa, Grand Cape Mount, Gbarpolu, and Montserrado). Training of 370 Wash Committee members and distribution of 370 sets of repair kits and 50 sets of tools for pump technicians. The Unit also constructed 50 hand-washing facilities and distributed 50 sets of hygiene kits including water guard, soap, jerry can, and plastic cups. Repair/rehabilitation of 170 wells in Montserrado, Lofa, River Gee, Rivercess, Cape Mount, Gbarpolu, Grand Gedeh, Margibi, and Grand Bassa chapters. LNRCS chlorinated 399 wells in these communities to reduce the impact of any outbreak of water-borne diseases. Besides the training, 21 volunteers were trained as pump technicians to assist the communities do their own repairs and maintenance in the community facilities. Montserrado, Lofa, Grand Gedeh River Gee and Rivercess receive cleaning up tool kits to take care of facilities and their surroundings.
<p>Programme component 3: Health & Hygiene</p>	<p>Outcome</p> <p>The knowledge of community dwellers on prevention of communicable diseases, especially malaria, among children under five years, and pregnant women is increased.</p> <p>Achievements</p> <p>A two day social mobilization was carried out by volunteers in their assigned communities in the three targeted counties. During this period, the volunteers conducted house-to-house education on malaria prevention and control, usage and maintenance of the nets. About 3,486 various IEC/BCC materials were developed for awareness and dissemination of messages and materials including malaria cue cards, usage and maintenance of mosquito nets posters and leaflets on malaria prevention and control across the three counties. Materials were used for malaria prevention messages by the 600 volunteers recruited for the net distribution in the three counties in 619 communities. The volunteers used Standard Form provided by the Ministry of Health and Social Welfare to identify sleeping space and the volunteers and distribute nets to 68,814 households.</p> <p>In August, 2011, a mop-up exercise was conducted in three counties in the South East including Grand Gedeh, Maryland, and Grand Kru Counties to identify gaps during the assessment and distribution process followed by a post lessons learnt meeting with CHTs and beneficiaries and the process was monitored by the Ministry of Health representatives. Impassable road and bad farming activities have reduced assessment figures and affected distribution.</p> <p>The Tuberculosis (TB) project was implemented in four communities in Montserrado County in 2011 after the initial pilot in nine communities from 2008-2009 and a six-month no cost extension in 4 communities phased out in 2010. This report covers activities of the TB prevention and control Project during the year 2011 highlighting intervention activities that include partnership collaboration, number of people reached with information, information education and communication (IEC) and behaviour change communication (BCC) messages about the danger of TB through community awareness and sensitization, and TB case detection and referrals of clients including the corresponding challenges that interfered with programme delivery.</p>

	<p>The Unit conducted two refresher trainings with 24 community volunteers who were selected in collaboration with the communities on TB care and support strategies and communication skills. These volunteers conducted household visitation and identified 15 old clients of the TB project and integrated them into the programme. The programme using volunteers and focal persons provided support to 16 clients with twelve of the clients completing their treatment. Through the volunteers, 6 clients were referred for DOTs treatment centers. Volunteers used 250 job aids; 1,000 flyers and 1,000 posters provided to disseminate message and carry out awareness in the communities. During the year, volunteers reached a total of 5,760 households and 27,689 (13,587 males and 14,121 males) in awareness session or house-to-house visitation. On March 24, more than 600 persons paraded the streets in Monrovia and raised awareness using flyers, posters to increase public knowledge on the prevention and care of TB. The main challenges were the 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 lack of funding for their position.</p>
<p>Programme component: 4 WatSan Activities</p>	<p>Outcome Improved and increased access to sustained safe drinking water and improved sanitary measures has led to reduction of cases of 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.</p> <p>Achievements LNRCS/IFRC completed a total of 264 one-access latrines and constructed 5 wells and bath houses. The Mission rehabilitated 37 water points in refugee host communities in Nimba. There is an ongoing construction of 60 and 6 hand pumps in support of the over 11,500 refugees. One water purification and distribution unit was setup in Karblee providing 10'000 litres of clean water daily to 6'650 refugees and Liberian residents. However, water purification and distribution unit in Karblee dropped its production rate due to the installation of 2 additional hand pumps in the community. The LNRCS trained 50 Red Cross hygiene promoters in PHAST methodology. Due to the road conditions, the five wooden bridges to allow easy access and movement to communities hosting refugees. A mobile water purification and distribution unit has been installed in Grand Gedeh to provide 5,100 litres of water. With support from the ICRC 69 wells have been repaired, 7 constructed and 9 double access latrines built to serve over 40,000 refugees and their host communities. As the project moves to River Gee and Maryland, volunteers have been trained and communities identified for the construction of latrines and wells to cater to the new inflow of refugees in that part of the country.</p>

Organisational Development/Capacity Building

<p>Programme Purpose: Enable healthy and safe living</p>	
<p>Programme component: 1 Governance Support and Chapter development</p>	<p>Outcomes</p> <ul style="list-style-type: none"> • Strengthened LNRCS legal foundation and statutory bodies to ensure compliance with the statute, accountability and oversight representation functions. • Strengthened governance/management capacities to effectively lead the society and its service delivery. • Improved capacity of LNRCS chapters and branches to assist and work with vulnerable community through the construction and refurbishment of physical structures and provision of furniture. • LNRCS has established and put in place an institutional, sustainable and dynamic volunteer network in favor of, and assisting vulnerable communities and people. <p>Achievements The New African Research and Development Agency (NARDA) conducted a midterm review of the National Society Strategic Plan (2008-2012). The preliminary findings</p>

	<p>for the review were presented at a meeting of senior managers and other staff members. The presentation focused on the four thematic issues: national structure, local structure, sustainability and succession planning. Thirty-one staff members participated in a management leadership training workshop conducted by the Sengbe Group, Inc. The session was on the leadership as agent of a change in a non-for-profit setting and the role of supervision and organizational improvement.</p> <p>A total of 88 participants from the three WAPP beneficiary chapters (Grand Bassa, Margibi & Sinoe) attended a governance/management workshop held in each of the chapters 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, LNRCS Strategic Plan and WAPP, board and committee structures, board's roles and responsibilities. About 1,620 persons benefited from awareness session on the volunteer policy, code of conduct and toolkit. Four branch meeting points/guest rooms (Lofa chapter: Zorzor & Kolahum and Grand Gedeh chapter: Toe & Zleh towns) were constructed with funding support from ICRC.</p>
<p>Programme component: 2 West Africa Partnership Project (WAPP)</p>	<p>Outcomes</p> <ul style="list-style-type: none"> • Improved knowledge of the governance board on their roles, responsibilities, and organizational assessment. • Increased mobilization of resources towards achieving financial independence from outside donors. • Improved technical skill of LNRCS chapter staff in conducting community based needs assessment. • Increased use of gender based analysis in the development of LNRCS policies and procedures. <p>Achievements</p> <p>The OD Unit conducted 2 separate branch governance-management training workshops (one each in Sinoe and Margibi) with a total of 52 participants in attendance. "Background information about the WAPP project", "How the Red Cross and Red Crescent Branches work"; "Local RCRC Board Self-evaluation"; "SWOT Analysis on the local branches"; "Local RC Roles and responsibilities between governance-management"; "Information on RCRC Movement"; "LNRCS local RC branch committee structures"; "Key elements of work plan" were issues discussed during the session. The Resource Development Department provided training on the resource development techniques, commercial first aid and fundraising.</p> <p>LNRCS DM department and PMER unit jointly developed tools and conducted community-based needs assessment in three WAPP chapters, covering seven (7) branches across fourteen (14) communities. The report for the assessment is being finalized. Findings of the assessment report would be used to develop disaster risk reduction plan in each of the 14 communities.</p>
<p>Programme component: 3 Intensified Capacity Building Project (ICB)</p>	<p>Outcomes</p> <ul style="list-style-type: none"> • Increased capacity of LNRCS chapters and branches to enhance effective service delivery in their own local communities. • Increased the capacity of communities to deliver grass-root services through the creation of a viable and sustainable professional volunteer network. • Increased capacity of Bomi, Bong, Montserrado and Rivercess Chapters to mitigate risks in their own local communities. • Increased mobilization of resources towards achieving financial independence from outside donors. <p>Achievements</p> <p>Following the launching of the ICB project in July 2011 by the LNRCS Secretary General, Mr. Daniel S. Clarke, Jr.; 2 separate Governance-Management leadership</p>

	<p>training workshops were conducted (one each in Tubman burg, Bomu and Gbarnga, Bong Counties) with a total of 50 participants (37 male and 13 female) in attendance. Participants were drawn from the ICB selected chapters, branches and communities. The training covered topics such as: "Background information about the ICB Project"; "How the Red Cross and Red Crescent Branches work"; "Local RCRC Board Self-evaluation"; "SWOT Analysis on local branches"; "Roles and responsibilities between governance-management"; "Information on RCRC Movement"; "LNRCS local RC branch committee structures"; and "Key elements of work plan"; etc. The training has enabled the participants to get used with tools and acknowledge in identifying needs, planning and implementing low-cost activities in their own local communities.</p> <p>Dissemination sessions on the (policy, code of conduct, toolkit, etc.) were conducted with members of local governance committees, staff, volunteers, members, volunteers, student groups, and community residents. The training followed the production of 800 copies each of the policy, code of conduct, access pass and toolkits.</p> <p>Five (5) chapters (Margibi, Grand Cape Mount, Bomi, Gbarpolu and Rivercess) supported during observance of International Volunteer Day. The observance of the day is in recognition of invaluable services and contributions volunteers have made in the lives of the most vulnerable population.</p>
<p>Programme component: 4 Monitoring, Evaluation & Reporting</p>	<p>Outcomes</p> <ul style="list-style-type: none"> • 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. • Gaps and progress in LNRCS projects have been identified as a result of ongoing Monitoring & Evaluation activities, thus increasing impact. • Timely, factual, effective, quality and informative reports have been produced and have led to increased support and confidence in LNRCS 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. • LNRCS Plan for the previous year has been reviewed and the necessary adjustments have produced a new appeal plan for the coming year. <p>Achievements</p> <p>During the year, the PMER Unit conducted project/planning planning (PPP) training for Programme Managers and Chapter field and programme officers on PPP processes and the new reporting template. At the end of the training the National Society developed the logical framework for 2012. The reports to the Federation and other partners are now being sent in the New Federation reporting format.</p> <p>The PMER Unit worked with Programmes Directors and other programmes 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 PPP process to provide understanding of developing the Federation logical framework.</p> <p>The Unit also worked with the Disaster Management Department and OD units to provide training to 25 chapter volunteers in community needs 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.</p>

	<p>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. The Unit facilitated the hosting of the two major review meetings during year. Prior to the review meetings, the Unit hosted a meeting to discuss the annual planning and reporting cycles. During the meetings on the reporting and planning cycles were finalized and the National Society adopted a new timeline for reporting to partners. The new timeline require the National Society to report quarterly to partners instead of monthly. The reporting template was discussed and questions on the usage of the New Reporting Template were answered. The last review meeting of the year was held in December. That meeting looked at the issued confronting the National Society including procurement, vehicles and the CBHP Restructuring. At the end of the meeting a technical working group was constituted to develop strategies and work with all departments on the processes leading to the CBHP restructuring. The Secretary General handed down a System Circular that mandates all programs to work collaborative to ensure timely reporting of activities and timely settlements of working advances.</p> <p>The Coordinator of the PMER Unit joined other PMER focal persons from East Africa Zone of the Federation to participate in a PMER workshop in Nairobi, Kenya in September 2011. The workshop was intended to upgrade the skills of PMER focal persons from the Federation and National Societies on Planning, Monitoring and Reporting of Programs activities in their respective national societies.</p>
<p>Programme component: 5 Resource Development and Communication</p>	<p>Communications</p> <p>The Liberian Red Cross (LNRCS), with support of the ICRC, conducted its communications program with the view of ensuring that there is adequate competence and capacity at both HQ and chapter levels to provide accurate information and promote Red Cross Principles and activities to internal and external audiences of Liberia. In reaching this broad objective, the communications unit set out to implement the following specific objectives</p> <p>Outcomes</p> <ul style="list-style-type: none"> • Staff and members of the Liberian Red Cross are able to conduct effective dissemination; and knowledge about the Red Cross has increased among external audiences • The Liberian Red Cross has strengthened its relationship with the media and has increased public awareness about its activities around the country • Through recreation and voluntary activities in schools and communities, the Liberian Red Cross has obtained increased membership and participation of the youth in its programs around the country. • In collaboration with the Humanitarian Value and Disaster management Departments, the Liberian Red Cross has developed a clear advocacy strategy and is a strong partner on protection and environmental issues • Effective profiling and promotion is strengthening the image and increasing the public's acceptance of the Liberian Red Cross • Chapters and HQ Communication Staff have the capacity to adequately perform their tasks and responsibilities • In collaboration with the PMER Unit, the HQ and Chapters Communications staffs have the capacity to plan together quarterly and to conduct regular monitoring at chapters and branches <p>Achievements</p> <p>The 15 chapters conducted 276 information sessions and reached 7,638 4,458 males and 3,180 females). Additionally, the Unit conducted "Welcome to LNRCS" Course for 105 persons including governance members, chapter staff and volunteers. In preparation for the General and Presidential Elections (October – November 2011) the LNRCS in collaboration with its partners disseminated messages to more than</p>

2,800 people (journalists, officers of the Liberia National Police deployed at polling places around the country, motorcyclists and first aid volunteers of the LNRCS) on promoting neutrality, impartiality, independence and the humanitarian role of the Red Cross Movement during elections. Media institutions (including ELBC, Renaissance Communication and Daily Observers, The News and Women Voices newspapers) were toured in counties (Maryland, River Gee, Grand Gedeh and Nimba) to assess the level of work being done with Ivorian Refugees. The reports from these journalists were aired on radio in fourteen counties as well as three newspapers in Monrovia.

LNRCS, the ICRC and the IFRC held a joint press conference as part of the celebrations marking World Red Cross and Red Crescent Day in Liberia on May 8 2011. Statements were made by the President of the Liberian Red Cross, Head of delegation of the ICRC – Liberia and the acting coordinator of the West Africa Population Movement Operations who represented the IFRC. Twenty-two media personnel representing radio, television and newspaper houses attended the press conference and reported extensively on the work of the Red Cross Movement with particular emphasis on the invaluable contributions of the volunteers of the Liberian Red Cross.

From April to December 2011 the LNRCS in partnership with the nation's largest public radio broadcasting company entered into an agreement to broadcast a thirty-minute radio feature show 'Beyond the Signpost.' Thirty-six (36) editions over a period of nine months were aired, reaching to ten of the fifteen counties of Liberia. "Beyond the Signpost" informs the public about the work of the Liberian Red Cross through the actual voices of staff and beneficiaries that are involved in the projects right from the areas of operation. In order to increase information about the fundamental principles of the Red Cross, the LNRCS produced a radio drama, which was translated in the sixteen local tribes of Liberia. 152 radio spots were supported in the fifteen counties to broadcast the LNRCS radio drama.

A total 178 information sessions were held with 6,443 students (3,335 males and 3,108 females). Following the session 835 new volunteers were enlisted as part of the Red Cross School Club programme. The LNRCS' communications unit produced 1,500 calendars, 5000 newsletters, 2000 factsheets, 3000 brochures and 150 agendas/diaries; and distributed to a variety of stakeholders including authorities, civil society organizations, community leaders, media organizations, LNRCS staff, volunteers and partners, corporate organizations and other humanitarian actors.

A training workshop (5 days) was conducted for 15 HV officers to enhance presentation techniques, case study and press release writing, photographing as well as understanding their role in fostering the institution's brand recognition and media relations. Eight new motorbikes were purchased and distributed to chapters whose motorbikes were either missing or too expensive to maintain/repair. The chapters that received new motorbikes included, Bomi, Montserrado, Cape Mount, River Cess, Grand Gedeh, Maryland, River Gee and Nimba.

Resource Development

With the creation of the Resource development unit in 2008 to oversee this strategic objective, the LNRCS has worked with its partners to build a strong institutional framework based on learning and experience from good-practicing National Societies. The LNRCS has built its business activities on the assumptions that it would maintain its humanitarian identity and enhancing social value in every undertaking that it pursues. Over the last three year (2009 – 2011) the LNRCS has moved its fundraising and income generating sources from one product (commercial first aid) to five (including first aid, guest house, vehicle rental service, proprietary goods, and membership fees).

Pursuant to its endeavor on resource mobilization, the LNRCS aspires to diversify its funding sources in order to sustain its core mandate and attain long-term financial viability and independence.

Outcomes

- LNRCS has increased revenue through a viable commercial first aid program and is strengthening individuals' capacities to respond to emergency, accidents and sudden illnesses in communities and workplaces around the country.
- The Liberian Red Cross has diversified funding sources that are decentralized to other parts of the country
- With technical support from its partners, the Liberian Red Cross has developed a sound and legal basis for fundraising and it is clearly disseminated to the leadership, staff and volunteers around the country

Achievements

During the reporting period, 6,000 information brochures were produced and distributed around the country and at the same time the unit supported 244 radio spots to air first aid promotional jingles in eight selected counties. The Unit also produced 5000 assorted first aid kits in addition to t-shirt, caps, umbrella, mugs, pens, lapel pins, lanyard, key rings and jackets, which are on sale.

The Unit provided first aid training to 614 people (414 corporate organizations and 200 LNRCS Staff) and sold items including 522 first aid textbooks, 520 pieces of promotional items (including t-shirts, caps, pens, lapel pins, umbrella, and mugs).

As part of the preparation for the General and Presidential Elections in Liberia, the Unit in collaboration with the DM Department and support from the ICRC provided basis first aid training to LNRCS volunteers, police officers, motorcyclists and journalists. LNRCS accrued net income of \$28,894.96 USD from commercial first aid training and the sale of promotional goods for the year 2011.

Two separate training workshops on resource development concept and techniques were conducted for 50 members of the resource mobilization committees of ten chapters including Bong, Bomi, Lofa, Nimba, Grand Gedeh, Sinoe, River Cess, Grand Bassa, Margibi, Montserrado and Gbarpolu. Base on the general criteria set forth in the LNRCS Business Development Framework document, each of the participating chapters completed their individual SWOT analysis and identified their business priorities and developed a draft budget for the running/overhead cost of their respective chapters. These budgets will be bench-marked against the income from their income generating and/or fundraising activities.

The process of membership recruitment as an element of resource mobilization began in 12 chapters. Each chapter has received requisite tools including laminating machines, typewriters, registration forms, identification cards, and recording books to enhance easy and fast recruitment. The membership registration process is based on a newly developed policy and guidelines. The chapter resource committees are taking on the responsibility of implementing the membership fundraising. LNRCS realised new membership registration of 1,466 people for the reporting period.

As part of efforts to engage other entities to fund its activities, LNRCS engaged the managements of CellCom, a Cell phone company operating in Liberia, and the Liberia Petroleum Refining Company (LPRC) on a possibility of getting support for the LNRCS Program. The LPRC made a cash donation of US\$1,000.00 to assist the LNRCS in its work. Continuing with fundraising activities, the LNRCS acquired 250 acres of farm land in Tappita, Nimba County and 2 acres of town land in Tubmanburg, Bomi County.

The LNRCS' vehicle recovery program still poses a challenge to the smooth operations of the National Society. Bad road condition and the extremely high costs of fuel and vehicle maintenance are adversely affecting the performance of the program. During the reporting period, the program realized a negative net income for the period. The deficit is attributed to outstanding bills owed vendors for vehicle spare parts, repairs, maintenance and fuel. The LNRCS' vehicle recovery program even though challenging, it still remains an essential support service to the smooth operations of the National Society.

The LNRCS guest house in Sanniquellie, Nimba County was the central point of meeting and organizing the Red Cross Movement's response to the Ivorian Refugees situation. The facility provided accommodation to majority of Red Cross personnel, especially expatriates and staff from the LNRCS HQ who were either stationed or visiting the operations in Nimba. During the reporting period the guest house hosted 594 people and 2,103 room nights were recorded. In order to maintain regular, stable electricity at the centre, another generator with output capacity of 27Kva was procured and installed (the centre now has two generators, the previous one with output capacity of 80Kva).

Impact

- Increased interest and reporting from the media organizations on the activities of the Liberian Red Cross is contributing to the positive perception and acceptance of the LNRCS by an increasing number of people from the general public.
- Dissemination of the principles, values and activities of the Red Cross in communities and schools has enhanced communities' participation in the activities of the LNRCS at chapters' level. Additionally, the number of youth volunteers and new members reported in the chapters is a potential boost to the future accomplishment of an efficient and sustainable national society.
- In 2011, LNRCS business and fundraising income contributed to core cost was \$37,708 USD, which represented 9% of the core cost for the year under review. In 2010, the LNRCS contribution to core cost was \$25,000 USD or 6%.
- The cooperation with Movement partners in communicating on our joint operations to various audiences has enhanced the credibility and strengthened the voice to the Red Cross Movement and particularly, that the National Society within the community of humanitarian actors in Liberia.

Lessons Learnt

- LNRCS can infuse new dynamism and expand the potential growth of its resource mobilization with technical support to develop a business case to engage government and to cultivate local partnerships within the corporate sector; to conduct market assessment and develop marketing strategy to expand commercial first aid services and develop new fundraising activities.
- New media technology is necessary to enhance the LNRCS communications program, which will in turn foster the positioning of the National Society as a prominent humanitarian actor in Liberia and with its external partners.

Constraints

- Difficult condition at chapter level to transmit timely information and reports.
- The huge demand to cover program activities not matched with available resources.
- LNRCS' vehicle program has been running at a deficit for the past two years. Inadequate maintenance attributed to extremely high service cost is a threat to the smooth and effective running of the vehicles and a challenge to the operation of programs.
- Seed money to invest in income generation activities at chapter level and the

	limited capacity (staffing) to expand and diversify fundraising.													
<p>Programme component: 6 Child Advocacy and Rehabilitation (CAR)</p>	<p>Child Advocacy and Rehabilitation (CAR)</p> <p>Outcomes</p> <ul style="list-style-type: none"> • 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. • 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.. • 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. • 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 • 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 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. <p>Achievements</p> <p>As part of the CAR annual plan of activities, eight town hall meetings were held with 178 leaders of 4 communities in Zwedru and 6 in Monrovia. The meetings brought together school principals and teachers, religious leaders, youth group leaders, women leaders, chiefs, Zoes and the CAR Community Welfare Committee members. The community leaders and CAR staff drew up a plan for sensitization sessions and identified issues affecting children as well as way forward to eradicate or reduce these issues</p> <p>During the reporting period, four (4) sessions to sensitize 2,000 youths against violence during and after elections were held; 1,776 young people between the ages of 10-18 including CAR graduates and beneficiaries were reached along with 427 adults who participated in the session in Monrovia and Zwedru.</p> <table border="1" data-bbox="475 1451 1385 1556"> <thead> <tr> <th rowspan="2"># of Person planned for</th> <th rowspan="2"># of session held</th> <th colspan="3">Attendance</th> </tr> <tr> <th>Youth</th> <th>Adults</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>2,000</td> <td>4</td> <td>1,776</td> <td>427</td> <td>2,203</td> </tr> </tbody> </table> <p>The two centers (Montserrado and Zwedru) graduated 247 beneficiaries who received certificates in six skill areas: carpentry, masonry, pastry, welding, tie t dye/soap making, tailoring and agriculture. Start-up kits were delivered to 2,011 graduates and their parents who signed a Memorandum of Understanding to preserve the items given for the intended purpose and not to be sold. 690 follow up visits were made during the period; 271 for males and 419 for females. According to data recorded during some of the visits, 174 of the graduates are in school and continuing their skills as a means of income, 41 are in school but not practicing skills due to academic constraints, 53 are employed and attending night school, 17 are doing petty business with products from skill activity.</p> <p>During the period, 67 CAR beneficiaries and 12 of their babies received medical treatment from the LNRCS clinic and the Martha Tubman Hospital in Zwedru.</p>	# of Person planned for	# of session held	Attendance			Youth	Adults	Total	2,000	4	1,776	427	2,203
# of Person planned for	# of session held			Attendance										
		Youth	Adults	Total										
2,000	4	1,776	427	2,203										

	<p>Beneficiaries at both centers benefited from regular feeding and recreational activities during the reporting period. Four thousand, one hundred forty eight (4,148) one to one and eighty three (83) group counselling sessions were conducted, where 1,919 males and 2,229 females participated in total.</p> <p>Major issues coming out of these sessions include domestic violence and sexual exploitation especially in the New Kru town area which as a result, led to the NS organizing a child abuse workshop.</p> <p>Four hundred ninety three (493) family visits were carried out, where 142 males and 351 females were reached with psychosocial support. The CAR Staff benefitted from in-service in the following areas Child Development. Classroom management, Curriculum development, and first-aid.</p>
<p>Programme component: Youth development unit</p>	<p>Outcomes</p> <ul style="list-style-type: none"> • 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 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. • 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. • 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. <p>Achievements</p> <p>The The Youth Development Unit mobilized 484 youths who participated in 24 rotational meetings leading to the establishment of a coordinating body (Red Cross School Club Committee). The activities were intended to promote effective implementation of youth activities to maximize youth input and responsibilities.</p> <p>Fifty one (51) school club members benefited from two training sessions on the Youth as Agent of Behavioral Change concept, leadership and communication skills in Cape Mount and Montserrado counties. The youth have adapted to behavioral change in school and their respective communities and their capacities have been upgraded to effectively manage the club activities effectively.</p> <p>Thirty four (34) students from Bomi counties participated in a one day cleanup campaign in collaboration with Joseph town community youth. A new sense of dynamism has been seen in promotion of RC activities among students.</p> <p>A one-day session, "I AM COMMITTED TO NON-VIOLENCE" was conducted in collaboration with 7 Chapters (Grand Bassa, Margibi, Montserrado, Bong, Nimba, Grand Cape Mount and Lofa), during the just ended election process. The sessions were attended by the press and leadership of the Humanitarian Values Department and Chapter Officers. A total of 701 person participated.</p> <p>The Unit in collaboration with the Resource Development and Communication Department participated in the 152nd Anniversary of the Red Cross Red Crescent</p>

Movement. A series of activities were carried out including a walk for humanity, sport tournament, quizzing competition, beach festival and cleanup campaign in three communities (Slipway, Buzzy Quarter and LBS community). Six sets of jersey and six footballs were distributed to Montserrado and Rivercess Chapter youth programme. These materials are part of ICRC support to the Youth Development Unit's programme. In total, 30 schools formed part of the celebration in Monrovia

Five additional school clubs were established in Montserrado County and 15 reactivated in Lofa with a membership of 605 youth between the ages of 14-24 years. A total of 125 youth participated in the social mobilization campaign on polio in four districts (Kakata, Gibi, Mamba and Kaba community) in Margibi; the campaign was conducted in collaboration with the Community Based Health Programme. This was viewed as integrating youth into other programmes of the National Society.

The LNRCS Unit's focal person attended a 15 day exchange visit to Malawi upon the invitation of the Malawi Red Cross, where she participated in joint training sessions organized for 59 girls' groups from two districts. The invitation resulted to the establishment of a girls' group network between the national societies and the exchange of photos, gifts and ideas on girls' development.

The girl's Unit participated in a Sixteen Days of Activism activities for 2011. Topics covered included HIV/AIDS prevention education, Gender Equality, participatory roles and respect for women. Two hundred forty (240) young girls and 75 community youth volunteers participated

The Unit, in collaboration with its volunteers conducted regular sport and play sessions with 1,270 beneficiaries from VOA and Caldwell to promote peace and build cohesive communities using innovative means. The main one was the use of 5 color balls: Blue ball for Peace, Red for Mind, Black for Body, Green for Health and the Yellow for Spirit.

An end of year, evaluation of the above youth project was conducted and, according to the evaluation report, the project was 100% completed in terms of implementation and in line with the partnership logframe.

During the year under review, the Unit conducted three refresher courses. One included a leader jamboree, the other sport leagues in VOA and finally Caldwell communities. A total of 500 leaders, 30 youths and 24 community members participated.

Fifty (50) youth from five districts in Grand Cape Mount were trained as Agents of Behavioral Change and are now serving as peace promoters in their communities. The National society had initially planned to train 75 youth.

The National Youth Officer represented the LNRCS at the first International Year of Volunteers (IYV+10) national committee meeting at the Ministry of Youth and Sports. In addition, the NS participated by taking the lead in preparations and coordination during the 10th anniversary of the International Year of Volunteer at a national level and beyond. LNRCS is one the 15 members on the Liberia Volunteer Coordination Committee for Development (LCCV4D).

Working in partnership

Partner	Main programmes
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 and OD and CBHP, 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 Program	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

LNRCS is in a process of developing a decentralization strategy and resource mobilization (business) plan. The two plans are envisaged to be used as conduit to empower the local LNRCS 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 have strengthen its Planning, Monitoring, Evaluation and Reporting Unit to provide a monitoring plan for program directors and other program staff to ensure the scrupulous implementation of the program. The LNRCS has been working with relevant government ministries including the Ministries of Health and Social Welfare, Public Works, 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 to work with local communities to alleviate sufferings and reduce vulnerability. The Resource Mobilization Plan including the commercial first aid and guesthouse program will contribute to long-term sustainability of the National Society in carry out its mandate. The LNRCS is beginning the implementation of the Community Based Health and First Aid (CBHFA) approach in five chapters. This will ensure community ownership of on health and DM issues in their respective communities.

Looking ahead

As the National Elections prepares for its chapter and governance elections and the development of its Third Strategic Plan (2013-2017) the National Society is gearing up for the challenge of change in governance and the beginning of the implementation of the third Strategic Plan. As part of the efforts in ensuring the timely delivery of services to the most vulnerable, the Society intends to fully implement its Planning and Reporting Cycles and actualize the conclusions reached at its annual review session in Monrovia. The National Society is beginning the pilot phase of the Community Based Health First Approach in five chapters and is looking up to the using the lessons from the implementation of the concept to be used in other chapters. A Vulnerability Capacity Assessment will be done in some chapters to inform the new Strategic Plan. The LNRCS looks forward to working more closely with community structures in the implementation of its project activities.

How we work

All IFRC assistance seeks to adhere to the [Code of Conduct for the International Red Cross and Red Crescent Movement and Non-Governmental Organizations](#) (NGO's) in Disaster Relief and the [Humanitarian Charter and Minimum Standards in Disaster Response \(Sphere\)](#) in delivering assistance to the most vulnerable.

The IFRC's vision is to inspire, encourage, facilitate and promote at all times all forms of humanitarian activities by National Societies, with a view to preventing and alleviating human suffering, and thereby contributing to the maintenance and promotion of human dignity and peace in the world.

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

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 nonviolence and peace.

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