

Programme Update



International Federation
of Red Cross and Red Crescent Societies

Yemen

Appeal No. MAAYE001

31/08/2008

This report covers the period 01/01/2008 to 30/06/2008.



The Yemen Red Crescent provided shelter to families who lost their home in a fire in Abbs district, Hajjah governorate. In time of emergencies, the National Society is often the first to arrive to help people. **International Federation**

In brief

Programmes purpose: The overall programme goal aims at supporting Yemen Red Crescent (Yemen RC) in the main areas of interventions within its mandate and its strategy for 2007-2011. The strategy focuses on scaling up services and building up capacities in disaster management and health, serving the most vulnerable in line with the Global Agenda goals of the International Federation. The programmes contribute to the mitigation of suffering from avoidable diseases and alleviate the adverse impact of natural disasters with timely interventions carried out by well trained and equipped volunteers and staff. Capacity development is an integral part of the Yemen RC programmes with emphasis on a professional organization including effective leadership and management, as well as efficient systems and procedures.

Programmes summary: Despite the increasing security concerns related to the conflict in the northern governorate of Sadaah and incidents related to attacks by other groups, most of the programmes were implemented with minimum disruption. The disaster management and health activities including training and capacity building of National Society staff and volunteers were carried out according to the specific objectives and expected results. The Yemen RC also managed to sustain and strengthen its partnerships with collaborators both from within and outside the Movement. A partnership meeting was held in Amman in March 2008 bringing together all Yemen RC partners to review progress and future areas of focus. An operational alliance (OA) agreement was signed in Geneva in May 2008 between the Yemen RC and its partners including the National Societies of Denmark, Norway, Sweden, as well as the International Federation. Currently focusing

on the development of community based health in rural and semi-urban communities, the OA in Yemen aims to enable the National Society to significantly scale up its capacities and programmes to deliver services to the most vulnerable communities.

Financial situation: The total 2008 budget was revised from CHF 1,754,913 (USD 1,671,346 or EUR 1,073,341) to CHF 1,250,382 (USD 1,190,840 or EUR 764,760), of which 65 per cent covered. The overall expenditure was 59.3 per cent of the income and 26.2 per cent of the revised budget. The considerable variance between budget, income and expenditure is due to the fact that the income for health and care was very low during the reporting period reflecting the gradual shift towards community based health being separately developed and implemented as a flagship programme through the OA. The income for capacity development is low during the reporting period due to the gap created as a result of the on-going amendment of the National Society's statutes. The fact that the statutory amendment process has been dragging acts as a limiting factor for progress in other organisational development/capacity building activities whose implementation depends, to a large extent, on the completion of the statutory amendment. Based on the overall progress recorded during the reporting period, implementation of activities during the second half of 2008 will be based on the revised plan and budget.

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

No. of people we help: Through its network of branches and health clinics, the Yemen RC provides primary health care (PHC) services including first aid, serving up to 30,000 to 35,000 beneficiaries every year. The OA based community health programme aims to reach up to 10,000 beneficiaries in the pilot phase implementation in two districts/communities in the governorates of Hajja and Hoidedah. During the reporting period, the health and social care activities included psycho-social support services given to the students when a school in Sana'a close to the American Embassy (with a student population of about 5,000) was hit by mortar attacks with adverse consequences in terms of loss of life and injuries. Psycho-social support services were also given to the victims and internally displaced persons due to the conflict in the northern part of the country.

Our partners: The Yemen RC and the International Federation are working together with a number of partners including the International Committee of the Red Cross (ICRC), Swedish Red Cross, Danish Red Cross, French Red Cross, Italian Red Cross, Department for International Development (DFID), Oxfam, Ministry of Health (MoH), Ministry of Education (MoE), Civil Defence, Traffic Department, Islamic Relief, Yemeni Women Union, United Nations Children's Fund (UNICEF), World Health Organisation (WHO), and United Nations Development Programme (UNDP).

Swedish RC and government, DfID, and Danish government through Danish RC have been the main contributors to the International Federation Appeal during the reporting period.

Context

The escalation of the ongoing armed conflict in the northern governorate of Sadaah increased the security and humanitarian concerns during the reporting period. Thousands of local residents have been displaced, and The Yemen RC, through its branch in Sadaah, manages three camps providing shelter and relief items for the internally displaced persons (IDPs). The phenomenon of soaring food prices is compounding the plight of the poorest segment of the population with the lowest purchasing power. It is also negatively influencing the fragile security environment with increasing tension in several parts of the country.

Progress towards outcomes

Disaster Management

Outcomes/Expected results

- Internal disaster management capacities (structures, technical support teams and systems/procedures) are enhanced.
- A more comprehensive disaster management is in place to enable the Yemen RC to ensure rapid response with rehabilitation support schemes in certain aspects.
- Quality and impact of disaster management services are improved based on vulnerability capacity assessments.
- Coordination with the Civil Defence and other actors are enhanced.

Achievements

A national disaster management camp was organized in Hajja governorate during 11-18 January, involving up to 75 staff/volunteers (five each from the 15 branches). The camp provided a platform for learning by doing with a focus on key disaster management components such as assessment, relief, camp management, logistics, water and sanitation, health in emergencies, etc. The camp also helped to raise awareness concerning the roles of the various organizations in coordination of assistance in time of emergencies.

A team was deployed from the headquarters to visit Sadaah branch and conduct field assessment during 15-19 March. The branch is in charge of managing three shelter camps for 689 families; with a total number of 4,823 beneficiaries, mostly women and children. It also provides basic needs such as tents, blankets, mattresses, sanitation facilities, and food in cooperation with the World Food Programme (WFP). Another field assessment was conducted together with the ICRC and Qatar Red Crescent for a possible rehabilitation when and if the conflict comes to an end. The rehabilitation plan includes public facilities and infrastructure damaged by hostilities. Due to the increasing demand for shelter, the team recommended provision of more relief stocks to cover the needs of additional 100 families.

The Yemen RC disaster management officers assessed the capacities and needs of the Socotra branch as a basis to develop a specific disaster management plan. The remote Island of Socotra, located in the Indian Ocean about 500 kilometres off Yemeni shores, is prone to various natural disasters including flash floods and cyclones.

During the reporting period, the National Society participated in workshops and conferences organized by the International Federation's Middle East and North Africa (MENA) zone. In April, the disaster management coordinator attended a regional meeting in Morocco which discussed national contingency plans, risk reduction, and the Hygo Framework. He also participated in the regional disaster management and risk reduction meeting held in Cairo, Egypt, at the end of June.

As a follow up to the Morocco meeting, a five day workshop was conducted by the Yemen RC with participation of disaster management focal points from 10 branches/governorates including Sana'a, Mahweet, Hodeidah, Ibb, Hajjah, Taiz, Sayoun, Sadaah, Dhamar, and Abyan.

In the meantime, the Yemen RC effectively responded to the localized flood disaster in Taiz and relief/shelter items were distributed to cover the needs of about 200 beneficiaries in Khadir district. Items included mattresses, blankets, pillows and kitchen sets.

The National Society's disaster management coordinators from the headquarters and branches facilitated the distribution of shelter items provided by ICRC to cover the needs of 256 IDP families who were dislocated from Sadaah governorate and temporarily settled in Amran governorate. Items included blankets, mattresses, ground plastic sheets, gas cookers with accessories, water containers, drinking water filters, kitchen sets, detergents, etc. The National Society's disaster management officers also met with the Governor of Amran to facilitate the Yemen Red Crescent's relief operation, providing IDPs with relief and shelter items.

Within the disaster management plan of the National Society to enhance branch preparedness, stocks were delivered to the Ibb branch. To build capacities to cater for the needs of up to 50 families, the stock was originally allocated to Sayeoun branch but had to be relocated, as the Seyoun branch did not manage to ensure adequate storage and warehousing capacities.

As part of the effort to strengthen partnerships with governmental and non-governmental authorities, a memorandum of understanding (MoU) was signed between the Yemen RC and the Ministry of Water and Environment. The MoU seeks to enhance collaborative efforts to combat environmental disasters, coordinate preparedness/response, and exchange experience and resources. This is also linked to the process the National Society has started to develop and implement with regards to disaster risk reduction (DRR) activities at the local level with possible support from the World Bank and other relevant organizations.

The Sana'a branch responded to a number of emergency calls during the reporting period providing basic assistance, including blankets and tents, to 63 beneficiaries.

Constraints or Challenges

The main challenge the National Society faces is ensuring rapid access in time of emergencies. This is exacerbated by the ragged nature of most of the topography across the country. To overcome this challenge, the need to build up local level capacity is being addressed by establishing basic preparedness stocks in branches located in disaster prone governorates. The emerging focus on local level risk reduction will also mitigate the effects of disasters, maximizing the use of local capacities and increasing community resilience.

Health and Care

Outcomes/Expected results

- Outreach/community-based health activities are increased with adequate technical/operational support.
- Quality of health services is improved with Yemen RC contributing its share in the prevention of communicable diseases including HIV/AIDS.
- Integration of health during emergencies is improved, including psychological support and prevention and control of epidemics during disasters.

Achievements

A refresher course on community based first aid (CBFA) was organised at the headquarters during 12-17 April 2008. The course was attended by 30 participants from the 15 Yemen RC branches based on a representation that ensures proper gender balance. The participants were enabled to upgrade their knowledge and skills on CBFA and encouraged to carry out relevant activities in their respective branches.

During the reporting period, the health and social care activities included psycho-social support services given to the students when a school in Sana'a close to the American Embassy (with a student population of about 5,000) was hit by mortar attacks with adverse consequences in terms of loss of life and injuries. Affected students and teachers were trained on psycho-social support principles and approaches to help them cope with the trauma they sustained during and after the attack. An open day was organized where students and teachers presented songs, poems and other forms of entertainment to change the environment. As a follow up to the psycho-social support session, 30 participants from the school were trained on first aid including practical and theoretical knowledge of essential first aid issues. A separate room has been designated as a first aid training and service room within the school. Psycho-social support services were also given to the victims and IDPs to overcome the psycho-social consequences of the conflict in the northern part of the country.

In cooperation with the Yemeni Women's Association, a training of trainers (ToT) course was organized between 20-27 May. 30 women selected by the association from various social and professional sectors benefited from the training. The Women's Association has a total of about 350,000 members across the country. The trained CBFA trainers are expected to train other members of the association according to the specific plans and needs. The training has established an important link to strengthen the cooperation between the Yemen RC and the association.

A health awareness session was organized by the Taiz branch, facilitating the efforts of local social care institutions. A total of 60 participants (30 orphans and 30 juvenile delinquents) attended the training which focused on malaria prevention and control.

The follow up activities on the community based health development programme (CBHDP) in Hajja, Abbs, with a multi-sectoral focus on PHC, food security and literacy, included the facilitation of expanded programme of immunization (EPI) among women/children and the development of water supply schemes in Al Wasaf and Bani Hassan sub-districts. A Toyota pickup vehicle has been purchased and deployed to facilitate transportation within the project area.

Consultations and meetings were carried out with the Yemen RC partners in health and care including The MoH. The specific areas of collaboration include prevention and control of HIV/AIDS and polio eradication campaigns where National Society volunteers are expected to participate at the level of monitoring. The consultation with the United Nations Population Fund (UNFPA) explored possible joint action and coordination on family planning and mother and child health especially in Hoidedah.

The Sana'a branch, in cooperation with the ICRC, provided first aid and relief items to refugees including 121 refugees held in prison due to illegal entry into the country. Services also included clothes to the psychiatric clinic at the central prison including male and female inmates.

The Yemen RC health coordinator made a study visit to the Egyptian Red Crescent between 22-29 February. The visit focused on assessment and learning experiences of Egyptian RC in the planning and management of health services. The visit also enabled the coordinator to get a broader understanding on how the Egyptian RC successfully manages both preventive and curative health services in cooperation with both governmental and non-governmental organizations. The coordinator also participated in the Global Health Forum in Geneva between 13-17 May, and attended the regional psycho-social support programme meeting organized by the MENA zone held in Libya between 19-23 April. The meeting focused on enhancing the role of volunteers in the planning and implementation of psycho-social support activities.

Constraints or Challenges

The main challenge in the health and care area is to ensure the focus towards preventive approaches without undermining the vital service provided by the network of the National Society's clinics including mother and child health. The growing focus on community based health development, as a flagship programme, will enable the Yemen RC to ensure the required level of comprehensive approach in the prevention and control of diseases and epidemics.

Capacity Development

Outcomes/Expected results

- Performance based on up to date legal base is improved.
- Capacities with increasing social mobilization including volunteer/membership base is increased.
- Prospects for gradual self-reliance with comprehensive resource development are enhanced.
- Gender balance at all levels (including policy making and programming) is improved.
- Participation of the youth at all levels is increased.

Achievements

The Yemen RC strategy for 2007-2011 combines two main elements - to scale up services and build up capacities with an overarching process of organizational development including structures, human resources as well as systems and procedures.

The process of statutory review is approaching its completion. The draft has been reviewed by an external Yemeni legal adviser who checked its compatibility within the national legal framework. A final draft is to be submitted to the joint Statutes Commission of the International Federation and the ICRC.

The National Society's official web site has been established in two versions - Arabic and English - and is hosted on the world wide web under the address www.yercs.org. A webmaster has been trained to be in charge of updating and entering relevant information from branches and headquarters. The system will facilitate dissemination of the National Society mission, activities, membership, donation as well as exchange of information with a modern means of communication. The webmaster is receiving more information and update from branches to enrich the content and quality of the website. The main challenge is related to the availability of English text and lack of translation capacity to feed into the English version of the website.

The Yemen RC submitted an application and programme proposal to the secretariat of the International Federation to benefit from the intensified capacity building (ICB). The National Society has been selected in the first round as one of the ones to benefit from the ICB support. The ICB-supported programme focuses on building the National Society's capacity with a focus on development of 12 sub-branches under five selected governorates.

The capacity building programme supported by the Danish RC is extended to continue its activities at headquarters and branch levels. The coaching system is phasing out to give responsibilities to new volunteer leaders who will be fully in charge by the end of 2008. The programme focuses on volunteer coaching and promotion of international understanding (through exchange visits between Yemen RC and Danish RC volunteers). The programme complements the overall organisational development/capacity building support through the International Federation which encompasses development of human, financial and material resources as well as systems and procedures to enable the Yemen RC to work towards the gradual achievement of the characteristics of a well-functioning National Society. The programme audit for 2006 and 2007 has been conducted by external auditors – KPMG in Yemen. During the reporting period, the programme has been active in 14 branches and two sub-branches with involvement of new volunteer leaders. Up to 30 volunteers have been trained and 24 pilot projects on different activities including first aid, hygiene promotion, literacy, english language courses, etc. have been implemented.

In March, a new organisational development coordinator was recruited to manage all organisational development/capacity building activities. He started by conducting two rounds of field visits to assess the capacities and needs. The first round covered Dhamar, Ibb, Taiz, Aden, and Abyan; while Amran,

Hajjah, Mahweet, and Hoidedah were covered in the second round. Relevant data is collected for further analysis and follow up.

A project planning process (PPP) training course was organized at the headquarters between 16-19 June. 25 volunteers and staff from headquarters involved in project planning in one way or another attended the workshop which was conducted by an external consultant with experience in facilitating PPP trainings in Arabic. By the end of the course, the trainees in five groups were able to design five different projects in disaster management and health reflecting the key planning principles and features.

The committee, established to develop the youth policy and activities, has finalized its tasks and submitted the draft for comments. A decision has also been made by the National Society to start implementing the policy/plan in five branches (Sana'a, Dhamar, Taiz, Hajja and Socotra) on a pilot basis.

Preparations are underway to establish a unified database system including headquarters and branch departments. The database will include updated information on National Society volunteers, staff, membership, resources, etc. Local consultants are also currently working to enable the Yemen RC to establish and use an efficient system of property management based on proper recording and accounting.

Constraints or Challenges

The Yemen RC is trying to build up capacities under a number of institutional constraints:

- Attracting the required number of skilled personnel, as the National Society's capacity to pay is very limited compared to other non-governmental organizations (NGOs).
- Volunteer motivation and retention due to the lack of adequate moral/material incentives in the face of increasing hardship including soaring food prices.
- Membership development, as the process is suspended in almost all the branches owing to the ongoing statutory amendment and the related elections.

The Yemen RC is currently finalizing the statutory review and the final draft will be submitted to the joint Statutes Commission of the ICRC and the International Federation. Preparations are also underway to undertake an overall organization/management review with the help of external consultants to analyse the structures, functions and skilled human resource needs of the National Society according to the improved statutes.

Coordination and Field Management

Outcomes/Expected results

- Yemen RC is adequately supported to consolidate/expand strategic and operational partnerships.
- International Federation field capacities are strengthened to improve coherence, synergy and cost-effectiveness.
- Yemen RC strategy is effectively implemented with the International Federation facilitating the process of ICB matching with the expectation to scale up services.

Achievements

The International Federation facilitated the preparation and successful conduct of the meeting of the Yemen RC partners. Due to the security concerns in Yemen, the partnership meeting was conducted in Amman, Jordan, during 18 and 19 April. Under the motto "Scaling up services and capacities through

partnerships”, the meeting provided a common platform for all Yemen RC partners, including bilateral and multilateral, to review collectively the consolidated programme portfolio of the National Society with results and resources framework for 2008 as part of the implementation of its strategy for 2007-2011. In addition to the International Federation and the ICRC, the meeting was attended by the National Societies of Bahrain, Denmark, France, Germany, Italy, Norway, Qatar and Sweden. The consolidated programme portfolio (results and resources framework for 2008) was presented by the secretary general of the Yemen RC who described in detail the key priorities of the National Society and the respective contributions of its partners.

The opportunities to work together under the OA were explored focusing on a common framework to ensure effective coordination and management, pooling financial, technical and human resources to build capacities within the new OA model. This was based on the emerging OA experience in Yemen which focuses on community based health development as a flagship programme to scale up services with increased outreach, quality and impact. During the pilot phase of 2008 and 2009, the programme aims to reach up to 10,000 beneficiaries in two districts/communities with a multi-sectoral focus on health, water and sanitation, literacy and food security.

The partners reconfirmed their commitment to supporting the implementation of Yemen RC strategy for 2007-2011, leading to scaling up capacities and services with the specific areas of agreement including the following:

- More up to date legal base/amendment of statutes (currently nearing completion)
- Overall management review involving external consultancy (to be conducted in August)
- The need to address existing implementation gaps including additional personnel to strengthen the National Society and the International Federation representation in Yemen
- Stronger coordination/communication with regular meetings and consolidated reporting

The OA for Yemen was officially launched when the agreement was signed on 31 May in Geneva between the Yemen RC and its current OA partners including the National Societies of Denmark, Norway and Sweden. The challenge remains as to how to encourage other partners to join the alliance in the interest of greater consistency and coherence. However, other partners are expected to join, as the OA model continues to prove itself as an effective instrument of harmonization of objectives and procedures based on the principles of seven ones:

- one set of working principles,
- one plan,
- one set of objectives,
- one shared understanding of division of labour,
- one funding framework in which multilateral and bilateral funding can co-exist,
- one performance tracking system
- one accountability and reporting mechanism

Working in partnership

In line with the commitments from the partnership meeting in March, the Yemen RC and its partners are closely working with increased synergies and complementarities based on the comparative advantages of each partner.

With the official launch of the OA, the process of partnership is gaining momentum towards a higher stage of cooperation with greater harmonization of objectives and procedures as well as greater impact, quality and outreach.

Contributing to longer-term impact

The growing focus on local level risk reduction and community based health development sets a trend that enables the Yemen RC to work towards longer term impact with the necessary institutional outreach and service delivery capacity to serve rural and semi urban communities. The community-based health development programme supported through the OA is also designed to empower communities to address gender and equity perspectives as much as women are among the main targets of the programme with increasing participation at the level of planning and implementation.

Looking ahead

Some of the achievements during the reporting period provide grounds for optimism for the way ahead. The improvement of the statutes, followed by the overall review of organization and management, will open the way for greater National Society performance based on skilled and empowered leadership, management, staff and volunteers, as well as systems and procedures.

The increasing focus on local level risk reduction and community-based health development will enable the Yemen RC to contribute more substantially to the reduction of deaths due to disasters and diseases in line with its strategy and the Global Agenda goals of the International Federation. The focus on local level risk reduction and community-based health development will also create a conducive environment for the National Society to develop a new cadre of volunteers at the grassroots, enhancing the prospect for increased sustainability and impact.

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: <ul style="list-style-type: none">• 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.
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