

ANNUAL REPORT



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

YEMEN

Appeal No. 01.59/2002; Appeal target: CHF 354,072; Appeal coverage: 136%%

Overall analysis of the programme w

For several years, the International Federation was working on the development of a closer cooperation with the Yemen Red Crescent Society (YRCS), focusing on capacity building in line with the Federation's Strategy 2010. In April 2002 an organizational development delegate was assigned in Sana'a to work in close cooperation with the YRCS. Several important achievements were recorded during this period:

- A five-year (2001- 2005) strategic plan for YRCS was finalized, adopting Strategy 2010 of the Federation. It serves as the basis for the establishment of the plan of action with programmes being designed in according the YRCS priorities.
- Five different programmes were designed to reinforce the capacity in the YRCS.
- A self-assessment was carried out and sent to the Federation's Secretariat.
- Procurement and delivery of essential technical equipment and training material to the YRCS headquarters in Sana'a and the branches took place.
- Several planning workshops were conducted in Hajja and Hudeyda in preparation for the micro-project implementation. These micro-projects were to mainly address the needs of returnees who were living under very poor conditions.
- An orientation seminar was conducted for the new board members from the eleven branches.

The development process made a good start in 2002. However, the majority of the projects could not be implemented because of various reasons. The general assembly of the YRCS took place in January 2003, with the election for governance resulting in changes not only in governance but also at the management level. The new executive board has high ambitions to build a reinforced National Society (NS) with improved services from all the YRCS branches and the headquarters. In November 2002 a new delegate of the International Federation was appointed and arrived in Yemen end of January 2003.

Objectives, Achievements and Constraints w

Disaster Preparedness w

The programme sought to strengthen the YRCS and its volunteers to improve the lives of the most vulnerable people through community-based disaster preparedness and response which will consolidate relationships with key partners such as the civil defence and ministry of health.

Objective 1: To strengthen the YRCS to play a more active role in disaster preparedness and response.

Achievements:

- An analysis of the vulnerability and capacity assessment (VCA) started in the province of Hajjah and positive input is expected for Hudaydah as well.
- An agreement was made with the YRCS to continue conducting VCA studies in other provinces. Provinces chosen should be affected by other types of disasters than seen in Hajjah and Hudaydah, where the main problems are related to Yemeni returnees living under very poor circumstances.
- A representative from the YRCS participated in the global VCA training for trainers in Jesolo, Italy. The workshop was organized by the Federation's Secretariat in collaboration with the regional disaster preparedness delegate to facilitate the process based on the experience gained in the Middle East and North Africa (MENA) region.

Objective 2: To assist communities in overcoming expected disasters through effective response, including community-based first aid.**Achievements:**

One staff member of the YRCS participated in the workshop arranged by the Syrian Red Crescent Society in February 2002. The workshop covered community-based first aid (CBFA), organizational development (OD) and general information about the International Red Cross and Red Crescent Movement.

Objective 3: To carry out disaster preparedness awareness campaigns in the most vulnerable locations and communities in order to increase community participation and awareness in preparedness, mitigation and utilization of community resources.

One hundred tents were purchased and stored at the YRCS as part of the emergency relief stock of the National Society.

Constraints:

- In some cases the collaboration between the branches and the headquarters was not adequate.
- Limited active cooperation between the National Society and governmental authorities.
- The started development process of the YRCS could be jeopardized as the members do not have a full understanding of the concept of voluntary service nor of the International Red Cross and Red Crescent Movement.
- Lack of sufficient number of training manuals regarding disaster preparedness and disaster response (DP/DR).
- Limited communication between the branches and headquarters could result in loss of relevant information from national and international organizations.
- Further training needed to ensure staff members of the YRCS have a full understanding of the concept of voluntary service and the Movement's fundamental principles.

Health and Care w

This programme sought to assist the YRCS in its effort to increase capacity for the effective implementation of health and care in the community in order to reduce vulnerability to diseases and disasters. This was to be carried out through integrated capacity building to bridge the gaps in the areas of health promotion, disease prevention and first aid together with DP/DR, organizational development and advocacy.

Objective 1: To help increase the capacity of the YRCS in its provision of community-based first aid.**Achievements:**

Training in first aid was provided for volunteers in the majority of the branches. In order to attract more volunteers, the training took place during the summer period. Mannequins were provided and will be distributed to all branches for future training courses.

Objective 2: To support the efforts of the YRCS in reducing vulnerability caused by infectious disease such as tuberculosis, malaria, parasites and HIV/AIDS in affected communities.

Achievements:

Health education forms an essential part of the services provided at the YRCS primary health centres, raising awareness of the need for clean water and environment and a healthy and varied diet. HIV/AIDS awareness was carried out by staff members and volunteers of these health centres.

Objective 3: To upgrade the professional and managerial performance of the staff members and volunteers working in the existing health centres of the YRCS.

Achievements:

A workshop on psychological first aid, HIV/AIDS prevention and community health problems were conducted for 34 volunteers from all branches of the YRCS. In addition, representatives from the Ministry of Health, the civil defence, OXFAM and CARE participated.

Constraints:

- Shortage of experienced CBFA trainers and lack of CBFA manuals in Arabic.
- Lack of experience in CBFA, as the major role of the YRCS traditionally was limited to provide relief items in time of disaster and first aid training for volunteers.
- Shortage of modern training equipment and materials.
- Several activities and projects could not be implemented in full due to the Federation's in country presence being discontinued in September 2002.
- Essential medical equipment did not function at the health centres of the YRCS resulting in a reduction in the number of beneficiaries.

Organizational Development w

The purpose of this programme was to assist the YRCS in its effort to work as a well-functioning National Society, and implementing its strategic plan designed to improve capacities and ensure effective service delivery.

Objective 1: Assist the National Society in finalizing the strategic plan, leading to a comprehensive country assistance strategy.

Achievements:

- The strategic plan was modified with the assistance of the OD delegate in cooperation with the YRCS and after a completed assessment of organizational development, finance, health and DP/DR. Feed back was obtained from donors at the partnership meeting held in Damascus end of 2001.
- A follow-up meeting was held in May 2002 between the Federation and the extended executive board of the YRCS during which the strategic plan for 2001-2005 was finalized and adopted by the board members.
- A subcommittee was established by the YRCS including the organizational development delegate in Yemen. The committee developed a plan of action covering the period between May until the end of 2002 in accordance with the priorities set by the YRCS.
- Technical support was provided to the NS in project development. A plan of action was developed and programmes designed to respond to the needs of vulnerable people and taking into

consideration the capacity of the NS, while at the same time developing the skills and experience of its staff and volunteers.

Objective 2: Assist the National Society to upgrade the skills of volunteers and staff members at headquarters and the branch levels.

Achievements:

Basic training for the management and the executive board of the YRCS was conducted at the end of May 2002. The training included the following subjects:

- characteristics of a well-functioning National Society;
- the cooperation agreement strategy (CAS); and
- project cycle and planning.

Various training sessions were conducted for 150 staff members of the YRCS covering project planning and monitoring. Most participants were from the Sana'a and Hajjah branches.

Objective 3: Review and amend the statutes of the National Society.

Achievements:

An open discussion among the extended executive board members was conducted in April 2002 and a consensus was reached. The statutes of the YRCS were amended and sent to the Federation and the International Committee for the Red Cross (ICRC) for approval. They were also forwarded to the Ministry of Justice to be ratified by its legal department.

In the second quarter of 2002, the executive board members of the YRCS held their first meeting, for the year. The meeting of the extended executive board of the YRCS in the second quarter of 2002 was their first meeting in two years.

Objective 4: Review and amend policies and regulations of the National Society.

Achievements:

A discussion of the review process was started between the extended executive board members regarding the need to change the internal regulations of the YRCS.

Constraints:

- The follow-up of the statutes endorsement with the authorities took longer than anticipated due to unclear lines of responsibilities.
- In some cases the extended executive board members did not have clear knowledge regarding the roles and responsibilities of the management versus the governance.
- More information regarding the Movement and the fundamental principles needs to be provided to staff members at the branch level of the YRCS.

Coordination and Management w

The aim of this programme was to qualitatively enhance the programme implementation capacities of the YRCS with increased support from the Federation, based on in-country presence.

Objective: To establish a country level presence of the Federation, consisting of a delegate and a local support staff member, to expedite the capacity building process of the YRCS. The purpose is to enable the National Society to improve the quality and quantity of the service delivery and advocacy as per the priorities identified in its strategic plan and the Federation's Strategy 2010.

Achievements:

- An organizational development delegate for Yemen was assigned for six-months.
- Technical assistance was given to the National Society in finalizing the strategic plan and to develop the plan of action for the year 2002.
- The YRCS developed a plan of action for different projects and programmes in order to receive the funding and start to implement the plan.
- An establishment of partnerships with national authorities and international organizations such as the ICRC, United Nations International Children's Emergency Fund (UNICEF), and the World Health Organization (WHO) was initiated.
- The self-assessment form was finalized in coordination with the regional delegation in Amman, staff members, volunteers and the executive board of the YRCS.
- The headquarters of the YRCS were supplied with a photocopier and a new fax machine.

Constraints:

- Further training of volunteers and board members in the RC/RC Movement, fundamental principles and the new statutes are needed.
- In order to stimulate the trained staff members and volunteers to cooperate and participate in workshops and training an incentive for their loss of income is provided as compensation.
- The majority of previous training conducted by the NS was focused on first aid and international humanitarian law (IHL).
- There is a shortage of relevant training equipment and materials at the headquarters and branches of the YRCS.

Conclusions w

Substantial progress was made during the reporting period. However the majority of the projects could not be fully implemented. It seems the planning was overambitious with anticipated start up of too many projects, especially considering the delegate being available only for a six-month period. Only one of the five major programmes planned was fully implemented. With the arrival of the Federation's representative in January 2003, an improvement in the programme implementation is expected.

The general assembly of the YRCS scheduled for June 2002 finally took place in January 2003. The outcome of the election included changes in both governance and management. The former secretary general is now the assisting secretary general and the newly elected president of the executive board of the YRCS is the former minister of health. The new executive board has ambitions to build a reinforced National Society with improved services from all the branches and the headquarters of the YRCS. An amendment to the statutes is in progress, as well as an adjustment of the strategic plan of the YRCS, which has to be adopted. A reactivated YRCS is expected in 2003 given the newly elected executive board and reinforced resources.

All International Federation Operations seek to adhere to the Code of Conduct and are committed to the Humanitarian Charter and Minimum Standards in Disaster Response (SPHERE Project) in delivering assistance to the most vulnerable.

For further information concerning Federation operations in this or other countries, please access the Federation web site at <http://www.ifrc.org>.

INTERNATIONAL FEDERATION OF RED CROSS AND RED CRESCENT SOCIETIES

Interim report	
Annual report	X
Final report	

Appeal No & title: 01.59/2002 Yemen

Period: year 2002

Project(s): PYE001, 003, 004, 401

Currency: CHF

I - CONSOLIDATED RESPONSE TO APPEAL

FUNDING	CASH		KIND & SERVICES		TOTAL INCOME
	Contributions	Comments	Goods/Services	Personnel	
Appeal budget	354,073				
less					
Cash brought forward	266,753				
TOTAL ASSISTANCE SOUGHT	87,320				
<u>Contributions from Donors</u>					
Saudi Arabian Red Crescent Society (DNSA)	144,241				144,241
Swedish Red Cross (DNSE)	8,866				8,866
TOTAL	153,107				153,107

II - Balance of funds

OPENING	266,753
CASH INCOME Rcv'd	153,107
CASH EXPENDITURE	-123,132

CASH BALANCE	296,729

Appeal No & title: 01.59/2002 Yemen

Period: year 2002

Project(s): PYE001, 003, 004, 401

Currency: CHF

III - Budget analysis / Breakdown of expenditures

Description	APPEAL Budget	CASH Expenditures	KIND & SERVICES		TOTAL Expenditures	Variance
			Goods/services	Personnel		
<u>SUPPLIES</u>						
Shelter & Construction		19,473			19,473	-19,473
Clothing & Textiles						
Food & Seeds						
Water & sanitation						
Medical & First Aid						
Teaching materials		6,849			6,849	-6,849
Utensils & Tools						
Other relief supplies						
Sub-Total		26,322			26,322	-26,322
<u>CAPITAL EXPENSES</u>						
Land & Buildings						
Vehicles						
Computers & Telecom equip.	7,700	4,374			4,374	3,326
Medical equipment						
Other capital expenditures	6,000	1,916			1,916	4,084
Sub-Total	13,700	6,291			6,291	7,409
<u>TRANSPORT & STORAGE</u>	14,400	3,072			3,072	11,328
Sub-Total	14,400	3,072			3,072	11,328
<u>PERSONNEL</u>						
Personnel (delegates)	94,800	57,583			57,583	37,217
Personnel (national staff)	16,100	1,279			1,279	14,821
Sub-Total	110,900	58,862			58,862	52,038
<u>GENERAL & ADMINISTRATION</u>						
Assessment/Monitoring/experts	5,250					5,250
Travel & related expenses	19,500	6,044			6,044	13,456
Information expenses	41,000	877			877	40,123
Admin./general expenses	18,600	7,658			7,658	10,942
External workshops & Seminars	91,775	462			462	91,314
Sub-Total	176,125	15,040			15,040	161,085
<u>PROGRAMME SUPPORT</u>						
Programme management	23,875	8,302			8,302	15,573
Technical services	7,147	2,486			2,486	4,661
Professional services	7,926	2,757			2,757	5,169
Sub-Total	38,948	13,545			13,545	25,403
Operational provisions						
Transfers to National Societies						
TOTAL BUDGET	354,073	123,132			123,132	230,941