

# PROGRAMME UPDATE



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

## THE REPUBLIC OF YEMEN 27 June 2003

Appeal No. 01.91/2003

Appeal Target: CHF 531,636 (USD 409,011/EUR 357,795)

Programme Update No. 1; Period covered: 1 January – 31 May 2003

*The Federation's mission is to improve the lives of vulnerable people by mobilizing the power of humanity. It is the world's largest humanitarian organization and its millions of volunteers are active in over 180 countries.  
For more information: [www.ifrc.org](http://www.ifrc.org)*

### In Brief

Appeal coverage: 41%; See the attached Contributions List for details or the Federation's website at: [http://www.ifrc.org/cgi/pdf\\_appeals.pl?annual03/1-2-3%20-%20ap019103.pdf](http://www.ifrc.org/cgi/pdf_appeals.pl?annual03/1-2-3%20-%20ap019103.pdf)

Outstanding needs: CHF 313,498

Related Emergency or Annual Appeals: N/A

Programme Summary: The response to the 2003 Appeal has been low resulting in the holding off on, or redesigning some of the projects.

The Yemeni Red Crescent Society (YRCS) is engaged in a change process, with the election at the General Assembly of a new President, a new Secretary General and a new governing board. A new five year strategic plan was designed, committing YRCS to reinforce its structure and improve its image within the country to better serve the most vulnerable in the community. A slow down in implementation occurred due to the tense security situation surrounding the Iraq crisis, and the government elections, which took place on 27 April 2003.

### Operational developments

Several important events, which will have a positive impact on the National Society in the future, took place during the reporting period. After a six month delay the Yemeni Red Crescent Society (YRCS) held the General Assembly on 29 January 2003. A new executive board was officially announced in March, and a new President, who is the former Minister of Public health, was elected. A new Secretary General was appointed at the same time. One of the first tasks for the new executive board was to create a new Strategic plan, which has been completed, and is based on the needs and ambitions of the YRCS, but also focuses on core areas as per the Federation Strategy 2010.

In April the YRCS gathered 50 tons of medical equipment from major pharmaceutical companies earmarked for Iraq, with the first shipment sent via Jordan into Iraq. The remaining quantity was shipped to Algeria during the second half of May 2003 for relief activities in response to the earthquake in Algeria.



Together with the Secretary General from YRCS, the Federation's representative carried out field trips to six of the eleven YRCS branches and to all three sub-branches. For security reasons the delegate joined the ICRC convoy on two occasions.

Tension concerning the conflict in Iraq in Sana'a increased and was evidenced through demonstrations in connection with the conflict. On Friday March 21<sup>st</sup> a demonstration got out of control and shoot-outs took place, resulting in four people killed.

For security purposes and on recommendation by the Embassy, the Federation delegation was closed for two weeks. On the return of the delegate to Yemen in April, the security situation was closely monitored before major activities were undertaken (i.e. field trips). Close coordination was maintained with the ICRC which sometimes meant cancelling planned field trips by delegates until the situation stabilized. It has to be underlined that the cooperation and information sharing between ICRC and the Federation has been extremely good with regular formal and informal briefings.

## **Disaster Management**

**Overall Goal: The services of the national society benefiting disaster victims are more effective.**

**Programme Objective: The YRCS has improved capacities and resources as well as standard operating procedures to be able to deliver effective and relevant services in time of disasters.**

### **Expected Results:**

- The YRCS has a clarified complementary role defined within the national disaster management plan.
- The core staff and active volunteers of the YRCS have increased capacities to train others in the planning and implementation of Disaster Management (DM) activities.
- The YRCS has adequate preparedness including essential relief stocks and logistical capacities to be able to assist up to 1,000 victims in time of disasters.
- The DM activities of the YRCS are effectively coordinated with the activities of governmental and non-governmental organizations as well as with UN agencies.
- Recommendations emerging from VCA studies, involving communities, local authorities and other service providers, are used to improve the quality of the services by the YRCS and other agencies.
- The Disaster Preparedness (DP)/DM efforts of the YRCS are harmonized with those of the ICRC especially relating to conflict preparedness.
- Community awareness and disaster preparedness regarding risks and hazards has increased leading to a more effective use of local knowledge and resources in prevention, preparedness and mitigation.

### **Progress/Achievements:**

A Disaster Management group has been established. The selected persons have good experience and several in the team have formerly been trained in DM, locally and internationally. The terms of reference have been made for the group and further four governorates have been chosen for implementing VCA studies.

A DM coordinator has been selected and will be formally employed as of 1<sup>st</sup> June 2003.

During meetings with YRCS it was decided that the following DM projects should be implemented in the near future:

- Establishment of a National Intervention Team
- Implementation of two risk reduction projects in Hajjah and Hudeidah. The projects should focus on the reduction of road accidents among school children.
- Updating the YRCS emergency plan of action through conducting meetings with branches and volunteers.
- An evaluation of all the YRCS disaster preparedness stocks will be carried out by the regional logistic delegate from Amman.

- Disaster Preparedness training for the DM group and 30 volunteers.

At the start of the crisis in Iraq, the YRCS started an extensive campaign in order to gather medical items and other urgently needed supplies. The YRCS invited medical institutions, pharmacies, drug factories and pharmaceutical companies to participate in this humanitarian initiative. The YRCS received generous donations from these organizations and for two weeks the Society was very busy receiving and storing these items. All storage areas in YRCS's warehouses were occupied and employees and volunteers worked days and nights, to be able to send the supplies without delay. The first consignment of 15 tons, out of a total of 50, was sent to Jordan by air freight and onwards overland to Iraq. The activity, which was carried out by YRCS themselves shows how powerful the society can be if it joins forces and all "pull" in the same direction.

In the reformed YRCS, it has been decided to give the branches more independence through decentralization, and the new Secretary General has already started to implement this decision. Some of the disaster preparedness stock in the Headquarters' warehouse has been transferred to disaster prone regions.

The vehicle fleet consisting of ambulances, water tankers and trucks, requires repairs in order to get the vehicles running. (i.e. Tires, batteries etc.). The YRCS are presently obtaining quotations from suppliers, in order to be able to use the vehicles for the ongoing activities.

### **Impact:**

In a meeting in Sana'a during May, the Federation's Regional DPP delegate in coordination with the YRCS branches, created a plan of action for DM activities in 2003. During the three day meeting the confidence shown by the YRCS members was overwhelming. It was the general opinion among the participants, that the Disaster management programme will become more effective in addressing the needs in the communities. It is further the hope that other organizations in the future will have a greater interest in working with YRCS on DM, with the spin off effect being further strengthening of the YRCS.

### **Constraints:**

Insufficient funding has hampered the progress, and in the budget review in April, planned activities had to be drastically reduced. Further more the change process of the leadership of YRCS and the unstable security situation resulted in postponed of several planned activities.

## **Humanitarian Values**

**Overall Goal: The advocacy role of the National Society is enhanced with improved performance and visibility.**

**Programme Objective: The YRCS has improved capacities to promote the humanitarian values and the fundamental principles of the Movement among the public at large.**

### **Expected Results:**

- The YRCS has developed stronger working relations and partnerships with local, national and international media organizations.
- In coordination with the Federation and the ICRC, the YRCS has developed a pool of expertise that can effectively disseminate the Movement's values and principles.
- Overall community awareness was increased as regards to overall knowledge about the Movement and the humanitarian activities of the YRCS.
- Relations between the branches and the headquarters have improved based on enhanced communication through the effective use of existing and new technologies of communication.



- Increased the performance and visibility of the National Society help it to improve prospects for mass support and financial self-reliance.

### **Progress/Achievements:**

A one day seminar was held on 13 March entitled “Women Facing War”, where the Minister of state for Humanitarian rights and deputy Minister of Information were taking active part. The seminar was facilitated by the ICRC in cooperation with the YRCS. At the seminar an international photo exhibition was displayed, showing the human suffering, with focus on women at all levels during times of war and in area of prolonged armed disputes. The event was well covered by the media and was covered by the main TV channels during the evening hours.

A seminar for YRCS female volunteers was held. The workshop particularly dealt with women in prison. The objective focused on training and educating the female inmates in suitable fields (sewing and literacy) in order to increase their possibilities once released from prison. The trainers and the facilitators were organized by ICRC.

During field trips, information was shared and documentation given to the YRCS branches. One of the main activities during the Iraq crisis was assisting relatives searching and getting in contact with lost family members, through the ICRC web site.

ICRC held a four days seminar for over 50 officers of the Yemeni armed forces, where participants attended lectures on the movement, law of armed forces, operations other than war and human resources and PSO. The opening and closing was well covered by Yemeni media.

On 8 May, a celebration was organized by the YRCS Sana’a branch and well attended by more than 200 people. At the event, humanitarian values were covered both by speakers and by a photo exhibition expressing all the activities that YRCS is involved in. The celebration was covered by the main papers and the prime TV channel.

A bi-monthly al Isar magazine is printed and widely distributed to all the branches and read by staff and volunteers.

## **Health and care**

**Overall Goal: Improved quality of the national society’s health services with focus on more preventive approaches.**

**Programme Objective: The resources of the National Society, structures and systems, are organized in such a way as to enable it to achieve its goal of providing better quality services with a focus on more preventive approaches.**

### **Expected Results:**

- The volunteers and staff of the YRCS are well-trained and able to participate in hygiene education, vaccination campaigns and associated education programmes conducted by the Ministry of Health, WHO and other relevant organizations.
- The YRCS first aid staff is rendering meaningful services based on advanced training courses and use improved equipment for the training and the service.
- The volunteers in the branches and health workers in the clinics effectively participate in the prevention/control of vector borne diseases such as malaria, and communicable diseases.
- The present ten medical centres and five health units of the YRCS are rehabilitated and upgraded to provide multiple services in the promotion of health and dissemination of the Red Cross/Red Crescent knowledge.
- More health centres and units are established in disaster prone governorates based on community needs and participation.



### **Progress/Achievements:**

Typical health services provided at in the YRCS's health clinics include the following:

Mother and child health care:

- Vaccinations of newly born children including polio, measles, tetanus, BCG (three dosages), and hepatitis. Monitor weight and growth of children
- Mothers are also vaccinated against tetanus and hepatitis. This is free of charge.
- Antenatal care: vaccinating pregnant mother, education, home visits are sometimes conducted, follow up risk cases and provide complementary food to mothers and children,
- YRCS have trained midwives in virtually all clinics, and delivery is a vital service provided.

General clinic support:

- There is at least one doctor in every clinic who conducts checkups on patient suffering from common diseases such as malaria, diarrhoea, parasites, worms, respiratory track infections, etc
- The laboratories conduct routine examination of blood, stool, and urine.
- First aid and emergency cases of injury resulting from gun shots, traffic accident, home accident, burns, etc. are treated.

The YRCS clinics are struggling with limited resources, poor equipment and are only operating during a limited time of the day. The numbers of patient visiting the health posts average from 5 to 25 per day. A considerable number of the patients are very poor and cannot afford to pay for the consultation. In some governorates the branches have found a possibility to increase their income by issuing health certificates to applicants for driving licence, as well as to staff working in restaurant kitchens (i.e. cooks).

The YRCS is currently working on a programme proposal to upgrade some of the health clinics, supplying them with basic equipment such as good quality fridge for vaccine, microscopes, educational equipment etc. The improvement of the clinics should result in attracting a larger number of patients and better service. The funding for this project will be coming from the German Red Cross.

### **Impact:**

With the programmes being in the start up phase, it is too early to monitor impact.

### **Constraints:**

Insufficient funding, the change process of the leadership of YRCS and the unstable security situation postponed several planned activities till the second half of 2003. The regional health delegate will be visiting Yemen in June to discuss the health programme with special focus on: HIV/AIDS, integrated PSP training (psycho-support), CBFA and relief health for emergencies.

## **Organizational Development**

**Overall Goal: The YRCS is striving to build capacities towards a well functioning National Society and improving its services to the most vulnerable.**

**Programme Objectives: The YRCS has a well-functioning headquarters and branches with more skilled human resources and a stronger financial/material base.**

**Expected results:**

- The YRCS has adopted more effective methods of recruitment, training, motivation and evaluation of staff/volunteers.
- The YRCS structures, services and systems are efficient and meet the expectations of its beneficiaries and other partners
- The YRCS has diversified its financial/material resource base.
- The YRCS has well-trained and committed leaders and managers at headquarters and branch levels.
- The society's staff and volunteers have improved their capacities in planning, implementing and monitoring of activities in a manner that ensures wider community participation and greater accountability.

### **Progress/Achievements:**

A new executive board was officially announced in March 2003, and a new President elected, who is the former Minister of Public Health, simultaneously a new Secretary General was appointed.

For quite some time, the former executive board had been discussing the necessity of changing some of the statutes of the YRCS. During the first couple of weeks after the general assembly this was swiftly achieved.

In conformity with the recommendations by the Regional Finance Unit in Amman, the YRCS finance department were strengthened with a new chief accountant and a new cashier. A finance workshop was planned during the first Quarter, 2003 but had to be cancelled due to the Iraq crisis and the unstable security situation.

The executive board and the management have realized that the YRCS Headquarters needs to be further strengthened with employing an office manager. The advertisement process has started and we expect to have the person in place by the beginning of July 2003.

An experienced disaster coordinator was employed, as of 1 June 2003. The disaster coordinator's duties will mainly entail implementing the YRCS's Disaster Management Plan.

YRCS Strategy 2001-2005 has been amended and aims to project activities and plans based on needs and ambitions of the society, as well as based on Federation strategy 2010. Some of the priorities are

- To establish branches in governorates where no branches exist.
- Increase the numbers of members and volunteers
- New structure with the aim to decentralizing administration in giving the branches enhanced power to implement programmes.
- Strengthen the relation with local and international partners.
- First Aid training will be expanded and improved.
- In disaster preparedness the society will increase the strategic stock and improve the standards of disaster relief teams to enable to respond to disasters.
- Promote educational programmes in order to prevent and reduce accidents –caused by road, firearms and fire.

Two managers from YRCS participated in a four days workshop in Project Planning Process (PPP) in Amman.

### **Impact:**

Although the development of a national society is by necessity a long and slow process the right decisions have been taken by the new executive board. The impact cannot yet be visualized, as the steps to progress have mainly been taken during the second quarter. The improvement done in management and governance has not yet had a full effect.

### **Constraints:**

The transition period in the change of management at YRCS, could be at times frustrating for all parties, as the lines of communication were not clear for a considerable amount of time. The role between management and governance has been unclear, due to weak areas at YRCS Headquarters. Several workshops and meeting with the technical support team from the regional delegation in Amman had to be postponed due to the Iraq crisis and the poor

security situation in Yemen. The level of English among the YRCS staff at Headquarters needs improvement and the YRCS has extremely limited financial resources.

## **International Representation**

**Overall Goal: The YRCS is recognized as a key partner in the effort made to improve the situation of the most vulnerable.**

**Programme Objective: The National Society plays a more active role in the implementation of the objectives of international representation based on a specific plan of action leading to specific results.**

### **Expected Results:**

- The performance of the YRCS in terms of service delivery and advocacy is improved as a result of its enhanced role in international representation.
- National and international organizations, as well as the general public, have increased knowledge and understanding of the achievements and challenges faced by the YRCS as well as by the Movement as a whole.

### **Progress/Achievements:**

With the change of Governance and Management of the YRCS the contact with International organizations has improved considerably. The current President, being the former Minister of health, has impressive contacts in most of the Ministries. The YRCS new strategic plan has been submitted to all the embassies in Yemen as well as to possible donors abroad.

Regular meetings with NGOs have re-started in May, after a two months interruption. Close cooperation within the Movement continued and a joint programme on road safety with special focus on school children is presently being discussed.

Dissemination has been going on during the entire period and a bimonthly magazine (Ithar means unselfishness) funded by ICRC, is being distributed to all the branches, staff and volunteers.

A draft agreement has been handed over to the Foreign Ministry in order to get a legal status for the Federation Delegation in Yemen. The process is being facilitated by the new President who has an invaluable net of contacts within the Government of Yemen.

The Secretary General of the YRCS participated in the Arab League meeting held in Cairo May 17 – 20, 2003.

In the “Yemen Observer” the largest English weekly magazine, a major article was inserted, explaining the changes in the YRCS, and describing very detailed and positively the future plans and strategies for the NS.

### **Impact:**

Through regular contacts and exchange of information with government officials, media and the civil society there is a steady increase in awareness of the Movement in general and more specifically the work of the YRCS in Yemen. Dissemination and communication activities at the branch level are having some impact, although there still is much to be done in raising awareness among government officials, the local society and even among YRCS staff and volunteers.

### **Constraints:**

The YRCS is not well known at all levels in the society in Yemen. This is a major challenge for the YRCS, ICRC and the Federation. Limited contact has been held with the international organizations due to the security situation.

## **Federation Coordination**

**Overall Goal: The National Society has improved its services by working with more coordinated and coherent approaches.**

**Programme Objective: The National Society has developed adequate capacities to reduce redundancies and maximize synergies through greater coordination with its partners both within and outside the Movement.**

**Expected Results:**

- The YRCS has developed an inclusive CAS, which encourages the participation of its partners in the effective implementation of the five-year strategic plan (2001-2005).
- The overall confidence and support the YRCS gets from national and international supporters is increased due to stronger coordination mechanisms.

**Progress/Achievements:**

The Federation representative arrived in Sana'a in the middle of January, and was welcomed by the YRCS. Initially the representative grappled with some logistical problems regarding obtaining access to a vehicle. The problem was solved with a second hand vehicle, purchased duty free in the name of the YRCS.

Three visits were received from the Regional Delegation in Amman, covering technical advice in finance/budgeting, reporting and disaster management.

Regular weekly meetings with the General Secretary have started, in addition to the more or less daily contacts and opportunities for discussion between the partners on more informal basis.

The great majority of the field trips during the period have been made accompanied by the Secretary General, which has given good opportunities for the counterparts to discuss present difficulties and future possibilities.

The change of Governance and management and the new YRCS strategic plan has been communicated to the Red Cross/ Red Crescent Movement and the international community.

Great support have been given by the MENA desk, with valuable guidelines for the delegate to achieve his obligations especially on financial management

**Impact:**

The change of Governance and management has been widely communicated.

**Constraints:**

The problems experienced in programme implementation in 2002 have resulted in a lessening of donor interest. Time originally envisioned for implementing the 2003 programme was lost due to the Iraq crisis, the security situation and the Parliamentary elections.

- *For further details please contact: Evgeni Parfenov, Phone: 41 22 730 4325; Fax: 41 22 733 03 95; email: evgeni.parfenov@ifrc.org*

*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 website at <http://www.ifrc.org>.*

APPEAL No. 01.91/2003

## PLEDGES RECEIVED

02.07.2003

DONOR	CATEGORY	QUANTITY	UNIT	VALUE CHF	DATE	COMMENT
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## CASH

DONOR	CATEGORY	QUANTITY	UNIT	VALUE CHF	DATE	COMMENT
REQUESTED IN APPEAL CHF ----->				531'636		<b>TOTAL COVERAGE 41.0%</b>
CASH CARRIED FORWARD				159'986		
SUB/TOTAL RECEIVED IN CASH				159'986	CHF	30.1%

## KIND AND SERVICES (INCLUDING PERSONNEL)

DONOR	CATEGORY	QUANTITY	UNIT	VALUE CHF	DATE	COMMENT
SWEDEN	DELEGATE(S)			58'152		
SUB/TOTAL RECEIVED IN KIND/SERVICES				58'152	CHF	10.9%

## ADDITIONAL TO APPEAL BUDGET

DONOR	CATEGORY	QUANTITY	UNIT	VALUE CHF	DATE	COMMENT
SUB/TOTAL RECEIVED				0	CHF	