

# 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

## YEMEN

15 January 2004

Appeal No. 01.91/2003

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

Programme Update No. 2; Period covered: June – December 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: 56.7%; See attached Contributions List for details.

Outstanding needs: this appeal is closed and donors are encouraged to focus their support on the Federation's 2004 Annual Appeal for Yemen (no. 01.87/2004).

Programme Summary: The response to the 2003 Appeal has improved by 15% since Update no 1, mainly with regards to funding from the German Red Cross and from the Capacity Building Fund at the Secretariat, resulting in the starting up of two new projects. The Yemen Red Crescent (YRCS) is continuing its change process with the election of a new President and appointment of a new Secretary General. The YRCS headquarters has also made important steps in a change process by employing a new general manager and a new financial manager.

Since the end of July a clear improvement in implementation of the programmes can be observed as well as the security situation in large parts of the country is reported improving. The ambitious plan regarding training in all core areas was reactivated. In November a legal status Agreement was signed between the Yemen Government and the International Federation, granting the Federation similar status as that of the UN and ICRC, and indicating the Governments appreciation of the work being carried out.

### Operational developments

For several years, the International Federation, supported by its partner national societies led by the Saudi Arabia Red Crescent and Swedish Red Cross, have been 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. The development process made a good start in 2002. Based on the need assessment and in line with Strategy 2010 of the Federation, a five-year (2001- 2005) strategic plan for YRCS was finalized. However, due to various internal and external reasons, the majority of the projects planned under the Federation Appeal no. 01.59/2002 could not be implemented in the course of 2002. (For additional information please refer to the 2002 Yemen Annual Report at [www.ifrc.org](http://www.ifrc.org)) although these projects remained relevant and needed. They were therefore merged into the 2003-planning document, with the unutilised part of the generous funding of the Saudi Arabia Red Crescent and Swedish Red Cross carried over. The main reasons for delays in the implementation were an overambitious planning which has not taken sufficiently into account management and absorption capacities of the National Society on one hand, and Federation's own capacities and limitations to promote processes on the other. Federation regional activities and the country-based programmes should also have been better harmonised to avoid overlapping of funding for same purposes.

After several delays, the general assembly of the YRCS took place end January 2003, with the election of new governance and changes at the management level. The new executive board took office in March 2003 with a new President, a former state minister of health and appointment of a new Secretary General. The new YRCS team has ambitions to build a strong National Society with improved services from the YRCS headquarter and branches. A new delegate of the International Federation arrived in Yemen mid-January 2003. During the first four months of the mission, logistical and security constraints limited the scope of planned actions and restricted movements. As soon as the security situation allowed, visits together with the YRCS's Secretary General to eleven of the twelve YRCS branches and the three sub branches were made. Monitoring and programme implementation were started, with additional two new programmes initiated:

- rehabilitation and renovation of four YRCS branches, the programme is funded by the German Red Cross.
- computer training for the YRCS staff, supply of 15 computers and installation of a network with internet access at Head quarters and Sana'a branch (located in the same compound). The programme is funded by the Secretariat's Capacity Building Fund (CBF).

In August a new Secretary General was appointed (the former Secretary General of the YRCS Sana'a branch), and in November a new President for the YRCS elected, as the former President was appointed as Ambassador to Canada for Yemen. At the beginning of November a legal Status agreement was signed by the Yemen Foreign Minister on behalf of the Government and the Federation Representative on behalf of the Federation. The process was carried by the strong backing of YRCS and their very active President and shows the appreciation of the Government for the humanitarian work being carried out by YRCS in partnership with the Federation. The status agreement grant the Federation similar status in Yemen as that of UN and ICRC, and will greatly facilitate the work and support given to YRCS through the Federation.

The security situation in Yemen has improved but is still sensitive; foreigners in general are advised to keep away from American and British interests as well from other gathering places i.e. exclusive shopping malls, "expat clubs" etc.. Outmost caution is needed as seen in October, where an attempt targeting the British Embassy was unveiled involving several falsely licensed diplomatic vehicles loaded with explosive. In view of the attack on ICRC in Baghdad, ICRC has also re-evaluated their presence in the region, and have for the time being decided not to allow family visits to Yemen.

## **Disaster Management**

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

**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.**

### **Progress/achievements:**

The national society has a clarified complementary role defined within the national disaster management plan.

- a Disaster Management Group has been established within YRCS consisting of a DM manager (FACT trained) based at the headquarters and a DM trained representative from 11 out of the 12 branches. Terms of reference have been established for the group and a DM action plan established to further strengthening the capacity

The core staff and active volunteers of the national society have increased capacities to train others in the planning and implementation of DM activities.

- a one week National Intervention Team Exercise was carried out in Taiz governorate 16-22 October, with the support from the branch and facilitated by the regional delegation in Amman. The exercise involver the practical establishment of a relief camp, which accommodated the participants who were trained in: camp management, registration, relief distribution, relief health, first aid, water and sanitation, tracing administration etc. In total 82 staff and volunteers from 11 branches participated.
- at completion 38 staff and volunteer were selected to be members of the newly established national intervention team, with at least one member from each of the 11 branches.
- all selected participants were equipped with survival kits and uniforms, for use at disasters.

- relief, logistics, and assessment teams have been trained.
- all volunteers participating signed the code of conduct

The national society has adequate preparedness including essential relief stocks and logistical capacities to be able to assist up to 1,000 victims in time of disasters.

- an evaluation of all YRCS disaster preparedness stocks have been carried out by the regional logistic delegate from Amman. In response the YRCS emergency plan is currently being updated.
- relief material for 50 families have been stored at Taiz branch for immediate DM intervention.
- the YRCS warehouse in Sana'a is presently being upgraded to increase the logistic capacity.

The DM activities of the national society are effectively coordinated with the activities of governmental and non-governmental organizations as well as with UN agencies.

- in the absence of a national disaster management plan, a NGO workshop facilitated by OXFAM had been planned in Sana'a, but was delayed for the time being. Instead YRCS/Federation, ICRC and OXFAM works on developing future joint activities.

Recommendations emerging from VCA studies, involving communities, local authorities and other service providers, are used to improve the quality of the services by the national society and other agencies.

- Vulnerability Capacity Assessments (VCA) were carried out in 6 branches (Hajjah, Hudeidah, Aden, Ibb, Abien and Mhweet). The VCA results will be shared with national and international organisations to encourage them to participate in the implementation of the recommendations. Future VCAs are planned for Taiz, Dhamar, Amran and Al'beida.

The DP/DM efforts of the national society are harmonized with those of the ICRC especially relating to conflict preparedness.

- ICRC have showed an interest in carrying out a similar DM exercise next year, as that completed in October in Taiz, in coordination with the Federation and YRCS.

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.

- two risk reduction projects are being implemented in Hajjah and Hudeidah, with focus on reducing road accidents among school children.

#### **Impact:**

- Taiz branch has the necessary relief material to respond to disaster in the first 48 hours.
- a national disaster intervention teams have been established.
- better relations between branches and headquarter through the common practical DM training carried out in Taiz.

#### **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**

**Goal:** The advocacy role of the national society is enhanced with improved performance and visibility.

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

#### **Progress/achievements:**

The YRCS has developed stronger working relations and partnerships with local, national and international media organizations.

- a seminar was held on March 13 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 sent in the prime TV channels during the evening hours.

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.

- one YRCS staff participated in the December planning meeting in Amman for information officers from all MENA National Societies, to discuss strategies, planning and shared experiences.

Overall community awareness was increased as regards to overall knowledge about the Movement and the humanitarian activities of the YRCS.

- via field visits, information have been shared and documentation given to YRCS branches.
- YRCS have been active assisting relatives during the Iraq crisis, searching and getting in contact with lost family members through the ICRC web site.
- the 8th of May celebration was organized by the YRCS Sana'a branch and well attended by more than 200. The humanitarian values were covered both by speakers and by a photo exhibition expressing all the activities that the YRCS is involved in. The celebration was covered by the main papers and national TV.

Relations between the branches and the headquarters have improved based on enhanced communication through the effective use of existing and new technologies of communication.

- three branches not connected before to the headquarters via fax, were supplied with machines and phone connections, enable them to communicate and forward reports directly.

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

- a bi-monthly Al Isar magazine is printed and widely distributed to all branches for staff, volunteers and general public consumption.

## **Health and care**

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

**Objective: The resources of the NS, 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.**

### **Progress/achievements:**

The volunteers and staff of the national society 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.

- one participant took part in the ToT in Cairo on Psychological Support Programme (PSP). Afterwards he facilitated with the support from the regional delegation in Amman, the YRCS PSP support workshop in Ibb with participants from all branches.
- two YRCS staff participated in the ToT for HIV/AIDS in Lebanon and presently preparations are underway for branch training courses in Sana'a and Ibb.

The first aid staff of the national society is rendering meaningful services based on advanced training courses and use improved equipment for the training and the service.

- a workshop on Community Based First Aid (CBFA) was held with the entire programme planned and organized by the YRCS with support from the Regional Health Delegate based in Amman. The workshop main theme was to improve the national society's capacity in training and introduce new training techniques.
- a second CBFA work shop was planned to be held in Sana'a end December, facilitated by YRCS but had to be postponed until January 2004.

The present twelve medical centres and three health units of the national society are rehabilitated and upgraded to

provide multiple services in the promotion of health and dissemination of the Red Cross and Red Crescent knowledge.

- four branches ( Hudeidah, Dahmar, Aden and Amran) have been rehabilitated or received new equipment funded by German RC.
- the ambulances of Dahmar, Hudeidah and Hajjah branches have been reconditioned.

More health centres and units are established in disaster prone governorates based on community needs and participation.

- this activity have been post phoned, until a comprehensive health assessment have been carried out, evaluating the present health capacity of YRCS and priority community needs.

#### **Impact:**

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

#### **Constraints:**

The YRCS clinics are struggling with insufficient resources, poor equipment and are only operating during a limited time of the day. The number of patients visiting the clinics average only 5-40 per day with one clinic even showing only 390 patients treated in the first 9 month of 2003, due to patients being very poor and not able to afford the very limited pay for consultation/medicine. Insufficient funding remains a main problem together with the unstable security situation that restricts the activities in the most remote and needy areas.

### **Organizational Development**

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

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

#### **Progress/activities:**

The national society has adopted more effective methods of recruitment, training, motivation and evaluation of staff/volunteers.

- emphasis have been on ensuring a good management transition following the General Assembly in January, new executive board and new president elected in March and new Secretary General appointed in August.

The national society structures, services and systems are efficient and meet the expectations of its beneficiaries and other partners.

- in conformity with the recommendations by the Regional Finance Unit (RFU) in Amman, the YRCS finance department were strengthened with a new financial manager and a new cashier. A finance workshop was carried out in August facilitated by the Amman RFU. All finance managers from haeadquarters and branches participated.
- a disaster coordinator with very broad experience has been employed, starting June 1, 2003. His duties will mainly focus on supporting the newly established Disaster Management group and implementing the Disaster Management Plan.
- the 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. The main points 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 by giving the branches enhanced power to implement programmes.
  - ✓ strengthen the relation with local and international partners.
  - ✓ First Aid training to be expanded and improved.
  - ✓ promote educational programmes in order to prevent and reduce accidents –caused by road, firearms and fire.

The national society has diversified its financial/material resource base.

- Several of the branches (Sana'a, Dhamar and Hajjah) are providing health certificates to restaurant staff drivers, needed for their licensing. Plans are underway to expand this to all branches, thereby getting a rel: income.

The YRCS has well-trained and committed leaders and managers at headquarters and branch levels.

- General Assembly was conducted end January and a new executive board officially announced in March, 2003 with a new President elected, who is the former Minister of Public Health. Simultaneously a new Secretary General was appointed. The first task addressed by the new board, was the revision of statutes of YRCS.
- A leadership/orientation seminar, for the executive board and new members of the management in the branches was held in Sana'a by the support of the regional delegation.
- The new SG has participated in the Leadership training facilitated by the Regional delegation in Amman
- Computer training programme covered by the Capacity Building Fund has started in the YRCS headquarters, where 15 staff from headquarters and Sana'a branch is taking part. The training is taking place in the YRCS premises and is running for 10 weeks with 10 hours lessons per week.

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.

- A workshop in Project Planning Process (PPP) was conducted in Sana'a in November for 17 participants from the YRCS head quarter and eleven of the branches.
- Two managers from YRCS participated in a four days workshop in 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 can not yet be visualized as the improvement done in management and governance first was initiated in the second half of 2003 and therefore not yet had a full effect.

#### **Constraints:**

The transition period in the change of management at YRCS, has been 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. 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 recourses.

## **International Representation**

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

**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.**

#### **Progress/achievements:**

The performance of the NS in terms of service delivery and advocacy is improved as a result of its enhanced role in international representation.

- with the change of Governance and Management of the YRCS the contact with International organizations has improved considerably. The former President previous being the Minister of health had 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.

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.

- dissemination has been going on during the entire period and a bimonthly magazine (Ithar = unselfishness) funded by ICRC, is being distributed to all the branches, staff and volunteers.
- the Secretary General of the YRCS participated in the Arab League meeting 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.
- Since summer the YRCS has had several media covers in both the Arabic and English new-papers as well as the Society have been featured 10 times on the prime news in TV. The reason is partly due to the new General Manager excellent contacts with the Ministry of Information.

#### **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**

**Goal: The national society has improved its services by working with more coordinated and coherent approaches.**

**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.**

#### **Progress/achievements:**

The YRCS has developed an inclusive CAS that encourages the participation of its partners in the effective implementation of the five-year strategic plan (2001-2005).

- The YRCS strategic plan 2001-2005 has been revised and changes communicated to the RC/RC partners and the International Community.

The overall confidence and support the national society gets from national and international supporters is increased due to stronger coordination mechanisms.

- seven visits have been received from the Regional Delegation in Amman, covering technical advise in Finance/budgeting, Reporting, Programming, Health and Disaster Management.
- regular meetings with the General Secretary have been on the agenda since August, in addition to the more or less daily contacts and opportunities for discussion between the partners on a 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.

#### **Constraints:**

The problems experienced in programme implementation in 2002 have resulted in a decrease in donor interest. Valuable time for implementing the 2003 programme was lost due to the Iraq crisis, the security situation and the Parliament elections in Yemen, but implementation has gained momentum during the second half of the year.

*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

21.01.2004

| DONOR | CATEGORY | QUANTITY | UNIT | VALUE CHF | DATE | COMMENT |
|-------|----------|----------|------|-----------|------|---------|
|-------|----------|----------|------|-----------|------|---------|

## CASH

|                                |  |        |     |         |            | TOTAL COVERAGE              |
|--------------------------------|--|--------|-----|---------|------------|-----------------------------|
| REQUESTED IN APPEAL CHF -----> |  |        |     | 531'636 |            | 56.7%                       |
| CASH CARRIED FORWARD           |  |        |     | 159'986 |            |                             |
| GERMAN - RC                    |  | 15'000 | EUR | 23'145  | 25.07.03   | REHABILITATION OF 4 CLINICS |
| CAPACITY BUILDING FUND         |  |        |     | 60'000  | 29.08.2003 | PYE005                      |
| SUB/TOTAL RECEIVED IN CASH     |  |        |     | 243'131 | CHF        | 45.7%                       |

## 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  |         |