

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

29, May, 2004

In Brief

Appeal No. 01.91/2003;

Appeal target: CHF 531,636 (USD 364,783 or EUR 360,982);

Appeal coverage: 60%

(Click here to go directly to the attached Financial Report).

This Annual Report reflects activities implemented over a one-year period; they form part of, and are based on, longer-term, multi-year planning. All International Federation assistance seeks to adhere to the [Code of Conduct](#) and is committed to [the Humanitarian Charter and Minimum Standards in Disaster Response](#) in delivering assistance to the most vulnerable. For support to or for further information concerning Federation programmes or operations in this or other countries, please access the Federation's website at <http://www.ifrc.org>

For further information specifically related to this Annual Appeal please contact:

- In Yemen: Yemen Red Crescent Society: Dr. Abbas Zabarah, Secretary General
e-mail : yemenrc@yahoo.com ; phone, + 9671298615 ; fax+9671283131 ;
- In Geneva: MENA Regional Department: Mr. Evgeni Parfenov; Senior Officer,
e-mail: evgeni.parfenov@ifrc.org; phone: + 41 22 7304325; fax: + 41 22 7330395.

Overall analysis of the programme

The year 2003 witnessed important developments and major achievements within the Yemen Red Crescent Society (YRCS). The General Assembly of the YRCS elected new governance. The new executive board took office in March 2003 with a new President and Secretary General. The YRCS team is ambitious to build a strong National Society with improved services delivered from both the headquarters and the branches.

These developments coincided with the arrival of the International Federation Representative in Yemen in the beginning of the year. During the first four months of the mission, logistical and security constraints restricted movements and consequently limited the scope of implementation of the planned activities. However, as soon as the situation allowed, visits were paid jointly with the YRCS's Secretary General to eleven of the twelve YRCS branches and the three sub branches. Monitoring and programme implementation started as well , with two new programmes initiated to include rehabilitation and renovation of four YRCS branches and computerisation of the headquarters and Sana'a branch along with computer literacy training of staff members.

In November, a legal Status Agreement between the International Federation and the Government of the Republic of Yemen was signed by the Yemen Foreign Minister and the Federation Representative.

Currently, the society is involved in various **health and social services** in an attempt to respond to the increasing community needs. The planned shift of the strategy designed to pursue a community-based approach in line with the emphasis made in the Federation's *Strategy 2010* has not been implemented yet. The purpose is to promote health and social services that can have a preventive impact with limited investments thus avoiding the danger of dependency on external sources.

In the area of **organizational development**, steps have been taken to develop gradually a learner but efficient organization based on improved structures, systems and procedures, with a the full national coverage through the network of new branches as one of the objectives.

In line with the Society's commitment to the **promotion of humanitarian values** and fundamental principles of the Red Cross/Red Crescent Movement, YRCS intensified advocacy efforts through development and implementation of comprehensive and large-scale dissemination programmes and networking/relationship building with other organizations both within and outside the Red Cross/Red Crescent Movement.

Objectives, Achievements, and Constraints

Health and care

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.

Achievements

Creating an initial pool of trained resources was instrumental in further implementing programme activities which have been increasingly aligned with strategic changes of the National Society. As a result, one participant from the YRCS took part in the Training of Trainers (ToT) on Psychological Support Programme (PSP) held in Cairo and two other staff members participated in the ToT in HIV/AIDS prevention and care organized in Lebanon. Subsequently, the newly trained trainers organised and facilitated three workshops for a total of 84 participants.

The shift from curative to preventive health care started by introducing Community Based First Aid (CBFA) concept within the National Society. Two integrated training workshops for a total of 48 participants from all twelve branches were held to improve the National Society's capacity in CBFA training and introduce new training techniques.

While gradually operating this shift, the National Society continued to provide health services through the network of twelve medical centres and three health units in the branches. A lack of funding for structural maintenance and modernization of equipment has largely affected this traditional, core activity of the YRCS. With the view of using these facilities also for activities other than curative services there was an urgent need to rehabilitate the centres.

In 2003, priority was given to four health centres in four branches. These centres were rehabilitated and/or received new equipment funded by the German Red Cross. In addition, three ambulances belonging to the branch clinics have been reconditioned.

Constraints

The YRCS clinics are struggling with limited resources; they are poorly equipped and operate only during a limited time of the day. The number of patients visiting the clinics average from 5 to 40 per day. Insufficient funding coupled with unstable security situation make it impossible for the National Society to reach through the programme the most remote and needy areas

The reconditioning of old vehicles owned by the YRCS is questionable, as most of them are severely run down and need to be replaced. However funding was not made available so far for the modernization of the YRCS health programme fleet.

Disaster Management (DM)

Objective: The YRCS has improved capacities and resources as well as standard operating procedures to be able to deliver effective services in times of disaster.

Achievements:

Within its disaster management programme, the YRCS's placed the focus on making qualitative improvements of society's disaster preparedness and response capacity by introducing gradually systems based on Federation standard operating procedures and best practices

The ultimate aim of the programme is to ensure effective emergency services to populations affected by natural and man-made disasters. These services should be delivered by teams of well- trained staff and volunteers through an appropriate infrastructure and systems in place to include logistics and emergency stocks.

Based on their sound knowledge of local needs and capacities, the YRCS volunteers continued to play a valuable role in the implementation of the Society's disaster response plan of action.

In May 2003, the first disaster management (DM) planning meeting took place to reactivate the disaster management activities in the Society. The meeting resulted in several recommendations defining the steps to be taken to improve both the preparedness and response. Subsequently and in line with the recommendations and the best practices, a DM working group consisting of representative from the ten most active branches was established and a new DM officer based at the headquarters in Sana'a was appointed to coordinate all DM related activities.

During July 2003, 48 volunteers were trained in data collection and analysis techniques with the view of conducting a VCA Study in 4 Governorates (Ibb, Aden, Abian and Al- Mahweet). A good gender balance was reached within the trained pool of volunteers.

Three members of the YRCS disaster management team attended a specialized training in logistics procedures, facilitated by the Regional Logistic Coordinator in the Regional Office for the Middle East in Amman.

Furthermore during August and September, pilot projects within the "Traffic Accident Reduction programme" were successfully implemented in 23 schools in two selected Governorates; Hajjah and Al-Hodeidah. More than 20,000 students from these schools were covered by various project activities.

Focal points for the programme implementation were the YRCS branches in two governorates. A very good model of cooperation and coordination was achieved with other stakeholders such as Ministry of Interior (traffic police), Ministry of Education, and Ministry of Construction and Infrastructure as well as with media which provided an excellent publicity and coverage.

As a part of the DM plan of action, the YRCS supported by the Federation organised a simulation camp exercise in Taiz. The exercise was formally opened by the Vice-President of the Republic of Yemen. Ninety staff members and volunteers of mixed genders from 11 governorates participated in the nine day training course focused on Camp and Disaster Management as well as on health and logistics in emergencies.

Constraints

The VCA study and related analysis of results appeared to be more time-consuming than planned. This led to delays in finalizing the analysis and using its results and recommendations as the basis for designing further adequate projects.

DM simulation exercise in Taiz was affected by unforeseen financial constraints resulting from a lack of clear plan and budget.

Pilot projects implemented within the "Traffic Accidents Risk Reduction Programme" were not evaluated thus leaving the National Society and its partners without valuable lessons that could have been learned from the

evaluation. A lack of trainers and a shortage of manuals in Arabic caused difficulties during the implementation of the projects.

Organizational Development

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

Achievements

A very dynamic process of changes in the National Society which started during the first quarter of 2003 continued throughout the year. The YRCS finalized amendments of its Statutes to make them more relevant to the changing organizational and operational needs. YRCS *Strategy 2001-2005* was amended to better match with the Federation *Strategy 2010*. Amendments included also new objectives such as the establishing of new branches, broadening membership, and decentralizing administration. YRCS looked also into opportunities for diversifying sources of income in the branches through provision of specific health services. With the support of the Regional office in Amman, an orientation seminar for the new YRCS leadership was held in Sana'a.

Communication and information flow have improved after the completion at the end of 2003 of the first phase of computerization programme supported through the Capacity Building Fund. A local area network consisting of 12 PCs has been installed at the YRCS headquarters in Sana'a. Furthermore, computers and communication hardware have been supplied to three branches. At the end of the reporting period, twelve staff members were in the process of finalizing computer literacy training (100 hours of training in desktop applications).

Skills and knowledge of Society's staff and volunteers was upgraded through various technical training initiatives to include: financial training facilitated by the Regional Financial Unit; Project Planning Process (PPP) workshop for 17 participants from the YRCS headquarters and eleven branches facilitated also by the Regional office in Amman; "Working with Media" workshop with participants from headquarters, nine branches and media agencies also facilitated by the office in Amman.

The headquarters structure has been strengthened with the appointment of a disaster management officer who is responsible for supporting the work of a disaster management working group and coordinating the implementation of the YRCS DM plan of action.

Constraints

During the first six months of transition and changes in the YRCS, it was difficult to clarify lines of communication and identify Federation's interlocutors. This constrain was overcome in August when the new Secretary General took office. Differentiation of roles and responsibilities of the management and the governance respectively needs to be further strengthened.

Delays in programme implementation occurred mainly during the first six months of the year due to changes in the YRCS leadership, security situation in Yemen and the Iraq crisis. Several workshops and meetings requiring technical support of delegates from the Regional office in Amman had to be postponed for 3-4 months. The level of English language skills among the YRCS staff at the headquarters has improved but needs further enhancement as well as coordination and communication between the headquarters and the branches. Finally, community participation in programming needs to be increased.

Humanitarian Values

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

Achievements

Increasing the overall understanding and knowledge of the RC/RC Movement within the National Society as well as creating a pool of skilled human resources appeared to be critical for the programme. An orientation workshop was organized at the headquarters for new members of the Executive Board and leadership from the branches. Field visits were used to share information with the branches and provide them with various dissemination materials.

Furthermore, one YRCS staff member took part in the planning meeting for information officers from MENA national societies. The meeting was organized in Amman by the Regional Information officer to discuss strategies, planning and share experiences. “Working with the media” workshop gathering representatives from the YRCS and the national media took place in early 2004. The workshop had two main objectives: providing technical knowledge in the area of communication but also fostering understanding and cooperation between the Society and national media.

The presence of high government officials at the events organized by the YRCS such as the seminar entitled “*Women facing war*” supported by ICRC, 8th of May and the World First Aid Day contributed to raising the profile of the National Society. Good media coverage was given to these high profile events but also to other activities of the Society.

The bi-monthly *Al Ithar* (Altruism) magazine continued to be a valuable vehicle in promoting the National Society and the RC/RC Movement among stakeholders. The magazine is widely distributed to all branches, staff members, volunteers and the general public.

In cooperation with ICRC the YRCS assisted relatives of the Yemenis in Iraq to trace them through the ICRC web site.

Constraints

The outreach capacity of the National Society in terms of dissemination remained limited due to:

- a lack of capacities and experience in advocacy, an aspect which tends to undermine the profile and the visibility of the National Society
- shortage of financial resources especially after the freeze on the subsidies the YRCS used to receive from the Government;
- limited capacities/experiences in terms of establishing partnerships with local organizations.

Finally, increased knowledge and proper understanding of the Red Cross /Red Crescent Movement would allow volunteers at the headquarters and in the branches to carry out their duties more effectively.

Federation Coordination

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.

Achievements

In the context of internal changes and external developments, the YRCS reviewed and amended its *Strategic Plan 2001-2005*. The amendments and changes of this essential document defining future directions of the Society were communicated to RC/RC partners and representatives of the international community.

Strong coordination mechanisms were established between the YRCS and the Federation. At the country level, regular meetings between the Federation Representative and the General Secretary of the National Society took place since August in addition to practically daily contacts and opportunities for discussion and exchange between the two partners on a more informal basis. Also, practically all field visits were carried out jointly with the YRCS thus providing additional opportunities for the counterparts to discuss current issues and possible solutions.

At the regional level, the Regional office in Amman provided valuable support to capacity building initiatives of the YRCS. Fourteen visits from regional delegates were paid to the National Society in order to provide technical advise and/or training in finance/budgeting, information, programming, health and disaster management. Also, representatives from the YRCS participated in training and at the meetings organized in Amman by the Regional office either as a part of wider regional initiatives either specifically tailored to the needs of the YRCS.

Constraints

As a consequence of the constraints experienced in implementing the programmes in 2002, donor interest for supporting the YRCS in 2003 decreased.

The Iraq crisis, security situation and parliamentary elections in Yemen have negatively affected the planned schedule of programme implementation. However the pace of implementation gained momentum during the second half of the year.

International Representation

Objective: The NS 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.

Achievements

After the completion of the YRCS reorganisation in August 2003, contacts with international organizations improved considerably. Regular meetings with NGOs have been reactivated in close cooperation with the RC/RC Movement components. A reviewed version of the YRCS *Strategic Plan* was circulated to all Embassies in Yemen as well as to potential donors abroad.

A bimonthly magazine *Al Ithar* which was regularly circulated to representatives of the international community in Yemen continued to be an important vehicle in increasing the knowledge about the YRCS and the RC/RC Movement among stakeholders and possible partners. Extensive media coverage in both the Arabic and English written press as well as on the national TV channels, often on the prime time news, was given to the YRCS. This was partly thanks to the excellent contacts between the new YRCS management and the Ministry of Information.

On the international scene, the Secretary General of the YRCS participated in the Arab League meeting in Cairo in May 2003 and a three-member delegation of the YRCS took an active part in the work of the International Conference and the General Assembly held in Geneva in December.

Regular contacts and exchange of information between the Society and government officials, media and the civil society contributed to a steady increase in awareness on the RC/RC Movement in general and more specifically the work of the YRCS.

Constraints

At the branch level, the impact of dissemination and communication activities was so far modest and limited. Additional mechanisms have to be found to make the YRCS better known and understood by various layers of the society.

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Appeal No & title: 01.91/2003 Yemen

Period: year 2003

Project(s): PYE001, 004, 005, 161, 401, 402,

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	25,000	5,445			5,445	19,555
Clothing Tiles	7,500	4,227			4,227	3,273
Food Seeds						
Water sanitation		7			7	-7
Medical First Aid		5,725			5,725	-5,725
Teaching materials	27,500	2,528			2,528	24,972
Utensils Tools	7,500	2,389			2,389	5,111
Other relief supplies		339			339	-339
Sub-Total	67,500	20,660			20,660	46,840
<u>CAPITALEXENSES</u>						
Land Buildings vehicles						
Computers Telecom equip.	6,000	29,467			29,467	-23,467
Medical equipment	40,000					40,000
Other capital expenditures		1,997			1,997	-1,997
Sub-Total	46,000	31,464			31,464	14,536
<u>TRANSPORT STORAGE</u>						
Warehouse distribution		105			105	-105
Transport vehicles	23,680	11,768			11,768	11,912
Sub-Total	23,680	11,873			11,873	11,807
<u>PERSONNEL TRAINING</u>						
Personnel (delegates)	144,000	34,881		70,800	105,681	38,319
Personnel (regional, national staff)	8,400	9,156			9,156	-756
Consultants		7			7	-7
Workshops training	143,000	17,272			17,272	125,728
Sub-Total	295,400	61,316		70,800	132,116	163,284
<u>GENERAL ADMINISTRATION</u>						
Travel related expenses	6,000	10,512			10,512	-4,512
Information expenses	27,500	4,793			4,793	22,707
Admin. general expenses	31,000	13,165			13,165	17,835
Sub-Total	64,500	28,469			28,469	36,031
<u>PROGRAMSUPPORT</u>						
	34,556	16,054			16,054	18,502
Operational provisions		10,943			10,943	-10,943
Transfers contributions						
TOTAL BUDGET	531,636	180,779		70,800	251,579	280,057

INTERNATIONAL FEDERATION OF RED CROSS AND RED CRESCENT SOCIETIES

Interim report	
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Final report	

Appeal No & title: 01.91/2003 Yemen
Period: year 2003
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I - CONSOLIDATED RESPONSE TO APPEAL

FUNDING	CASH		KIND & SERVICES		TOTAL INCOME
	Contributions	Comments	Goods/Services	Personnel	
Appeal budget	531,636				
less					
Cash brought forward	159,985				
TOTAL ASSISTANCE SOUGHT	371,651				
<u>Contributions from Donors</u>					
Donor - Capacity Building Fund (DCBF)	29,893				29,893
German Red Cross (DNDE)	23,235				23,235
Swedish Govt.via Swedish Red Cross (DGNSE)	-485				-485
SWEDEN				70,800	70,800
TOTAL	52,644			70,800	123,444

II - Balance of funds

OPENING	159,985
CASH INCOME Rcv'd	52,644
CASH EXPENDITURE	-180,779

CASH BALANCE	31,850