

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

2 May 2005

In Brief

Appeal No. 01.87/2004; Period covered: January - December 2004

Appeal target: CHF 549,039 (USD 461,765 or EUR 354,561)

Related Emergency or Annual Appeals:

Yemen Annual Appeal 2004. For details, please see the website at http://www.ifrc.org/cgi/pdf_appeals.pl?annual04/018704.pdf

Yemen Annual Appeal 2004 - Programme Update no.1. For details, please see the website at http://www.ifrc.org/cgi/pdf_appeals.pl?annual04/01870401.pdf

Yemen Annual Appeal 2004 - Programme Update no.2. For details, please see the website at http://www.ifrc.org/cgi/pdf_appeals.pl?annual04/01870402.pdf

Programme summary:

The last quarter of 2004 witnessed significant momentum leading into the current programming for 2005. Federation support for the Yemen Red Crescent Society (YRCS) was affected by the absence of a Federation Representative for part of the year (the representative in Lebanon acted as cover). Achievements in the latter part of 2004 have provided a good foundation for progress in 2005. There remain considerable challenges in Yemen but at the same time recent advances in the national society are grounds to expect even greater achievement in 2005.

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The International Federation's mission is to improve the lives of vulnerable people by mobilizing the power of humanity. The Federation is the world's largest humanitarian organization, and its millions of volunteers are active in over 181 countries. All international assistance to support vulnerable communities seeks to adhere to the Code of Conduct and the Humanitarian Charter and Minimum Standards in Disaster Response, according to the SPHERE Project. Please access the Federation's website at <http://www.ifrc.org>

Health and care

Overall Goal: Vulnerable communities are empowered to cope with and respond to priority public health needs and crises, following a shift of focus on disease prevention, health promotion and psychological support.

Programme Objectives

Prevention of HIV-AIDS, sexually transmitted infections (STIs) and hepatitis

Prevention of HIV/AIDS and other infectious diseases is upgraded through outreach programmes carried out by the network of Yemen Red Crescent Society (YRCS) clinics and volunteers

Expected Results:

- Sixteen social/health workers involved in the management of the YRCS clinics/ health posts have been trained in counselling for STIs and HIV-AIDS and have improved services to the community.
- One youth peer education workshop is conducted for 40 participants.
- YRCS leadership and health professionals have participated in one national and two regional forums on HIV/AIDS, STIs, and other priority infectious diseases
- YRCS played an advocacy role in fighting stigma and discrimination against people living with HIV/AIDS.
- YRCS has established working partnerships with national AIDS authorities as well as United Nations (UN) agencies and non-governmental organizations (NGOs) working in the field of HIV/AIDS.
- Youth and women groups and organizations have actively participated in awareness raising campaigns on HIV/AIDS and other STIs.
- STI training is formally integrated into relevant training programmes, including disaster preparedness/response, organizational development, and community based first aid.

Actual Results:

YRCS has well utilized its two HIV/AIDS and STI trainers towards achieving some of its goals in HIV/AIDS STIs prevention and awareness. Activities expanded to include new governorates in which the YRCS has branches and is able to reach a wider spread of people. The two YRCS HIV/AIDS trainers, who were trained by the Federation in Beirut, have been active in increasing the knowledge and skills of the target groups. The first trainer, based in Ibb Governorate, moved to the neighbouring governorate of Dhamar to facilitate and organize one of a series of planned workshops. Though it was the first of its kind, the Dhamar YRCS Branch had already started an initiative of working with people living with HIV/AIDS who are in prison. The workshop was held in late December 2004 for three days, including 30 male and female participants, mostly nurses and midwives working at the main hospital and other health facilities in Dhamar governorate.

This coincided with another similar workshop held at the HQ for 30 social instructors, both men and women, from several secondary schools of the capital Sana'a. They were introduced to key issues related to HIV/AIDS and STI including methods of transmission, stigma, counselling, prevention, etc. For most participants, it was the first time to attend such a workshop and address such issues. They were enthusiastic to learn and explore methods in order to enhance their roles in educating students.

Two previous workshops were held in both Sana'a and Ibb during January and February 2004. Sixty participants benefited, ranging from different YRCS branches to government and private health workers. It is evident that combating HIV/AIDS has become a priority issue for the YRCS branches and some have started a number of initiatives with local authorities.

Impact:

- YRCS capacity to give counselling for HIV/AIDS and STI infected people has increased.
- HIV/AIDS and STI activities expanded to include new governorates and reach high risk groups at high schools, providing them with appropriate health awareness and counselling.
- YRCS health staff, volunteers, government and private health professionals updated their knowledge and exchanged experience through these workshops.
- People living with HIV/AIDS gained increased access to counselling, which helps reduce the spread of the disease.

Constraints:

- Weak coordination between HQ and branches concerning workshops, which led to frequent delays in activities.
- The limited number of YRCS trainers on HIV/AIDS and STI has slowed the expansion of this activity to other national society branches.
- YRCS still suffers from not being acknowledged as a government partner in combating HIV/AIDS and STI.
- No focal point at the management level within the YRCS is responsible for health related issues. (Addressed in late 2004, through the appointment of such a person)

Lessons learnt:

- Routine procedures and paperwork can sometimes delay training workshops at branch level
- Younger generations are the future. More attention should be paid to provide them with health education and counselling on issues as HIV/AIDS and STI, which are still regarded as taboo. Achieving a gender balance in training should remain important.

Approach for 2005:

- A minimum of 10 volunteers from each of the 15 branches/ sub branches will be trained in HIV/AIDS dissemination, sexually transmitted infections (STI), combating stigma, and family planning.

Community Based First Aid (CBFA)

Services of YRCS clinics and health education programmes including community based first aid networks are upgraded and integrated with disaster preparedness and response service.

Expected Results:

- Four medical clinics of the national society are rehabilitated, including both physical improvements (where needed) and medical equipment and upgraded to provide services in the promotion of health and dissemination of the Red Crescent values.
- Six clinics offer health education campaigns targeting women and child health and nutrition.
- 40 volunteers and staff of the national society, who were trained in health education and vaccination campaigns, actively participated in hygiene education, vaccination campaigns and associated education programmes.
- Four first aid courses have been arranged by the society for a moderate fee.
- A core standardized CBFA curriculum is used by society and branches.
- 30 branch volunteers and health workers actively participated in the prevention/control of vector borne diseases such as malaria, and other communicable diseases.
- Critical gaps in health services provision for targeted communities are assessed and appropriate projects developed.

Actual Results:

- Rehabilitation of Dhamar and Hodeidah branches health clinics, two of the most active YRCS branches. The maintenance of premises and provision of required medical equipment helped improve services and restored the image of the clinics. This is evident through the increased number of patients who were seen and treated.
- As support continues, the national society has continued to shift its focus to CBFA.
- In February 2004, a second CBFA workshop was held in Aden as a follow up to a previous workshop in Sana'a in August 2003, for the same 24 participants. The national society organized these workshops with support from the Federation to introduce new training techniques and methodology, and to reinforce and update CBFA skills and knowledge among YRCS health staff and volunteers.
- All participants received standard first aid kits, which were locally procured through a donation from Qatar Red Crescent, which provided 50 kits in total. The remaining kits were distributed to health clinics.
- To a limited extent, the national society managed to attract some private sector companies and corporations to provide their staff with first aid training, a potential source of future income the national society intends to sustain and develop.
- A full health services assessment of YRCS clinics was undertaken, covering the 12 branches and four sub-branches. The assessment will help identify appropriate methods of intervention to support clinics and upgrade their health services. It will also assist in shaping proper strategies for the national society, regarding the shift from curative to disease prevention and health promotion activities targeting local communities in more susceptible areas.
- A health coordinator at the national society HQ has been appointed. This critical, long over due post has been filled by a qualified physician. He is expected to play a key role in overcoming many of the constraints faced by branches in providing quality health services.
- A joint inter-agency pilot project is being explored to be conducted in one of the YRCS governorates (tentatively Hodeidah). The pilot aims to improve the lives of the most vulnerable and target groups with emphasis on health and disaster preparedness. Key players in the project include the YRCS, Ministry of Public Health and Population of Yemen, WHO, UNICEF, and the Federation. A health consultant will be hired to draft a detailed proposal identifying potential areas of intervention (based on MoUs signed with WHO's regional office - EMRO - and UNICEF). A follow up meeting will be held in April, 2005

Impact:

- Health management is stronger after the appointment of a full time qualified coordinator.
- The health assessment gives branches a clearer idea of current strengths and weaknesses and future direction. This better self-awareness will assist them to shape a new health strategy and its composite short, medium, and long term related activities.
- The intervention has resulted in an increased number of vulnerable communities having a wider access to improved and reliable health services, at a nominal fee or at no cost.
- The training capacity of all branches in community based first aid is better
- The capacity of all branches' volunteers in first aid response is better.

Constraints:

- The capacity of the first aid trainers in the YRCS is not sufficient to use the training as an income generating project for the national society.
- An ongoing difficulty of retaining well trained volunteers within the YRCS.
- Long delays in locating a suitable candidate for the health services assessment as well as health coordinator position, taking into account the limited financial resources available.

- Current work practices of YRCS, including short office hours and low pay, especially at the HQ.

Lessons learnt:

- Activities channelled through the national society can at times be hampered and has pointed to the need to improve the effectiveness of staff.
- More focus should be addressed to provide a solid training of trainers in first aid. This requires external facilitation.

Approach for 2005:

- This will focus on the mainstreaming of psychosocial support (PSP) into existing first aid training (with support from the Federation's Amman regional delegation). Subsequently, a minimum of two volunteers from each branch will be trained in first aid and PSP, to enable them to apply knowledge at community level. The newly revised Arabic CBFA manual (copies to be available by mid April 2005) will integrate stress management, road safety and disaster management.

Relief Health and Public Health Crises

YRCS teams composed of staff and volunteers offer effective and timely response to public health crises through its network of 12 clinics and 4 sub branches.

Expected Results:

- A decentralized branch level network of 24 trained professional and volunteers is established and responds to public health crisis
- 80 volunteers are trained in basic first aid, search and rescue, and rapid damage assessments (partly under Disaster Management).
- 16 staff and volunteers have been trained in health management and service provision for communities in temporary shelters.

Actual Results:

So far no actual formal training courses have been held to form specialized intervention teams at branch level. However, progress was achieved to some extent under the activities of disaster management (DM). Some training sessions were integrated into the second DM training camp, (see below). In the meantime, the national society depends greatly on existing health professionals attached to the 15 YRCS clinics, which are capable of intervening at times of national health crises.

The health services assessment also contributed in identifying priority health themes and crisis prone areas. It will be used as a planning tool to set proper methods of intervention and modules of required training.

Impact: None

Constraints:

- Lack of capacity to train the intervention teams.
- No new branches have been opened during the period.

Approach for 2005:

- New and expanded health prevention, mother and child health, and community education programmes will be initiated based on assessed needs among the most vulnerable;
- The updated CBFA manual for national societies in MENA will be adopted by the YRCS and systematically utilized for training at branch and HQ levels focusing on volunteers. Two trainers from each branch will continue with the programme.

- There will be an integrated approach between DM and health to ensure harmonized training and synergies among various activities.

Disaster Management

Overall Goal: Yemen Red Crescent Society has well functioning Disaster Management (DM) capacities to be able to respond to disasters within the scope of its mandate.

Programme Objective: To strengthen YRCS disaster management programmes and capacities including aspects of planning, logistical systems, development of relief operations and information flow.

Expected Results/Activities



Risk reduction projects, focusing on reduction of road accidents among school children, is a very important component of Disaster Management and is expanding into three other governorates and branches

- The vulnerability and capacity assessment (VCA) results of four governorates have been completed (Taiz, Dhamar, Aden and Mahweet) and shared with national and international organizations to encourage them to participate in the implementation of these recommendations.
- VCA studies have started in four governorates
- Recommendations emerging from VCA studies, involving communities, local authorities and other service providers, are used to implement risk reduction projects and improve the quality of the services by the national society and other agencies.
- YRCS emergency plan of action updated through a participatory process to include branches and volunteers.
- The national society has a clarified complementary role defined within the national disaster management plan.
- Ambulances and water truck belonging to YRCS have been renovated.
- 30 volunteers and staff have become DM trainers and they have further trained 150 volunteers and staff from 11 branches.
- Evaluation of the two pilot risk reduction projects (September 2003/2004) has been carried out.
- Logistical system is upgraded by the national society in order to be able to assist up to 1,500 victims in time of disasters.
- Risk reduction projects focusing on reduction of road accidents among school children are expanding into three other governorates/branches.
- DM workshop carried out for 45 people to enhance awareness, education, prevention and mitigation through community-based disaster management combined with basic health issues including sanitation
- The disaster preparedness/disaster response (DP/DR) activities have been coordinated with International Committee of the Red Cross (ICRC) conflict preparedness programmes.

- A national intervention team (NIT) has been equipped with 125 survival kits enabling them to carry out response activities.
- Community based disaster preparedness programme is implemented through conducting awareness activities regarding risks and hazards in three governorates/branches.

Actual Results:

The reporting period was characterized by significant achievements in both quality and quantity, despite a four-month stagnation due to the absence of a Federation Representative. The VCA and collection of data in 16 districts within the four governorates of Ibb, Aden, Abyan, and Mahweet, was completed. It was followed by an analysis in July 2004. The VCA results showed the exact roles and responsibilities of all the institutions in Yemen in case of disasters. Logistical measures included refurbishment of Taiz branch storehouse with new shelves to keep relief items in good order and for easy to access when needed.

In October 2004, a disaster management (DM) planning meeting was held at the HQ, with the participation of the Amman regional disaster preparedness person and branch DM focal points. The meeting planned the DM training camp, specifying budget and roles. It also analysed a case study of the Hodeidah and Hajjah traffic accident reduction programme, looking at the possibility of implementing it in other governorates with a high population, such as Sana'a and Dhamar. The meeting also recommended that the VCA analysis should be reviewed and enhanced regarding its wording and data graphics. Following the planning meeting, the DM department with support from the Federation Office in Yemen, engaged in several relevant activities that had significant outcomes.



Between 30 November and 6 December 2004, the second NIT exercise took place in Abyan with the participation of 132 volunteers - 30% female - from all branches

Between 30 November and 6 December 2004, the second NIT exercise took place in Abyan with participation of 132 volunteers (30% female) from all branches. It was facilitated by the regional DPP delegate and supported by three volunteers from the Syrian RC, who assisted in camp management, relief health and Sphere standards. During the training, ICRC introduced the tracing programme and also equipped the NIT members with first aid kits to be added to their survival kits. Participants received copies of DM Manual Guidelines.

After the second national DM training camp, the national society decided to update the emergency plan of action in accordance with the national plan. DP training of trainers (ToT) was organized by the DM working group and a plan of action has been developed to carry out DP training in all branches in 2005.

Three DM focal persons in the three governments of Taiz, Dhamar, and Sana'a have participated in the consultative meeting for coordinators, which took place in Syria from 16 to 20 December 2004. One of the recommendations during the workshop was the importance of exchanging expertise, encouraging partnership, and coordination between national societies in DM in the region.

A workshop for ToT in DM took place in Dhamar during 27-30 December 2004 with the participation of 38 trainees from 11 branches. The two resource persons facilitating the training were volunteers from Jordan and

Syrian Red Crescent Societies. Trainees learned how to improve their training skills, risk reduction, coordination, DP planning, among other topics.

The DM department worked jointly with ICRC to perform a field assessment and social survey in the afflicted area of Marran Mountain in Sada Governorate, where an armed conflict has erupted between Government and rebel forces. At an earlier stage, the national society provided relief and food items to 200 families.

The DM contributes to all relevant workshops at the local level. The DM coordinator has recently participated in a workshop to prepare the national contingency plan sponsored by the Ministry of Interior and UNDP

Impact:

- The DM department's has increased its capacity in response and preparedness through local exercises, training of trainers, and regional participation.
- The Second National DM Training Camp enabled the NS to form a clearer vision about its disaster response strategy.
- A new and more effective organization structure was put into practice during the DM training camp.
- A focal point for Sphere standards was nominated to coordinate regional and national level activities.
- The logistics system is now clearer for the DM working group, but still an assessment is needed to measure the NS relief and response capacities.

Constraints:

The DM camp in Abyan faced several constraints that caused some difficulties. These led to lessons being learnt for future workshops.

Lessons learnt:

Future DM camps should be held in conjunction with branches able to support such an event. Assistance for hosting the event (ie administration and coordination with local authorities) needs to be well coordinated. Any camp should also to an approved timeframe. Support from the Federation's regional delegation in Amman should be called in if required.

Approach for 2005:

Sufficient disaster management capacity will be established with proper systems for planning, logistical systems, volunteer management, improved knowledge of disaster management at all levels of the YRCS. In addition, a reliable information system should be introduced.

Humanitarian Values

Overall Goal: Decision makers and the public increase their awareness concerning the Red Cross/Red Crescent (RC/RC) fundamental principles and values in order to enhance the respect and visibility of these values.

Programme Objective: The YRCS has improved capacities to promote the humanitarian values and the fundamental principles of the Movement, as well as obtained greater visibility among the public at large.

Expected Results

- Communication capacity of YRCS has improved through training of Al-Hithar's editor, writers and YRCS staff and volunteers
- The YRCS has developed good working relations and partnerships with local and national media, ensuring coverage of YRCS events.

- In cooperation with the Federation and ICRC, YRCS staff and volunteers have been trained in effective dissemination of the Movement's values and principles.
- Overall community awareness and knowledge about the Movement and the humanitarian activities of the YRCS have increased

Actual Results:

The national society's information and dissemination department continued its activities, particularly in relation to the publication of the bimonthly official YRCS Magazine, *al-Ithar* (altruism). The format has a new design as well as various and rich articles covering matters of concern to the national society and RC/RC Movement and principles. The past year witnessed some relevant workshops including three on dissemination and information attended by two key concerned persons from each branch, making a total of 24 participants. At the HQ level the national society celebrated the International Day of First Aid through a seminar involving around 20 journalists.

A media training workshop was held between 27-29 March for 24 YRCS staff members/volunteers from 11 branches, national newspapers, the Yemeni news agency, and national TV and radio stations. The workshop was facilitated by the (MENA) regional information officer. The aim was to: improve the knowledge of YRCS humanitarian mandate and activities in Yemen; establish stronger partnerships with the media; improve communication/information skills at branch level; and establish an information network within the national society. The reporting period also witnessed other events including three information training courses for two people from each branch, and an evaluation meeting with dissemination officers at branch level.

Impact:

- Internal and external communication capacity of the YRCS headquarters and branches improved.
- Awareness of the International Movement of the RC/RC and of international humanitarian law (IHL) increased.
- Better relations were secured with the media, due to various seminars and workshops involving journalists
- There was expanded coverage of YRCS activities and projects on daily TV and radio local news, as well as in different newspapers.
- Several branches distributed bi-monthly magazines reporting local RC activities.

Constraints:

- Al-Ithar publication needs to further improve the training and professionalism of its personnel to improve this widely-read magazine.
- There is an ongoing misconception of the YRCS emblem, which is being abused by other health institutions, thus undermining the image of the national society.
- There is a shortage in material supplies, which has delayed distribution of publications.

Approach for 2005:

The YRCS will improve its capacity to promote the humanitarian values and the fundamental principles of the Movement as well as obtain a greater profile among the public. This will be done partly through training on writing for the media, design and lay-out, and magazine production, targeting the team of Al-Ithar. The national society will also strengthen its network of information focal points.

Organizational Development

Overall Goal: The YRCS is a well functioning national society with a range of focused and quality programmes serving the most vulnerable segment of the population.

Programme Objectives: The YRCS has skilled human resources, effective systems and procedures with improving financial/material resource base.

Expected Results

- National society structures, services and systems are efficient and meet the expectations of beneficiaries and other stakeholders
- The national society has diversified its financial/material resource base.
- The YRCS has well-trained and committed leaders/ managers at headquarters and branches
- National society staff and volunteers have improved their capacities in planning, implementation and monitoring of activities in a manner that ensures wider community participation and greater accountability.

Actual Results:

The most important achievement in 2004 was the installation of 12 computer workstations at the HQ and Sana'a branch and training of 12 staff members and volunteers on their use. By early March 2004, all key administrative staff started using the computers, which increased productivity and effectiveness. The local area network with its connection through a digital ISDN line provided email and internet access, increasing information exchange locally and globally. This process has enabled both the national society and the Federation to save money on telephone and related communication services. The computers were evenly distributed to the trained staff in different departments. Seven out of ten employees and volunteers are now using computers on a daily basis.

Relations between the national society and Federation and other organizations improved, after one new senior and one managerial staff took up their posting.

Two participants from the YRCS branch of Amran and Federation Office in Sana'a attended a project planning process (PPP) workshop in Amman in November 2004. PPP is the Federation-wide planning tool, based on a logframe approach. The acquired planning knowledge has already been applied by branches in the preparation of the Appeal for 2005 (see link on title page) and Capacity Building Fund (CBF) proposal related to computerization at branch level.

A new member of the executive council has been nominated to attend the second opportunity of leadership training, organized by the regional office in Amman. The first process started last year when the secretary-general of YRCS participated in all three training modules of the MENA leadership development programme (LDP). In September 2004, he attended the third and last module, which was held in Tunis.

Between 15 and 17 January 2005, the governance and management of the national society from all branches and HQ gathered in Sana'a to participate in an orientation and consultative meeting, originally planned for December. The workshop was facilitated by the regional organisational development (OD) person from Amman. The seminar aimed to identify the roles and responsibilities of governance including general assembly, executive board, heads of the branches etc. The consultation also focused on a reality check of the national society strategic plan and the "new" statutes, which should reflect the changing policy and operational environment of the national society.

The discussion led to the establishment of a strategic planning task force consisting of representatives from the national society (HQ and branches). The Federation and the ICRC have also been nominated to work with the task force to facilitate the process. During the same meeting, Danish RC representatives elaborated on the cooperation between the Danish Red Cross and the Yemen Red Crescent, which focuses on branch and volunteer development. The objectives and activities of the project are being considered (rationalized) as part of the strategic plan of the national society.

To promote gender awareness within the national society and community at large, the YRCS sent a female executive council member to participate in the gender meeting in Amman from 27 to 29 December 2004. Within the next months, she is expected to prepare a similar workshop in Sana'a to be facilitated by a gender specialist from the Jordanian RC. The Women National Committee, in coordination with YRCS, held a workshop on gender issues in December 2004 with support from UNFPA. About 33 YRCS volunteers attended.

Impact:

- The concept of gender has been introduced to key national society staff and volunteers and has been favourably received by most leaders and managers.
- A strategic planning committee has been formed by the YRCS to develop a new strategic plan whose draft is expected to be before May 2005. The task force consists of representatives from HQ and branches to encourage a participatory approach and a process leading to the development of a shared vision. The development of the strategic plan sets the stage for the national society to launch a CAS process to involve more partners in the implementation its objectives
- The staff and volunteers of YRCS headquarters have used computers and new technology to improve their productivity and effectiveness.
- PPP trained staff at branch level have a better ability to plan and produce project proposals. This was evident from their positive involvement in the consultative meeting to develop the Appeal 2005.
- National society leaders at HQ and branch level are improving their leadership skills, which will contribute to the YRCS becoming a better functioning national society.

Constraints:

- Reluctance of some members of the National Council to accept the concept and practice of gender as a key issue that should positively affect NS policies and operations
- Lack of material resources in the branches such as vehicles, communication and equipments.
- The difference in capacity between active and less active branches.
- Lack of OD capacities at HQ to assist the governance and management of the national society, including the secretary general in terms of strategic planning, monitoring, reporting and evaluation
- Frequent interruption of internet and ISDN connection, due to virus attacks or misuse of hardware and software.

Lessons learnt:

- The need for a more realistic strategic plan taking into consideration the implementation capacity of the national society. The recommended timeframe for the new strategic plan is three years as opposed to the previous strategic plan which was based on a five-year timeframe.
- Improved communication between branches and HQ considerably improves performance at all levels

Approach for 2005:

The capacity of YRCS will be built, based on

- improved leadership and management, including strategic planning
- coherent human resource development, including volunteers and staff
- efficient systems and procedures, including financial management systems and procedure
- enhanced partnerships with other national and international organizations

Federation Cooperation, Coordination, Management and Implementation

Overall Goal: The YRCS has taken on a stronger community based role while maintaining its recognized partnership with the Government and other humanitarian organisations in the effort made to improve the situation of the most vulnerable.

Programme Objective: Through the supporting role of the Federation, the YRCS has developed strategies and programmes to increase its community support and assistance, as well as established a constructive relationship with national and international stakeholders which enable it to make the best use of available resources.

Expected Results

- The performance of the national society in terms of service delivery and advocacy has been improved, with more emphasis on community support and assistance.
- National and international organizations, as well as the general public, have increased knowledge and understanding of the achievements and challenges faced by the YRCS and by the Movement as a whole.
- YRCS membership is increased by 20%.
- At least one new international partner is identified.
- The YRCS has updated its strategic plan and by the end of 2004, drafted a first cooperation and agreement strategy (CAS).

Actual Results:

The national society has become very active in approaching new partners and working jointly with other national societies. The Danish Red Cross partnership programme aims to improve YRCS governance and mobilize youth volunteers to be more involved in addressing humanitarian and development challenges in their communities. Through a consultative meeting between the YRCS leadership and the Danish Red Cross delegation mid January 2005, the two partners have agreed on the timeframe and practical steps to launch the programme

Another new initiative at branch level is aimed at improving health services and disaster preparedness. Key partners in this include the Ministry of Health and Population, YRCS, WHO, UNICEF, and Federation. The partners met twice in early January and agreed an agenda and terms of reference to hire a health consultant to assist.

The YRCS is steadily developing its capacity to advocate on behalf of vulnerable people. Plans are under way to promote this aspect based on relevant experience from the Danish Red Cross. The visibility of the YRCS is gradually increasing as the growing link between the national society and the media has helped to raise the profile of the national society and the promotion of its humanitarian objectives and activities.

Relations with the Government continued to be strong. In September 2004, the YRCS sent a consignment of relief items (covering the needs of 200 families) to assist the victims of conflict in the mountainous area of Sada'a. The relief operation received wide media coverage. The national society also maintained its coordination and cooperation with other NGOs and humanitarian organizations, such as the Blind Girls Boarding Schools in Sana'a and orphanages in Ibb branch. In the field of disaster management, the YRCS also exchanged experience and coordinated with other organizations and government departments such as Oxfam, UNDP, and Civil Defence.

The president and the secretary-general of YRCS visited the Federation secretariat in Geneva and met the heads of health, organizational development and operation support department.

Impact:

- The renewed focus on partnerships and cooperation has created a positive environment for accelerated and more sustainable national society development
- The focus on partnership has also contributed to the increasing interest of national society leadership in undertaking important measures such the strategic planning process

Constraints:

- There is a need for more efforts to convince some of the national society staff / executive board members as to the requirement to address the challenges and changes the YRCS faces in terms of building institutional and operational capacities. A lack of qualified and motivated managers and staff often acts as a constraint at both HQ and branch levels.

Lessons learnt:

- A process of partnership building based on coordination and advocacy has helped to raise the profile and performance of the YRCS.

Approach for 2005:

The approach in 2005 will be based on the development and implementation of the new strategic plan 2005-2008 developed with the participation of national society volunteers, staff and governance from HQ and branches. This will be followed by a cooperation agreement strategy (CAS) based on a partnership meeting involving the key stakeholders in the development of the YRCS. Well-targeted leadership and management training will also represent an important area of focus in 2005.

For several months during 2004, the Federation's Lebanon Representative also covered Yemen until mid September 2004 when the previous representative renewed his assignment and arrived in Sana'a.

The financial report is attached below. Please [click here](#) to return to the title page and contact information

International Federation of Red Cross and Red Crescent Societies

01.87/2004 YEMEN

Selected Parameters	
Year/Period	2004/1-2004/12
Appeal	M04AA087
Budget	APPEAL

All figures are in Swiss Francs (CHF)

I. Consolidated Response to Appeal

	Health & Care	Disaster Management	Humanitarian Values	Organisational Development	Coordination & Implementation	TOTAL
Budget (A)	150'802	174'627	22'246	182'113	19'251	549'040
Opening Balance (B)	19'139	4'189	0	38'628	485	62'441
Income						
Cash contributions						
British Red Cross	13'848	64'110				77'958
Norwegian Red Cross				36'500		36'500
Other	0		0			0
Qatar Red Crescent Society	3'365					3'365
Swedish Red Cross	30'150	34'300		9'022		73'472
Cash contributions (C1)	47'363	98'410	0	45'522		191'295
Reallocations (within appeal or from/to another appeal)						
Swedish Government				485	-485	0
Swedish Red Cross		0				0
Reallocations (C2)		0		485	-485	0
Inkind Personnel						
Swedish Red Cross				68'000		68'000
Inkind Personnel (C4)				68'000		68'000
Total Income (C) = SUM(C1..C5)	47'363	98'410	0	114'007	-485	259'295
Total Funding (B + C)	66'502	102'599	0	152'635	0	321'736

II. Balance of Funds

	Health & Care	Disaster Management	Humanitarian Values	Organisational Development	Coordination & Implementation	TOTAL
Opening Balance (B)	19'139	4'189	0	38'628	485	62'441
Income (C)	47'363	98'410	0	114'007	-485	259'295
Expenditure (D)	-55'601	-82'438		-150'208		-288'247
Closing Balance (B + C + D)	10'901	20'162	0	2'427	0	33'490

Selected Parameters	
Year/Period	2004/1-2004/12
Appeal	M04AA087
Budget	APPEAL

All figures are in Swiss Francs (CHF)

III. Budget Analysis / Breakdown of Expenditure

Account Groups	Budget	Expenditure					TOTAL	Variance
		Health & Care	Disaster Management	Humanitarian Values	Organisational Development	Coordination & Implementation		
A		B					A - B	
BUDGET (C)		150'802	174'627	22'246	182'113	19'251	549'040	
Supplies								
Shelter	16'000							16'000
Construction		1'658			2'692		4'351	-4'351
Clothing & textiles	7'500							7'500
Food		7			973		980	-980
Water & Sanitation		-0			4		4	-4
Medical & First Aid		3'120					3'120	-3'120
Utensils & Tools	4'000							4'000
Total Supplies	27'500	4'785			3'670		8'454	19'046
Capital Expenditure								
Computers & Telecom	36'000	34			10'039		10'073	25'927
Office/Household Furniture & Eq		441					441	-441
Medical Equipment	22'000							22'000
Total Capital Expenditure	58'000	474			10'039		10'513	47'487
Transport & Storage								
Storage		41					41	-41
Transport & Vehicle Costs	44'000	1'634	138		3'464		5'236	38'764
Total Transport & Storage	44'000	1'675	138		3'464		5'277	38'723
Personnel Expenditures								
Delegates Payroll	122'000	256			286		541	121'459
Delegate Benefits		14'677			79'663		94'340	-94'340
Regionally Deployed Staff	26'352							26'352
National & National Society Staff		5'481	7'319		17'563		30'364	-30'364
Total Personnel Expenditures	148'352	20'413	7'319		97'512		125'245	23'107
Workshops & Training								
Workshops & Training	132'000	9'311	51'070		5'253		65'634	66'366
Total Workshops & Training	132'000	9'311	51'070		5'253		65'634	66'366
General Expenditure								
Travel	12'000	7'723	7'209		17'653		32'585	-20'585
Information & Public Relation	8'000	272	1'672		490		2'433	5'567
Office Costs	78'500	5'435	1'283		1'786		8'504	69'996
Communications		1'863	106		2'207		4'176	-4'176
Professional Fees	5'000							5'000
Financial Charges		255	6'109		318		6'681	-6'681
Other General Expenses			196		151		347	-347
Total General Expenditure	103'500	15'548	16'575		22'604		54'727	48'773
Federation Contributions & Transfers								
Cash Transfers National Societies			9				9	-9
Total Federation Contributions & Transfers			9				9	-9
Program Support								
Program Support	35'688	3'614	5'358		9'476		18'449	17'239
Total Program Support	35'688	3'614	5'358		9'476		18'449	17'239
Operational Provisions								
Operational Provisions		-219	1'968		-1'811		-63	63
Total Operational Provisions		-219	1'968		-1'811		-63	63
TOTAL EXPENDITURE (D)	549'040	55'601	82'438		150'208		288'247	260'793
VARIANCE (C - D)		95'201	92'189	22'246	31'906	19'251	260'793	