

# 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

3 May 2006

### In Brief

**Appeal No. 05AA080; Annual Report; Period covered: January - December 2005**

**Appeal target: CHF 1,227,283 (USD 1,006,420 or EUR 788,100); Appeal coverage: 87.9 %** (*Please click here to go directly to the attached Financial Report*).

#### Related Emergency or Annual Appeals:

Yemen Annual Appeal 2005. For details please see the website at [http://www.ifrc.org/cgi/pdf\\_appeals.pl?annual05/05AA080.pdf](http://www.ifrc.org/cgi/pdf_appeals.pl?annual05/05AA080.pdf)

Yemen Annual Appeal 2005 – Programme Update no.1. For details please see the website at [http://www.ifrc.org/cgi/pdf\\_appeals.pl?annual05/05AA08001.pdf](http://www.ifrc.org/cgi/pdf_appeals.pl?annual05/05AA08001.pdf)

Yemen Annual Appeal 2005 – Programme Update no.2. For details please see the website at [http://www.ifrc.org/cgi/pdf\\_appeals.pl?annual05/05AA08002.pdf](http://www.ifrc.org/cgi/pdf_appeals.pl?annual05/05AA08002.pdf)

Annual Appeals 2005 for Middle East and North Africa region. For details please see the website at <http://www.ifrc.org/where/mena.asp>

Yemen Annual Appeal 2006-2007. For details please see the website at [http://www.ifrc.org/cgi/pdf\\_appeals.pl?annual06/MAAYE001.pdf](http://www.ifrc.org/cgi/pdf_appeals.pl?annual06/MAAYE001.pdf)

#### Programme Summary:

Yemen Red Crescent Society (YRCS) is a relatively young but ambitious National Society in one of the poorest and most populated country in the region. Pursuing its goals and objectives to build a well functioning National Society, YRCS has been actively involved in a series of activities to implement programmes and projects in all core areas. The reporting period was characterized by notable interventions and relief operations in response to some disasters that hit the country. The health contribution reached the target groups through participation in several nationwide vaccination campaigns to eradicate polio. Organizational development has made steps forward by adopting a leadership development programme and by computerizing and training YRCS branches. The NS strived to maintain its role and achieve its specified goals despite the economical unrest which dominated the nation. Living standards kept on declining steadily, mostly as a result of the reform policy adopted, limited national income, and dwindling natural resources such as oil and water. The situation is aggravated by the cut of subsidies on petroleum derivatives, which doubled in price. This not only affected the poor and marginalized categories but also the shrinking middle class of the country.

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*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 183 countries.*

*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 (Sphere Project) in delivering assistance to the most vulnerable. For more information please access the Federation website at: [www.ifrc.org](http://www.ifrc.org)*

## Organisational Development

**Goal: A well functioning and adequately resourced Yemen Red Crescent Society with sufficient governance and management capacity to ensure focused and responsive programmes addressing the needs of the most vulnerable people in Yemen.**

### Objective:

Support YRCS leadership to strengthen the overall capacity of the society in terms of planning, reporting, financial and project management, HR policies, including volunteer management, resource development and to strengthen the volunteer base of YRCS by increased recruitment of young volunteers and improving the skills and opportunities of young volunteers in YRCS branches.

### Expected results:

- A new strategic plan (2005-2009) developed with participation of volunteers and staff from HQ and branches followed by a cooperation agreement strategy (CAS) which, in turn, will lead to a partnership meeting involving the key stakeholders in the development of the National Society.
- Improved management capacity at HQ and branch level through targeted leadership and management training.
- More effective communication systems set up to link HQ with the branches.
- New branches set up in three governorates.
- Increased capacity for project development and management increased through introduction of project planning process (PPP) and reporting tools, involving staff members and volunteers.
- A resource development strategy has been developed.
- Thirty volunteer coaches (one male and one female in each branch) in 15 branches/sub branches have been selected, employed and trained.
- Based on findings during initial consultancy, revised statutes are drafted and discussed in regional workshops and new statutes adopted.
- Fundraising strategy for branches and HQ is developed.
- Cooperation agreements with the Government, UN and other agencies are being established.
- Enhanced volunteer development planning and recruitment campaign to be followed by training of 30 volunteer trainers trained in volunteer management, basic programming and communication.

### Actual Results:

The year witnessed some important organizational development activities including an extensive orientation workshop for the governance and management of the Yemen Red Crescent Society (YRCS). The workshop was facilitated by the regional OD delegate in mid January. It aimed at building the organizational capacity of the leadership and management by strengthening their background and knowledge of Red Cross Red Crescent (RCRC) movement, governance/management, with special emphasis on improved strategic planning and review of the new statutes. All 12 branch leaders, in addition to Headquarter members, participated in the workshop.

Keeping in line with Federation Strategy, YRCS has started to give more attention to gender issues and its integration into YRCS programmes and activities. In March a gender workshop was organized at YRCS headquarters which was the first of its kind at the NS level. It was organized by YRCS newly appointed Gender Focal Point in close cooperation with a facilitator from Jordanian Red Crescent and the Federation Office in Sana'a. About 12 participants from all branches and two representatives from government departments attended the workshop which lasted for three days. The aim of the workshop was to introduce the gender issue and integrate it with the NS activities.

In mid April a legal advisor from the Danish Red Cross came to review the statutes of YRCS and make necessary recommendations regarding the new statutes to be approved by the Ministry of Legal Affairs in the near future. A Strategic Planning Committee was formed and briefed on the importance of understanding definitions and roles of governance and management, job descriptions, internal regulations, membership, and community participation.

In its efforts to build leadership capacity, the NS nominated two of its members to attend the first module out of three of a Leadership Development training course for MENA National Societies' governance/management boards. The Secretary General for Dhamar Branch and the Assistant Secretary General for External Relations participated in the workshop which was held in Amman in May. The two participants have already submitted a proposal to the HQ to conduct training courses for branch members, staff, volunteers, and others to acquaint them with RCRC movement and disseminate its principles. The knowledge gained has further been used in preparing a draft for the new strategic plan. Previous misconceptions were corrected by adopting a standard method for planning. During this period, the committee held five meetings resulting in a strategy draft.

The YRCS Secretary General (SG) participated in the leadership training course that was organized in Geneva by the Secretariat during the first week of October. The SG described the participation as very good and of great importance to NS leadership capacity building.

The YRCS President and Secretary General attended the 15<sup>th</sup> session of the General Assembly which was organized in Seoul, South Korea. During the course of the four days, the President conveyed invitations to the Presidents of ICRC and the Federation.

The computerization of YRCS was achieved. The final phase of the project saw computer hardware distributed to branches along with a training programme. By early July all procurement processes had been finalized and equipment delivered to YRCS warehouses. An official handover ceremony was held at the HQ as representatives from all branches were invited to receive their computer hardware and printer. Fifteen sets of computer hardware were ready for distribution to all branches. The event was well cover by media, particularly TV and radio. The YRCS President, Secretary General, and Federation Representative attended the ceremony and handed over the computers to branches representatives. Remaining branches received their set soon afterwards.



**All YRCS branches and HQ have been computerised and trained**

The computerization programme also included proper computer training for all branches to ensure their ability to use the new technology. That was achieved at branch level through enrolment with local specialized computer institutes. The curriculum consisted of 100 hours training on computer applications like MS Word, Excel, PowerPoint and Internet. As planned, two persons from each branch were selected and they had their tuition fees paid. By the end of December the NS had over 20 qualified staff/volunteers who can efficiently use the computer in all branches.

Two persons from YRCS, an accountant from the HQ and a female volunteer from Aden branch, participated in a Project Planning Process (PPP) training course in Amman, facilitated and organized by Regional Delegation Office.

A finance workshop for all branches and HQ was facilitated by the MENA financial controller with assistance from the Federation financial officer. The main topics covered were budgeting and working advances.

Under the plan of action for the DRC project, 22 coaches attended a six-day training course where they received knowledge and skills on training methods and Community Based First Aid (CBFA). At an earlier stage, these

coaches were selected and contracted to train YRCS volunteers at branch level. Within the same project, 21 volunteers from Sana'a branch have started English language courses. Soon afterwards in October, the remaining branches followed the same pattern and sent their volunteers and staff to local institutes for English language training. The project also sent office furniture to the newly opened coaches' offices in all branches.

The Danish Project Coordinator attended two workshops on volunteering management systems, and volunteers in emergencies held in Nairobi, Kenya, during the end of October. The workshop was organized by the Kenyan Red Cross and funded by the Swedish Red Cross.

Within the twinning programme of the Danish Red Cross project, six volunteers from Danish Red Cross accompanied by three journalists paid a one week visit to YRCS HQ and several branches. During their programme they held a workshop with the Yemeni coaches in Aden.

An organizational development consultant from the Federation Secretariat in Geneva visited the YRCS in December to assess the impact of the Federation OD intervention. He held several interviews with all key figures at the NS to try to measure the progress achieved so far in the area of OD and the Federation programme to build the NS capacity.

#### **Impact:**

- The participation in OD discussions and training enabled decision/policy makers as well as management to realize the importance of amendments to the new statutes.
- It also assisted in preparing a draft for the next five year strategic plan by a committee special that was specially formulated for this purpose
- Relations with the Federation were enhanced by participation in the General Assembly and conveyance of invitations to the Federation president.
- Good knowledge and practical skills in utilizing computer application improved performance and communication between HQ and branches amongst others.
- Twenty two coaches who were employed and trained have started to design and implement new projects
- YRCS steering committee established to take decisions in supporting branch activities.

#### **Constraints:**

- Difficulty making people at executive board level accept changes to the new YRCS statutes.
- Slow and poor funding has hampered some of the programmes.
- Shortage of financial resources in YRCS especially at the beginning of the year.
- Computers at branch level are not fully exploited due to limited financial resources to maintain constant internet connection and make use of the web.
- Extremely slow financial reporting from YRCS after receiving working advances hampered the implementation progress of the programmes.
- The position of the coaches as paid staff in a system of volunteers has caused some difficulties. Further, the role of the coaches as branch staff has been unclear. They have been considered part of a "DRC project".
- The delay in the process of approving the pilot projects, has hampered the delivery of funds to the branches, consequently the entire project has been delayed.
- The MoU between the DRC, YRCS and the Federation was delayed due to the need to translate the document into Arabic.

#### **Lessons Learnt:**

- Any improvement and progress achieved in the organizational area of the NS will necessarily be reflected in other core areas like health and disaster management.
- Change should be accepted as an inevitable prerequisite to establishing a well functioning NS. The strategic plan and Statutes have to be designed to meet current priorities.
- Most of the branches can only handle one working advance at a time.

**Approach for 2006:**

- Realizing all elements of a well functioning NS is an everlasting quest. A lot has to be invested in training to build the NS capacity.
- Breaking down the new strategic plan into 1-3 year programmes for implementation is a must.
- Organizing partnership meetings and inviting traditional and new potential partners (donors).

**Health and Care**

**Goal: To improve the health and well being of vulnerable communities through improved public health services.**

**Objective:**

Support YRCS in developing strategies and related activities for preventive health and care programmes, strengthen health education programmes through CBFA and improve capacity for intervention in health emergencies including psychological support.

**Expected results :**

- New and expanded health prevention, mother and child health, and community education programmes initiated based on assessed needs among the most vulnerable;
- The updated CBFA manual for National Societies in the Middle East and North Africa (MENA) region adopted by the YRCS and systematically utilized for training at branch and HQ levels focusing on volunteers; two trainers from each branch are able to continue with the programme.
- The psycho-social support programme is integrated into relevant programmes and services including community health services and disaster management.
- A minimum of ten volunteers from each of the 15 branches/ sub branches have been trained in HIV/AIDS dissemination, sexually transmitted infections (STI), and family planning.
- Mainstreaming of psycho social programme (PSP) into existing first aid training (with support of the regional health delegate). Subsequent training of minimum of two volunteers from each branch in first aid and PSP, in order to enable them to apply the knowledge at community level.

**Actual Results:**

**YRCS volunteers taking part in the polio campaign in Aden**

A new health officer was employed at the HQ to be in charge of YRCS health programme and coordinate all related activities. Earlier this year Geneva Senior Health Officer and Amman Regional Health Delegate visited YRCS. They conducted consultations with NS senior staff and reviewed the recent health assessment prepared by YRCS Health Officer. They also made a field trip to see some of the NS branches accompanied by the Federation Representative and YRCS Health Officer. The visit included two follow up meetings on the joint pilot project with key players incorporating WHO, UNICEF, YRCS, Ministry of Health, and Federation. The following month the Health Officer travelled to Amman for follow up meetings with the

Regional Health Delegate to elaborate on the prospective role and plans for future health programmes and CBFA training courses.

Perhaps the most eminent health contribution of the YRCS over the past year was embodied in its participation in a series of nationwide vaccination campaigns against polio.

Since 1996 no new cases had been reported until March 2005 when the country witnessed a reintroduction of Polio. YRCS with its vast base of volunteers has always been a close collaborator with Ministry of Public Health and Population (MoPHP) in conducting such national vaccination drives to combat six killer diseases including Polio. According to its needs, the Ministry recommended a supervisory and monitoring role to be performed by the YRCS as a neutral local organization. On 30 May the first nationwide vaccination campaign was launched from the YRCS Headquarters by the Prime Minister, Minister of PHP and other officials. The event represents a major concern nationally and worldwide, ensuring wide coverage by media in the region and at national level. The campaign continued for three days in all twenty two governorates of Yemen. Reports and updates on the activity were sent daily from YRCS branches to the HQ and MoPHP.

The YRCS took part in all the four campaigns except one, as the very short notice made it impossible to secure the necessary funds within a limited period of time. Fully aware of the situation, the NS had to cancel its participation in that round, and took the opportunity to become better prepared through a timely plan of action for the following campaign. Eleven YRCS branches and three sub-branches took part including Amran, Hajjah (with its sub-branches of Mabyan, Abs, and Harad), Mahweet, Hodeidah, Taiz, Ibb, Dhamar, Aden, Abyan, Baidah, and Sana'a. The volunteers were well distinguished with their white waist-coats and ID cards clearly showing the YRCS emblem, facilitating their mission and disseminating the objectives of YRCS.

A health initiative emerged between YRCS and the Federation involving other key partners including UNICEF, WHO and MoPHP. All key players had a meeting in Sana'a in April to discuss conditions and requirements for contracting a health consultant to prepare a proposal for the prospective project. The process moved at a slow rate until there was a viable and specific community based health intervention. All partners met again in September to discuss the project and locate a district within the governorate of Hodeidah. The meeting was also attended by a health consultant who was contracted to conduct the required study and come up with a comprehensive proposal for the pilot project. Partners agreed on the district of Zabid and gave authorization to the health consultant to start work, which would continue for six weeks. The consultant started by making a one-week field visit to the selected district and for one month she worked closely with all partners including Unicef, and particularly with YRCS and IFRC Yemen Office. The proposal was submitted on time and distributed to all partners for review and final input.

CBFA represents a corner stone to the NS health programme. It is one of the key activities and services that the NS is expected to render with high efficiency and quality. The YRCS capacity in CBFA was further enhanced through active participation in a training course held in Syria on Community Based First Aid. Two candidates from YRCS were carefully selected based on their backgrounds, anticipated and previous contribution, and gender. Yemen trainers greatly benefited from this regional participation enhancing their skills and knowledge. They have been well prepared to already start facilitating similar training of trainers (ToT) courses to other first aiders and colleagues.

The first CBFA ToT course was successfully organized at YRCS HQ in December. One male and one female health worker/volunteer were invited from each branch making the total number of 32 participants, of whom 30 successfully finished the course.

YRCS Health Department represented by its Health Officer and Sana'a Branch health officer, participated in the MENA PSP network meeting held in Amman, at the end of December. The meeting reviewed new developments in the area of PSP, agreed on a unified plan and discussed the possibility of compiling a training manual for PSP trainers.

Keeping up with the latest developments in this field, the YRCS Health Coordinator and Assistant Secretary General for Youth and Information attended MENA CBFA expanded meeting held in Abu Dhabi in November 2005. The meeting reviewed achievements and discussed new issues including water safety and mines injuries.

YRCS, with its different branches and clinics, played a notable role as the main first aid provider in the country. Responding at the demonstration against price hikes in July, Yemen Red Crescent ambulance service swung into action as protests turned to violence, reportedly leaving some ten people dead on the first day. Sana'a branch

ambulances were the only ones in the field of clashes providing first aid to both sides. The ICRC delegation in Sana'a provided medical equipment and logistical support for the Red Crescent, which had been taking the wounded to hospitals and giving first aid on the spot.

During the holiday of Eid al-Fitr, trained volunteers maintained first aid tents in two of the major public parks in Sana'a. The project which was supported by the Danish RC programme continued for eight days and provided urgent first aid services to tens of visitors particularly children and youth.

Given the worn out physical structure and shortage of medical equipment in most YRCS branch health clinics as stated in Appeal 2005, a proposal was prepared for renovation and rehabilitation of health clinics at 12 branches with funds made available by Saudi Arabian Red Crescent Society. The project aimed to provide maintenance of clinic building and medical tools resulting in better health services to the large number of vulnerable communities. Due to the delay in funding, as well as procurement irregularities, the implementation of the programme started in the last quarter of the year. An engineer was contracted to follow up on the process and find local contractors at branch level to do the required tasks. According to priorities, the neediest branches were selected for the first round. Maintenance work planned for two months but could not be finalised by the end of the year. On the other hand, a separate proposal was prepared to rehabilitate and repair YRCS vehicles, including trucks and ambulances, which will also be equipped with necessary emergency medical equipment. The deteriorating condition of the four mobile clinics (two clinics and two laboratories) was investigated and assessed in preparation for bringing them back into the health service.

It has to be noted that the procurement process for the medical items under the health programme failed several times. At first the process did not work properly and had to be repeated twice since no bidder succeeded in meeting the full requirements and standard procedures were not accurately followed. Again one list for all items had been compiled and divided according to three categories of medical equipments, clinic furniture and educational tools. By December an invitation for offers was again distributed to several suppliers and offers have been delivered to the Federation Office/YRC HQ, but no final purchase has yet been made.

In May the YRCS Secretary General and Health Coordinator attended the Health Forum in Geneva where YRCS made two presentations reflecting the main health activities, plans for the future, and partnerships with other organizations.

Two health persons, one from Sana'a branch and another from Abyan branch, were selected to participate in HIV/AIDS training of trainers programme held in Amman.

The YRCS health Department started initiatives by the Health Officer to establish relations and partnerships with other organizations. It has been agreed that the NS would provide training in First Aid to Emergency Police Forces which is planned to take place right after the next CBFA training course. In the same arena, the YRCS HQ represented by its health department has made an agreement with the administration of the central security police force to conduct First Aid training courses for its affiliates. This process will be generalized in other branches though it has already started in Dhamar branch with initiatives from its active leadership and management. The NS is looking forward to expanding its activities in First Aid training as it could be a sustainable source of income.

YRCS believes in the importance of initiating bilateral relations and building partnership in the area of health with local, regional, and international counterparts. In this regard it contacted the United Arab Emirates Red Crescent Office in Yemen and discussed a cooperation agreement to support the NS in combating malaria and carrying out some cataract operations. Implementation of these activities will start only after signing a MoU between the two parties. Health Officer representing YRCS attended a local workshop that dealt with violence and ways to prevent it. The event which was sponsored by the Ministry of Health was also attended by WHO and representatives of 20 national and international organizations. The coordinator also participated in another workshop on law protection for women in prison organized by ICRC.

**Impact:**

- Participating in the nationwide polio vaccination campaign as a monitoring neutral national NGO contributed to the development of new skills and experience.
- More recognition by the Government Ministry of Public Health and public at large regarding the role of YRCS as a health service provider to the most vulnerable people.
- Recognition by the international donor community resulting in more interest and increased funding.
- Participating in the nationwide polio vaccination campaigns enriched the skills and experience of volunteers and expanded the scope of NS potentials.
- More recognition by the Government Ministry of Public Health and public for YRCS as an auxiliary component to promote national health services
- Stronger visibility of the NS and its role and objectives among common local community

**Constraints:**

- Due to time limitation and absence of the YRCS S.G. and Health Officer (in Geneva for Health Forum), there has been some shortcoming in the polio plan of action and relevant training.
- Lack of proper coordination between supervisors and volunteers during the three days of vaccination monitoring
- Roles and responsibilities should be precisely defined within the NS with more authority to the new health coordinator.
- Shortage of financial resources by the beginning of the period which delayed the implementation of the programmes.
- Lack of proper coordination between trainers and coordinator caused repeated delay in CBFA training.
- Short notice of proposal deprived the NS from participating in the four round of polio campaign.
- Progress in projects was dependent on the presence of the YRCS health coordinator. Whenever they were absent, achievement slowed.
- Extremely slow financial reporting from YRCS, after receiving working advances hampered the implementation progress of the programmes.
- The YRCS Health coordinator has been absent for more almost 3 months, due to studies and other matters which has slowed down the implementation
- Disagreements within the YRCS health team and frequent clashes between the YRCS health coordinator and YRCS leadership.
- Low interest from external partners (UNICEF, WHO, even YRCS) to implement the common pilot project.

**Lessons Learnt:**

- As CBFA is a key function of the NS, building capacity in this area is an essential tool to render quality service and enhance the image and visibility of YRCS as the premium FA provider countrywide.
- Longer term plan of action is necessary to ensure adequate participation in nationwide health campaigns with clear timetable of activities and roles as well as budget. Building good partnership with others requires steadfast coordination and commitment to accomplishing assigned duties efficiently.

**Approach for 2006:**

- More emphasis on preventive services rather than curative.
- Expanded branch training including CBFA, HIV/AIDS, and PSP, giving more responsibility to branches to conduct and facilitate these courses depending on their trainer in each field with minimum supervision from HQ on technical issues.
- Arrange workshops and produce material in order to disseminate and reduce the effect of the Avian Flu.

## **Disaster Management**

**Goal: Strengthened disaster management capacity by the YRCS for effective and timely response to disasters within its mandate.**

### **Objective:**

Sufficient disaster management capacity established with proper systems for planning, logistical systems, volunteer management, improved knowledge of disaster management at all levels of the organisation and information systems introduced.

### **Expected results :**

#### **Vulnerability and Capacity Assessment (VCA)**

- The VCA results of the remaining five governorates have been completed and shared with national and international organizations to encourage them to participate in the implementation of these recommendations.

#### **Risk reduction**

- 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.
- Risk reduction projects focusing on reduction of road accidents among school children (September 2003 July 2004) have been evaluated and expanded into three other governorates/branches.
- The community based disaster preparedness programme is implemented through conducting awareness activities regarding risks and hazards in three governorates/branches. In this regards, stickers and posters have been issued in order to increase awareness in the local community avoiding disasters, fires and traffic accidents. (Special events in schools, and universities).

#### **DM structure and plan of action**

- 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.
- Four regional DM units established to manage and monitor disaster management projects and activities.

#### **Training**

- 30 volunteers and staff have become DM trainers and they have further trained 150 volunteers and staff from 11 branches.
- The national intervention team has been equipped with 125 survival kits enabling them to carry out response activities.
- Participation of minimum four volunteers (gender balanced) from each branch of the 15 branches/ sub branches in the second national disaster management camps, to acquire additional skills as well as better knowledge and understanding of the regional diversity of the country.
- A minimum of 15 staff or active volunteer s have been trained in assessment methods are able to identify the priorities and needs in case of disasters.

#### **Logistics**

- Logistical system is adopted by the National Society and operational to be able to assist up to 1,500 victims in time of disasters.
- Ambulances and water truck belonging to YRCS have been renovated.

**Integrated approach**

- Integrated 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 DP/DM activities are integrated and coordinated with ICRC conflict preparedness programmes.
- A minimum of 10 volunteers from each of the 15 branches/sub branches are trained in HIV/AIDS dissemination, including family planning.

**Actual Results:****Vulnerability and Capacity Assessment (VCA)**

By the beginning of April the DM Department had finalized the self assessment and it sent to Amman Regional DPP. The assessment focuses on the characteristics of a well disaster prepared National Society.

A specialized team on Sphere Project visited the NS in late November, beginning of December to conduct a case study on implementing Sphere standards. The team which consisted of a consultant from the French Red Cross, Senior DM strategy Officer, MENA Regional DM Assistant and the YRCS DM coordinator, worked closely with the DM department and its staff to conduct the study. The team also had extensive meetings with YRCS senior staff and the Federation Representative. They made field trips to Amran, Hajjah including two of its sub-branches, and Hodeidah, where they met with volunteers and the local community.

**Risk reduction**

During August the YRCS DM unit prepared a draft cooperation agreement with Oxfam in Yemen, to support the YRCS DM programme. Preparation also included the second phase of traffic accident risk reduction project in four governorates: Sana'a, Hajjah, Hodeidah, and Dhamar.

YRCS, represented by its SG, signed a letter of Agreement with Oxfam on September 21. It aims to initiate a project in disaster preparedness to build a credible WATSAN unit for emergencies and to serve the most vulnerable.

**DM structure and plan of action**

The DM coordinator participated in a series of meetings held by the Technical Consultative Committee for Preparing the National DM Plan (a government body within the Ministry of Interior). Internal regulations for the committee have been defined during these meetings involving all key players in the National DM Plan including the YRCS.

The DM department has completed the process of collecting data from all branches regarding human resources, including staff and volunteers who had been trained on disaster preparedness and response. All the gathered data will be further processed to be ready for use in planning at HQ and branch level.

The Civil Defence Department held a meeting attended by representatives from relevant ministries and departments to introduce the National DM Unit, the National DM Plan and formation of a field team. YRCS was represented by its DM coordinator.

A three-day DM coordination meeting took place at YRCS HQ during November. DM coordinators from all branches, YRCS Secretary General, Assistant Secretary Generals, Regional DP Delegate and the National DM coordinator participated in the meeting. The meeting discussed several relevant issues and came up with recommendations and decisions concerning risk reduction programme, disaster management tasks and responsibilities, logistic and supply programme, and vulnerability and capacity assessment programme. The upcoming DM Training camp was agreed to be held in Sahlool area, Ibb governorate in December. Thirteen participants from each branch were invited, with emphasis put on new volunteers participating, including volunteers of DRC programme. The specialized training camp was in the fields of health relief, water and sanitation, shelter and camp management, evaluation, and logistics. During the meeting all roles and needs were identified and tasks were distributed among responsible teams and coordinators.

### **Training**

During the reporting period the DM department has been performing efficiently and achieved some of the planned activities towards building a well prepared DM capacity. The Disaster Management Coordinator attended a meeting in Amman of all regional National Societies DM officers. The meeting came out with recommendations with emphasis on training programmes and development of DM database. DM coordinator has been involved in a series of regular local coordination meetings for DM Theme Group including relevant INGOs, Yemeni Government Ministries, and Civil Defence.

Disaster Management has always been an essential area of emphasis to YRCS which worked hard over the past months through its DM unit to develop skill and build capacity. The NS organized a workshop on Sphere Project and Code of Conduct in Sana'a for 26 YRCS volunteers and staff from HQ and 11 branches. About 17 other participants representing the Ministries of Interior (Civil Defence), Local Administration, Water and Environment, along with the Social Reform Charitable Society, UNDP, ICRC and many others attended. Training was provided by the Regional Sphere trainer, from the Syrian Red Crescent with two trainers from YRCS, National DM Coordinator, and National Sphere Project Coordinator.

The workshop dealt with aspects such as definition of Sphere Project, humanitarian charter/code of conduct, shelter, food basket, Sphere and DP and water/sanitation. Summary Sphere booklets and CDs were distributed to all participants during the training sessions. By the end of the third day they received certificates of participation from NS and the Federation Office in Yemen. The workshop concluded with some recommendations emphasizing the need to expand Sphere activities in Yemen particularly at branch level.

The DM Coordinator participated in the MENA Forum on VCA, organized by Regional Delegation in Petra – Jordan. All participating NSs, including YRCS, made presentations about their VCA experience. Several topics were addressed including well functioning NS self-assessment in regard to Disaster response, tools of data gathering and process of VCA. Participant had the chance to exchange experience and learn more about field survey, assessment, and analysis of data.

The YRCS DM Coordinator participated in Middle East and North Africa ToT training course on Refugee Protection held in Beirut, Lebanon during October. The participants gained skills and knowledge on relevant issues such as methodology, the most vulnerable, child protection during natural disasters and conflict.

The first logistic and supply training workshop was held in Ibb with ten participants from five branches, including HQ, Sana'a, Dhamar, Ibb, Taiz, Aden, and Hodeidah. The aim was to familiarize YRCS members with the IFRC standards logistical system along with samples of logistic procedures in action.

Four focal point persons from YRCS participated in the regional meeting for DM Coordinators in MENA region held in Tehran, Iran. The central issue was to activate the framework of DM, approved earlier at the Amman meeting, at the regional level

The third National DM Training Camp for disaster preparedness and response was organized in Ibb in December. A total number of 177 male and female trainees including staff and volunteers from HQ and 11 branches took part in the training camp. The training sessions included some of the key issues in camp management and disaster response such as water and sanitation, registration, logistics, assessment, health relief, tracing, rescue. The process was enriched by regional contribution and participation from sister NS such as Lebanon, Jordan, Syria, Iraq, Tunisia, and Amman Regional Delegation DM team.

### **Logistics**

Further to previous feasibility studies and consultations, the Disaster Management Department in close collaboration with the Federation Office has prepared a proposal to develop its emergency relief stock. The project aims to improve the NS disaster preparedness and disaster response capacity and improve the conditions in vulnerable and disaster prone areas. The objective is to cover the needs of 250 families (1500 persons) during time of disasters, by having trained stock management staff, and well equipped and safe warehouses. By March the proposal had been translated into Arabic and submitted to sister National Societies in the Gulf.

Procurement of shelter items was finalized in accordance with Federation procedures and comparative bid analysis method. A special committee consisting of four persons met twice to review and select the most appropriate bidders. By September all items had been purchased from local market and stored in the warehouses of Yemen Crescent Society. Items included 100 tents size 4 by 4, 100 tents size 4 by 6 and 200 blankets. Procurement of 100 kitchen sets and utensils took longer and was finalized the following month.

DM Department has also started procurement process to purchase needed relief items to build up the NS emergency relief. Six offers from different suppliers were collected in October and analyzed. However, due to incorrect procurement routines, the contract was not signed and purchase could not be finalised during the report period.

### **Integrated approach**

The YRCS with its DM Department and volunteers in the front lines had been heavily involved in relief operations in different disasters that hit the country during the reporting period. In April torrential rains in the highlands of central Yemen caused two flash floods down Wadi Moor and Wadi Ahban which badly damaged the physical structures of some poor villages in coastal areas. In Hodeidah governorate, Zuhrah district about 100 km north of Hodeidah city five villages were affected. The YRCS Hodeidah Branch formed and sent a disaster surveying team for the next two days to find out and collect details on the magnitude of the disaster. The resulting report showed that approximately 143 houses (huts made of straw and mud) were damaged, 70 of which were totally destroyed. Two villages in Hajjah governorate were much more affected by the flooding of Ahban Wadi close to the borders with Saudi Arabia. No serious casualties were reported but it was anticipated that epidemics might break out due to poor sanitation systems and stagnant flood water. People lost most of their livelihood and shelters and were in desperate need for immediate assistance to cope with their misfortune. Zabid district was also affected to a lower degree with some destruction to old and historical buildings.



**Victims of the flooding in a YRCS managed camp**

YRCS branches in relevant governorates started immediately making assessment of damage and identifying the urgent needs. Fortunately, there were just enough relief items in stock to hasten the DM department's response. Some delay was bound to happen due to the coinciding weekend and other factors related to decision making, roles, and logistic measures. The first relief consignment reached its target on 2 May. Staff and volunteers from HQ and Hodeidah branch participated in distributing the relief items, consisting of tents, blankets, kitchen utensils, water containers, cookers and lanterns. The next day the process continued and included other villages perceived by the Federation Representative who was on a field visit to observe the operation and assess the disaster. A proposal was urgently prepared in collaboration with YRCS DM to

procure relief food items. At a later stage, standard quota of food items were locally procured and distributed to affected local communities covering the needs of about one hundred families for two weeks. The Qatari Red Crescent also provided food assistance up to USD 20 thousand.

Seasonal rainfall on high lands caused flash floods in some coastal areas. DM Department followed up activities at branch level to measure the consequences. Information was also collected on the heavy rains and flooding of Aden water tanks which caused great damage to properties in Crater district, Aden. Wadi Tuban also witnessed floods with fertile agricultural land and crops destroyed. Elsewhere, members of national intervention team assisted Civil Defence in a rescue and evacuation operation for persons surrounded by flowing rain water in Sana'a city.

Three days before the end of the year, a devastating mountain landslide occurred in alDhafir village, Sana'a Governorate. Yemen Red Crescent responded along with government and non-government organizations. Despite the limited capacity of YRCS as regards search and rescue equipment and skills, a number of volunteers moved to the location in the early hours to assess the situation. In the morning of the first day of the operation more volunteers joined from several branches, mostly Sana'a, Mahweet, and Amran branches. YRCS team consisted of 30 individuals including trained volunteers who provided first aid to the injured, and those who had participated in the search and recovery process. The team also provided psychological support to children and adults who were devastated by the appalling disaster. By the end of the day the team assisted in recovering 22 bodies mostly of women and children. On the second day, the YRCS Team made another assessment identifying the most important needs to assist the affected community. The Federation Office made funds available to purchase manual digging tools to help in search activities and incentives to motivate volunteers involved in the operation. The team was responsible for distributing relief items- mainly blankets and clothes donated by Unicef. At some times the team faced some risks and threats from members of the local community. Despite such interruptions and difficulties in the distribution process, the YRCS team managed to reach most affected people and monitor and coordinate with the local committee to distribute the remaining items.

### **Impact:**

- Funds were made available by the DREF fund in order to support the flood victims.
- Relief operations in flooded villages enhanced the role of the NS as a key player in disaster response and disaster preparedness at the national level.
- The UAE immediately responded to the emergency by donating USD 27,000 to develop DP stock
- Data made available through analysis of VCA results will be distributed to all concerned to be used for planning.
- Many important lessons were learnt during the DM intervention in the flooded area as some shortcomings and deficiencies were discovered and should be avoided in future operations.
- Good recognition of the YRCS by international communities, resulting in increased funding.
- A well trained NIT team assessed and implemented an appropriate project in the wake of the flooding in the coastal area.
- Planning for the disaster management camp has been done by a well trained team from YRCS.
- The YRCS emergency plan of action has been updated through a participatory process to include branches and volunteers.

### **Constraints:**

- Lack to transportation to branches and sub-branches to make field assessment and shortage in communication equipment.
- Unclear guidelines and plan of action with blurry vision of job descriptions and roles caused some delays to what was, in general, a quick response to the flood disaster, once assessment had been done.
- The procurement process, to increase DM stock, was postponed due to irregularities.
- Financial reports (and original vouchers) from working advances from the majority of branches, have been delayed and not returned to the financial officer. Consequently, new payments of working advances to repair of vehicles at branch level, for example, are being postponed.
- The YRCS, with its volunteers, was very rapidly at the scene of the disaster. But when it comes to distributing relief items from the YRCS stock, it has been a very slow process with a lot of bureaucratic resistance from many parties involved.

### **Lessons Learnt:**

- The year's disasters put YRCS in a real life test, scrutinizing its capacity and deficiency. Responding to disasters is a time sensitive operation that directly affects the lives and well being of vulnerable people. It has to be exempted from routine and bureaucratic procedures to ensure the quickness of intervention.
- The existence of stock at hand, clear mandate, and plan of action can make all the difference in the success or failure of relief operations.
- In order to respond to a disaster swiftly and distribute the needed relief items to victims, a clear mandate has to be given to the disaster coordinator, in order not to get delayed by complicated bureaucratic internal rules.

**Approach for 2006:**

- Logistic stock development to ensure adequate response accompanied by administration programme/software and skills.
- Conducting VCA and analysis of data to identify intervention and programmes needed and development of a comprehensive DM database.
- General and specialized training for DM key persons and volunteers on integrated sphere training and raising awareness of leadership, staff and volunteers.
- Risk reduction programmes in more branches.

**Humanitarian Values**

**Goal: Increase awareness of decision makers and public at large of the RC/RC fundamental principles and values in order to enhance the respect and visibility of these values.**

**Objective:**

The YRCS has improved capacities to promote the humanitarian values and the fundamental principles of the Movement and has gained greater visibility among the public at large. The information focal points network established 2004 are strengthened, expanding to the new governorates, which previously were not covered.

**Expected Results :**

- Communication capacity of YRCS has improved through training of Al-Ithar's editor, writers and YRCS staff and volunteers
- The YRCS have further developed good working relations and partnerships with local and national media, ensuring coverage of YRCS events.
- In coordination 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.
- More articles in Al-Ithar covering local events from recently activated governorates.
- Training of all volunteers in the seven Principles of the Movement, and selection of additional trainers in International Humanitarian Law (IHL), with the aim to enable volunteers/ trainers to carry out dissemination at community level.

**Actual Results:**

In this area, the NS has held some dissemination events, including a workshop on RC RC activities, accompanied by a photo exhibition recounting the history of the movement in Yemen and development of YRCS and ICRC activities in the country over the years. The exhibition moved to other places and governorates to reach all sectors of society.

In close cooperation with ICRC Yemen Delegation, the YRCS Information and Dissemination Department produced several editions of Ithar (altruism), the NS main bimonthly publication. The publication was issued regularly with a variety of articles and editorials covering YRCS activities, health education, Movement history, fundamental principles and International Humanitarian Law. It is an important dissemination tool which the NS has been maintaining and improving to convey its objectives and raise awareness on the RC/RC international role in alleviating the suffering and protect dignity of the most vulnerable. Some branches also produced their own periodical publications reflecting the local news and development achieved at the branch level.

Continued collaboration with ICRC assisted the National Society's Information Department to organize an orientation workshop for journalists and media personnel. The three-day workshop was held in November to raise awareness of, and disseminate, international humanitarian law and the Principles of RC/RC movement.

The NS participated in a one day workshop organized by ICRC dealing with the topic of women in prison. About 20 NGOs are involved in working with 220 imprisoned women. All of these organizations are working in Sana'a except for ICRC, which covers several governorates. More collaboration and coordination is needed between all actors to include male prisoners and avoid overlapping of projects.

The International Day of the Red Cross and Red Crescent Movement was celebrated on the 8<sup>th</sup> of May with the rest of the world. The HQ had a special day with invitees from different sectors including government officials and diplomatic members. The three components of the Movement represented themselves in commemorating the anniversary. The event was well covered by the media with half an hour TV reportage about the event and a documentary on the RC/RC movement.

In July the ICRC and the YRCS organized a training course on "Restoring Family Links" for YRCS volunteers and ICRC workers in the field all over Yemen. The course took place in the YRCS premises in Sana'a, with the participation of a trainer from the ICRC Training Unit in Amman. The course included topics such as: how to trace missing persons, how to deal with the exchange of Red Cross/Red Crescent messages, and other means to facilitate contacts between families divided by conflicts, natural disasters or for other reasons. Building capacity in activities to restore family links (RFL) and related actions, required as a result of armed conflict, internal tensions, natural disasters or other identified national needs, is a key area of cooperation between the ICRC and National Societies.

**Impact:**

- Stronger visibility of YRCS thanks to the better communication and cooperation with ICRC and other external agencies and organizations.
- More awareness of RC/RC Movement and Principles through celebrating anniversaries and different occasions extensively covered by media.
- More awareness of RC/RC Movement and Principles by holding workshops for different groups of professionals and departments.
- YRCS has developed good working relations and partnerships with local and national media, ensuring coverage of NS activities and events. This effect could be observed during the polio campaigns and the YRCS response during disasters of landslide and floods.

**Constraints:**

- Lack of sufficient funds to ensure editing and production of *Al Ithar* meet expected standards. YRCS bi-monthly magazine, needs improvements to achieve its goals and gain greater influence. Lack of technical advice and professional, well trained staff represents a major impediment.
- Key information officer missed relevant training and meetings held regionally. Lack of commitment to participate in such events abroad can really hamper the information development process.
- Shortage of financial resources by the beginning of the year delayed the implementation of the programmes.

**Lessons Learnt:**

- The YRCS has to explore new methods to have its voice heard as it advocates for the cause of the most vulnerable who lack the influence to improve their own lives.
- The larger audience dissemination covers potential volunteers which the NS could attract. It is amazing that some people in Yemen still have not heard of YRCS, which accounts for the modest number of members and volunteers.

**Approach for 2006:**

- Build the capacity of YRCS information focal officers at HQ and branches through relevant training and technical support.
- Result oriented workshops and training sessions for staff, volunteers, local NGOs, government departments, and the community as a whole with the objective of ensuring a better understanding of the Movement, IHL and its implementation.

*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

YEMEN

Selected Parameters	
Year/Period	2005/1-2005/9998
Appeal	M05AA080
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
A. Budget	175'025	549'912	19'733	482'613	0	1'227'283
B. Opening Balance	6'675	20'162	0	2'427	0	29'263
Income						
Cash contributions						
British Red Cross		62'609				62'609
Capacity Building Fund				45'475		45'475
Danish Red Cross				270'783		270'783
German Red Cross	23'150					23'150
Norwegian Red Cross	15'000			55'000		70'000
Swedish Red Cross	55'845	100'500		0	6'630	162'975
United Arab Emirates Red Crescent		32'242				32'242
C1. Cash contributions	93'995	195'351		371'258	6'630	667'233
Outstanding pledges (Revalued)						
Saudi Arabian Red Crescent Society	118'080					118'080
C2. Outstanding pledges (Revalued)	118'080					118'080
Reallocations (within appeal or from/to another appeal)						
Kuwait Red Crescent Society	35'000					35'000
On Line donations		70'000				70'000
Swedish Red Cross	46'091	-19'088		19'088		46'091
C3. Reallocations (within appeal)	81'091	50'913		19'088		151'091
Inkind Personnel						
Danish Red Cross				11'160		11'160
Swedish Red Cross					102'000	102'000
C5. Inkind Personnel				11'160	102'000	113'160
C. Total Income = SUM(C1..C6)	293'165	246'263	0	401'506	108'630	1'049'564
D. Total Funding = B + C	299'840	266'425	0	403'932	108'630	1'078'828

## II. Balance of Funds

	Health & Care	Disaster Management	Humanitarian Values	Organisational Development	Coordination & Implementation	TOTAL
B. Opening Balance	6'675	20'162	0	2'427	0	29'263
C. Income	293'165	246'263	0	401'506	108'630	1'049'564
E. Expenditure	-149'072	-87'544		-264'477	-108'630	-609'723
F. Closing Balance = (B + C + E)	150'769	178'881	0	139'455	0	469'105

Selected Parameters	
Year/Period	2005/1-2005/9998
Appeal	M05AA080
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
<b>BUDGET (C)</b>		175'025	549'912	19'733	482'613	0	1'227'283	
<b>Supplies</b>								
Shelter	20'000							20'000
Construction	170'000	-1'000			-1'891		-2'891	172'891
Clothing & textiles	5'000	1'996					1'996	3'004
Medical & First Aid		7'722					7'722	-7'722
Utensils & Tools	8'300							8'300
Other Supplies & Services	10'000							10'000
<b>Total Supplies</b>	<b>213'300</b>	<b>8'718</b>			<b>-1'891</b>		<b>6'827</b>	<b>206'473</b>
<b>Land, vehicles &amp; equipment</b>								
Vehicles	38'000							38'000
Computers & Telecom	55'202				28'804		28'804	26'398
Office/Household Furniture & Eq					12'390		12'390	-12'390
Medical Equipment	22'000							22'000
<b>Total Land, vehicles &amp; equipment</b>	<b>115'202</b>				<b>41'194</b>		<b>41'194</b>	<b>74'008</b>
<b>Transport &amp; Storage</b>								
Storage	6'000	386			263		650	5'350
Distribution & Monitoring			4				4	-4
Transport & Vehicle Costs	68'160	20'600	5'138		12'279		38'017	30'143
<b>Total Transport &amp; Storage</b>	<b>74'160</b>	<b>20'986</b>	<b>5'142</b>		<b>12'543</b>		<b>38'671</b>	<b>35'489</b>
<b>Personnel Expenditures</b>								
Delegates Payroll	262'896	444	31		116		590	262'306
Delegate Benefits		4'705	12'256		37'772	102'000	156'733	-156'733
Regionally Deployed Staff	27'000		374				374	26'626
National Staff	145'797	3'382	9'456		7'879		20'716	125'081
National Society Staff		81'904	10'660		47'708		140'272	-140'272
Consultants					12'936		12'936	-12'936
<b>Total Personnel Expenditures</b>	<b>435'693</b>	<b>90'435</b>	<b>32'777</b>		<b>106'410</b>	<b>102'000</b>	<b>331'622</b>	<b>104'071</b>
<b>Workshops &amp; Training</b>								
Workshops & Training	232'733	3'746	16'418		52'133		72'297	160'436
<b>Total Workshops &amp; Training</b>	<b>232'733</b>	<b>3'746</b>	<b>16'418</b>		<b>52'133</b>		<b>72'297</b>	<b>160'436</b>
<b>General Expenditure</b>								
Travel	28'450	2'511	5'344		7'615		15'471	12'979
Information & Public Relation	24'737	2'616	1'614		3'322		7'552	17'185
Office Costs	18'015	4'333	2'972		10'758		18'063	-48
Communications	5'220	1'203	1'843		3'615		6'660	-1'440
Professional Fees					97		97	-97
Financial Charges		-8'996	3'105		-751		-6'643	6'643
Other General Expenses		8	212		95		315	-315
<b>Total General Expenditure</b>	<b>76'422</b>	<b>1'676</b>	<b>15'089</b>		<b>24'751</b>		<b>41'516</b>	<b>34'906</b>
<b>Program Support</b>								
Program Support	79'773	9'690	5'690		17'144	6'630	39'154	40'620
<b>Total Program Support</b>	<b>79'773</b>	<b>9'690</b>	<b>5'690</b>		<b>17'144</b>	<b>6'630</b>	<b>39'154</b>	<b>40'620</b>
<b>Operational Provisions</b>								
Operational Provisions		13'821	12'428		12'193		38'442	-38'442
<b>Total Operational Provisions</b>		<b>13'821</b>	<b>12'428</b>		<b>12'193</b>		<b>38'442</b>	<b>-38'442</b>
<b>TOTAL EXPENDITURE (D)</b>	<b>1'227'283</b>	<b>149'072</b>	<b>87'544</b>		<b>264'477</b>	<b>108'630</b>	<b>609'723</b>	<b>617'560</b>
<b>VARIANCE (C - D)</b>		<b>25'953</b>	<b>462'369</b>	<b>19'733</b>	<b>218'136</b>	<b>-108'630</b>	<b>617'560</b>	