

Report 2006-2007

 International Federation
of Red Cross and Red Crescent Societies

Yemen

Appeal No. MAAYE001

03/04/2008

This report covers the period of 01/01/06 to 31/12/07 of a two-year planning and appeal process.



Volunteers conducted field assessments after flash floods and landslides in Rymah Governorate in 2007.
Yemen Red Crescent

In brief

Programme summary: In 2006-2007, the Yemen Red Crescent (Yemen RC) made sustainable progress in implementing its core programmes - health and care, disaster management, dissemination of Fundamental Principles and Values of the Movement (implemented with International Committee of the Red Cross), as well as capacity development. The successful development and launch of its strategy for 2007-2011 at the end of 2006 created new dynamics for the National Society to scale up its services and capacities through increased partnerships and operational alliances (OA).

The initial Appeal budget of CHF 3,442,148 (USD 3,078,844 or EUR 2,086,150) was increased in the first half of 2006 to CHF 3,626,081 (USD 3,243,364 or EUR 2,197,625) due to Danish Red Cross organisational development project being added and funds from the Capacity Building Fund being carried over from 2005. However, in the second half of 2006, in order to better align the Appeal with the International Federation's Global Agenda goals and the OA's pilot process, the target was decreased to 3,305,950 (USD 2,957,021 or EUR 2,003,606).

The total income during the reporting period was CHF 1,770,563 while the total expenditure stood at CHF 1,507,447 (85 % of the income). The budget versus income variance indicates the increasing ambition of the National Society and the limited response from the donors. The capacity of the Yemen RC to implement activities according to the initial plan was limited, although the income versus expenditure ratio might indicate a good performance. In addition, the total budget mobilized in 2006

and 2007 through other channels – International Committee of the Red Cross (ICRC), the National Societies of France, Italy and the United Arab Emirates – is several times more than what is mobilized through the International Federation Appeal.

Please go to the International Federation's website for operations relevant to Yemen during the reporting period – Yemen Floods DREF Bulletin (MDRYE001).

Goal: Scaling up its capacities and services through partnerships, the Yemen RC has increased its contribution to the promotion of human dignity and reduction of deaths due to disasters and diseases in line with the Global Agenda goals of the International Federation and the Millennium Development Goals of the United Nations.

Needs: Total 2006-2007 budget CHF 3,305,950 (USD 2,957,021 or EUR 2,003,606) (out of which 54 per cent covered). [Click here](#) to go directly to the attached financial reports:

[Report 2006](#)

[Report 2007](#)

[Report 2006/2007](#)

No. of people we help: More than 35,000 beneficiaries (including mothers and children) benefited from the network of Yemen RC clinics in the governorate branches operated in cooperation with the Ministry of Health. In addition, up to 13,000 students in 42 primary schools in Hajja benefited from the de-worming and health education campaign conducted by the National Society. Up to 10,000 people are estimated to be reached by the new community health development programme implemented through the OA. About 5,000 victims of natural disasters, including the flood victims in Dahmar in 2006, benefited from the disaster management programme and over 1,000 National Society staff and volunteers from the overall capacity development. In addition, the Yemen RC, in cooperation with the ICRC, assisted up to 70,000 internally displaced persons affected by the conflict in Sadaah and reached up to 50,000 beneficiaries by disseminating the Fundamental Principles and Values during the reporting period.

In 2008 and 2009, 70,000 beneficiaries through the health and care programme, 5,000 -7,000 through the disaster management programme and more than 1,500 National Society staff and volunteers through the capacity development programme, are aimed to be reached. In addition, the number of people benefiting from the dissemination is expected to increase by approximately 15-20 percent.

Our partners: In 2006 and 2007, the Yemen RC worked with more than a dozen partners including ministries, non-governmental organizations (NGOs), women/youth associations, international organizations including Oxfam, Islamic Relief, Adra, and United Nations agencies including United Nations Children's Fund (UNICEF), World Health Organisation (WHO), and United Nations Population Fund (UNFPA). Recently, the National Society has been elected to chair and lead the National Yemeni Humanitarian Forum including members of 17 NGOs and civil societies.

The partnership within the Movement gained more momentum with the successful development and launch of the National Society's strategy for 2007-2011 followed by the memorandum of understanding (MoU) signed by seven partners, the International Federation and the ICRC, as a reflection of their collective commitment towards the implementation of the strategy. The Yemen RC is launching a pioneering effort to scale up community based health services working together with the International Federation and the National Societies of Denmark, Norway and Sweden based on the new operating model of OA.

The Swedish Red Cross and government, Department for International Development (DfID), Danish Red Cross and government, Norwegian Red Cross and government, and Saudi Arabian Red Crescent have been the main contributors to the International Federation Appeal in 2006-2007.

Current context

Overall socio-economic conditions deteriorated during the reporting period with economic growth dramatically lagging behind the rapid increase of population. In addition, the dramatic price hike on most consumables seriously affected lives and livelihoods with adverse impact on the most vulnerable; a factor that renders the Yemen RC's contribution rather insignificant related to the increasing challenge of unmet needs. The National Society is widening the periphery of its strategic partnerships to maximize its contribution in the different areas of concern including the new initiative to scale up community based health development through the OA model of partnership.

As the fragile security situation in certain parts of the country posed increased dangers in some cases, programme implementation had to be adjusted accordingly with a geographic shift of focus in favour of the safer and more secure areas of operation.

The recurrence of localized disasters in remote and less accessible parts of the country challenged the preparedness capacity of the Yemen RC in certain locations especially where no branches currently exist. A relay system was used to facilitate the outreach with branches close to the areas affected by the disaster deployed to provide the critical services with as little delay as possible.

Progress towards objectives

Health and Care

Objective: To strengthen National Society capacity for improved public health services and prevention of communicable diseases, thus contributing to the reduction of deaths due to diseases.

Achievements: Yemen RC's capacity to plan and manage community based first aid (CBFA) was enhanced with up to 80 National Society staff and active volunteers being trained as CBFA trainers and facilitators. A training link was established with the Yemen Liquefied Natural Gas Company in order to provide first aid services and build relations with the private sector as a possible source of support

With the International Federation and the National Societies of Denmark, Norway and Sweden, a community based health development programme (CBHDP) is to be launched as the first of its kind (flagship programme) supported through the OA. In its pilot phase, the programme aims to benefit about 10,000 beneficiaries in Hajja and Hoidedah targeting urban and semi-urban communities based on a long term development perspective of about five to 10 years.

Greater National Society contribution to the prevention and control of HIV/AIDS was achieved with more than 50 staff and active volunteers being trained as trainers on HIV/AIDS. The post-training activities focused on orientation and awareness campaigns, including the need to fight stigma, reaching more than 10,000 community members, students and representatives from the refugees. More than 30,000 leaflets (educational material) were produced and distributed promoting key health messages on a variety of topics pertaining to the prevention and control of communicable diseases.

In coordination with the Higher Council for Mother and Child and UNICEF, the Yemen RC is playing an advocacy role focusing on legalization of medical practices in emergencies. The National Society is also closely working with the Ministry of Health and UNICEF in contributing towards the reduction of acute malnutrition as one of the major health problems in Yemen.

The Yemen RC conducted a successful de-worming and health education campaign in Hajja reaching up to 13,000 students in 42 primary schools. In addition, the National Society's clinic in Shabwa was strengthened with medical appliances to provide better health services with a focus on primary health care services.

More than 30 (male and female) volunteers successfully completed a basic training course with focus on psycho-social services (PSSs). A network of PSS practitioners has been established. The National Society provided emergency health services, including psychological support, during the flood disasters in Dahmar and Lahj governorates and the PSS network members have been strengthened with refresher training including practical demonstration of the PSSs they provide.

Against the very low level of health service coverage in the country (less than 50 % according to overall estimates), Yemen RC has intensified its cooperation with other relevant organizations in its effort to scale up its capacities and services in a direction that enables to overcome unmet needs in rural and semi-urban communities. The growing cooperation with the Ministry of Health and Population has enabled the National Society to benefit from both policy level and programmatic support in critical areas such as the prevention and control of HIV/AIDS and other communicable diseases. The National Society's cooperation with NGOs including WHO, UNICEF, and UNFPA has increased the opportunity for the Yemen RC to improve its exiting services including mother and child health.

Challenges or Constraints: In an environment of growing competition and limited internal capacity to pay, the Yemen RC is facing serious challenges in attracting and retaining professionals that can ensure effective planning and management of health services. The other major challenge is the lack of appropriate structures and delivery capacities at the local level. Fortunately, the OA based CBHDP has opened a new direction where the National Society will increasingly focus on addressing the primary health care needs of the underserved population with local level structures and a new cadre of community volunteers.

Disaster Management

Objective: To enhance the Yemen RC's capacity in disaster management in order to increase resilience and reduce vulnerability of the population exposed to natural and man-made hazards.

Achievements: In the effort to improve the technical and managerial skills of Yemen RC volunteers and staff working as disaster management operatives, more than 110 selected staff/volunteers from all the branches participated in the two camps organized in Sana'a and Aden. The camps provided useful forums for collective learning by doing, with practical demonstration focusing on key disaster management components including assessment, relief/camp management, emergency health, logistics, and water and sanitation.

To enhance the quality of services in this area, more than 700 Yemen RC volunteers and staff (including policy makers and board members from disaster-prone branches such as Dahmar, Ebb, Abyan, Hodeidah, Hajja and Mahweet) were trained on Sphere minimum standards in disaster response. As the quality and effectiveness of disaster management substantially depends on the process of data collection and management, 12 participants from five disaster prone branches were trained on the techniques of assessment, information mobilization and analysis to ensure effective response. The concerned branches were also strengthened with the necessary facilities including computing facilities.

A national contingency plan was developed by an external consultant sketching the profile of disasters in the country together with suggested mechanisms of response. The Yemen RC is playing an active role as a member of the higher council for disaster management to facilitate the dissemination and implementation of the study as part of a multi-agency commitment to clarify roles and responsibilities in this area.

The two National Society branches in the disaster prone governorates - Hodeidah and Seyoun - were equipped with minimum preparedness stocks to enable each of them to take care of the emergency needs of 50 families (300 persons) by providing non-food assistance including tents, blankets, mattresses and kitchen utensil sets.

20 participants from seven disaster prone governorates and other organizations (local councils, women and youth associations) participated in the awareness/risk reduction seminar which was followed by a 10-day campaign covering four districts in the seven governorates targeting the general public including farmers.

In April 2006, the Yemen RC assisted more than 430 beneficiaries displaced by major flash floods in Mabar city (with a population of about 25,000) in the governorate of Dahmar. Using the Disaster Relief Emergency Fund (DREF), the assistance included relief supplies such as tents, blankets, mattresses, kitchen utensil sets and food items according to daily nutritional needs and Sphere standards. The National Society worked closely with relevant governmental and NGOs including the civil defence and Oxfam. Yemen RC volunteers and staff also assisted the victims affected during the rally for the presidential election, in September 2006, where a stampede in the governorate of Ebb alone killed more than 50 and injured more than 200. In cooperation with ICRC, capacity building support was provided to the branch in Sa'daah recently opened to provide assistance to the conflict victims in the governorate.

The Yemen RC is widening the scope of cooperation with other agencies working in disaster management. The cooperation with Oxfam led to the development of a joint effort between the National Society and Oxfam in which the latter will continue to support the Yemen RC in the area of water and sanitation. Efforts are also underway to develop cooperation with Islamic Relief and the Ministry of Water and Environment (supported by the World Bank) to work together on disaster risk reduction at the local level.

Challenges or Constraints: Although the Yemen RC plays a pivotal role in facilitating disaster management in time of emergencies, the rugged terrain and poor infrastructure often makes it difficult to reach out and ensure rapid response for the communities affected by localized disasters including floods, land slides, etc. The increasing focus on branch level preparedness, including the development of sub-branches and risk reduction at the local level, is expected to increase the impact of disaster management services with effective coverage of the most vulnerable geographic areas and communities.

Principles and Values

The dissemination programme of the Fundamental Principles and Values of the Movement is implemented in cooperation with the ICRC. However, the basic aspects of this core area were included in other programmes of the National Society, as part of the introduction in workshops and seminars dealing with disaster management, health and care and capacity development.

Capacity Development

Objective: To build up capacities, including structures, resources, and systems/procedures leading to the gradual achievement of the characteristics of a well functioning National Society.

Achievements: In order to enhance leadership and management skills, a member of the national board and the secretary general of the Dahmar branch successfully completed the three-module leadership course facilitated through the regional representation of the International Federation. In addition, the president of Hajja branch participated in the general leadership course jointly organized by the International Federation and ICRC in Geneva.

The successful development and launch of the National Society's strategy for 2007-2011 marked a milestone, reflecting the growing commitment of the Yemen RC to scale up its services and capacities based on local priorities and in line with the Global Agenda goals of the International Federation.

To improve its legal base, the Yemen RC is making efforts to amend its statutes in consultation with the joint statutes commission of the International Federation and the ICRC. The improved statutes are expected to meet the minimum standards of the International Federation, including a clear distinction of roles between governance and management as a basis for building up effective technical and managerial capacities at all levels.

Branch development was increased with the three new branches in Shabwa, Seyoun and Socotra officially being established and was strengthened with organizational and operational support from the French and Italian Red Cross. All branches were equipped with basic communication facilities including internet access and training support on how to use the computers and communication facilities were provided. The Yemen RC has recently established a web site in Arabic and English (<http://www.yerics.org>), providing an important medium for effective communication.

Financial management support was provided to the headquarters and branches including installation of automated financial systems and training in order to build up basic capacities to ensure effective management of resources.

The joint Yemen RC – Danish RC programme on organisational development/good governance was successfully implemented according to the plan focusing on volunteer coaching (in 12 branches) and international understanding including exchange of experiences among volunteers from the two National Societies. The programme was extended to continue in 2008 and 2009 after an internal review which analysed the implementation of the programme.

An overall branch assessment was conducted at the end of 2006 based on a comprehensive questionnaire including the various aspects of organization, management and service delivery. The outcome from the assessment provided a basis to classify the branches based on capacities/needs to implement the National Society's strategy phase by phase.

In order to promote diversity and gender balance, more than 180 participants from Yemen RC headquarters and branches, as well as selected local NGOs working on gender, benefited from the training on gender awareness and empowerment. At the end of the training organized at a national level in August 2006, the participants submitted a policy recommendation to the president of the National Society requesting that at least 25 percent of the volunteers and staff at all levels (general assembly/board members, staff, volunteers) should be recruited from female members of the community.

To increase awareness towards gradual self reliance, 25 National Society staff/volunteers from headquarters and branches were trained on resource mobilization and income generation based on analysis of general techniques and conditions for success in different circumstances. Facilitating a process of skill share and peer support in resource development, staff/volunteers from Sadaah, Abyan and Aden (with relatively low capacities in resource development) visited and learned from the experiences of Sana'a, Dhamar and Taiz (representing the branches with relatively higher capacity in resource development).

The Yemen RC hosted the second Middle East and North Africa (MENA) youth conference conducted in Sana'a with the participation of 25 representatives from 10 MENA National Societies. The discussion focussed on the increasing role of Red Cross Red Crescent youth in facilitating the humanitarian agenda. Based on the recommendations from the meeting, the Yemen RC is making efforts to strengthen youth programmes and structures which will also be reflected in the improved statutes.

Challenges or Constraints: To overcome the challenge of lack of adequate technical and managerial capacities and virtual absence of effective structures and delivery capacities at the local level, the Yemen RC is making efforts to strengthen the planning, monitoring, evaluation and reporting capacities with increasing structural and service delivery outreach at the local level including sub-branches and community networks. This process is to be consolidated through the OA and the intensified capacity building (ICB) mechanism of the International Federation from which the Yemen RC expects to benefit based on the specific plan and budget submitted for 2008-2010.

Working in partnership

During the reporting period, Yemen RC efforts focused on widening the scope of the gained cooperation momentum. The strategic point of departure was the successful development of the National Society's strategy for 2007-2011 with a vision to scale up capacities and services. The strategy was launched and shared with the partners in a partnership meeting at the end of 2006 which was attended by the International Federation, ICRC and nine partners - the National Societies of Denmark, France, Iran, Italy, Libya, Norway, Qatar, Sweden and United Arab Emirates. The discussion of the strategy led to the development of the MoU consolidating the process of working together in line with the National Society's vision and strategic objectives. To date, the MoU has been signed by all the partners that participated in the partnership meeting except the National Societies of Iran and Libya.

The partnership momentum further led to the development of the new OA with a programmatic focus on community based health development in rural and semi-urban areas. The planning of the CBHDP is finalized and will be launched in March 2008 as the first OA based programme the Yemen RC will implement in partnership with the OA members including the National Societies of Denmark, Norway and Sweden. The International Federation provides coordination and management support to the programme which, on a pilot basis, aims to reach up to 10,000 target beneficiaries in two governorates. The National Societies of France, Italy and the United Arab Emirates work with the National Society in bilateral arrangements. The successful implementation of the CBHDP is expected to encourage all the partners of Yemen RC to adopt the OA approach working together with the National Society in a long term perspective of about five to 10 years. The OA represents a preferred model of cooperation as it enhances synergy and coherence based on:

- one set of working principles
- one plan
- one set of objectives
- one shared understanding of division of labour
- one funding framework in which multilateral and bilateral funding co-exist
- one performance tracking system
- one accountability and reporting mechanism

The challenge of building up internal technical and managerial capacity at headquarters and branch levels needs to be addressed as a matter of collective concern for the Yemen RC to be able to scale up services and manage the growing partnership with a decreasing level of dependency on external partners.

Contributing to longer-term impact

Yemen RC's achievements in 2006 and 2007 raised its contribution towards the cumulative national effort to overcome the humanitarian and social development challenges. They also contributed to the implementation of the Global Agenda goals of the International Federation: a comprehensive disaster management approach including preparedness, response and rehabilitation (goal no.1); prevention and control of communicable diseases in health and care (goal no.2); capacity building including development of basic structures and delivery capacities at the local level (goal no.3) and the performance framework with the ten areas for improvement. All the programmes were implemented in a gender sensitive way in which gender balance was consistently reflected in the selection of trainees and beneficiaries. The distinct focus on gender awareness also provided the basis for changing the institutional and operational dynamics in favour of increasing gender balance in the process of National Society policy making and programming.

Sustained efforts were made to improve quality standards in all programmes including the use of Sphere standards in disaster management, more participatory approaches in the development of community based health services and the characteristics of a well functioning National Society as a benchmark for the organisational development process of the National Society.

In terms of both direction and implementation, the strategy of the Yemen RC complements the national poverty and vulnerability reduction strategy as well as the Millennium Development Goals of the United Nations. The National Society's growing focus on risk reduction at the local level and the increasing re-orientation of the health services in favour of community based health services, with longer term perspectives, reflects the essence of most of the national and global efforts launched through these goals.

Looking ahead

The key achievements the Yemen RC recorded in 2006 and 2007 – consolidated health and care with a growing focus on community based health development; comprehensive disaster management including a focus on risk reduction at community level; and enhanced capacity development including local level structures and delivery capacities – will go a long way in improving the prospect for sustainability and long term impact.

Building on the gains made to date, the efforts in 2008 and 2009 will continue along the same line of focus as part of the implementation of the National Society's strategy for 2007-2011.

How we work

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 \(Sphere\)](#) in delivering quality and accountable assistance to the most vulnerable. For support to or for further information concerning Federation programmes or operations in this or other countries, or for a full description of the national society profile, please access the Federation's website at <http://www.ifrc.org>

The International Federation's activities are aligned with its Global Agenda, which sets out four broad goals to meet the Federation's mission to "improve the lives of vulnerable people by mobilizing the power of humanity".

Global Agenda Goals:

- Reduce the numbers of deaths, injuries and impact from disasters.
- Reduce the number of deaths, illnesses and impact from diseases and public health emergencies.
- Increase local community, civil society and Red Cross Red Crescent capacity to address the most urgent situations of vulnerability.
- Reduce intolerance, discrimination and social exclusion and promote respect for diversity and human dignity.

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