

Annual report

 International Federation
of Red Cross and Red Crescent Societies

Yemen

MAAYE001

26 April 2010

This report covers the period 01 January 2009 to 31 December 2009.



Basic health education sessions on personal hygiene, malaria and influenza prevention were carried out by the volunteers of the Yemen Red Crescent Society. **International Federation.**

In brief

Programme outcome: The International Federation supports the Yemen Red Crescent (Yemen RC) in its effort to achieve its strategic and operational objective of building up capacities and scaling up services in line with its strategy for 2007-2011.

Programmes summary: The programme components for the International Federation's support Plan to Yemen RC in 2009 included disaster management including preparedness, mitigation, recovery and prevention as well as health and social services with increasing focus on preventive approaches. Whilst dissemination of the Fundamental Principles and Values was implemented as a cross-cutting element especially in the process of capacity building related to disaster management and health, the organizational development process sought to improve overall performance based on improved legal base, skilled leadership and management with clear strategic and operational goals as well as up-to-date systems and procedures.

The shift of focus towards the Hadramout floods emergency operations especially at the beginning of the year and the security problems in some parts of the country represented some of the key factors that can define the challenging context in which the Yemen RC programmes were implemented in 2009.

Financial situation: The total 2009 budget is CHF 918,173 (USD 869,326 or EUR 616,738), of which CHF 878,141 (96 per cent) covered during the reporting period (including opening balance). Overall expenditure during the reporting period was CHF 607,661 (66 per cent) of the budget.

Due to the shift of focus towards the Hadramout floods emergency operation and security restrictions, the rate of implementation of the Yemen RC with regards to the 2009 Plan was lower than expected. The balance from 2009 will be implemented in 2010.

[Click here to go directly to the financial report.](#)

No. of people we have reached: A considerable number of beneficiaries have benefited from the different interventions the Yemen RC made during the year.

An estimated number of 50,000 people, including the ones reached through the Hadramout floods emergency operation, have been reached through the disaster management programme. More than 75,000 beneficiaries, including the beneficiaries served through the different branch-based clinics of the Yemen RC and the community based health development under the operational alliance, have been reached through the health and care programme.

In the meantime, key Red Crescent community members including National Society leaders, managers, staff and volunteers have benefited from the organisational development and capacity building interventions from the different partners of the National Society. Finally, more than 60,000 beneficiaries have been reached through the dissemination of the Fundamental Principles and Humanitarian Values (with support from the International Committee of the Red Cross and other partners).

Our partners: To achieve its objectives through increasing partnerships, the Yemen RC continued to closely work with the Movement partners like the International Federation, International Committee of the Red Cross (ICRC), partner National Societies (PNSs) such as the Danish Red Cross, Norwegian Red Cross, Swedish Red Cross, French Red Cross, and Italian Red Cross. In addition, the National Society worked with non-Movement partners such as the Department for International Development (DfID) through the International Federation, United Nations High Commissioner for Refugees (UNHCR), United Nations Children's Fund (UNICEF), and OXFAM. The Yemen RC also worked with government authorities including the Ministry of Water and Environment, Ministry of Health, Ministry of Education, Civil Defence, Traffic Department, Islamic Relief, and Yemeni Women Union.

Swedish government through Swedish Red Cross, DfID, Norwegian government through Norwegian Red Cross, and Danish government through Danish Red Cross have been the main contributors to the Plan during 2009. More partners also contributed to the Emergency Appeal implemented during the year to assist the floods victims in Hadramout.

Context

The humanitarian context in Yemen is complex due to deep rooted socio-economic vulnerabilities, long-winding conflict in the north (Saadah), rising tensions related to Al Qaeda and the secessionist movement in the southern part of the country. This is a combination of factors that underscore the need for more comprehensive preparedness and contingency plans to ensure rapid response in time of emergencies

The flash floods in Hadramout killed 90 people and affected more than 25,000 - an indicator of the country's susceptibility to natural disasters including floods, earthquakes, mountain/rock slides, etc. The Yemen RC, supported by its partners, played a major role in helping the flood-victims in Hadramout through assisting more than 20,000 people mainly with non-food items

Refugee influx from the Horn of Africa presents an increasing challenge with up to half a million migrants estimated to be living in the country. In cooperation with the UNHCR, the Yemen RC provides assistance including reception of the migrants, provision of first-aid and their transfer to camps.

In addition, in Yemen, water shortage is a major challenge. Recent predictions indicate that 'Sana'a can face the risk of being the first waterless capital in the world.

Progress towards outcomes

Disaster Management

Outcomes

- National Society capacity to plan, implement, monitor and report on disaster preparedness, response and recovery is improved (disaster management planning).
- Based on decentralised capacity and rapid exchange of information, the contribution to the reduction of deaths is increased (organisational preparedness),
- Capacities to plan and manage disaster risk reduction (DRR) activities at the local level are increased (community preparedness and DRR).
- Quality, coverage and impact of disaster response in favour of the most vulnerable are improved (disaster response).

Achievements

Disaster management planning

A draft disaster management policy was developed to increase the quality of the disaster management services with enhanced coordination between the Yemen RC and its partners including governmental and non-governmental organizations. The policy highlights the need for broad-based preparedness and contingency plans to ensure more effective use of human and material resources in time of emergencies. In cooperation with relevant organizations including the Civil Defence, the Yemen RC played a lead role in updating the map of potential hazards involving not only natural disasters but also epidemics and other risks including traffic accidents, malaria, tuberculosis, etc. Based on a comprehensive approach, the policy highlights the need to focus on building safer and resilient communities with effective and efficient disaster preparedness, response and recovery based on a more sustainable direction.

The Yemen RC is taking steps to enhance its role in climate change adaptation and DRR. The National Society participated in the global climate change forum representing the Middle East and North Africa (MENA) zone. Case studies developed from the Hoidedah branch highlighted the role the Yemen RC plays at the local level in facilitating risk reduction linked to climate change adaptation. In partnership with the Ministry of Water and Environment, the Yemen RC facilitated the first national consultative meeting on DRR and climate change adaptation involving governmental and non-governmental organizations and United Nations agencies. As the first of its kind, the meeting highlighted the advocacy role the Yemen RC can play to enhance awareness and foster exchange of experience in DRR and recovery in the context of climate change adaptation.

A field research was conducted by an intern from the King's College in London who worked together with Yemen RC staff and volunteers in Yemen. Conducted as part of the requirement for a master's thesis on disasters, adaptation and development, the research contributed to increased awareness and knowledge sharing among Yemen RC volunteers and staff with a focus on climate change adaptation as a cross-cutting element in the planning and implementation of the National Society programmes.

Organizational preparedness

Based on updated hazards mapping and specific branch assessment and evaluation of needs and logistical capacities including warehousing capacities, preparedness stocks have been purchased and pre-positioned to strengthen the disaster preparedness capacities in Dahmar and Al Mahweet branches. The stocks consist of non-food items including tents, blankets, mattresses and kitchen sets which will enable each of the two branches to cover the immediate needs of up to 50 families (350 beneficiaries). The two branches have also a reasonable degree of preparedness in terms of human resources including trained disaster management intervention team members and a considerable number of active volunteers who could be mobilized to provide service in time of emergencies. Pre-positioning of preparedness stocks at branch level will ensure a more decentralized capacity to enable the Yemen RC to ensure timely response in times of emergencies including localized disasters that do not necessarily require international assistance.

Community preparedness and DRR

Building up the necessary skills and competencies for vulnerability-capacity assessments (VCA), ten VCA trainers selected from Sana'a, Dahmar, Taiz, Hoidedah, and Hajjah branches (all of them located in disaster prone governorates) were trained. The training focused on assessment, information mobilization, analysis, synthesis, development and DRR micro projects based on the VCA results. DRR micro projects have been implemented in Dahmar governorate-Jahran district- integrated with the intensified capacity building (ICB) efforts in the district. The projects include dissemination and education on road safety targeting a total of more than 2,000 people, community mobilization and action covering two open wells identified as main sources of risk for people and animals, and mobilization of 100 marginalized families (about 700 people) to undertake environmental sanitation focusing on garbage disposal (including collection and burning) followed by a community education and awareness emphasizing the need for keeping up basic environmental hygiene at all times.

Micro projects were also implemented integrated with Influenza A (H1N1) awareness campaigns in the main cities of Sana'a, Taiz, Ibb and Aden. More than 16,000 people (mainly from schools, universities and the police institutions) benefited from the projects. In addition to the lectures and group discussions, more than 20,000 leaflets/brochures and 79 posters were distributed highlighting the key messages (including prevention and control mechanisms). Local radio stations were involved in facilitating the campaigns in the respective governorates.

VCA training was also carried out in Mankha sub-branch – one of the sub-branches established as part of the ICB effort in Sana'a – involving 30 volunteers (including female and male volunteers). The exercise was based on community consultation focusing on identification of key priorities including health and disasters. Key priorities identified include environmental degradation, malaria, lack of adequate and clean drinking water, typhoid, etc. Based on further analysis of the data, the sub-branch aims to start micro projects focusing initially on water and environment.

Disaster response

In addition to the concentrated effort made to assist the flood victims in Hadramout and the war displaced in Saadah, the Yemen RC (through the Taiz branch) assisted 60 families (about 350 persons) affected by a fire accident. The assistance included non-food items mobilized from the preparedness stock of the branch. During the Gaza crisis, the Yemen RC, in cooperation with the government, played a key role facilitating the mobilization and dispatch of 86 tonnes of medicines to assist the victims in Gaza. The Yemen RC has also been working with the ICRC assisting the war victims in the northern part of the county.

Constraints or Challenges

In addition to the fragile and, at times, volatile security situation, the main challenges include the large gaps between the needs of the population and capacities of the Yemen RC. The poor physical infrastructure in many parts of the country, coupled with the very limited logistical capacities of the National Society, often makes it difficult to ensure immediate access to affected areas.

Health and Care

Outcomes

- Vulnerability to HIV/AIDS and its impact is reduced through preventing further infection, expanding care/support and reducing stigma (HIV/AIDS).
- Community health achieved through increased community based health development and first aid is improved (community based health and first aid).
- Integration of health services during emergencies – including psycho-social support and prevention and control of epidemics during disasters – is improved (psycho-social support programme).
- Mother and child health (MCH), vaccination, nutrition and immunization are improved (mother and child health promotion, malaria prevention and polio eradication).

Achievements

HIV/AIDS

Yemen RC is one of the organizations in Yemen actively involved in raising awareness and providing dissemination with regards to HIV/AIDS prevention and control with a focus on high risk groups. This is based on two main directions.

The first direction aims to strengthen the HIV structure and services ensuring effective use of available resources. A focal point with health background has been assigned at Yemen RC headquarters to coordinate the HIV/AIDS network. In the meantime, a consultant has prepared a culturally-adapted awareness manual to be used by the volunteers in the branches. Based on the new manual, a workshop was conducted involving HIV/AIDS network members - 30 trained volunteers - who reviewed the manual and agreed on modalities of implementation.

The second direction aims to expand the partnership with national and international agencies working on HIV/AIDS. Closely working with the national HIV/AIDS programme and People Living with HIV Association, the Yemen RC is making efforts to expand the partnership with other organizations involved in the prevention and control of HIV/AIDS to overcome the challenge through collective efforts.

Community based health and first aid (CBHFA)

Several first aid and dissemination camps were established in public parks in Sana'a, Taiz and Dahmar and in the beaches of Hoidedah and Aden. The camps provided first aid and served as centres for dissemination in order to raise awareness of all the visitors during the holidays of Eid Al Adaha. In addition to raising awareness with regards to first aid, the camps have been useful in disseminating the Fundamental Principles and enhancing the Yemen RC profile by promoting the humanitarian activities of the society. The Yemen RC has also strengthened its first aid capacities and services based on a joint first aid camp in which Yemen RC trainers worked together with their Danish RC counterparts in training 60 volunteers and staff from all the branches.

Other activities have been carried out as part of the recovery package for the Hadramout floods emergency operation in which 25 branch staff and volunteers were trained to ensure effective first aid service to the beneficiaries with a long term perspective. The community based health development under the operational alliance also focuses on CBHFA with diverse sub-components including, health, nutrition, water and literacy.

Psycho-social support

A psycho-social support strategy has been developed by the Yemen RC in coordination with the MENA zone. As part of the recovery package for the Hadamrout floods emergency operation, 30 branch staff and volunteers in Seyoun were trained on how to provide psycho-social support to the affected population and take care of their own psychological wellbeing.

Mother and child health (MCH) promotion, malaria prevention and polio eradication

Concentrated efforts were made in the prevention and control of Influenza A (H1N1) based on printing and distribution of thousands of promotion materials including leaflets and diaries. A drawing completion was organised for five girls' schools in Sana'a and two seminars were conducted on H1N1 involving 150 medical students from the University of Sana'a and 100 students from the health institutes. A one-day awareness training was also conducted for 60 sub-branch volunteers from Manaha and BeiniHushis sub-branches under the Sana'a branch. The awareness focused on discussing and brainstorming the role of volunteers in the prevention and control of H1N1.

In cooperation with the German Red Cross, the Yemen RC distributed essential medical equipment including midwifery kits, to improve the quality of health services provided through the network of clinics in Aden, Saadah Ibb, Abyan and Al-Mahweet.

Outside the outcomes of the plan

A hygiene basket initiative was launched assisting 120 orphans at orphan centres in Taiz governorate. The initiative started with a week-long hygiene promotion including distribution of 120 hygiene parcels. Personal hygiene promotion and health education sessions were conducted targeting orphan centers in

Aden and Shabwa governorates. A total of 200 orphans participated in and benefited from the sessions conducted for five days in each governorate. In each case, the sessions were followed by an open day where relevant psychological support components were covered. Personal hygiene kits were also distributed to the orphans.

More extensive hygiene work was carried out as part of the floods emergency operation in Hadramout including installation of latrines and training of volunteers and staff in hygiene promotion. The Yemen RC also works with the French and German Red Cross with a focus on water and health.

Constraints or Challenges

Denial of and discrimination related to HIV/AIDS, limited administrative and leadership capacities in the branches/sub-branches to mobilize local resources, and lack of adequately trained human resources at all levels have been the main challenges under this programme. Transforming the Yemen RC health clinics into MCH centres with increasing focus on preventive approaches continues to be a long term constraint that had impact during 2009.

Organizational Development and Capacity Building

Outcomes

- The revised National Society statutes are implemented with an organisational reform leading to improved leadership and management and increasing number of members at all levels (National Society leadership and management capacities).
- National Society performance is increased through scaling up services and capacities based on skilled human resources including volunteers and staff; and effective/efficient systems and procedures including financial management (well functioning National Society),
- The National Society's capacity towards covering core costs as a matter of priority and scaling up resource mobilization through increasing partnerships is improved (financial sustainability).
- Services will be scaled up and capacity building enhanced at the local level (coverage of grassroots units).
- Capacities to plan, monitor, evaluate and report in an integrated approach are improved; including gender balance and youth participation with increasing partnerships to scale up services and capacities (capacities for programme development and management).

Achievements

National Society leadership and management capacities

In January 2009, all the Yemen RC branches met in Sana'a together with the members of the National Board and the headquarters staff. The meeting reviewed achievements and challenges in 2008 with progress reports delivered by the headquarters and the respective branches. The meeting also discussed plans and programmes to improve performance at all levels including membership recruitment and resource development, internal organizational capacity improvement including administrative procedures and guidelines, development of human resources policies including volunteer management and gender mainstreaming.

As a follow up to the recommendations from the management review by an external consultant, the Yemen RC, supported by the International Federation, employed an overall programme coordinator to assist the secretary general in planning/programming and coordination of international assistance and branch affairs. The Yemen RC has started a mid-term review of its strategy for 2007-2011 which, together with the management review and revised statutes, will enable the Yemen RC to prioritize the key issues to be able to implement the required change in building up core capacities as a necessary condition for scaling up services.

In November 2009, the Yemen RC organised consultative meetings/dialogues with its partners and the operational alliance (OA) members. The OA dialogue enabled the participants to review progress and problems in the management of the community based health development programme under the OA. Steps have been agreed to improve the performance of the programme including

- strengthening the organisational development part of the programme
- improving the participation of the branches and sub-branches in the planning and management of the programme

The partnership development dialogue enabled the participants to review progress and challenges in the implementation of the 2009 priorities.

The National Society's change process and restructuring plan (CPRP) was on the main agenda presented to the partners. The CPRP aims to enhance Yemen RC's core capacity especially at the headquarters level based on implementation of the revised statutes and the recommendations of the management review conducted by an external consultant. At the conclusion of the meeting, the partners established a task force to work with the Yemen RC to further develop and finalize the CPRP. The CPRP aims to enable the National Society to re-launch itself with enhanced capacity to ensure effective support to the activities implemented at branch level. The CPRP implementation costs are expected to be covered through coordinated partnership support for the initial phase of the implementation.

The focused support provided by the International Federation to improve the financial systems has enabled the National Society to finalize the data entry in the new system - YemenSoft. The development of appropriate financial procedures is currently under way. The new system will enable the Yemen RC to produce accurate and timely financial reports.

The official web site of the National Society is updated in two versions - Arabic and English - and hosted in the World Wide Web under the address: www.yemenrc.org. Having said that, its use is limited, as the Yemen RC does not have the capacity that can facilitate communications.

Well functioning National Society

At the end of 2009, the draft document of the revised statutes was approved by the national council of the Yemen RC. It was also approved by the extraordinary General Assembly held at the beginning of 2010.

To enhance a common understanding of the statutory changes, the Yemen RC has conducted a series of dissemination sessions explaining the main contents of the revised statutes. A team consisting of a board member and the legal adviser of the National Society went around the branches to explain the main changes in the statutes and discuss related questions with the governance and volunteers at branch level. The revised statutes were also disseminated in an orientation session involving headquarters staff.

A draft volunteer policy has been developed based on the revised statutes and exchange of experiences between the Yemen RC and the Danish Red Cross, as the two National Societies are working together on volunteering development. The volunteer coaching system has been revised and replaced by volunteer leaders and volunteer committees established in each branch and sub-branch. More than 1,500 active volunteers have been registered to enable them to be insured against accidents.

Financial sustainability

A resource development plan of action (including a plan for membership development) was prepared to improve sustainability of Yemen RC services. However, the status of implementation is reported to be low due to lack of capacity and commitment at headquarters and branch levels. The new financial management systems improvement started at the headquarters is expected to contribute towards the achievement of the objective of financial sustainability.

As a follow up to the floods emergency operation in Hadramout, efforts were made to improve the financial sustainability of the Seyoun branch. This is based on training of staff and volunteers in first aid which can be used not only to provide service but also to generate income by collecting training and service fees from interested organizations and individuals. The trained staff and volunteers have been supported to exchange experience with other branches that have more experience in the use of first aid as a means to improve the prospect of financial sustainability.

Coverage of grassroots units

Through the ICB support by the International Federation, the Yemen RC is stepping up efforts to improve its outreach at the local level by establishing sub-branches in disaster prone communities. Twelve sub-branches have been established with participation of the local councils and communities who have donated the required premises to be used as office base. Community volunteers have been mobilized and trained to enable them to provide services according to the specific community needs in each sub-branch.

The emerging ICB structures and capacities at the local level provide the entry point for focused and integrated service delivery. The community based health development under the operational alliance and other bilateral programmes implemented at branch level with the Yemen RC partners also support the effort the National Society makes to improve grassroots coverage with increasing outreach at the local level.

Capacities for programme development and management



Yemen Red Crescent volunteers attending the 150th celebration of the RC Movement in Solferino, June 2009. **Yemen Red Crescent**

Four Yemen RC youth volunteers participated in the events organized in Italy and Switzerland to commemorate the 150th anniversary of the Red Cross/Red Crescent (RC/RC) Movement.

As part of the Yemen RC-Danish RC framework of cooperation, contacts have been made to establish a twinning between Sana'a branch and Alborg branch to enable the two branches to work together on common issues including volunteer development and management. The cooperation between the Yemen RC and the Danish RC also includes exchange between schools including schools for people with hearing disabilities in Yemen and Denmark. As part of

this effort, 10 visitors (students, teachers and staff) from the Amal School in Sana'a visited their counterparts in Denmark. The stories of the successful exchange visits between Denmark and Yemen are to be documented in a book to be printed by the Danish side.

Constraints or Challenges

Implementing the revised statutes together with the recommendations of the management review; lack of skills in planning, monitoring, evolution and reporting along with lack of capacity and commitment to improve performance including financial sustainability have continued to be the main challenges during 2009.

Principles and Values

The ICRC plays a key role as a primary partner for the Yemen RC in the implementation and dissemination of Fundamental Principles and Humanitarian Values of the Movement including international humanitarian law (IHL). The limited support the International Federation provides in this respect is reflected in the integration of the basic dissemination of the Fundamental Principles and Values of the Movement in programmes and projects supported by the International Federation. This is based on a brief introduction of the Principles and Values as an integral part at the beginning of every seminar/workshop organized under disaster management, health and care, as well as organisational development/capacity building.

Working in partnership

The progress the Yemen RC has made over the years is a direct result of the partnership efforts the National Society has made working together with both Movement and non-Movement partners. With

the implementation of the change process and restructuring plan based on the revised statutes and the management review conducted by an external consultant, the Yemen RC will be in a better position to strengthen the partnership dynamics with increasing sustainability and ownership.

In addition to the programmatic support through both regular plans and Emergency Appeals, the International Federation closely assists the Yemen RC to consolidate its partnership to achieve greater results through collaborative efforts. The main areas of support during the reporting period included development and implementation of the OA dialogue in which the OA partners (Yemen RC, International Federation, and the National Societies of Denmark, Norway and Sweden) reviewed the progress and problems of the community based health development under the OA. In addition, the partnership dialogue was developed and implemented in which the Yemen RC partners (including the ICRC, International Federation and the National Societies of Denmark, France, Germany, Norway and Sweden) discussed the National Society’s plan to implement the re-structuring plan based on the revised statutes and the recommendations of the management review conducted by an external consultant

The partners agreed to establish a task force to assist the Yemen RC to streamline the restructuring plan. As requested by the partners, the International Federation is closely assisting the Yemen RC to work together with the task force to finalize the restructuring plan. The International Federation also assists the Yemen RC to ensure the planning and implementation of the Movement coordination meetings in which the Yemen RC and its partners conduct a regular dialogue about the various activities implemented with the National Society.

Contributing to longer-term impact

The implementation of the change process and restructuring plan is expected to improve the overall performance of the Yemen RC including its capacities to facilitate community development efforts at the local level.

Looking ahead

The increasing focus on local level risk reduction and community based health development will enable the Yemen RC to contribute more effectively towards the effort required to build up resilient and safer communities in line with Strategy 2020.

<p><i>All Federation assistance seeks to adhere to the Code of Conduct for the International Red Cross and Red Crescent Movement and Non-Governmental Organizations (NGO's) in Disaster Relief and is committed to the Humanitarian Charter and Minimum Standards in Disaster Response (Sphere) in delivering assistance to the most vulnerable.</i></p>	
<p>The IFRC’s vision is to:</p> <p>Inspire, encourage, facilitate and promote at all times all forms of humanitarian activities by National Societies, with a view to preventing and alleviating human suffering, and thereby contributing to the maintenance and promotion of human dignity and peace in the world.</p>	<p>The IFRC’s work is guided by Strategy 2020 which puts forward three strategic aims:</p> <ol style="list-style-type: none"> 1. Save lives, protect livelihoods, and strengthen recovery from disaster and crises. 2. Enable healthy and safe living. 3. Promote social inclusion and a culture of non-violence and peace.

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