

Annual report



International Federation
of Red Cross and Red Crescent Societies

Yemen/Mena Zone

MAAYE001

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This report covers the period 1 January 2010 to 31 December 2010.



Yemen Red Crescent volunteers distributing relief items in Hajjah governorate affected by flash floods.
Photo: Yemen Red Crescent

In brief

Programme outcome: To save lives, protect livelihoods, and strengthen recovery from disaster and crises, the Yemen Red Crescent Society (YRCS) is increasing its capacity in disaster preparedness, response and recovery based on increasing shift from reactive to preventive approaches. Decentralized capacity and rapid exchange of information is increased. Assistance to restore or improve pre-disaster living conditions and reduce the risk of future disasters is improved.

To enable healthy and safe living, the focus has been on building the capacity of volunteers and communities so they can respond to injuries and health priorities and development needs of communities with increased focus on preventive approaches. Training the volunteers in community based health and first aid (CBHFA) has been one of the priorities. MCH promotion including safe motherhood and child health initiatives, prevention and control of malaria and communicable diseases through the network of YRCS health centres and community-based activities is improved. Integration of health services during emergencies including PSP and prevention and control of epidemics during disasters is an identified as an important priority... Overall support is provided including technical support to the YRCS to improve its organizational development including performance and accountability... Integrating the Fundamental Principles and Values in the work forms part of the broad-based approach to influence positive behaviour and reduce stigma and discrimination with increasing respect for human dignity.

Programme(s) summary:

The focus has been on Organisational Development (OD) and Capacity Building (CB), Disaster Management (DM) and Disaster Risk Reduction (DRR) and Health and Care (H/C). The Federation has given priority to support organizational development and implementation of the revised statutes and key recommendations of the management review. Human resource and finance management development has been one of the core areas, and also developing core capacities of planning, programming and coordination to enhance the ability to deliver efficient and effective service. Getting the gender balance right is considered an important priority together with the effort made to enhance volunteering and volunteers to improve volunteering. The purpose and components of the

DM/DRR programme focus on planning, organizational and community preparedness, quality, coverage, recovery and response. The focus of the health and care programme has been on community based health and first aid, HIV and AIDS, psychological support, mother and child health and promotion, prevention and control of malaria and communicable diseases. The programme purpose is to reduce the number of deaths, illnesses and impact from diseases and public health emergencies.

Financial situation: The total appeal budget for 2010 is CHF 708,374 of which CHF 817,962 (115% per cent) was covered during the reporting period 270,480. Overall expenditure during the reporting period was CHF 604,254 (85% per cent) of the budget.

The original plan of CHF 1,031,397 was revised to CHF 708,378. The reason was low response to the annual appeal.

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

No. of people we have reached:

Most of the programme objectives have been achieved, and a considerable number of people have been reached during the year:

- About 16 000 beneficiaries were reached through DRR activities integrated with H1N1 and awareness campaign.
- An estimated number of 6 500 people, affected by floods and land slides, were assisted with non-food items (mattresses, blankets, kitchen sets).
- About 95 000 beneficiaries were reached through DRR activities including hygiene promotion, road safety and public awareness campaign.
- DRR and climate changes awareness campaign has reached approximately 15 000 beneficiaries.
- Approximately 20 000 beneficiaries have been reached through community based health services and health and care programmes.

Our partners: The YRCS closely works with the Movement partners (International Federation, ICRC), Partner National Societies (Danish Red Cross, Norwegian Red Cross, Swedish Red Cross, French Red Cross, German Red Cross, United Arab Emirates Red Crescent and Non-Movement Partners (DFID, UNHCR, UNICEF, UNDP, OCHA, OXFAM, WFP, WHO, World Bank). The YRCS also works with government authorities including the Ministry of Public Health and Population, Ministry of Water and Environment, Civil Defence , Ministry of Agriculture, Geological Survey Authority, Yemeni Centre for Remote Sensing, Islamic Relief, Al-Saleh Foundation, Yemeni Women Union, etc.

Context

With a population of about 23 million, Yemen is the poorest country in the Middle East. The Human Development Index in 2009 ranked it 140 out of 182 countries (<http://hdr.undp.org/en/statistics>); adult literacy rate in 2008 was 59 percent; 50 percent of the population is under 15 years of age, and the country has one of the highest birth rates in the world; and up to 50 percent of the people have no access to basic health service (<http://www.worldbank.org>)

In recent years, public policy in Yemen has shifted towards a free market economy and the scope of public services has been considerably restricted. The health and socioeconomic needs of a large part of the population has been constantly increasing, particularly in rural areas. Food prices have increased with a direct impact especially on the poor. Yemen is recurrently affected by both man-made and natural disasters including earthquakes, floods, epidemics and tropical/semi-tropical diseases.

The overwhelming concentration of disasters and epidemics are in the northern and south-eastern parts of the country. In terms of risk mapping, flash floods are topping the list followed by traffic accidents and lack of water ranking 3rd together with tuberculosis.

Security, with civil unrest in the north and south of the country, the threat of Al Qaeda, as well as inter-tribal conflicts are common. Refugee influx to Yemen from the Horn of Africa represents an increasing phenomenon with up to half a million migrants estimated to be living in the country. In addition, two issues, largely specific to Yemen, put a strain on development prospects: the rapid depletion of water reserves and the widespread consumption of qat, which translates into a deteriorated health status, accelerated drawing on water resources as the qat cultivation consumes one-third of the abstracted groundwater, and reduced productivity (<http://www.worldbank.org>).

In response to these challenges, the Yemen Red Crescent Society (YRCS) is focusing on disaster management, disaster risk reduction and community based health and first aid to meet the needs in the country. It has put a lot of effort in capacity building/OD to enhance YRCS role as a strong National Society to deliver efficient and effective service.

t One of the top priorities in the organisation is human resources developments and capacity building at all levels to improve its role to save lives, protects livelihoods, and strengthens recovery from disasters and crises.

Progress towards outcomes

Disaster Management

Outcomes:

- National Society capacity to plan, implement, monitor and report on disaster preparedness, response and recovery based on increasing shift from reactive to preventive approaches is improved.
- Contribution to the reduction of deaths, based on decentralized capacity and rapid exchange of information, is increased.
- Capacities to plan and manage disaster risk reduction activities at the local level are increased.
- Quality, coverage and impact of disaster response in favour of the most vulnerable are improved.
- Assistance to restore or improve pre-disaster living conditions and reduce the risk of future disasters is improved.

Achievements:

The YRCS DM Department implemented DRR micro projects as a follow up on the implementation of the recommendations from the VCAs conducted earlier in the different branches/governorates. The micro project implemented in Dhamar governorate, Jahran district was carried out integrated with the intensified capacity building (ICB) efforts in the district. The specific activities included:

- Dissemination and education on road safety targeting a total of more than 2000 people including students and traffic police. Leaflets and banners were distributed to promote traffic safety
- community mobilization and action which focused on covering two open wells which used to pose considerable risks for people and animals
- Mobilization of about 100 marginalized families (about 700 people) to undertake environmental sanitation focusing on garbage disposal including collection and burning.

This was followed by a community education and awareness emphasizing the need for effective environmental hygiene at all times.

DRR activities, integrated with H1N1 awareness campaigns, were implemented in the main cities of Sana'a, Taiz, Ibb, Aden and Seiyon.

- The activities were focused on schools, universities and the police institutions targeting a total of about 16 000 people.
- 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 also involved in facilitating the campaigns in the respective governorates. In light of the increasing security concerns in most of parts of the country, risk assessment being made to update the contingency plan of the Society especially in branches with high exposure to potential conflicts and their humanitarian consequences.

In the effort to strengthen the organization and management of the logistics capacities at branch level, the national DM Coordinator made a working visit to the branches in Dhamar, Ebb, Taiz, and Aden. The visit focused on how to improve logistics capacities including the need to ensure adequate facilities including shelves, fire extinguishers. In view of the difficulty of ensuring full time commitment from volunteers involved in logistics management, the need to have permanent staff, with adequate training, to take care of the logistics management has been identified as a key area of priority.

In February 2010, the YRCS DM focal points from all the branches met in Sana'a and discussed the progress and problems faced in 2009. The main recommendations from the discussion highlight the need for:

- increased coordination between the HQ and the branches especially in time of emergencies, and
- provision of appropriate tools, equipment including standard uniforms for the trained national intervention team members

The participants also recommended a reorganization of the DM capacities with clusters of governorates broadly categorized as follows:

- First cluster: Saadah, Hajjah, Amran, Al Jouf and Hoidedah
- Second cluster: Sana'a, Dhamar, Al Baida,
- Third cluster: Taiz, Adalah , Ebb
- Fourth cluster: Aden, Abyan, Lahj
- Fifth cluster: Hadramout, Shabwa

The grouping is made in order to strengthen the basic preparedness and response capacities in each cluster including human resources, logistics, communication (including VHF radios in cooperation with the Ministry of Telecommunications) and ensuring local stock capacities with advance agreement/contract with local suppliers to facilitate rapid delivery in time of emergency. On 5 March 2010, a flash flood was reported from Wadi Hadramout. The damaged was minimal, because of the effective early warning given by the local intervention team, most of the communities evacuated in time. Drawing from its DP stocks, the Seiyoun branch assisted 50 families providing non-food items including kitchen sets, mattresses, and blankets.

Floods and landslides were also reported from Dhamar affecting three districts in Anis, Al Manar and Jahran. Using the resources from its DP stock, the Dhamar Branch responded effectively assisting 27 families with non-food items. The DP stocks used by the branch have been replenished from the central stock at the HQ.

Supported by the Federation and the German Red Cross, DRR micro projects are being implemented in four communities in Taiz and Hadramout. The activities include risk mapping, and training of local level emergency response teams. The primary level training targets the schools where students are trained on different DRR activities including road safety and protection of the environment. This includes civil works to protect villages from rock/mountain slides. The second level training targets local council members aiming to raise awareness about DRR.

The YRCS DM Coordinator attended a regional meeting in Cairo in March 2010 focusing on monitoring and progress reporting related to the implementation of the Hyogo Framework.

DRR activities are being implemented in three communities in Saber and Al Turba (Taiz) as well as Manakha (Sana'a). The activities include hygiene promotion, road safety including public awareness through various means and campaigns (key messages highlighting the need to observe speed limits, use of seat belts and avoiding telephone use while driving). The DRR activities in Al Turba also include tree planting.

The continuation and sustained implementation of these activities is expected to reach and benefit up to 40, 000 people in Al Turba, more than 25,000 people in Saber and more than 30,000 people in Manakha.

The YRCS is playing an active role in coordination of its activities with other organizations:

- Coordination with the Ministry of Water and Environment to work on the National Report on DRR and Climate changes adaptation.
- Participation in the discussion organized by the UNHR focusing on how to improve services to IDPs and migrants.
- Participation in the forum organized by the IOM to improve the condition of children in the context of human trafficking.

In April, a project proposal was developed to improve the logistics capacities of the YRCS especially at branch level as part of the effort to improve the overall level of YRCS preparedness. The project is to be implemented with technical support from the Zone Office of the Federation. The other proposal focused on DRR activities to be implemented in the context of climate change adaptation.

The Dhamar branch assisted ten families affected by floods in the district of Moshek in April 2010. The assistance, consisting of non-food items including tents, blankets, mattress and utensils, was mobilized from the branch preparedness stock of the branch established in cooperation with the Federation.

In May, a team from the YRCS HQ monitored the implementation of the disaster risk reduction (DRR) micro projects in Taiz (Saber, Al Turba and Taiz) focusing on actions including breaking of rocks to prevent risks from mountain slides, road safety including signposts and distribution of leaflets and brochures to increase awareness, tree plantation and environmental hygiene.

The monitoring confirmed that the projects have been implemented according to plan. The need for more similar interventions have been identified to prevent the risks of mountain slides that often disrupt the lives and livelihoods of communities living at the foot of the Saber mountain. The VCA information was also updated in Taiz (representing a governorate of about 2.3 million people) indicating a number of challenges including mountain slides, road accidents, environmental degradation (pollution), malaria, bilharzias with more frequent occurrence of dengue fever.

Within the DRR micro projects started by the Taiz branch and its sub-branches, efforts will be made to reduce hazards and risks with more effective participation of stakeholders including volunteers and beneficiary communities. This will include awareness raising and practical actions at the local level to reduce risks and vulnerabilities.

Following need assessments by the YRCS HQ, a five-day skills upgrading training on logistics was conducted in Sana'a in June 2010. Eighteen YRCS staff members working in logistics in nine branches (Sana'a, Dhamar, Ebb, Aden Hajjah, Hoidedah, Amran and Al Mahweet) and two staff members from the Headquarters participated in the training. With an immediate objective to build up capacities and skills in logistics, the training focused on how to ensure effective use of standards including IFRC standards and procedures, emergency item catalogues, different forms of procurement, registration, requisition, invitation for suppliers for tenders, etc. The training also aimed at enabling the trainees to reorganize the stores in an orderly fashion according to uniform standards and procedures enhancing the preparedness capacity of the YRCS and its branches to ensure rapid and efficient response in time of disasters. The training was conducted based on lectures and practical applications where the trainees worked at the central warehouse of the YRCS;

- conducting assessment, and
- Reorganizing different items with the necessary facilities/systems to handle in-coming and out-going items.

The training was conducted with technical support from the MENA Zone in Amman and the Federation's Fleet-base in Dubai.

The participants are expected to conduct the necessary assessments in the respective branches in order to effect the required improvement and change in the re-organization and management of logistics. All of them have been provided with the necessary tools and systems to carry out the tasks.

As a follow up to the training, the four warehouses including the central warehouse in Sana'a and the branch warehouses in Dhamar, Ibb, Taiz and Aden will be renovated and upgraded to enable them to fulfil the required standards.

The Sana'a branch distributed 370 kitchen sets assisting flood-affected communities in Sana'a. This was carried out in cooperation with the UAE RC which works with the YRCS in different areas of engagement.

The support from DFID, through the Federation, also focuses on prepositioning of basic relief items to enhance the local level YRCS capacity to ensure rapid response in time of emergency.

The YRCS participated in the different coordination meetings focusing on how to improve coordinated services to assist migrants and IDPs in the different parts of the country. The YRCS branches in Saadah and Amran actively work providing services to the IDPs displaced due to the conflict in Saadah. The Taiz branch provides services to migrants coming across the Red Sea from the Horn of Africa, mainly from Somalia.

The YRCS participated in the high level dialogue on human rights organized in Sana'a in May 2010. Organized by the Ministry of Human Rights in cooperation with the Danish Institute of Human Rights, the forum was attended by more than 500 representatives from government and non-government organizations, universities, the media and the Police. The dialogue addressed a number of important issues on the theory and practice of human rights within the global and national context. The presentation and discussion helped to highlight critical areas in international conventions, criminal justice in Yemen and the general conditions of prisons in Yemen.

On 15 July heavy rains continued in most parts of Yemen resulting in several flash floods particularly in Hajjah, Harad district. The floods affected 13 villages in the northern part of Harad resulting in total destruction of 100 houses, partial damage of 400 houses, and loss of household items. After field assessment, the HQ responded by sending a convoy of relief items to the affected area. The DM Coordinator closely supervised the distribution which included 250 tents, 2000 blankets, 250 personal hygiene kits, and 250 kitchen sets.

Later during August, the YRCS conducted emergency response operation to provide relief items for flood affected areas in Hodeida governorate. About 360 Families (2520 people's male and

female) were assisted in Wadi Moor, Alzuhrah district, a costal valley area that is often affected by flash floods... The humanitarian assistance included shelter items consisting of tents, blankets, mattresses, kitchen sets, and hygiene parcels.



Yemen Red Crescent volunteers distributing shelter including tents, mattresses, blankets, kitchen sets and hygiene kits in Harad district, Hajja Governorate.

During October, a mountain slides occurred in Thula district, Amran governorate, and the NS carried out an emergency response assisting 35 families (210 persons) affected by the disaster. Relief items distributed from the HQ warehouses included: 35 tents, 210 mattresses, 420 blankets, and 35 kitchen sets.

The area of Disaster Risk Reduction and Climate Change Adaptation (DRR and CCA) witnessed remarkable progress during the reporting period. The YRCS DM Coordinator participated in the Regional meeting/workshop on climate change adaptation and disaster risk reduction in Amman August 2010. The Workshop aimed at introducing and integrating disaster risk reduction and climate change adaptation within National Societies' disaster management and health and social services programs; by presenting the global alliance approach, climate change concepts, discussing new tools, guidelines and training modules, and building up sources of information. The Yemen RC made a presentation outlining the agreement with the Ministry of Environment and Water to carry out joint DRR and CCA programmes at a national level. The programmes have a relationship with local and national media institutions to disseminate DRR and CCA activities.

In November the DM Department organized the Second Consultative Meeting on DRR and Climate Change Adaptation. About 35 participants and specialists attended the meeting representing different agencies and departments including YRCS, IFRC, ICRC, UNICEF, World Bank, and UNDP. The Yemen Government was represented by the Ministries of Water and Environment, Health and Population, Agriculture, Information. Academic and research institute included Sana'a University, National Committee for Nuclear Energy and National Censoring and Seismic Centre. The objective was to reach a common vision on addressing issues related to climate change and strengthen capacity of local communities towards risk reduction of natural disasters, disaster management, and mitigation. Amongst the significant conclusions was the formation of a task force to follow up on DRR and CCA issues in Yemen. At an earlier time, the NS developed publication on DRR and CCA and printed about 15,000 brochures, leaflets, and messages on climate change.

The DM Department organized a training workshop in Taiz Nov 2010 on DRR & safe class room in the schools The training targeted teachers from five schools in Taiz city, Saber, Al Turba, Domnit Khader, and Al Mukha districts in Taiz Governorate. Thirty male and female trainees attended the workshop DRR tool kits were distributed to 16 schools during the workshop.

A similar training workshop on DRR was organized in Seiyoun Hadramout. The training included participation of 40 male and female schools teachers from four different areas and communities including: Treem, Al Kuton, Saah and Al Soom. The objective of the two training workshops was to:

- Ensure safe classrooms in schools
- Initiate community based DRR
- Develop the DRR manual based on community
- Develop risk maps
- Develop DRR management
- Establish cooperation with local authority and institutions regarding DRR and lessons learnt

A VCA was implemented in eight governorates in cooperation with local authorities. The YRCS is planning to implement one school based program in Taiz, a tree plantation initiative, an awareness campaign on alternative energy, cleanliness campaigns, and capacity building in DRR in local branches.

The DM Department actively participated in the consultation and coordination meetings with other agencies including the following

- Participation with YHRP Task force to prepare the final draft of Yemen Strategy on IDPs.
- Participation at the final preparation for YHRP workshop organized by OCHA.
- Participation at the Disaster Risk Management Workshop at Sana'a University organized by the World Bank.
- Preparation in the discussion of the final project proposal with agreement between IOM & YRCS on trafficking identification .
- Participation at the Mixed Migrants Task force meeting, organized by UNHCR& IOM Aden.
- Following up on activities related to RFL/protection issues.
- A workshop on Humanitarian Response Strategy for 2011 for UNDP and its partners.
- Meeting to prepare the documents of identification related to mixed migration trafficking.
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- Participation in 5th International Field school/training course (leaning by doing for emergency response which was held in Iran Dec 2010,).
- Participation at the sea rescue refugee protection round table consultative meetings held in Sana'a Dec 2010.

Health and Care

Outcomes:

- Vulnerability to HIV and its impact is reduced though preventing further infection, expanding care/support and reducing stigma.
- Capacity to respond to health and injury priorities and development needs of communities is increased.
- People have access to social and mental health services to reduce mental health morbidity, disability and social problems with improved integration of health services during emergencies including PSP and prevention and control of epidemics during disasters.
- MCH promotion including safe motherhood and child health initiatives, prevention and control of malaria and communicable diseases through the network of Yemen Red Crescent health centres and community-based activities is improved.

Achievements:

Through the bilateral support from the German RC, personal hygiene kits (1700) distributed in Hawra and Tarim- Wadi Hadramout. After the distribution, 50 volunteers were trained on personal hygiene focusing on H1N1, malaria, immunization and social mobilization and communication skills. As part of their post-training activities, the community volunteers started to conduct house-to-house visits.

By February 2010, the highlights under the CBHDP under the OA included the following:

- Food security and livelihood survey conducted in Beite Al Faqi (Hoidedah)
- Awareness and advocacy workshop carried out involving 22 Imams in Beite Al Faqui focusing on a variety of issues including the importance of literacy classes and education of children and women

A district steering committee meeting conducted in Abbs and an agreement reached to:

- start the construction of 100 dry latrines
- work on school-based hygiene promotion targeting 1000 students
- provide 100 water filters with the necessary maintenance plan

The YRCS clinics/health centres in the different branches continued providing services with a focus on mother-child health (MCH).

In a bilateral partnership with the YRCS, the UAE Red Crescent has provided assistance, including medical assistance, worth about 630,000 US\$ during the 1st quarter of 2010.

The midterm review report for the community-based health development programme under the operational alliance has been submitted in April to the YRCS and its partners. The report was discussed in a joint follow up meeting between the YRCS and its partners in June 2010.

The YRCS, in cooperation with the German RC, has developed a programme -youth in action, targeting health activities in four branches (Sana'a, Seiyun, Dhamar, and Taiz), and the programme is funded by the European Commission.

A facilitators' training on Community- Based Health & First Aid (CBHFA) in Action was carried out in May 2010. Focusing on disaster preparedness and community-based health, the training was designed to:

- Provide the trainers in the YRCS branches with additional information regarding CBHFA modules.
- Provide the trainers in the YRCS branches with the needed tools of learning by doing regarding CBHFA in action.
- Establish a group of facilitators in the targeted branches with better action-oriented and locally relevant tools.

Twenty six participants took part in the training. They were selected from the trainers in the YRCS branches familiar with the CBFA and with experience in communication with the local communities.

Using the CBHFA module effectively, the participants will develop, with their local communities, some pilot projects to address the most important problems in their respective branches/communities. The YRCS HQ will review the proposal and support the effort providing supervision during the implementation. Based on the mid-term review of the community based health development programme (CBHDP), a joint discussion was conducted in June 2010 between the YRCS and other members of the operational alliance supporting the CBHDP. A temporary agreement, highlighting the respective roles and responsibilities, has been agreed to be implemented during the next three months until the future structure and management of the programme will be redesigned based on the specific recommendations of the mid-term review. According to the agreement, the short term activities being implemented in Beite Al Faqi (Hoidedah) include the following:

- Training of community members to improve water and sanitation which will be followed by distribution of 250 water filters based on cost-sharing arrangements.
- Continuation of EPI services to prevent risks especially for children and mothers.
- Training of Dayas (traditional birth attendants) to promote safe and clean delivery which will be followed by distribution of clean delivery kits.

A high level delegation led by the Secretary General of the Norwegian RC visited the YRCS and CBHDP project areas in Hajjah (Abbs) under the Operational Alliance. The delegation was

provided with extensive briefing regarding the challenges and opportunities in the implementation of the programme. Expressing satisfaction with the overall outcome of the visit, the delegation reaffirmed the commitment of the Norwegian RC to strengthening the process of working together with the YRCS based on long term partnerships.

During the second half of the year, implementation of the health and care activities negatively affected, as the vacant position of Health Coordinator was not filled in time. The responsibilities had been given temporarily to the Assistant DM Coordinator who has a good experience in health related projects. Implementation during the last quarter of the year including the following:

- Finalizing the training on the new method of First Aid in five branches
- Training of 18 staff members of UN on first aid for road accidents
- Formation of volunteer network for CBHFA in YRCS branches
- A training workshop on CBHFA was conducted at the beginning of October. The training which continued for five days benefited 28 participants from all branches of the NS. The training was facilitated and supervised by a qualified trainer from MENA Zone Office
- A five days ToT training workshop was conducted at the HQ on HIV/AIDS and STDs. About 28 male and female trainers (from all branches, except Socotra island) participated in the training
- Training scenario on First Aid for school students in areas prone to risks and disasters
- A training of trainer workshop was organized to update and build up capacity in the area of HIV/AIDS and STDs. The workshop continued for five days and 32 participants benefited from the training
- A training workshop was organized to train 32 male/female field coordinators from all branches in the area of CBHFA
- Organizing a training camp for 5 days dealing with the issues of risk reduction and public health. The camp was held in Taiz with participation of 45 male/female volunteer trainees from the same governorate and from Seiyun.
- An expanded five days meeting for health coordinators and planning officers was held in Ibb governorate. The main purpose of the meeting was to formulate the health programme for 2011. Thirty five participants attended the meeting.

The YRCS Health Department conducted a series of consultation with IFRC aiming at improving and developing meaning and methods of the CBHFA programme in YRCS. The meeting were conducted in three stages:

- First stage: discussion meeting addressing CBHFA in branches which involved the participation of 32 male and female volunteers.
- Second stage: Targeting employees of the YRCS
- Third stage: Targeting the Board members

Organizational Development/Capacity Building

Outcomes:

- Overall support including technical support to the Yemen Red Crescent to improve its organizational development including overall performance and accountability is provided
- More sustainable organization with enhanced leadership skills and competencies as well as internal and external cooperation and coordination is developed.
- The awareness and capacity of the National Society towards strengthening resource development including resources from within the country coupled with up to date and reliable financial management is improved.
- Capacities for service delivery based on a growing culture of volunteering are developed.

Achievements:

A capacity building workshop was conducted in January 2010 involving 22 Hodeidah branch and sub branch volunteers. The workshop was organized to;

- facilitate dialogue and better understanding between volunteers at branch and sub branch levels,
- improve awareness and understating among the community based health programme staff at branch, sub branch/village and HQ levels, and
- strengthen a participatory approach in planning and implementation of activities (including first-aid camp, dissemination of the volunteer policy and the revised statutes)) within the community based health programme and other areas of focus

The volunteer coaching system has been revised and replaced by volunteer leaders and volunteer committees established in each branch and sub-branch.

In February, 30 volunteers from all the YRCS branches participated in the orientation sessions focusing on dissemination and implementation of the revised statutes of the Society. The participants also discussed the implementation of the volunteer policy of the Society with effective participation of the volunteers at all levels.

The YRCS and partners (IFRC, ICRC, and PNSs) have established a task force to support the YRCS Board in the change process and restructuring plan (CPRP). The task force has had regularly meetings, and among others focused on development of job descriptions according to the new structure approved by the YRCS national board on 10 November 2010. The job descriptions were prepared by the Senior OD Adviser of the Norwegian Red Cross supported by the IFRC. This includes the position for the Executive Director as part of the change and restructuring process of the Society in line with the revised statutes and the overall management review conducted by an external consultant. During April and May the ATF continued its activities related to reviewing the final draft job descriptions for the key five positions according to the new statutes and structure to be further refined by the ATF before they are presented to the YRCS Board for review and approval as part of the Society's change process and restructuring plan(CPRP). The job descriptions were approved by the YRCS Board October 2010.

The YRCS statues have been revised during the changes process. The Extraordinary General Assembly of the YRCS met on 10 February 2010 and approved the revised statutes of the Society with some amendments. The amendments have been incorporated by the sub-committee established by the Assembly.

As per the understanding reached during the partnership meeting in November 2009, the partners are expected to support the NS to implement the changes including the salary and benefits for the top management group as soon as the board decides to employ the required professionals as per the job descriptions.

As part of the financial systems improvement, IFRC supported YRCS to install new data entry system from Yemen Soft. The process was finalized by February 2010 establishing the possibility for the YRCS to ensure adequate financial recording and reporting.

Twenty volunteers from Hoidedah branch were trained on social mobilization skills in March 2010. At the same time, 24 volunteers (10 from Hoidedah, 10 from Hajjah, and four from Al Mahweet) were trained as trainers on Principles and Values.

On 14 March 2010, the leaders and mangers of the Hajjah and Hoidedah branches discussed on how to improve the planning for the Community Based Health Development Programme implemented, with an OD component in Abbs district (Hajjah) and Beite Al Faqi district (Hoidedah)

On 16 March 2010, twenty volunteers (gender-balanced) from Hajjah branch were trained on dissemination of the revised YRCS statutes and the new volunteer policy of the YRCS

Five volunteers, including the Secretary General of the Sana'a Branch, made a working visit (20-27 March) to the Al Borg Branch of the Danish Red Cross. The two branches are working on a common twinning project which promotes their activities as well as international understanding between volunteers and staff. The visit focused on RC/RC classes, first aid and participation (as observers) in the general assembly and election of the Al Borg Branch.

Seven out of the nine members of the YRCS national board made a working visit to the Lebanese Red Cross between 28 March and the 2nd of April 2010. In addition to the visit of the various activities of the Lebanese RC, the board members had a retreat, facilitated by an external consultant, focusing on the restructuring and change process of the YRCS. The visit was organized by the Federation to enable these members to learn from the experiences of the Lebanese Red Cross in various areas.

By April 2010, the YRCS national board officially released the revised version of the Society's statutes. The board also agreed on an election time table according to which new elections will be conducted at branch and national level according to the revised statutes

During the reporting period, the OD activities supported through the intensified capacity building (ICB) have been continuing although progress was slow as a result of the delay in communication between the HQ and the branches including disbursement of funds for the specific activities as per the agreed branch plans.

The advisory task force supported the integration of the tasks of the Intensified Capacity Building (ICB) officer within the job descriptions of the new position to be created for OD and CB coordination under the restructuring plan of the YRCS. This is done in recognition of the need to ensure that all OD and OD-related issues are implemented under the supervision and coordination of a consolidated department.

Till the end of the reporting period, the YRCS has been working on;

- printing and distribution of the new volunteer policy of the Society (1,000 copies)
- improvement of volunteer guidelines by a working group; about 1000 copies of the improved guidelines to be printed and distributed
- updating the volunteer data base in each branch, consolidating the preparation to get the volunteers ensured through the IFRC

A workshop on Membership and Resource Development was organized at the HQ in July 2010. Two participants from each branch attended including presidents and secretaries general. The workshop focused on the importance of membership and RD as a key factor in NS financial dependence. The participants held group discussion on common concerns to reach concrete solutions to all problems identified.

Consultative meeting was organized at YRCS HQ in July 2010, which included the seven branches of Aden, Abyan, Dhale, Mahweet, Sayoun, Shabwa, and Baidah. The objective of the meeting was to:

- 1- Identify the most important priorities of branches for the coming period
- 2- Establish mechanisms and modalities to enhance branch capacity
- 3- Identify the local communities' needs

By mid September, a new OD delegate assumed her duties of supporting the NS in planning and implementation of OD related activities to scale up capacity and improve services. That was followed by filling the vacant position at the HQ including two key positions of Volunteer Development Officer and Capacity Building Officer along with appointment of five regional volunteer coaches at branch level. In the mean time the OD Department worked on a comprehensive plan of action for the next year to catch up with the activities and projects to go forward as one department consolidating all OD projects and funds.

A training workshop was organized at YRCS r on the new modules of Programme/Project Planning. Twenty trainees from different YRCS departments, IFRC, ICRC, PNS, and 2 branches actively participated in the two days training. The participants acquired the necessary knowledge on essential tools and methods of project/programme planning which will improve their project management capacities. The training was facilitated by MENA Zone Office through a qualified PPP trainer. A follow up workshop is scheduled to be held by the beginning of next year.

In the same area, a participant from Sana'a branch participated in similar PPP training organized by MENA Zone Office in Amman.

The IFRC is supporting the YRCS election processes, and on 12 December the YRCS held the National Council meeting. The IFRC has underlined the importance of ensuring a proper and transparent election process, and both the IFRC and the ICRC attended the National Council meeting. All the branches were present with one or two representatives.

The outcome of the meeting was:

- The YRCS Board will prepare the membership cards and the membership list.
- A Task Force was established with 4 board members and 6 branches to work on the guidelines and the regulation for the elections. The guidelines and the regulation will be sent to the branches at the end of January. A legal adviser will be included in the Task Force.
- The HQ will identify someone to monitor and supervise the elections.

A training workshop was organized at the HQ on data collection and management. Twenty participants attended the workshop representing all branches of YRCS. It was facilitate by two trainers from OD Department and Sana'a branch.

An orientation workshop on the new statues, volunteering policy/guidelines, and OD was organized at the HQ in December. All YRCS branches were represented and 23 participants attended.

In continuation of building the capacity of the NS, the Federation supported the External Relations and Secretariat at the HQ with basic capacities computerization (including hardware and software inputs).

Constraints or Challenges

- The challenges of YRCS include development of human resources - leadership, management, volunteers and staff, financial/material resources as well as systems and procedures. A large gap between the Society's objectives and its capacities to address them Poor infrastructure and logistic capacities also affect the performance of the Society. The security situation has also impact on the work for the NS and its partners.
- For the second half of the year, the OD and the health and care programme implementation has been negatively because the vacant positions were not filled in time In genera, lack of human resources, management, systems and procedures (including finance management system) have impact on activities in YRCS. However, the NS is in progress building its capacity to meet the challenges (opening management position, building system etc.)
- The implementation of the revised statutes and the recommendations from the management review (include development of human resources, management, volunteers and staff, financial management system etc) is expected to enable the YRCS to perform as a strong National Society with increasing capacity and impact.

Working in partnership

The partners have an important role in supporting the YRCS in programs, projects and capacity building. The YRCS has many partners and is closely working with the Movement partners (International Federation, ICRC)), Partner National Societies (Danish Red Cross, Norwegian Red Cross, Swedish Red Cross, French Red Cross, German Red Cross, United Arab Emirates Red Crescent and Non-Movement Partners (DFID, UNHCR, UNICEF, UNDP, OCHA, OXFAM, WFP, WHO, World Bank). The YRCS also works with government authorities including the Ministry of Public Health and Population, Ministry of Water and Environment, Civil Defence, Ministry of Agriculture, Geological Survey Authority, Yemeni Centre for Remote Sensing, Islamic Relief, Al-Saleh Foundation, Yemeni Women Union, etc.

The partners are implementing their projects in close relationship with the NS based on the YRCS Strategy 2011. The focus is on natural and manmade disasters, health and care (community based health) and organisational development/capacity building.

YRCS is working through both multilateral and bilateral modes of cooperation. This is based on the comprehensive memorandum of understanding (MoU) the National Society has signed with ICRC, the International Federation and the National Societies of Denmark, France, Germany, Italy, Norway, Sweden and the United Arab Emirates. In addition to the multilateral and bilateral partnerships, YRCS is also implementing a programme focusing on CBHFA in an operational alliance with the International Federation and the National Societies of Denmark, Norway and Sweden. The partners have a regular Movement meeting and a Technical Advisory Task Force is established to support the YRCS board and management in prioritizing, planning the most urgent recommendations of the management review. .

The YRCS works with government authorities in different areas. The Ministry of Public Health is an important partner working with CBHFA. Cooperation on DM, and DRR, linked to the climate change adaptation, is based on a working relationship with the Ministry of Water and Environment.

Contributing to longer-term impact

During the last year YRCS accomplished many successful achievements; however they are still at a critical stage of development. The YRCS and partners are using the task force system in the implementation of the development processes. When the recommendations of the management review are implemented, the NS will be able to operate with a well function management system and they will be able to scale up its services to the most vulnerable population in the country. On programme level training in planning, monitoring, reporting and evaluation are conducted to ensure better quality management, learning and improvement in the programmes. Focus on gender balance has been important in workshops/training, and in the organisation development such as in the staff recruitment.

As for the lessons learned and best practices examples has been shared in meetings, workshops and conferences. As an example the YRCS DM organized its second Consultative Meeting on Disaster Risk Reduction and Climate Change and Adaptation (DRR & CCA) in November 2010. Several international and local organizations and government departments participated in the meeting. As a conclusion, a task force was formed consisting of 8 members with relevant experience to follow up on recommendations and outcome of the meeting.

Looking ahead

In 2010 much focus has been placed on building the NS capacity to achieve the Characteristic of a Well-Functioning National Society. However, YRCS still suffers from lack of inadequate management system and procedures, lack of qualified human resources and finance management systems and procedures. During last year the NS has opened new positions and worked to establish systems and procedures. The IFRC goals for next year will be to continue its focus on the three programs (OD, health and DM/DRR) with the implementation of the key

recommendation of the management review. IFRC will support the YRCS to improve resource development with better financial management and sustainability. A resource mobilisation strategy will be developed during 2011.

The YRCS Strategic Plan 2012-2016 development process will be cared by the National society and its partners in 2011. The new YRCS strategic plan will outline the priorities for the IFRC support to the NS for the next years. The YRCS Strategic Plan 2012-2016 will be aligned with the 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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