

Appeal 2001-2002



International Federation
of Red Cross and Red Crescent Societies

The Yemen Arab Republic (Appeal 01.70/2001)

Click on programme titles or figures to go to the text or budget

	<i>In CHF</i>
1. Institutional and Resource Development	1 68,539
2. Disaster Preparedness	156,264
3. Health and Care	298,456
Total	623,259

Introduction

The Yemen Arab Republic is a Middle Eastern country with a large national debt. The country is receiving substantial support from the UN Development Fund and this specifically includes planning for a disaster preparedness programme. The Yemen Arab Republic is prone to natural disasters including floods and social and economic instability. The population is of over 11 million people and there is an unemployment rate that has risen from 13% in 1996 to 30% at present. The literacy rate is 68% for men and 23% for women. The average life expectancy is of 53 years and the infant mortality rate is of 100 for every 1,000 live births.

Plans for economic development and improvements to infrastructure following unification in 1990 were disrupted by the Gulf war and the return of approximately one million native Yemenis from Saudi Arabia and the Gulf States. Many had been away from Yemen for so long that there were no ties, resulting in numerous destitute and homeless. Over the last nine months, the number of returnees has reached 11,000 people and, according to the Yemen Red Crescent Society (YRCS), Yemenis continue to be expelled from neighbouring countries.

Poverty in Yemen is linked to a number of issues. Sociologically, prior to unification, society was made up of three classes: the rich, the middle class and the lower or poorer class. Today, the middle class no longer exists, leaving a huge gap between the rich and the poor, which is a potentially explosive situation. In Sana'a alone there are 12,000 returnee families which are often made up of around six persons. In numerous cases, male heads of family are either not present, unemployed, disabled or chronically sick. This situation appears to be similar in various other parts of Yemen where returnees have settled

[return to top](#)

1. Institutional and Resource Development

Background and Progress to date

Supporting National Societies in their institutional and resource development efforts is one of the Federation strategic priorities in the Middle East and North Africa. With the start of the regional institutional development programme in the region in 2000, a new emphasis has been given to the support of National Societies. The Yemen Red Crescent Society is functioning well within its existing capacity, however, it needs more support to develop further its structure and capacity so that it can provide better services to the vulnerable in Yemen. The main activities of the Yemen Red Crescent are related to disaster preparedness, emergency first aid, health and social services. The National Society has recognised the need to improve its capacity, to develop and expand its activities further and has requested support from the Federation Secretariat in strengthening and developing its human and financial resource bases.

Recognizing that National Society capacity building requires time and cultural sensitivity, and that it can only succeed if the Society concerned is in control of the process, the role of the Federation and external partners will be to provide guidance and support. Recent Federation capacity building tools and guidelines will be introduced and used during the project, and as required, adapted to the specific cultural context. The institutional and resource development programme will be fully integrated with other Federation support to the National Society, namely disaster preparedness, health and care in the community. An initial capacity building programme for Yemen was funded in 2000. In order to continue this initiative, further funding is sought for 2001 - 2002.

The Federation Capacity Building Fund has approved an initial grant to start the programme in year 2000. Contributions will be sought from Sister Societies both in form of funding of activities and in personnel. Needs include: delegates and consultants for institutional assessment, financial and human resource development, and branch development. Partners will also be sought from amongst PNS to support individual NS in ID&RD on long-term basis.

Goal The main goal of the institutional and resource development (ID/RD) programme is to build the capacities of the Yemen Red Crescent Society in line with the characteristics of a well-functioning National Society, notably developing and strengthening its human and financial resources. This will help the National Society to act more effectively as auxiliary to the public authorities and to better identify and address the needs of the vulnerable people. It will also improve the sustainability of the service programmes by decreasing dependency on external resources.

Objectives and Activities Planned

Objective 1 To compile basic data on the Yemen Red Crescent and the country, including organisation, resources, key service programmes and socio-economic data on needs to be addressed by the end of 2001.

The activities to achieve this objective are:

- Supporting self-assessments of the National Society concerning its capacities and development needs. The assessments will be done using Federation self-assessment tools, involving a cross-section of National Society, headquarters and branches, governance and management, staff and volunteers, men and women, youth and adults.
- Preparing country profiles by local research institutes with socio-economic data. Standard content will be defined in function of relevance to Red Crescent activities.
- Arranging cross-matching of National Society capacities with socio-economic data, to arrive at conclusions and recommendations.

Objective 2 To assist the National Society in defining goals, strategies and action plans for its institutional and resource development as well as for its service programmes based on above data by the end of 2002.

The activities to achieve this objective are:

- To conduct workshops on self-assessments in the National Society to ensure use of above data and assessment results for strategic planning.
- To providing technical advice on planning.

Objective 3 To organise leadership training for the National Society and to pilot a human resource development programme in the National Society by the end of 2001.

The activities to achieve this objective are:

- Organising leadership training together with the ICRC.
- Organising workshops on governance and management.
- Implementing pilot projects in the National Society, intended to improve recruitment, management and retention of volunteers and staff to ensure high quality service delivery.

Objective 4 To help the National Society build its capacities at branch level by strengthening branch infrastructure and training of volunteers and staff by the end of 2002.

The activities to achieve this objective are:

- The use of training modules for the branches which are intended to motivate and train volunteers at branch level in knowledge of the Movement and programme priorities in order to strengthen branch performance. Federation branch development tools will be used. This activity will be carried out in co-operation with the ICRC.

Expected results by 2002

Objective 1 (basic data)

- Basic data on the National Society and the country will be available by the end of 2001. The Society will have carried out a self-assessment of its capacities. Cross-matching of the two will have produced a basis for future planning.

Objective 2 (goals and strategies)

- Based on assessment of its own capacities and data about needs in the country, the Society will have revised/defined its goals, strategies and action plans for institutional development as well as for its service programmes by the end of 2002. More effective structures and procedures will be in the process of being developed.

Objective 3 (human resource development)

- By the end of 2001, the leaders of the National Society will have an increased understanding of the RC/RC Movement, as well as their role in governing and managing the Society.

Objective 4 (branch development)

- Increased understanding of the Movement by local volunteers, including use of programme planning tools (VCA). Better services provided by the branches to vulnerable groups.

Indicators

Basic data

- Accurate data on organisation, resources and performance of the National Society exists. Good level of participation in self-assessment. Relevant socio-economic data has been obtained, and comparative analysis made.

Goals & strategies

- Basic data and results of National Society and socio-economic analysis effectively used by Yemen Red Crescent Society in its planning. Goals and strategies revisited in light of results.

Human resource development

- Leadership course for the Society organised together with the ICRC during the first half of 2001. Quality of participants correspond to selection criteria. Governance and management workshop for National Society leaders organised by end of 2001. Better understanding of respective roles by leaders. New methods of volunteer and staff management applied. Increased clarity of roles, and better supported and performing volunteers.

Branch development

- Use of available tools and materials in programme planning and service delivery. More requests and feedback from branches. Increased communication with headquarters.

Critical Assumptions

- The Yemen Red Crescent Society is willing to implement the programme and seeks Federation support to build its capacities in terms of developing the organisation and human and financial resources.
- The National Society is committed to drive the change process.
- The Federation is able to mobilise adequate commitment and resources from Participating National Societies (PNS) towards the programme.
- The Federation is able to mobilise adequate resources to ensure programme monitoring by its Regional Delegation in Amman.
- The Secretariat ID/RD department has the capacity to assist in programme activities.

Monitoring and Evaluation Arrangements

Monitoring of this programme will be carried out in the following ways:

- The Federation Regional Delegation in Amman will co-ordinate the programme in close cooperation with the National Society, the Federation Secretariat and relevant PNSs. A high degree of involvement of the Society's leadership, volunteers and staff at all levels is foreseen.
- Regional and local resource persons and institutions will be identified to participate in research and training.

Evaluation of this programme will be carried out in the following way:

- A mid-term evaluation will be carried out at the end of the first programme year, and a second one at the end of the two-year period. All parties to the programme should be involved: the National Society, Federation Secretariat and PNSs supporting the programme.

[return to top](#)

2. Disaster Preparedness Programme

Background and Progress to Date

This new programme is based upon an assessment carried out by the MENA department and the regional disaster preparedness (DP) delegate based in Amman. In reviewing the vulnerabilities and capacities in Yemen, poverty together with the need to promote local disaster preparedness capacities in the community were highlighted. The programme seeks to meet immediate needs through provision of relief to combat poverty and to promote income generation as part of a DP initiative at community level.

The poorest among the returnees are those who have nothing in terms of jobs, state support, food, clothing and shelter. These families construct makeshift shelter attached to other buildings or literally live on the streets. Some rent accommodation, but are continually unable to pay the rent and have to ask for assistance from landlords. Assistance is not provided by the state. The Yemen Red Crescent Society (YRCS) registers them for assistance and distributes relief items when they are available. Food was supplied through the Federation until a few years ago, but the YRCS is now forced to approach local donors for assistance. According to the YRCS, there is no official registration of the unemployed in the country and therefore exact figures are not available.

Goal The programme aims to increase the operational capacity of the Yemen Red Crescent Society through a disaster preparedness component and to increase awareness among the population.

Objectives and Activities Planned

Objective 1 To assist the National Society to plan, conduct and carry out the vulnerability and capacity assessment (VCA) process.

The activities to achieve this objective are:

- Establish a VCA task force and designate a leader from the National Society to manage the implementation of the study.
- Conduct analysis workshops in which findings and recommendations are formulated.

Objective 2 To secure a cooperative enquiry approach with all key Ministries and institutions so that the process and outcomes are owned and supported.

Objective 3 To advocate for a national disaster plan in which the National Society has a clear and effective role in partnership with other institutions.

The activity to achieve these objectives is:

- Facilitate the formation of a steering committee composed of key ministries and institutions to plan and oversee the vulnerability and capacity assessment process.

Objective 4 To assist the National Society in clarifying its role in disaster preparedness, prevention, mitigation, response and recovery.

The activity to achieve this objective is:

- Facilitate participation in a regional working group to share experiences and resources working towards a regional approach to disaster preparedness, prevention, mitigation, response and recovery.

Objective 5 To facilitate community-based programmes which address specific vulnerabilities and priorities.

The activity to achieve this objective is:

- Assist the YRCS to formulate multidisciplinary working groups with a view to organizing community groups which will carry out activities in accordance with the findings of the VCA.

Objective 6 To improve the operational capacity of the Yemen Red Crescent Society and its Branch offices.

The activities to achieve this objective are:

- Facilitate a community based programme for trainers from each branch.
- Facilitate the preparation of community based programmes for volunteers and community groups at branch level to commence in January 2002.

Table 1: Time table of Implementation of VCA/Community Responder Component

Implementation Period	Activity
February 2001	Assessment Process Planning and Critical Pathway Development Establish YRCS Task Group Set up Steering Committee Meeting to brief Institutions
April	Branch Focus Group Workshops in all 11 Branches Analysis of data
May	Interview key agencies
June	Collect relevant secondary data Analysis of data and report writing
July	Meeting with Steering Committee to share findings and make recommendations
August	Working Group (YRCS, Civil Defence, MOH, Water & Sanitation) to plan community responder programme
September	Course organisation
October	Community-based Responder to Train Branch Trainers
December	Preparation to implement Branch level CBR programme

Expected Results

- The VCA will have facilitated an in-depth analysis of the vulnerabilities and capacities of the Society and demonstrated how capacities can be built.
- Through the partnership approach of the steering committee, the Society and partners will appreciate capacities and vulnerabilities as a baseline for future cooperative planning.
- The Yemen Red Crescent Society will be playing a participatory role in the regional working group.
- A national training programme will have produced branch level trainers active in training community volunteers.
- Community based programmes are being facilitated.
- Through the implementation of the various disaster preparedness activities, the YRCS and its branches will have gained experience and improved skills which will improve the operational capacity of the Society.

Indicators

- A Steering Committee will have been formed and be working in planning, monitoring and evaluation with reference to the VCA process.
- Valid samples and cross-sections of the community, ministries and institutions will have been consulted through the VCA process.
- The National Society task group will have taken ownership of the VCA process.
- Partnership approaches will be in evidence between the National Society and other key players in disaster preparedness, response and recovery.
- A VCA report will have been produced, supported by documentary evidence of field work with findings and recommendations addressing the objectives of the study defined by the National Society and Steering Committee.
- Community-based programmes are in place to commence at branch level in January 2002.

Critical assumptions

- The YRCS takes ownership of its need to develop its capacity at institutional level.
- The National Society is committed to the programme and dedicates a qualified programme co-ordinator who acts as task force leader for the VCA process.
- A local branch co-ordinator is designated to assist in the implementation of the relief and DP programme in Sana'a, Aden and Hajja and to take responsibility for the administration of the training components under the supervision of the national YRCS Co-ordinator.
- The required funding for the programme is available.
- Regional delegation technical support is available to facilitate the DP component of the programme.

Monitoring and Evaluation Arrangements

- The Steering Committee will monitor the VCA process and assist in evaluating the findings, recommendations and implementation of programmes.
- Validity and reliability checks will be instituted by sharing data and methods with other Societies and expert groups such as VCA task groups in Palestine and external consultants.
- Quarterly reports will be generated through the regional head of delegation which will be shared with the Secretariat and Participating National Societies.
- Field evaluation visits will be conducted by the National Society, Federation representatives and donor Society representatives.
- The regional DP delegate will monitor National Society progress at regular intervals.
- Evidence of course participation and facilitators' attendance will be recorded along with quality indicators to demonstrate programme effectiveness.

[return to top](#)

3. Health and Care in the Community

Background and Progress to Date

This new programme is based upon an assessment carried out by the MENA department and the regional disaster preparedness (DP) delegate based in Amman. In reviewing the vulnerabilities and capacities in Yemen, poverty together with the need to promote local disaster preparedness capacities in the community were highlighted. The programme seeks to meet immediate needs through provision of relief to combat poverty and to promote income generation as part of a DP initiative at community level.

A major part of the Yemen population has been severely affected by the poor socio economic situation in the country and the country's social security system is in an early stage of development. Consequently, many among the affected people, such as returnees, live below the poverty line and receive no state support or assistance through international organisations. The poorest among the returnees are those who have nothing in terms of jobs, food, clothing and shelter. These families construct shelter attached to other buildings or literally live on the streets. Some rent accommodation, but are continually unable to pay the rent and have to ask for assistance from landlords.

The YRCS registers them for assistance and distributes relief items when they are available. Food was supplied through the Federation until a few years ago, but the YRCS is now forced to approach local donors for assistance. The YRCS has been successfully running tailoring training for vulnerable people through several of its branch offices. In order to address the longer term needs of a percentage of the returnee families receiving food assistance through this programme, the YRCS would like to expand its tailoring training programme and include needy returnees who are motivated to make a living from this profession.

According to the YRCS, there is no official registration of the unemployed in the country and therefore exact figures are not available.

Goal(s)

- The programme seeks to provide basic food assistance to 1,500 of the most needy returnee families in order to address immediate needs.
- The programme seeks to provide sewing machines and basic training courses in sewing for 300 needy returnee families in order to address the longer term needs for income generation.

Objectives and Activities Planned

Objective 1 To provide basic food assistance for 1,500 returnee families within the Governorates: Sana'a (600), Aden (450) and Hajja (450).

Activities to achieve this objective are:

- Local procurement of 75 MT of rice, 22.5 MT of beans, 15 MT of sugar and 7,500 litres of vegetable oil.
- Selection of 1,500 beneficiary families for food distributions.
- Preparation of the food distribution schedule.
- Local transportation of the food items according to the plan attached (table 2).
- Implementation of food distributions to the beneficiaries.

Table 2: Allocation Plan of the Relief items for the beneficiaries

RC Branch	Rice <i>MT</i>	Beans <i>MT</i>	Sugar <i>MT</i>	Oil <i>ltr.</i>	Sewing machines
Sana'a	35	10.5	7	3,500	130
Aden	20	6	4	2,000	85
Hajja	20	6	4	2,000	85
Total	75	22.5	15	7,500	300

Table 3: Implementation Plan for the Food distribution part of the programme

Implementation Plan Period	Activity
March - May 2001	Local procurement of rice, beans, sugar and vegetable oil in Yemen.
May	Selection of beneficiary families for food distributions and sewing project.
June	Local transport of the food to the Branches
June	Preparing schedule for food distributions
July	Implementation of food distributions
August	Preparation of final report

Objective 2 To provide a sewing machine and a basic sewing course for 600 returnee families: Sana'a (260), Aden (170) and Hajja (170).

Activities to achieve this objective are:

- Procurement of 600 sewing machines through the regional delegation in Amman.
- Local procurement of 70 sewing machines for the 3 YRCS sewing training centres in Sana'a, Aden and Hajja, together with furniture and equipment.
- Selection of 600 families to be included in the sewing project.
- Local transportation of the sewing machines to the branches.
- Installation of YRCS sewing training centres in 3 branches; 30 sewing machines will be installed at Sana Branch, 20 machines at Hajja Branch and 20 at Aden Branch.
- Preparation of the training schedule for the basic sewing courses.
- Implementation of basic sewing training courses. In total, approximately 1,215 sessions will be carried out.
- Distribution of sewing machines to the 600 beneficiaries who participated in the YRCS sewing course.

Table 4: Implementation Plan for the Tailoring Training Component of the Programme

Implementation Plan Period	Activity
March - May	Local procurement of sewing machines, furniture, and equipment for the YRCS sewing training centres.
May	Selection of beneficiary families for sewing project.
May	Installation of YRCS sewing training centres in 3 Branches
May	Preparing training schedules for the basic sewing courses
June	Local transport of the sewing machines to the Branches
July - December	Implementation of the YRCS basic sewing training courses.
July - December	Distribution of sewing machines to beneficiaries
December	Preparation of final report

Objective 3 To improve the operational capacity of the Yemen Red Crescent Society and its Branch offices.

The activities to achieve this objective are:

- Through the implementation of the various relief activities, the YRCS and its branches will have gained experience and improved skills which will improve the operational capacity of the Society

Expected Results

- 1,500 of the most needy returnee families will each have received 5 litres. of vegetable oil, 50 kg of rice, 15 kg of beans (fassol) and 10 kg of sugar.
- 300 beneficiaries will each have received a sewing machine and a 6-week basic sewing training course.
- 300 families will have improved their skills, giving them better opportunities to work independently in the field of tailoring.
- The YRCS will have more possibilities to generate income in future through the tailoring training centres.
- Through the implementation of the various relief and development activities, the YRCS and its branches will have gained experience and improved skills which will improve the operational capacity of the Society.

Indicators

- Distribution lists will have been signed by the 1,500 beneficiary families and kept by the YRCS and the Federation delegation.
- Distribution lists will have been signed by 300 beneficiaries and be kept by the YRCS and the Federation delegation.
- The unemployment rate among the beneficiaries will have fallen.
- 3 YRCS Branches will be equipped with sewing equipment
- The YRCS will need less Federation support in future in order to reach and maintain a high professional level of working.

Critical assumptions

- The YRCS takes ownership of its need to develop its capacity at institutional level.
- The National Society is committed to the programme and dedicates a full time qualified programme co-ordinator for the programme.
- A local branch co-ordinator is designated to assist in the implementation of the programmes in Sana'a, Aden and Hajja under the supervision of the national YRCS Co-ordinator.
- The required funding for the programme is available.
- Regional delegation technical support is available to facilitate the development component of the programme.
- Suitable sewing trainers can be secured.

Monitoring and Evaluation Arrangements

- Quotations from a minimum of three different suppliers will be obtained, following the Federation's tendering procedures. The minimum quality standards of the Republic of Yemen should be respected.
- The transportation of goods and the relief distribution will be carried out in accordance with Federation procedures and monitored by a Federation delegate.
- Quarterly reports will be generated through the regional head of delegation which will be shared with the Secretariat and Participating National Societies.
- Field evaluation visits will be conducted by the National Society, Federation representatives and donor society representatives.
- Evidence of course participation and facilitators' attendance will be recorded along with quality indicators to demonstrate programme effectiveness.

- The Regional logistics and relief specialists will monitor the National Society's programme activities at regular intervals.

[return to top](#)

DELEGATION: YEMEN				
PROGRAMME	DP	Health & services	IDRD	TOTAL
Shelter & construction	0	0	0	0
Clothing & textiles	0	0	0	0
Food & seeds	0	135,000	0	135,000
Water	0	0	0	0
Medical & first aid	0	0	0	0
Teaching materials	0	38,250	30,000	68,250
Utensils & tools	0	0	0	0
Other relief supplies	0	0	0	0
Sub total supplies	0	173,250	30,000	203,250
Land & Buildings	0	0	0	0
Vehicles	0	0	0	0
Computers & telecom	0	0	0	0
Medical equipment	0	0	0	0
Other capital expenses	20,000	0	0	20,000
Sub total capital	20,000	0	0	20,000
Programme management	10,537	20,125	11,365	42,026
Technical services	3,154	6,024	3,402	12,580
Professional services	3,498	6,681	3,773	13,952
Sub total programme support	17,189	32,830	18,539	68,558
Transport & storage	4,050	24,351	0	28,401
Personnel (delegates & expatriates)	33,525	33,525	5,000	72,050
Personnel (local staff)	65,000	26,500	90,000	181,500
Sub total personnel	98,525	60,025	95,000	253,550
Travel & related expenses	8,000	3,000	10,000	21,000
Information expenses	0	0	0	0
Expert fees	0	0	0	0
Admin. - general expenses	8,500	5,000	15,000	28,500
Training workshops / seminars	0	0	0	0
Sub total travel, training, general exp.	16,500	8,000	25,000	49,500
Total budget	156,264	298,456	168,539	623,259