

# PROGRAMME UPDATE



International Federation of Red Cross and Red Crescent Societies  
Fédération Internationale des Sociétés de la Croix-Rouge et du Croissant-Rouge  
Federación Internacional de Sociedades de la Cruz Roja y de la Media Luna Roja  
الاتحاد الدولي لجمعيات الصليب الأحمر والهلال الأحمر

## YEMEN

27 December 2005

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### In Brief

Appeal No. 05AA080; Programme Update no. 2; Period covered: July-November, 2005

Appeal target: CHF 1,227,283 (USD 933,515 or EUR 787,770); Appeal coverage: 65.6% (*Please click here to go directly to the contributions list on the web*)

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## 1. Organisational Development

### Goal

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

### Objective

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

**Expected results**

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



**Computers have proved a boost to the Yemen Red Crescent as it increases its humanitarian capacity**

**Achievements**

The computerization project of Yemen Red Crescent Society (YRCS) saw the final phase of distributing computer hardware to branches along with a training programme. By early July all procurement was finalized and equipment was delivered to the YRCS warehouses. A contract was signed with the supplier, which gave product guarantee and after sale services. To keep up momentum, a handover document was signed by the Federation Acting Representative, attached with a distribution plan and submitted to the national society secretary general. The distribution was temporarily put on hold by the S.G. who preferred to wait for the return of the Federation's Representative so as to have an official and media covered handover ceremony. On 21 September the ceremony was held at the HQ. Representatives from all branches were invited to receive their computer hardware and printer. The event was well covered by the media particularly TV and radio. The YRCS President,

Secretary General, and the Federation Representative attended and handed over 15 sets of computers to branches representatives.

Computer training, for all branches, which started two months ago, has been finalized in some branches. Others are still continuing at specialized institutes to receive 100 hours tuition on applications such as MS Word, Excel, PowerPoint, Internet, etc. As planned, two persons from each branch were selected and received their tuition fees. By the end of December the NS will have 24 qualified staff/volunteers that can use a computer in all branches.

Two persons from YRCS, including an accountant from the HQ and a female volunteer from Aden branch, participated in the PPP training course in Amman (8–11 August), facilitated by the Federation's regional office.

In its efforts to build leadership capacity, the NS sent two participants from Dhamar branch to attend the second module of leadership training course in Damascus 11-16 September. The secretary general of Dhamar branch and assistant secretary general have shown the benefit through their remarkable contribution to the NS strategic plan and recent Polio campaign.

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Under the plan of action for the Danish Red Cross (DRC) project, 22 coaches attended a six-days training course. They received various tuition, including in community based first aid (CBFA). At an earlier stage, these coaches were selected to train YRCS volunteers at branch level. Within the same project, 21 volunteers from Sana'a branch have started English language courses. Soon afterwards in October, the remaining branches followed the same path and sent their volunteers and staff to local institutes for English language training. The project also sent furniture to the newly opened coach offices in all branches.

The Danish project coordinator attended two workshops on volunteering management systems, and volunteers in emergencies held in Nairobi, Kenya, between 24 and 28 October. The workshop was organized by the Kenyan Red Cross and funded by the Swedish Red Cross.

The DRC's Middle East North Africa (MENA) regional representative visited YRCS, 21-28 November. She had meetings with the secretary general, Federation representative, and DRC coordinator to discuss the YRCS legal base. She also visited some branches including Hajjah, Mahweet, Amran, and Hodeidah.

Within the twinning programme of the Danish Red Cross project, six volunteers from Danish Red Cross accompanied by 3 journalists, paid a one-week visit to YRCS HQ and several branches. They held a workshop with the Yemeni coaches in Aden.

The YRCS secretary general participated in the leadership training course that was organized in Geneva by the secretariat during 2-7 October. The secretary general described the participation as of great importance to NS leadership capacity building.

The YRCS president and secretary general attended the 15<sup>th</sup> session of the Federation's General Assembly in Seoul, South Korea, 11-14 November. The president conveyed invitations to visit Yemen to both the presidents of the Federation and ICRC during that occasion. The secretary general described the experience as excellent.

The YRCS represented by its president signed a memorandum of understanding with UAE Red Crescent aiming to strengthening organizational capacity of YRCS through partnership and coordination.

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

### **Impact:**

- Stronger relation with the Federation enhanced by participation in the General Assembly.
- Good knowledge and practical skills in utilizing computer application to improve performance and communicate with others.
- 22 coaches employed and trained and who have started to design and implement new projects
- YRCS steering committee established that has taken decisions in supporting branch activities.

### **Constraints:**

- Computers at branch level are not fully exploited due to limited financial resource to maintain constant internet connection.
- Slow and poor funding has hampered some programmes.
- Financial reports (and original vouchers) for the computer training have not been returned to the financial officer, which is slowing the process of new payments of working advances.
- The position of the coaches as paid staff in a system of volunteers has caused some difficulties. Further, the role of the coaches as branch staff has been unclear. They have been considered part of a 'DRC project'.
- The delay in the process of approving the pilot projects, has hampered the delivery of funds to the branches, consequently the entire project has been delayed.
- The MoU between the DRC, YRCS and the Federation was delayed due to the need to translate the document into Arabic.

## 2. Health and Care

### Goal

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

### Objective

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

### Expected results

- New and expanded health prevention, mother and child health, and community education programmes initiated based on assessed needs among the most vulnerable;
- The updated CBFA manual for national societies in the Middle East and North Africa (MENA) region adopted by the YRCS and systematically utilized for training at branch and HQ levels focusing on volunteers; two trainers from each branch are able to continue with the programme.
- The psycho-social support (PSP) programme is integrated into relevant programmes and services including community health services and disaster management.
- A minimum of 10 volunteers from each of the 15 branches/ sub branches have been trained in HIV/AIDS dissemination, sexually transmitted infections (STI), and family planning.
- Mainstreaming of PSP into existing first aid training (with support of the regional health delegate). Subsequent training of minimum of two volunteers from each branch in first aid and PSP, in order to enable them to apply the knowledge at community level.



**The Yemen Red Crescent was at the forefront of national efforts to tackle polio**

### Achievements

In response to the polio outbreak in April, YRCS maintained its monitoring role during nationwide vaccination campaigns. The third round of the campaign started all over the country for three days, 12-14 July, 2005. According to the plan of action and agreement with the Ministry of Public Health and Population (MoPHP), the YRCS assumed its duty of observing and reporting on vaccination work by ministry volunteers. Allocating operation teams at district level was a new and helpful component for this round. They were mainly in charge of receiving forms from monitoring teams to process data and produce a daily report and updates to the ministry. The regional health delegate accompanied by YRCS health officer made a field trip during the three days. They visited several branches and met with volunteers, supervisors, and heads of branches to oversee activities

and provide technical assistance where needed. The monitoring was done as planned by checking 5-10 houses at random out of each 50 houses. The process involved 560 volunteers, a 56-strong monitoring team, and 56 supervisors. Eleven YRCS branches and three sub-branches took part including Amran, Hajjah (with its sub-branches of Mabyan, Abs, and Harad), Mahweet, Hodeidah, Taiz, Ibb, Dhamar, Aden, Abyan, Baidah, and Sana'a. The volunteers were well distinguished with their white waist coats and IDs clearly showing the YRCS emblem, which facilitated their mission and disseminated the objective of YRCS.

The YRCS health department expressed its intention to participate in the next nationwide polio campaign just one week before the starting date, 22 August. The executive board met to discuss the urgent issue and a proposal with budget was prepared and rushed to Geneva and Amman on the 17 August. The short notice made it impossible to secure the necessary funds within such a limited period of time. Aware of the situation, the NS had to cancel its participation in that round, and got more prepared through a timely plan of action for the following campaign. The third round of the national polio campaign started for three days, 27-30 September 2005. According to the plan of

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action and agreement with MoPHP, the YRCS assumed its monitoring role on the vaccination work of MoPHP volunteers in specific districts. Operation teams at district level were mainly in charge of receiving forms from monitoring teams to process the data and produce a daily report and updates to be dispatched by fax to the MoPHP. About 12 governorate supervisors mainly from HQ visited all branches and met with volunteers, supervisors, and heads of branches to oversee activities and provide assistance where needed. Eleven YRCS branches and three sub-branches took part including Amran, Hajjah (with its sub-branches of Mabyan, Abs, and Harad), Mahweet, Hodeidah, Taiz, Ibb, Dhamar, Aden, Abyan, Baidah, and Sana'a. The monitoring was performed in a similar way as the previous. Daily reports were regularly faxed to the operational person at the HQ where they would be classified and dispatched to MoPHP.

Between 20 and 22 July, demonstrations against fuel price increases turned violent, leaving 10 people dead on the first day. Yemen Red Crescent ambulance service swung into action as protests turned into violence. The protests continued in Sana'a and other main cities resulting in further casualties. The ICRC delegation in Sana'a provided medical equipment and logistical support for the Red Crescent, which had been taking the wounded to hospitals and giving first aid on the spot.

From 4 - 6 July 2005 the ICRC and the YRCS organized a training course on 'Restoring Family Links' for YRCS volunteers and ICRC workers in the field all over Yemen. The course took place in the YRCS premises in Sana'a, with the participation of a trainer from the ICRC training unit in Amman

A project proposal for community based first aid training had been prepared by the YRCS health officer together with Sana'a trainers for August. However, two postponements mean it was to be rescheduled before the end of the year.

The health officer representing YRCS attended a local workshop that dealt with violence and ways to prevent it. The event which was sponsored by the Ministry of Health was also attended by WHO and representatives of 20 national and international organizations. He also participated in another workshop on law protection for women in prison organized by ICRC.

Two health persons, one from Sana'a branch and another from Abyan branch, were selected to participate in a HIV/AIDS training of trainers programme in Amman and facilitated by the Federation's regional office during 24-30 September. According to the plan they will conduct several training sessions for volunteers and health workers from YRCS and the public sector on HIV/AIDS.

During the reporting period the joint health project continued to move forward to identify a viable community based health intervention. All partners including YRCS, UNICEF, WHO, Federation Yemen office, and the Ministry of Health met on 25 September to discuss the project and locate a district within the governorate of Hodeidah. The meeting was also attended by a health consultant who was contracted to come up with a comprehensive proposal for the pilot project. All the partners agreed on the district Zabid and gave the authorization to the health consultant to start her work, which continued for six weeks. The consultant started by making a one-week field visit to the selected district in Hodeidah governorate. For one month she worked closely with all partners including UNICEF, and particularly with YRCS and the Federation's Yemen Office. The proposal was submitted on time and distributed to all partners for review and final input. Due to that all partners are fully occupied and have agreed to a follow up meeting early 2006.

The NS and the Federation office have been working towards implementing the rehabilitation and improvement of YRCS health clinics. The process was divided into categories: maintenance of physical structure of branches health clinics, and equipment including medical equipment/furniture, and educational tools. The list of needed items for each individual branch was sent to HQ and three offers were collected. At first the process did not work properly and had to be repeated since no bidder succeeded to meet the full requirements. In addition, standard procedures were not followed. Again a new list for all items has been compiled divided according to categories for medical equipments and clinic furniture. By early November invitations for offers were distributed to several suppliers and offers are still being collected at the HQ. According to the plan, procurement will hopefully take place before the end of 2005. A consulting engineer has been hired, to evaluate the needs of repair and renovation at the branch level (clinics included). In a second step, offers from local contractors have been sent to the HQ in order to start the renovation work in 10 of the 15 branches.

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The YRCS health coordinator and assistant secretary general for youth and information attended the expanded MENA CBFA meeting in Abu Dhabi, 20-22 November 2005. The gathering reviewed achievements and discussed new issues including water safety and mines injuries.

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

Two participants from YRCS took part in volunteering workshops organized in Nairobi. Organised and funded by the Federation, the Swedish RC, with collaboration with the Kenyan Red Cross. The workshop took place from 24 - 28 October.

### **Impact:**

- Participating in the nationwide polio vaccination campaigns enriched the skills and experience of volunteers and expanded NS potential
- More recognition by the Government Ministry of Public Health and public for YRCS as an auxiliary component to promote national health services
- Stronger visibility of the NS and its role and objectives among local community

### **Constraints:**

- Lack of proper coordination between trainers and coordinator caused repeated delay in CBFA training.
- Short notice of proposal deprived the NS from participating in one round of polio campaign.
- Progress in projects was dependent on the presence of the YRCS health coordinator. Whenever they were absent, achievement slowed.
- Financial reports (and original vouchers) for the polio campaign have not been returned to the financial officer slowing new payments of working advances for other projects.

## **3. Disaster Management**

### **Goal**

Strengthened disaster management capacity for effective and timely response to disasters within YRCS' mandate.

### **Objective**

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

### **Expected results**

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

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

#### **Risk reduction**

- Recommendations emerging from VCA studies, involving communities, local authorities and other service providers, are used to implement risk reduction projects and improve the quality of the services by the national society and other agencies.
- Risk reduction projects focusing on reduction of road accidents among school children (September 2003 July 2004) have been evaluated and expanded into three other governorates/branches.
- The community based disaster preparedness programme is implemented through awareness activities regarding risks and hazards in three governorates/branches. In this regards, stickers and posters have been issued in order to increase awareness in the local community avoiding disasters, fires and traffic accidents. (Special events in schools, and universities).

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

- YRCS emergency plan of action updated through a participatory process to include branches and volunteers.
- The national society has a clarified complementary role defined within the national disaster management plan.
- Four regional DM units established to manage and monitor disaster management projects and activities.

### **Training**

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

### **Logistics**

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

### **Integrated approach**

- Integrated DM workshop carried out for 45 people to enhance awareness, education, and prevention.
- Mitigation through community-based disaster management combined with basic health issues including sanitation.
- The DP/DM activities are integrated and coordinated with ICRC conflict preparedness programmes.
- A minimum of 10 volunteers from each of the 15 branches/ sub branches are trained in HIV/AIDS dissemination, including family planning.

### **Achievements:**

Disaster management has always been an essential area for YRCS which has worked hard over the past months through its DM unit to develop capacity. The NS organized a workshop on the Sphere Project and Code of Conduct during 18-20 July 2005, in Sana'a. 26 YRCS volunteers and staff from HQ and 11 branches attended. About 17 other participants represented a range of government ministries, local and international organizations including the Ministry of Interior (Civil Defence), Ministry of Local Administration, Ministry of Water and Environment, Social Reform Charitable Society, UNDP, ICRC, and many others. Training was provided by the regional Sphere trainer, from Syrian Red Crescent as well as two trainers from YRCS, the national DM coordinator, and the national sphere project coordinator. The inauguration was attended by high level officials from the government and international community including the deputy director of presidential office, deputy minister of interior, civil defence director, UNDP county representative, and the ICRC head of delegation.

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

During the month of August the YRCS DM unit had prepared a draft for cooperation agreement with Oxfam to support the DM programme. Preparation also included the second phase of a traffic accident risk reduction project in 4 governorates: Sana'a, Hajjah, Hodeidah, and Dhamar.

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The DM officer participated in a national seminar organized by the Ministry of Health concerning the next five-year plan for health development and poverty alleviation 2006-2010.

Seasonal rainfall on high lands caused flash floods in some coastal areas. The DM department followed up activities at branch level to measure consequences. Information was collected as well on the effects of the heavy rains and flooding of Aden water tanks, which caused great damage in properties in Crater district, Aden. Wadi Tuban also witnessed floods and resulted in the destruction of fertile agricultural land and loss of crops. On the other hand, members of the national intervention team assisted Civil Defence in rescue operations and evacuation of stricken persons in Sana'a city.

On 9 September, the preparatory committee for the DM training camp held a meeting to prepare for the event. Three governorates were nominated to host it, including Dhamar, Ibb and Aden. An assessment team was assigned to visit the mentioned branches to evaluate their preparedness and level of community participation to carry out the training.

The DM coordinator participated in the MENA Forum on VCA. It was organized by the MENA regional office (Amman), in Petra, Jordan, 19-23 September. All participating NS, including YRCS, made presentations about their VCA experience. Several topics were addressed including well functioning NS self-assessment in regard to disaster response, tools of data gathering, and process of VCA. Participants had the chance to exchange experience and learn more about field survey, assessment, and analysis of data.

The Civil Defence Department held a meeting on 27 September, attended by representatives from relevant ministries and departments. YRCS was represented by its DM coordinator. The meeting aimed at introducing the national DM unit, the national DM plan and formation of a field team.

Procurement of shelter items was finalized in accordance with the Federation procedures and comparative bid analysis method. A special committee consisting of four persons met twice to review and select the most appropriate bidders. By September all items were purchased from the local market and stored in the warehouses of the Yemen Crescent Society. Items included 100 tents size 4x4, 100 tents size 4x6, and 200 blankets. Procurement of 100 kitchen sets and utensils was finalized the following month.

YRCS represented by its secretary general signed a letter of agreement with Oxfam on September 21. It aims to initiate a project in disaster preparedness with the objective of building a credible water and sanitation unit for emergencies and to serve the most vulnerable.

The YRCS DM coordinator participated in the MENA ToT course on refugees protection, held in Beirut, Lebanon, 21-27 October. The participant gained more knowledge on relevant issues such as methodology, the most vulnerable, child protection during natural disasters and conflict.

The DM department has also started the procurement process to purchase needed relief items to build up the NS emergency relief stock. Six offers from different suppliers were collected earlier in October and were reviewed and analyzed.

A three-day DM coordination meeting took place at YRCS HQ during 8-10 November. DM coordinators from all branches, YRCS secretary general, assistant secretary generals, regional DP delegate, and the national DM coordinator participated. The meeting came up with recommendations and decisions concerning programmes in risk reduction, disaster management tasks and responsibilities, logistics and supply, and vulnerability and capacity assessment. The meeting mainly dealt with the upcoming DM training camp, in the Sahlool area, Ibb governorate, 20-26 December 2005. Thirteen participants from each branch were invited, with an emphasis on the participation of new volunteers, including those from the DRC programme. It will be a specialized training camp in health relief, water and sanitation, shelter and camp management, evaluation, and logistics. All roles and needs were to be identified and tasks distributed among responsible teams and coordinators.

A specialized team on the Sphere Project visited the NS from 29 November to 4 December to conduct a case study on implementation of Sphere standards. The team, which consisted of a consultant from the French Red Cross,

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Senior DM strategy officer, and MENA regional DM assistant, worked closely with the DM department. The team also had extensive meetings with YRCS senior staff and the Federation representative. They made field trips to Amran, Hajjah, including two of its sub-branches, and Hodeidah, where they met with volunteers and the local community.

All YRCS departments are preparing for the DM camp. Another activity on the horizon is the logistics training course, which will be held for three days and attended by warehouse keepers at the HQ, Sana'a, Ibb, Taiz, Dhamar, Hodeidah, and Aden.

### **Impact:**

- A well trained NIT team well assessed and proposed and implemented an appropriate project in the wake of the flooding in the coastal area.
- The planning for the disaster management camp has been done by a well trained team from YRCS
- The YRCS emergency plan of action has been updated through a participatory process to include branches and volunteers.

### **Constraints:**

- The procurement process, in order to increase the DM stock, has been postponed.
- Financial reports (and original vouchers) from former working advances from the majority of branches, have been delayed and not returned to the financial officer. Consequently new payments of working advances i.e. repairs of vehicles at the branch level, are being slowed.

## **4. Humanitarian Values**

### **Goal**

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

### **Objective**

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

### **Expected Results**

- Communication capacity of YRCS has improved through training of Al-Ithar's editor, writers and YRCS staff and volunteers
- The YRCS have further developed good working relations and partnerships with local and national media, ensuring coverage of YRCS events.
- In coordination with the Federation and ICRC, YRCS staff and volunteers have been trained in effective dissemination of the Movement's values and principles.
- Overall community awareness and knowledge about the Movement and the humanitarian activities of the YRCS have increased.
- More articles in Al-Ithar covering local events from recently activated governorates.
- Training of all volunteers in the seven Principles of the Movement, and selection of additional trainers in international humanitarian law (IHL), with the aim to enable volunteers/ trainers to carry out dissemination at community level.

### **Achievements:**

The past five-month period did not see significant momentum in this area. Regular activities related to production of al-Ithar, the YRCS' main publication went on as usual with ICRC support. Two new issues were published. Efforts were made to renew the look and content which embraced all areas of interest. The various articles addressed YRCS activities, RCRC principles as well as information on IHL, health education, with a share of light and literary subjects.

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The national society's dissemination and information department in cooperation with ICRC organized an orientation workshop for journalists and media personnel. The three-day workshop in November aimed at raising awareness and disseminating IHL and principles of RC/RC Movement.

### **Impact:**

- More awareness of the RC/RC Movement and principles realized through workshops to different sectors of professionals and departments.
- The YRCS has developed good working relations and partnerships with local and national media, ensuring coverage of YRCS events. This effect could be observed during the polio campaign and the response from YRCS during the flooding.

### **Constraints:**

- The bi-monthly magazine by YRCS, Al-Ithar can be improved and have a greater influence should there be more well trained staff. Lack of human resources is a major impediment.

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