

# Mid-Year report



International Federation  
of Red Cross and Red Crescent Societies

## Yemen

Appeal No. MAAYE001

31 August 2010

This report covers the period 1 January 2010 to 30 June 2010.



Yemen Red Crescent volunteers participating in shelter and non-food items distribution to victims affected by floods in Sana'a city, 26 June 2010.

## In brief

**Programme outcome:** The overall outcomes contribute to the achievement of the strategic and operational objectives of the Yemen Red Crescent Society in line with its strategy for 2007-2011.

**Programme summary:** The focus in disaster management includes a progress review and recommendation to reorganize the capacities and structures, mobilization and response actions mitigating the effects of localized disasters, consolidation of branch level preparedness including logistics capacities, disaster risk reduction based on vulnerability-capacity assessments and cooperation and coordination with other organizations in the areas of disaster management and related concerns.

The key result areas in health and care include building up capacities in community-based health and first aid, mother-child health, the community based health development programme under the operational alliance, hygiene promotion focusing on H1N1, malaria and immunization and water and sanitation. The main areas of focus in organizational development include the extraordinary general assembly and approval of the revised Red Crescent Society statutes, the restructuring and change process supported by a coordinated partnership, exchange of experience between the society and the Lebanese Red Cross, improvement in financial management, volunteering and branch-branch twinning including an exchange of experience.

**Financial situation:** The original 2010 budget was Swiss francs 1,031,397. Overall expenditure during the reporting period was Swiss francs 310,626. The budget has been revised to Swiss francs 708,374 (USD 695,227 or EUR 915,106), of which Swiss francs 663,481 is covered, to reflect both the income and the expenditure rates in the first half of the year.

The overall expenditure during the reporting period was 26 per cent compared with the budget and

about 40 per cent compared with the total funding available during the reporting period including the balance brought forward from 2009.

The main reasons for the variance are related to the rather slow implementation of activities, which, in turn, can be attributed to the restrictions often imposed due to security concerns in several parts of the country. In addition, no funding was received until June 2010 for some of the programmes including health and care and organizational development, as a result of which the planned activities were not implemented in time. Considering the overall situation during the reporting period, the budget has been revised.

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

**No. of people we have reached:** More than 90,000 beneficiaries have benefitted from the Secretariat-supported activities during the reporting period with about the same number expected to be reached during the second half of 2010

The disaster management activities, including assisting in mitigating the effects of localized disasters and risk reduction activities, have enabled the Yemen Red Crescent Society and its branches to reach more than 60, 000 beneficiaries in the different parts of the country. The health and care services through its clinics/health centres and other efforts focusing on raising health awareness, have reached more than 15,000. In addition, while about the same number of people- including staff and volunteers as well as the general public- have benefitted from the dissemination of the Fundamental Principles and values which is integrated as part and parcel of the capacity building support to the Yemen Red Crescent Society.

**Our partners:** To achieve its objectives through increasing partnerships, the Yemen Red Crescent continued to work closely with Movement partners including the International Federation, ICRC, Partner National Societies - the Danish Red Cross, Norwegian Red Cross, Swedish Red Cross, French Red Cross, German Red Cross, Italian Red Cross and the United Arab Emirates Red Crescent. In addition, the National Society worked with non-Movement partners including Oxfam, the United Nations High Commissioner for Refugees (UNHCR), United Nations Children's Fund (UNICEF), United Nations Development Programme (UNDP), United Nations Office for the Coordination of Humanitarian Affairs (OCHA), OXFAM, World Food Programme (WFP), and the World Health Organisation (WHO). The Yemen Red Crescent also worked 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, and Yemeni Women Union.

## Context

The overall socio-political and economic circumstances were greatly affected by the fragile security situation which continued to deteriorate during the reporting period. The very low socio-economic growth, with glaring deprivation and uneven distribution of resources, is fundamentally considered a potent factor that contributes to the deterioration of the security situation in several parts of the country.

The formation of the current state- the Republic of Yemen- was based on the unification between North and South Yemen in 1990. However, there have been several protests in recent months in the southern provinces demanding the right to secede. The frequent and violent protests and secessionist movements in the south are posing a major security challenge. This has resulted in greater restrictions on road movement for the employees of foreign companies and periodic disruption in urban areas.

The International Federation is assisting the Yemen Red Crescent Society to update the over branch capacity assessments with a view to strengthening structures and capacities where there are critical gaps

The renewed government campaign against the Al Qaeda of the Arabian Peninsula (QAP) included a series of raids targeting several hideouts. This resulted not only in eliminating some of the key Al Qaeda group leaders but also caused civilian casualties in some cases. This was used by Al Qaeda to mobilize the public sentiment against the government counter terrorism operations alleging the intervention of foreign forces. Recent trends indicate an apparent shift of focus with the Al Qaeda targeting government interests and its security departments rather than foreign targets.

The conflict between the government and the Al Houti Shiite group in the northern part of the country (Saadah governorate) reached a critical level in August 2009 causing tens of thousands to flee their homes to neighbouring governorates of Hajjah and Amran. The Yemen Red Crescent Society has been working with ICRC to assist the war affected in Sadaah. In February, a ceasefire agreement was reached between the two parties. The ceasefire is holding, although cases of violations are reported from time to time and no progress is reported regarding the expected negotiation to address the root causes of the problem.

The Yemen Red Crescent Society and its Movement partners, including the International Federation, have been monitoring the situation in order to carry out post-conflict assessments on the ground to determine the nature and scale of the humanitarian needs in Saadah. More comprehensive efforts are also underway to help the Yemen Red Crescent Society update the overall branch capacity assessments with a view to consolidating capacities especially where there are critical gaps focusing on weaker branches including those in the southern part of the country

## Progress towards outcomes

### Disaster Management

This report summarises the major achievements and challenges in the first six months implementation of the 2010 plan launched by the International Federation on behalf of the Yemen Red Crescent Society. It also makes reference, in a general sense, to some of the main activities supported by other Yemen Red Crescent Society partners.

#### 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 is increased.
- Quality, coverage and impact of disaster response in favour of the most vulnerable is improved.
- Assistance to restore or improve pre-disaster living conditions and reduce the risk of future disasters is improved.

#### Achievements

#### **Progress review and recommendation to reorganize Yemen Red Crescent Society disaster management capacities and structures**

In February, the Yemen Red Crescent Society disaster management focal points from all the branches met in Sana'a to discuss the progress and problems faced in 2009. The main recommendations from the discussion highlighted the need for increased coordination between the headquarters 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 disaster management capacities and structures with clusters of governorates.

The clustering is made in order to strengthen the basic preparedness and response capacities including human resources, logistics, communication (including VHF radios in cooperation with the Ministry of Telecommunications) and ensuring local stock capacities with advance agreement with local suppliers to facilitate rapid delivery in time of emergency.

### **Mobilization and response actions mitigating the effects of localized disasters**

Red Crescent branches responded to localized disasters caused by flash floods and landslides:

- effective early warning given by the local intervention team members prior to the flash flood in Wadi Hadramout, meant most of the communities were evacuated in time to shelter on higher ground. Drawing from its preparedness stocks, the Hadramout branch in Seyooun assisted 50 families (350 persons) with non-food items including kitchen sets, mattresses and blankets.
- the Dahmar branch assisted 27 families with non-food items. Stock used by the branch have been replenished from the central stock at the headquarters.
- Sana'a branch distributed 370 kitchen sets to flood-affected communities in Sana'a.

### **Consolidation of branch level preparedness including logistics capacities**

The disaster management efforts of the Yemen Red Crescent Society are increasingly focused on consolidating branch level preparedness. Assessments, carried out in Dahmar, Ebb, Taiz, and Aden, focused on improving warehousing capacities and facilities including shelves and fire extinguishers. In view of the difficulty of ensuring full time commitment from volunteers involved in the management of warehouses, the need to have permanent staff, with adequate training, has been identified as a key priority to ensure more effective warehouse management.

Following need assessments by the Yemen Red Crescent Society headquarters, 18 staff members working in logistics in nine branches (Sana'a, Dahmar, Ebb, Aden Hajjah, Hoidedah, Amran and Al Mahweet) and two staff members from the headquarters were trained on planning and management of logistics, effectively using standards, including International Federation standards and procedures to ensure rapid and effective response in time of disasters. The participants are now expected to conduct assessments in their respective branches to improve and re-organize the management of logistics. The four warehouses, including the central warehouse in Sana'a, and the branch warehouses in Dahmar, Ibb, Taiz and Aden will be renovated and upgraded to meet the required standards.

### **Increasing focus on disaster risk reduction**

Implementing a series of micro projects, the Yemen Red Crescent Society is stepping up efforts in disaster risk reduction. Micro projects focus on the main outcomes from the vulnerability–capacity assessments (VCAs) conducted in the different branches/governorates.

The micro projects implemented in Dahmar governorate, Jahran district, were carried out consolidating the effort the branch is making by establishing a sub-branch in Jahran district as part of the intensified capacity building (ICB) of the International Federation. Implemented with mobilization of the local communities, the projects focused on:

- education on road safety



**An environmental cleaning campaign. Photo: YRCS**

targeting more than 2,000 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 more than 100 marginalized families (about 700 people) to undertake environmental sanitation focusing on garbage disposal, followed by a community education and awareness campaign emphasizing the need for effective environmental hygiene at all times.

These activities, integrated with H1N1 awareness campaigns, were implemented in the main cities of Sana'a, Taiz, Ibb and Aden. The activities 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 of prevention and control mechanisms. Local radio stations were also involved promoting the campaigns in the respective governorates.

Jointly supported by the International Federation and the German Red Cross, more disaster risk reduction micro projects were implemented in four communities in Taiz and Hadramout governorates. The activities include risk mapping, and training of local level emergency response teams. The primary level training targeted the schools where students were trained on road safety and protection of the environment including tree planting and civil works to protect villages from rock/mountain slides. The second level of training targeted local council members aiming to raise awareness about risk reduction. The continuation and sustained implementation of these activities is expected to reach and benefit up to 65, 000 people in Taiz (Al Turba, and Saber) and 30,000 people in Sana'a (Manakha)

### **Coordination with other organizations**

The Yemen Red Crescent Society is coordinating its activities with other organizations.

- ICRC in providing assistance to the internally displaced persons (IDPs) from the conflict in Sadaah
- The Ministry of Water and Environment, including participating in the development of the national report on disaster risk reduction and climate changes adaptation
- UNHCR, focusing on services to migrants in which the Taiz branch of the society participates in the reception and provision of first aid and other essential services to the migrants originating from the Horn of Africa

The Yemen Red Crescent Society actively participated in the high level dialogue on human rights organized by the Ministry of Human Rights in cooperation with the Danish Institute of Human Rights. 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 and critical areas in international conventions, criminal justice and the general conditions of prisons in Yemen.

### **Constraints or Challenges:**

The rugged and mountainous physical feature of the country, coupled with the restricted local level outreach of the Yemen Red Crescent Society, does not often make it possible for the Yemen Red Crescent Society and its branches to ensure timely response especially when disasters occur in the remote, isolated areas. The difficulty of maintaining volunteer commitment also poses a challenge. With the growing economic pressure that compounds the struggle for survival, an increasing number of volunteers are not readily available for emergencies that require immediate mobilization.

## **Health and Care**

### **Outcomes:**

- Vulnerability to HIV and its impact is reduced though preventing further infection, expanding care/support and reducing stigma.

- Capacity of communities and volunteers prepared and able 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:**

### **Building up capacities in community based health and first aid**

A facilitators' training on community based health and first aid in action was carried out for 26 participants, focusing on disaster preparedness and community-based health. The participants were selected from the trainers in the Red Crescent branches familiar with the approach and experienced in communicating with the local communities. The participants will develop, with their local communities, locally relevant pilot projects to address the most important problems in their respective branches/communities. The Yemen Red Crescent Society headquarters will review the proposal and support the effort providing supervision during the implementation

### **Continuing service focusing on mother-child health**

The Yemen Red Crescent Society clinics and health centres in the different branches continued providing services with a focus on mother-child health. The number of people served is estimated at about 15,000 during the reporting period. During the first quarter of 2010, medical assistance, worth about USD 630,000 was provided through the Yemen Red Crescent Society-UAE Red Crescent partnership

### **Comprehensive community based health development programme under the operational alliance**

The highlights include the following:

#### *In Beite Al Faqi( Hoidedah governorate)*

- Food security and livelihood survey conducted in Beite Al Faqi (Hoidedah)
- Awareness and advocacy workshop for 22 Imams in Beite Al Faqi, including the importance of literacy classes and education of children and women
- Training of community members to improve water and sanitation, followed by distributing 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, followed by distribution of clean delivery kits.

#### *In Abbs (Hajjah Governorate)*

- Continuation of outreach vaccination in Abbs (Hajjah governorate)
- Specifications finalized to as part of the preparation to construct a dam in Abbs
- Construction of 100 dry latrines
- School-based hygiene promotion targeting 1,000 students
- Provision of 100 water filters with the necessary maintenance plan

As a flagship programme of the Yemen Red Crescent Society, the community based health development programme covers 60 villages in the two governorates of Hajjah and Hidedah governorates with a focus on addressing unmet needs in semi-urban and rural areas. The mid-term review of the programme highlighted some of the successes of the programme especially in terms of empowering women and promoting literacy as a key element of consideration. Empowerment of

women can be considered a major achievement in the context of Yemen where the status of women is, in many ways, below the standards set for their male counterparts. The review also indicated the need to strengthen the planning and management of the programme in a process that can gradually lead to greater capacity to ensure full ownership by the society.

A high level delegation led by the secretary general of the Norwegian Red Cross visited the Yemen Red Crescent Society and project areas in Hajjah (Abbs) under the operational alliance. The delegation was provided with an extensive briefing regarding the challenges and opportunities in implementing the programme. Expressing satisfaction with the overall outcome of the visit, the delegation reaffirmed the commitment of the Norwegian Red Cross to strengthening the process of working together on long term partnerships.

### **Hygiene promotion focusing on H1N1, malaria and immunization**

As a follow up to the floods emergency operation carried out last year, 1,700 personal hygiene kits were distributed in Hawra and Tarim (Hadramout Governorate). 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. The project was supported by the German Red Cross.

A proposal on youth in action, jointly prepared by the Yemen Red Crescent Society and the German Red Cross, targeting health activities in four branches (Sana'a, Hadramout, Dahmar, and Taiz), has been submitted for possible funding by the European Commission. The proposal was developed with active participation from the concerned branches.

### **Water and sanitation with a component of food security**

The Yemen Red Crescent Society, working with the French Red Cross in the governorates of Dahmar and Shabwa, is contributing to the improvement of health status of the population by reducing the rate of incidence of water-related diseases. The programme covers 11 villages (about 13, 000 beneficiaries) in Dahmar and 15 villages(about 21, 000 beneficiaries) in Shabwa. The food security component of the programme in Dahmar covers four districts and reaches about 20,000 people.



**Access to clean, safe drinking water is vital to improve the health status of the populations. Photo. YRCS.**

### **Constraints or Challenges:**

The increasing demand for emergency operations related to both natural and man-made hazards challenges the growing focus of the society towards community-based health development with a longer-term perspective. The limited capacity of the Society in terms of both organization and management also stands on the way of ensuring broad-based contributions to the improvement of health and social services with a dual focus on both curative and preventive approaches

## **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 will be 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 is developed.

## **Achievements:**

### **Extraordinary General Assembly and approval of the revised statutes**

The Extraordinary General Assembly of the Yemen Red Crescent Society, held on 10 February, approved the revised statutes of the society with some amendments. The amendments have been incorporated by the sub-committee established by the assembly.

### **Yemen Red Crescent Society restructuring and change process supported by a coordinated partnership**

The task force established by the Yemen Red Crescent Society partners to work with the society and finalize the change process and restructuring plan focused on developing job descriptions according to the new structure approved by the national board based on the revised statutes and the recommendations of the management review conducted by an external consultant. The final draft job descriptions of the key headquarters management positions including the executive director, and coordinators for programmes, support services, organizational development/capacity building, resource development/s have been submitted to the national board for review and approval. The positions are expected to be filled through an open advertisement and transparent process of recruitment.

As per the understanding reached during the partnership meeting in November 2009, partners are expected to support the society to implement the restructuring and change process including the salary and benefits for the top management group to be recruited according to the job descriptions.

### **Exchange of experience between the Yemen Red Crescent Society and the Lebanese Red Cross**

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

### **Improvement of Yemen Red Crescent Society' financial management**

As part of the financial systems improvement support the International Federation gives to the society, the data entry in the new system- YemenSoft- was finalized by February. This should allow the Yemen Red Crescent Society to ensure adequate financial recording and reporting.

### **Volunteering**

The Yemen Red Crescent Society has been implementing a number of activities to strengthen volunteering.

- The volunteer coaching system has been revised and replaced by volunteer leaders and volunteer committees established in each branch and sub-branch
- Thirty volunteers from all the Yemen Red Crescent Society 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.

- Twenty volunteers from Hoidedah branch were trained on social mobilization skills while 24 volunteers from Hajjah and Al Mahweet were trained as trainers on Principles and Values.
- The new volunteer policy of the Yemen Red Crescent has been printed and distributed to the branches together with the volunteer guidelines updated by a working group.

### **Branch–branch twinning and exchange of experience**

As part of the activities of the partnership between the Yemen Red Crescent Society and the Danish Red Cross, five volunteers, including the secretary general of the Sana'a Branch, made a working visit to the Al Borg Branch of the Danish Red Cross. The two branches are working on a common twinning project to promote their activities as well as international understanding between volunteers and staff.

### **Constraints or Challenges:**

Implementation of the Yemen Red Crescent Society change process and development through a coordinated partnership constitutes an important challenge both for the society- in terms of ensuring the required level of commitment- and for its partners in ensuring the expected support.

## Working in partnership

The Yemen Red Crescent Society and its Movement partners including the International Federation, ICRC and the National Societies of Denmark France, Germany, Italy, Norway, Sweden and the United Arab Emirates have a shared understanding and commitment towards ensuring the necessary change to enable the Yemen Red Crescent Society to function as a strong National Society in terms of service delivery as well as organization and management. The effective realization of the required change will enhance the capacity of the Yemen Red Crescent Society to attract more partnership and scale up its services in line with its strategy for 2007-2011.

To strengthen the process of working together with enhanced International Federation support, an integration agreement has been negotiated and signed with the German Red Cross. This is in addition to the integration agreement previously signed with operational alliance members including the National Societies of Denmark, Norway and Sweden. Efforts are also underway to negotiate and agree on similar arrangements with other National Societies working with the Yemen Red Crescent Society including the French Red Cross and the UAE Red Crescent.

## Contributing to longer-term impact

The growing focus of the society on disaster risk reduction with a process of climate change adaptation is an important shift that increases its contribution to the build up of safer and resilient communities. The shift towards community based health development, with increasing Red Crescent structural and capacity outreach at the local level, also enhances the society's capacity to work with communities and civil societies in the collective effort to improve basic health standards of the underserved population in semi-urban and rural areas.

The positive experience gained in terms of empowerment of women is an important lesson that can enrich the overall planning and management of the Yemen Red Crescent Society to enhance its contribution to community development in a comprehensive way. The increasing role the society plays in this respect will also enhance its profile with a much stronger position as one of the leading contributors to the country's Poverty Reduction Strategy and the Millennium Development Goals.

## Looking ahead

The change process and the restructuring plan of the Yemen Red Crescent Society is expected to enhance the overall capabilities of the society to transform itself into a well functioning entity performing with the required level of professionalism and standard of excellence. The

implementation of the required changes at all levels will also enable the society to achieve its ambition to do more and reach further with a higher degree of quality and impact

<b>How we work</b>	
<p><b>All Federation assistance seeks to adhere to the <a href="#">Code of Conduct for the International Red Cross and Red Crescent Movement and Non-Governmental Organizations (NGO's) in Disaster Relief</a> and is committed to the <a href="#">Humanitarian Charter and Minimum Standards in Disaster Response (Sphere)</a> in delivering assistance to the most vulnerable.</b></p>	
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