

# 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

5 July 2005

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### In Brief

Appeal No. 05AA080;

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Related Emergency or Annual Appeals:

Yemen Annual Appeal 2005. For details, please go to the website at [http://www.ifrc.org/cgi/pdf\\_appeals.pl?annual05/05AA080.pdf](http://www.ifrc.org/cgi/pdf_appeals.pl?annual05/05AA080.pdf)

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### Operational developments

The country has just celebrated its 14<sup>th</sup> anniversary of unity between the south and north of Yemen. However, the living standard which was expected to improve kept on deteriorating steadily. In a comparative analysis of progress between 1995 and 2002, involving all the 22 Arab countries, Yemen ranks 1<sup>st</sup> in terms of the highest percentage of under-fives suffering from underweight and stunting (impaired growth).<sup>1</sup> There has been a considerable hike in basic commodities' prices which mainly affected the poor and marginalized categories of the society. The Yemen Red Crescent Society (YRCS) continued its activities to reach its goals. The first half of this year was characterized by a high degree of momentum as the year started with the comprehensive

<sup>1</sup> Arab Human Development Report 2004

leadership/senior management consultation which deliberated on key operational and institutional issues including strategic planning and overall performance improvement at headquarters and branch levels.

## **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, human resources policies, including volunteer management, resource development and to strengthen the volunteer base of YRCS by increased recruitment of young volunteers and improving the skills and opportunities of young volunteers in YRCS branches.

### **Expected results**

- A new strategic plan (2005-2009) developed with participation of volunteers and staff from headquarters (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 increased 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 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, United Nations (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.

### **Achievements**

It was a good achievement to start off the new year with an important organizational development activity represented in an extensive orientation workshop for the leaders and management team of the Yemen Red Crescent Society. The workshop was facilitated by Amman Regional Deputy Head of Mission/Organizational Delegate during the 15<sup>th</sup> –16<sup>th</sup> of January. It aimed at building the organizational capacity of the leadership and management by strengthening their background and knowledge on Red Cross/Red Crescent (RC/RC) movement, governance/management, with special emphasis on improved strategic planning and review of the new statutes. All 12 branches' management and leadership, in addition to headquarters members, participated in the workshop. The workshop was followed by a one day meeting, to discuss the partnership recently started between the Yemen Red Crescent and the Danish Red Cross. The partnership focuses on developing the branch capacities of the Yemen Red Crescent. The main activities include training and deployment of volunteer coaches in all the branches of the Yemen Red Crescent with a dimension of international youth exchange programmes between the two national societies and their branches to foster exchange of experience with increased international understanding.

In March, a gender workshop was organized at YRCS headquarters which was the first of its kind at the National Society (NS) level. It was organized by the YRCS's newly appointed Gender Focal Point and in close cooperation with a facilitator from Jordanian Red Crescent and Federation Office in Sana'a. About 12 participants from all

branches and two representatives from government departments attended the workshop, which lasted for three days. The aim of the workshop was to introduce the gender issue and integrate it with the NS activities. In addition, it was a major concern to correct misconceptions related to the gender issue.

During the same month, Yemen Red Crescent Health Officer participated in a workshop dealing with advocacy, its definition and methods. It was an interactive workshop where participants gained new skills and learned from each other's experiences. The workshop was organized by Save the Children, Yemen Office.

A new staff member has been added to the team working under supervision of the Federation Delegation in Yemen. The former YRCS psycho-social support programme (PSP) focal point has been selected by the National Council to be the Programme Officer for the Danish Red Cross project. He is based in the HQ and will work closely with the Danish Red Cross Programme Coordinator and local coaches at branch level.

In mid April, a legal advisor of the Danish Red Cross came to review the statutes of YRCS and make present necessary recommendations regarding the new statutes to be approved by the Ministry of Legal Affairs in the near future. He also met with the Strategic Planning Committee and briefed them on the importance of understanding definitions and roles of management and leadership, job descriptions, internal regulations, membership, and community participation.

The NS nominated two of its leadership/management members to attend the first module out of the three for the Leadership Training course for Middle East/North Africa (MENA) national societies' governance/management boards. The Secretary General of Dhamar Branch and the Assistant Secretary General for External Relations participated in the workshop which was held in Amman from 15 – 19 May 2005. The first module introduced the participants to the RC/RC movement with elaboration on history, components, principles, organizational structure, legislative bodies, governance /management, etc. The participants had the chance to enrich their knowledge and develop their skills as leaders in the NS. By the end of the third module, they will be able to contribute to the organizational development of their NS and assist in strategic planning and statutes updating. Two participants have already submitted a proposal to the HQ to conduct training courses for Dhamar branch members, staff, volunteers, and others to acquaint them with RC/RC movement and disseminate its principles. The knowledge gained is being now used to prepare a draft for the new strategic plan as many of the previous misconception has to be corrected and a standard method has to be followed. Prior to this, a strategic committee was established with the main task to formulate a five year strategic plan for the YRCS. During the period, the committee has had five meetings which resulted in the preparation of the draft of the plan.

**Impact**

- The participation in the organizational development (OD) discussion and training enabled decision/policy makers, as well as the management, to realize the importance of amendments to the new statutes.
- The discussion and training also assisted in the preparation of a draft for the next strategic plan by a committee that was specially formulated for this purpose

**Constraints**

- Difficulty to make people at the executive board accept changes in regard of the new YRCS statutes

**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 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 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.

**Achievements**

A new health officer was employed at the HQ in order to be in charge of YRCS health programme. Earlier this year, Geneva Senior Health Officer and Amman Regional Health Delegate had visited YRCS. They had conducted some consultation with the NS senior staff and reviewed the recent health assessment prepared by the YRCS Health Officer. They also made a field trip to see some of the NS branches accompanied by the Federation Representative and YRCS Health Officer. The visit from the 9<sup>th</sup> –13<sup>th</sup> of January included two follow up meetings on the joint pilot project with key players including the World Health Organisation (WHO), United Nations Children's Fund (UNICEF), YRCS, Ministry of Health, and the International Federation of Red Cross and Red Crescent Societies (IFRC). The following month, the Health Officer travelled to Amman for a follow up meeting with the Regional Health Delegate to elaborate on the prospective role and plans for future health programmes and CBFA training courses.

Under the Appeal for 2005, a proposal had been prepared for the renovation and rehabilitation of YRCS health clinics at 12 branches. The emphasis of the project is placed especially on the improvement of physical conditions of health clinics which serve vast category of vulnerable communities through improved public health services. The target groups also include mothers and children who need vaccination and mother child health care. The proposal was sent to Geneva and an Arabic version was prepared and submitted to some neighbouring national societies for possible funding.

Upgrading the health facilities of the Yemen Red Crescent, including physical renovation and reparation of the clinics, equipping them with simple but new and functional medical equipment, is playing a vital role in raising the quality of services to the different sectors of population, and especially to those who are vulnerable. Upgraded and renovated facilities have direct impact on the image of the national society and enhancing its possibility to attract volunteers and the attention of the general public towards its activities. This will enable the national society NS to lay the foundation for stronger relations with its partners based on increasing credibility. The continuous support of the Saudi Arabian Red Crescent (USD 90,000) and the German Red Cross (EUR 15,000) will allow to further expand the clinic renovation programme of the Yemen Red Crescent during the second half of 2005.

During April, the Health Department started initiatives by the Health Officer to establish relations and partnerships with other organizations. It has been agreed that the NS would provide training in First Aid to Emergency Police Forces which is planned to take place right after the next CBFA training course. In the same arena, the YRCS HQ, represented by its health department, has made an agreement with the administration of the central security police force to conduct First Aid training courses for its affiliates. This process will be generalized in other branches though it has already started in Dhamar branch by initiatives from its active leadership and management. The NS is looking forward to expanding its activities in the field of First Aid training, which could be a sustainable source of income.

A field visit was made to assess the situation at the YRCS Hospital in Sana'a, a stumbling project that has been a hot issue of discussion with the government and the Ministry of Public Health and Population. The construction process is expected to be finalized in the near future. In addition, the state of the four mobile clinics (2 x-ray, 2 lab) were investigated and assessed in preparation to bring them back to the field of health service.

A new proposal is being prepared to rehabilitate and repair YRCS vehicles including trucks and ambulances which will also be equipped with necessary emergency medical equipments. Some of the branches are still checking and reviewing their vehicle needs and are to submit their lists as soon as possible. The final proposal will take shape after receiving requirements from all branches and will be sent during the second half of the year.

In mid April, a workshop was held at the HQ to discuss and review the health assessment findings. It was facilitated by the Amman Regional Health Delegate and relevant representatives from all branches had attended. The meeting came out with some recommendations in regard to future health projects.

YRCS has contacted the United Arab Emirates Red Crescent Office in Yemen and discussed a cooperation agreement to support the NS in combating malaria and carrying out some cataract operations. Implementation of these activities will start only after the signing of the Memorandum of Understanding (MoU) between the two parties.

The joint health project, with its key partners from UNICEF, WHO, IFRC and the NS, met for the third time in Sana'a during April. They discussed conditions and requirement of contracting a local health consultant to make proposals and identify ways of interventions.

In May, the YRCS Secretary General and Health Coordinator attended the Health Forum that was held in Geneva where the latter made two presentations reflecting the main health activities, plans for the future, and partnerships with other organizations.

The capacity of the NS in Community Based First Aid was further enhanced through active participation in a training course held in Syria on Community Based First Aid. A candidate from Sana'a and another from Dhamar branch were carefully selected based on their backgrounds, anticipated and previous contributions, and gender. It has been very useful course as they have both stated and are prepared to transfer the new experience and skills they learned to other first aiders and colleagues. A CBFA workshop for Training of Trainers (ToT) is planned to be held for all branches in July 2005.



**The YRCS, with its vast base of volunteers, has always been a close collaborator with the MoPHP in conducting national vaccination drives to combat many diseases, including Polio**

By the beginning of last March, the country witnessed reintroduction of Polio which was thought to be eradicated in 2003, as no new cases has been reported since 1996. The recent breakout of Polio in Yemen represented a great challenge for the Ministry of Public Health and Population (MoPHP) and its major partner - WHO. The YRCS, with its vast base of volunteers, has always been a close collaborator with the MoPHP in conducting such national vaccination drives to combat six killer diseases including Polio. The Health Department worked hard with branches to set a work plan, and define activities and budget. The Executive Council had its meeting at a later stage to refine the plan of action and define responsibilities. Through consultation to coordinate activities and roles, the MoPHP recommended a supervisory and monitoring role to be performed by the YRCS. On the 30<sup>th</sup> of May, the nationwide vaccination campaign was launched from the YRCS HQ by the Prime Minister, Minister of Public Health and

Population and other officials. The event which represents a major concern nationally and worldwide has been extensively and well covered by media means in the region. The campaign continued for three days in all twenty two governorates of Yemen. Reports and updates on the activity were sent daily from YRCS branches to the HQ and MoPHP.



**The YRCS staff and volunteers played a key role in the implementation of the polio vaccination operation, such as monitoring the houses which have been visited by the vaccination teams**

### Impact

- Participating in the nationwide polio vaccination, the NS played a key role in monitoring the implementation and significantly contributed to the successful conduct of the operation. This enabled NS volunteers and staff who participated in the process to gain considerable knowledge and experience. It also helped to enhance the position of the NS as a key partner effectively playing its auxiliary role in such key areas of high public health concern.
- More recognition by the Government, Ministry of Public Health and public at large regarding the role of YRCS as a health service provider to the most vulnerable people.
- Recognition by the international donor community resulting in more interest and increased funding

### Constraints

- Lack of proper coordination between supervisors and volunteers during the three days of vaccination monitoring
- Roles and responsibilities are not precisely defined within the NS (More authority should be given to the new health coordinator).
- Shortage of financial resources by the beginning of the period, which delayed the implementation of the programmes.

## 3. Disaster Management

### Goal

Strengthened disaster management capacity for effective and timely response to disasters within its 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 conducting awareness activities regarding risks and hazards in three governorates/branches. In this regard, 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).

**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 Disaster Management (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 are able to identify the priorities and needs in case of disasters.

**Logistics**

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

**Integrated approach**

- Integrated DM workshop carried out for 45 people to enhance awareness, education, prevention and mitigation through community-based disaster management combined with basic health issues including sanitation.
- The Disaster Preparedness/Disaster Management activities are integrated and coordinated with the International Committee of the Red Cross (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**

During the reporting period, the DM department has been performing efficiently and has achieved some of the planned activities towards building a well prepared DM capacity. The Disaster Management Coordinator attended a meeting in Amman gathering all regional national societies' DM officers. The meeting came out with recommendations with emphasis on training programmes and development of a DM database. The DM coordinator has been involved in a series of regular local coordination meetings for DM Theme Group including relevant International Non-Governmental Organizations (INGOs), Yemeni Government Ministries, and Civil Defence.

Further to previous feasibility studies and consultations, the Disaster Management Department, in close collaboration with the Federation Office, has prepared a proposal to develop its emergency relief stock. The project aims to improve the NS disaster preparedness and disaster response capacity and improve the conditions of the vulnerable and disaster prone areas. The objective is to cover the needs of 250 families (1500 persons) during time of disasters, train stock management staff, and well equip and safe warehouses. By March, the proposal was translated into Arabic and submitted to sister national societies in the Gulf.

By the beginning of April, the DM Department finalized the self assessment and sent it to Amman Regional Disaster Preparedness (DP) unit. The assessment focuses on the characteristics of a well disaster prepared national society.

The DM coordinator participated in a series of meetings held by the Technical Consultative Committee for Preparing the National DM Plan (a government body within the Ministry of Interiors). Internal regulation for the committee has been defined during these meetings involving all key players in the National DM Plan, including YRCS.

The DM department arranged and carried out a field visit to the Emergency and Disaster Management Unit, Civil Defence Department, along with a delegation from the Swedish Red Cross.

The DM department has completed the process of collecting data from the all branches regarding the human resources, including staff and volunteers who had been trained on disaster preparedness and response. All the gathered data will be further processed to be ready for use in planning at HQ and branch level.

The DM Department had been heavily involved in relief operation and providing assistance consisting of food and non-food relief items to flood victims in the two governorates of Hodeidah and Hajjah. On 26<sup>th</sup> of April, torrential rains in the highlands in central Yemen caused two flash floods down Wadi Moor and Wadi Ahban which badly damaged the physical structures of some poor villages in coastal areas. In Hodeidah governorate, Zuhrah district, five villages were affected due to their locations by the side of the valley about 100 km north of Hodeidah city. The YRCS Hodeidah Branch formed and sent a disaster survey team for the next two days to find out and collect details on the magnitude of the disaster. The report showed that approximately 143 houses (huts made of straw and mud) were damaged, 70 of which were totally destroyed. Two villages in Hajjah governorate were much more affected by the flooding of Ahban Wadi close to the borders with Saudi Arabia. No serious casualties were reported but it was anticipated that epidemics might spread out due to poor sanitation systems and stagnant flood water. People lost most of their livelihoods and shelters and were in desperate need for immediate assistance to cope with their misfortune. Zabid district was also affected at a lower degree with some destruction to old and historical buildings.

YRCS branches in relevant governorates immediately started making assessments of damage and identifying the urgent needs. They managed to collect vital statistics and sent relevant reports to the HQ on the situation. Fortunately, there were enough relief items in stock which should have hastened the DM department's response. Some delay was bound to happen, due to the coinciding weekend and other factors related to decision making, roles, and logistic measures. The first relief consignment reached its target on the 2<sup>nd</sup> of May. Staff and volunteers from HQ and Hodeidah branch participated in distributing the relief items which consisted of tents, blankets, kitchen utensils, water containers, cookers, and lanterns. The next day the process continued to include other villages, which was perceived by the Federation Representative who was on a field visit to observe the operation and assess the disaster. A proposal was urgently prepared in collaboration with YRCS DM to procure relief food items.

At a later stage, standard quota of food items were locally procured and distributed to affected local communities covering the needs of one hundred families for two weeks. The Qatari Red Crescent also provided food assistance up to the amount of USD 20,000.

### **Impact**

- The United Arab Emirates (UAE) immediately responded to the emergency by donating USD 27,000 to develop the DP stock
- Relief operations in flooded villages enhanced the role of the NS as a key player in Disaster response and DP at the National level.
- Data made available through analysis of VCA results, which will be distributed to all concerned to be used for planning
- Many important lessons were learnt during the DM intervention in the flooded area as some shortcomings and deficiencies were discovered and should be avoided in future operations
- Good recognition of the YRCS by international communities, resulting in increased funding

**Constraints**

- Lack to transportation to branches and sub-branches to make field assessment and shortage in communication equipments
- Unclear guidelines and plan of action with blurry vision of job descriptions and roles resulted in some delay which in general was a quick response to the flood disaster, once the assessment was done.

**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 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**

In this area, the NS has held some dissemination, including a workshop for Red Cross and Red Crescent activities accompanied by a photo exhibitions.

Three new editions of *Ithar*, the NS main bimonthly publication, have been issued on its regular time with different and interesting subjects. It is an important dissemination activity which the NS has been maintaining and improving in collaboration with the ICRC delegation in Yemen.

The NS society participated in a one day workshop organized by ICRC dealing with the topic of women in prison. It has been clear that about 20 NGOs are involved in working with 220 imprisoned women. All of these societies are working in Sana'a except for ICRC. More collaboration and coordination is needed between all these societies to include male prisoners and avoid overlapping of projects.

The International Day of the Red Cross and Red Crescent Movement was celebrated on the 8<sup>th</sup> of May with the rest of the world. The HQ had a special day with invitees from different sector including government officials and diplomatic members. The three components of the movement represented themselves commemorating the anniversary. The event was covered well by the media with a half an hour TV reportage about the event and a documentary on the RC/RC movement.

**Impact**

- Stronger visibility of YRCS, owing to the better communication and cooperation with external agencies and organization.
- More awareness of RC/RC movement and principle realized through celebrating Anniversaries and different occasions and gatherings which are extensively covered by media.

**Constraints**

- Lack of sufficient funds to enhance editing and production
- Reluctance of information officer to travel abroad for relevant training and meetings
- Shortage of financial resources by the beginning of the year delayed the implementation of the programmes.

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