

# Programme Update



International Federation  
of Red Cross and Red Crescent Societies

## Yemen

Appeal No. MAAYE001

30 August 2009

This report covers the period 01 January  
2009 to 30 June 2009.



Yemen Red Crescent volunteers distributed non-food items in Al-Hawra district affected by flash floods in Hadramout, South Eastern Yemen. **International Federation.**

## In brief

**Programme purpose:** The ultimate purpose of the programmes is to enable the Yemen Red Crescent Society (Yemen Red Crescent) to achieve its strategic and operational objective of building up capacities and scaling up services in line with its Strategy for 2007-2011

**Programmes summary:** During the reporting period, the main focus has continued to be on the development and implementation of comprehensive disaster management including preparedness, mitigation, recovery and prevention, as well as on health and care activities with increasing attention on preventive approaches. Whilst dissemination of the Fundamental Principles and Humanitarian Values was implemented as a cross-cutting element especially in the process of capacity building related to disaster management and health, the organizational development process sought to improve overall performance based on improved legal base, skilled leadership and management with clear strategic and operational goals as well as up-to-date systems and procedures

**Financial situation:** The total 2009 budget was revised from CHF 1,284,108 (USD 1,184,718 or EUR 842,888) to CHF 918,173 (USD or 847,106 or EUR 602,689), of which CHF 861,393 (94 per cent) covered during the reporting period (including opening balance). Overall expenditure during the reporting period was CHF 269,730 (29 per cent) of the budget.

Due to the shift of focus towards the Hadramout floods emergency operation and security restrictions, the rate of implementation of the Yemen RC with regards to the 2009 Plan was lower than expected and the budget was revised accordingly. However, it is important to emphasize that the International Federation component represents less than five percent of the total contribution by all other Movement partners to the Yemen operations, including the International Committee of the Red Cross (ICRC) and the National Societies of Denmark, France, Germany, Norway, Sweden and the United Arab Emirates.

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

See also Yemen Floods Emergency Appeal and related reports at: <http://www.ifrc.org/where/country/cn6.asp?iYear=1&xFlag=2&countryid=10&view=1>

**No. of people we have reached:** During the reporting period, nearly 145,000 people in Yemen benefited directly from the secretariat-supported programme interventions.

More than 40,000 beneficiaries, including refugees and flash flood victims of the Hadramout floods, have been reached through the disaster management programme. More than 70,000 beneficiaries, including the beneficiaries served in cooperation with the different partners of the Yemen RC, have been reached through the health and care programme. In the meantime, key RC community members including National Society leaders, managers, staff and volunteers have benefited from the organisational development and capacity building interventions. Finally, more than 30,000 beneficiaries have been reached through the dissemination of the Fundamental Principles and Humanitarian Values (via the ICRC and the International Federation activities).

Approximately more than 150,000 people are expected to benefit from the same programmes during the second half of the year.

**Our partners:** To achieve its objectives through increasing partnerships, the Yemen RC continued to closely work with the Movement partners like the International Federation, ICRC, Partner National Societies (PNSs) such as the Danish Red Cross, Norwegian Red Cross, Swedish Red Cross, French Red Cross, Italian Red Cross, German Red Cross, and the United Arab Emirates Red Crescent. In addition, the National Society worked with non-Movement partners such as the Department for International development (DfID), 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), World Health Organisation (WHO), and the World Bank. The Yemen RC 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.

Swedish government through Swedish Red Cross, DfID, Norwegian government through Norwegian Red Cross, and Danish government through Danish Red Cross have been the main contributors to the Plan during the reporting period.

## Context

Yemen is the poorest country in the Middle East and North Africa (MENA) region and worldwide ranks 153 out of 177 in the global comparative table of the World Bank which refers to indicators including life expectancy, adult literacy and gross domestic product. The country, being located in a geologically active zone, is also very prone to natural disasters. Flash floods and landslides, and even a small tremor, can cause adverse consequences due to the low level of preparedness including weak infrastructure and quality of housing often built from mud and easily collapsible material. The flash floods of October 2008 in Hadramout killed 90 people and affected more than 25,000, and the economic damage is estimated at about USD 400 million according to the emergency events database ([www.emdat.be](http://www.emdat.be)).

During the reporting period, Yemen continued to be affected by deep-rooted socio-economic vulnerabilities and inter-tribal conflicts. The conflict in the northern governorate of Sadaah has been going on for several years with government forces fighting against opposition groups. The Yemen RC

continued to help the internally displaced persons (IDPs) in cooperation with the ICRC. In cooperation with the UNHCR, the Yemen RC branch in Taiz also continued to provide assistance in facilitating reception of displaced people and their transfer to the camps.

In the first six months of 2009, security challenges have increased with periodic threats and attacks especially against foreigners often carried out by groups affiliated to Al-Qaeda. The recent trend towards a secessionist movement in the South also added to the complexity of security challenges with considerable draw-down effect on the overall development process which depends not only on internal efforts but also on external investment.

## Progress towards outcomes

This Programme Update summarises the major achievements and challenges in the first six months implementation of the 2009 Plan launched by the International Federation on behalf of the Yemen RC. In a more comprehensive sense, it also makes reference to the progress in the implementation of the Emergency Appeal to assist the flood victims in Hadramout and some of the key activities supported by other Yemen RC partners.

### Disaster Management

#### Outcomes

- National Society capacity to plan, implement, monitor and report on disaster preparedness, response and recovery is improved (disaster management planning).
- Based on decentralised capacity and rapid exchange of information, the contribution to the reduction of deaths is increased (organisational preparedness),
- Capacities to plan and manage disaster risk reduction (DRR) activities at the local level are increased (community preparedness and DRR).
- Quality, coverage and impact of disaster response in favour of the most vulnerable is improved (disaster response).

#### Achievements

##### Disaster management planning

A draft disaster management policy was developed to increase the quality of disaster management services with enhanced coordination between the Yemen RC and its partners including governmental and non-governmental organizations (NGOs). The contingency plan also aims to endure more effective use of human and material resources.

Involving the National Society's disaster management focal points at branch level and working together with the Civil Defence and other relevant organizations, the Yemen RC played a lead role in updating the map of potential hazards involving not only natural disasters but also epidemics and other risks. Identifying the main hazards that could exceed local capacities and require outside assistance, the mapping will improve the relevance of the National Society's disaster management services with increasing focus in areas where vulnerabilities are high and capacities are low. The mapping will also enhance Yemen RC capacities at all levels to ensure effective and timely response and well coordination with optimal use of resources.

The updated hazards mapping indicates that nine out of the 22 governorates are disaster prone, underscoring the fact that disaster management remains a key area of focus for the Yemen RC and other concerned organizations. The mapping shows floods, landslides, traffic accidents and tuberculosis as the major killers, indicating the need to ensure a comprehensive approach not only in terms of saving lives but also in terms of building safer and resilient communities with effective and efficient disaster preparedness, response and recovery that can link the process to a more sustainable development.

In April 2009, during their annual meeting, the Yemen RC disaster management focal points from 10 branches reviewed the progress and challenges related to disaster management. They underscored the importance of disaster preparedness and risk reduction at the local level as a key condition to ensure effective disaster management in line with the International Federation's Strategy 2020. The focal points emphasised the need for stronger community preparedness and resilience with increasing capacity for risk reduction (including climate change adaptation) as the key strategic elements in the context of the mid term review of the National Society's Strategy for 2007-2011.

Selected as a focal point in the MENA Zone to participate in the global platform on climate change adaptation and DRR, the Yemen RC has carried out a number of important steps during the reporting period. Case studies were developed with technical support from the International Federation Secretariat in Geneva and the MENA Zone Office in Amman. Based on a field visit to the Hoidedah branch of the Yemen RC, the case studies highlighted the key activities implemented promoting DRR linked to climate change adaptation.

In June 2009, the Yemen RC, supported by the International Federation and in partnership with the Ministry of Water and Environment, facilitated the first national consultative meeting on DRR and climate change adaptation.

Attended by representatives from ministries, NGOs and UN agencies, the meeting explored the various scenarios and the humanitarian consequences of climate change in Yemen based on presentations from eight organizations including the Yemen RC and the International Federation. Some of the key observations that emerged from the discussion are the following:

- Both large scale and localized floods occur more frequently including in areas where they were not common in the past.
- More and more people are displaced by the rise of water levels in the coastal areas of the country.
- On the other hand, shortage of water and drought increasingly affects several parts of the country. In most parts of the country people have to dig two to three times deeper to get to the under ground water level. This change is very dramatic when compared to the situation some 10 to 15 years ago.
- Malaria out break is becoming common in unusual seasons and in places where the illness was not experienced in the past.

As the first of its kind, the meeting highlighted the advocacy role played by the Yemen RC and helped to enhance awareness and foster exchange of experience. The need to coordinate efforts was stressed to ensure effective results based on the national adaptation plan (NAP) developed by the government in line with the Hyogo Framework for DRR. It was emphasised that the prevention of hazardous consequences of climate change and reduction of disaster risks could not be achieved without close collaboration between stakeholders and concerned sectors. As a follow up to the country level consultation, the Secretary General of the Yemen RC attended the global platform for DRR in Geneva and participated in the panel discussion at the side event organized by the International Federation, OCHA and WFP in the context of Inter Agency Standing Commission (IASC) task force on climate change.

In connection with this, an intern from the King's College in London worked with the Yemen RC focusing on a field research for a master's thesis on disasters, adaptation and development. The study highlighted the reality and effects of climate change in Yemen in several aspects and the need to ensure that climate change adaptation is integrated as a cross-cutting element in the planning and implementation of Yemen RC activities including disaster management and health as well as the intensified capacity building (ICB) efforts at the local level. This will require upgrading Yemen RC's adaptive capacities through increased partnerships with different local and international organizations and institutions including the RC/RC Climate Centre.

### Organisational preparedness

Based on the updated hazards mapping and specific branch assessment and evaluation of needs and logistical capacities including warehousing capacities, preparedness stocks have been purchased and pre-positioned to strengthen the disaster preparedness capacities in Dahmar and Al Mahweet branches. The stocks consist of non-food items including tents, blankets, mattresses and kitchen sets which will enable each of the two branches to cover the immediate needs of up to 50 families (350 beneficiaries). The two branches have also a reasonable degree of preparedness in terms of human resources including trained disaster management intervention team members and a considerable number of active volunteers who could be mobilized to provide services in time of emergencies. Pre-positioning of preparedness stocks at branch level will ensure a more decentralized capacity to enable the Yemen RC to conduct timely response in time of emergencies including localized disasters that do not necessarily require international assistance.

As a follow up to the Hadramout floods emergency operation, the Yemen RC trained 20 branch staff and volunteers in Seyoun (Hadramout) building up their capacities to conduct vulnerability-capacity assessments (VCA). The participants were trained on how to mobilize and analyze data based on a participatory approach and VCA principles. In May 2009, the same group of staff and volunteers were trained on more advanced skills in VCA and DRR including community needs assessment, risk evaluation, development and implementation of micro projects. As a result, a two-month DRR plan of action was elaborated to be implemented in four districts affected by the flash floods.

4,500 school kits have been procured to be distributed to school students in the flood affected areas as part of the recovery plan. Procurement is also under way for 150 first aid kits to be distributed in 15 selected schools in Hadramout after first aid training is conducted in the selected schools. The relief items which were mobilized from the Yemen RC headquarters at the beginning of the Hadramout floods emergency operation have been replenished.

### Community preparedness and DRR

DRR activities in Hadramout are expected to strengthen the present and future safety and resilience of the population with increasing local level capacities including early warning capacities. Similar efforts are underway in Dahmar and Al-Mahweet branches based on focused assessment of needs and capacities. The data will be used for development of DRR micro projects to be implemented during the second half of 2009.

### Disaster response



Yemen RC assisted the floods-affected people in the Tarim district (Hadramout). International Federation.

In an effort to provide effective services to the victims of the floods emergency in Hadramout, the Yemen RC, supported by the International Federation and other partners, was able reach up to 3,000 families (around 21,000 beneficiaries) through distribution of food and non-food items as well as health and water and sanitation activities. This target was reached using the assistance mobilized through the International Federation Appeal and bilateral channels. In addition to the Appeal-based multilateral contributions by and through the Italian government, Netherlands Red Cross, Swedish government/Red Cross, Canadian government/Red Cross, Finnish Red Cross, Danish Red Cross, Libyan Red Crescent and United Arab Emirates Red Crescent, the neighbouring National Societies of Iran, Kuwait and Turkey bilaterally contributed to the operation providing different relief items including food,

medicines and shelter material. The German Red Cross mobilized provision of hygiene kits coupled with health education to ensure effective use of them. The French Red Cross provided support through

local expertise in water and sanitation. The ICRC contributed in terms of water purification and mosquito nets. However, the fact that some of the National Societies from the region were not willing to work either bilaterally or through the International Federation Appeal was a major challenge to ensure effective coordination of the contribution through the Movement.

Since February 2009, the operation has focused on a gradual transition from emergency relief towards recovery activities including psycho-social support; hygiene promotion; training of branch volunteers in psycho-social support, hygiene promotion and first aid; and VCAs at community level. The Yemen RC is being considered as one of the implementing agencies (especially for the VCA component) in the reconstruction and recovery efforts coordinated by the government and supported by the World Bank. The Seyoun branch in Hadramout is also working in coordination with local authorities and NGOs including OXFAM and UNICEF.

In March 2009, the Yemen RC, in collaboration with the ICRC, responded to the needs of IDPs in Harf Sufian in Amran Governorate. The humanitarian assistance covered the needs of about 8,000 people displaced due to the conflict in Sadaah. The assistance consisted of basic food items, foam mattresses, blankets, kitchen sets, and water filters.

Responding to the needs of a fire accident in the poorest vulnerable towns in Taiz Governorate (Al berara, Al Mahwa, and Al-Masbah), the Taiz branch provided 60 affected families with non-food items mobilized from the stock pre-positioned at the branch. The Taiz branch has also been supporting up to 16,000 refugees in cooperation with the UNHCR.

During the Gaza crisis at the beginning of this year, the National Society in cooperation with the government mobilized and dispatched humanitarian assistance amounting to 86 tonnes of medicines, medical equipment and food items for children.

### **Constraints or Challenges**

The large gaps between population needs and Yemen RC capacities with limited local level outreach has continued to be the main challenge during the reporting period, along with the poor infrastructure and logistical capacities to ensure immediate access to the affected areas and the unstable security situation.

## **Health and Care**

Complementing the efforts of governmental organisations and NGOs, the Yemen RC health activities are based on both curative and preventive services. The preventive services include all the components of primary health care out of which the branches choose and apply according to their priorities and capacities.

### **Outcomes**

- Vulnerability to HIV/AIDS and its impact is reduced through preventing further infection, expanding care/support and reducing stigma (HIV/AIDS).
- Community health achieved through increased community based health development and first aid is improved (community based health and first aid).
- Integration of health services during emergencies – including psycho-social support and prevention and control of epidemics during disasters – is improved (psycho-social support programme).
- Mother and child health (MCH), vaccination, nutrition and immunization are improved (mother and child health promotion, malaria prevention and polio eradication).

### **HIV/AIDS**

Yemen RC is one of the organizations in Yemen actively involved in raising awareness and providing dissemination with regards to HIV/AIDS prevention and control with a focus on high risk groups. To improve the results of Yemen RC efforts in this respect, two main directions have been set.

The first direction aims to strengthen the HIV structure and services ensuring effective use of available resources. A focal point with health background has been assigned at Yemen RC headquarters to coordinate the HIV/AIDS network. In the meantime, a consultant has prepared a culturally-adapted awareness manual to be used by the volunteers in the branches. Based on the new manual, a workshop was conducted involving HIV/AIDS network members - 30 trained volunteers - who reviewed the manual and agreed on modalities of implementation.

The second direction aims to expand the partnership with national and international agencies working on HIV/AIDS. Closely working with the national HIV/AIDS programme and People Living with HIV Association, the Yemen RC is making efforts to expand the partnership with other organizations involved in the prevention and control of HIV/AIDS to overcome the challenge through collective efforts.

#### Community based health and first aid (CBHFA)

A CBFA camp, jointly organized by the Yemen RC and Danish Red Cross, was conducted in Aden between 15 and 19 February 2009. 50 participants from all Yemen RC branches participated in the camp. The subjects including practical first aid on water rescue were covered by different trainers including four trainers from the Danish Red Cross.

As part of the recovery package for the Hadramout floods emergency operation, 25 branch staff and volunteers were trained in Seyoun focusing on how to ensure effective first aid services to the beneficiaries with a long term perspective. The aim of the training was also to improve the financial sustainability of the branch through delivery of first aid training and service as an element of income generation. The volunteers trained on first aid modules and first aid promotion will work in the 15 selected schools in Hadramout to undertake first aid sessions including practical simulations and distribution of basic first aid kits.

The health and care unit of the Yemen RC provides technical support to the community based health development programme being implemented under the new operating model of operational alliance (OA) supported by the National Societies of Denmark, Norway, Sweden and the International Federation. Implemented on a pilot basis in two governorates, the programme aims to reach up 20,000 beneficiaries with broad-based CBHFA including health, education (literacy), food security and water supply.

In a meeting in February 2009, the OA members reviewed the progress and challenges of the programme. The review meeting was followed by a field visit which enabled the partners to see the achievements and challenges in the process of implementation. They also met and discussed with the different stakeholders including the communities and the local authorities.

It has been agreed to strengthen the management and coordination of the programme with more frequent meetings of the steering committees at district and national levels. It has also been emphasised to ensure the implementation of the priorities on water supply and strengthen the organisational development/capacity building components of the programme with increased institutional capacity development at national, governorate, district and community levels. Accordingly, steering committee meetings are now being conducted every month at the district level and every other month at national level.

The plan and budget for Abbs (Hajjah governorate) was prepared in consultation with the 26 village committees and approved by the district and the national steering committees. The activities are being implemented according to plan except the water component which requires a further technical assessment and analysis. To improve the water supply in Abbs district, a technical hydrological team has been deployed. The recommendation from the survey emphasizes the need for a micro dam to address the water shortage faced by 250 families (1,750 beneficiaries) under the programme in Abbs (Beini Hassen sub-district). The dam is estimated to cost about 200,000 US\$ including the pipe network.

At the beginning of the year, a livelihood consultant had been deployed to study the prospect for the food security component within the programme in Abbs. The recommendation from the survey emphasizes the need to develop home gardens to ease the food security problems of the programme beneficiaries.

In Beite Alfaqui (Hoidedah Governorate), 38 village committees have been established with more than 90 village health volunteers recruited to facilitate programme implementation. A base line survey has been carried out based on a sample of 500 families for the programme which will cover 1,700 families (approximately 11,900 beneficiaries). 18 programme staff from Abbs and Beite Al Faqui were trained on hygiene promotion and community mobilization.

#### Psycho-social support programme

As part of the recovery package of the Hadramout floods emergency operation, 30 branch staff and volunteers in Seyoun were trained on how to provide psycho-social support focusing on the capacity to take care of their own psychological wellbeing as well as the wellbeing of the affected population. The volunteers trained on psycho-social support conducted sessions on psycho-social support and distributed stress management booklets and kits in the 15 selected schools in Hadramout. In the meantime, a psycho-social support strategy has been developed by the Yemen RC in coordination with the MENA zone psycho-social support programme consultant.

#### Mother and child health promotion, malaria prevention and polio eradication

In addition to the day to day health services, the Yemen RC health centres/clinics in each branch provide essential services including immunisation campaigns with an outreach component.

With the support from UNICEF, the health centre in the Sana'a branch continued to conduct regular services aimed at improving the nutritional status of mothers and children. Recently, the branch also conducted training on health education focusing on health and social issues including reproductive health and child rights. The training was conducted in cooperation with the United States Agency for International Development (USAID) and the Ministry of Health. More than 50 Yemen RC volunteers, both female and male, benefited from the training conducted in two rounds with each round lasting for one week. The training is expected to empower the trainees by improving their skills and competencies to provide more effective community services with a focus on health education.

In cooperation with the German Red Cross, the Yemen RC distributed essential medical equipment including midwifery kits to improve the quality of health services provided through the network of clinics in Aden, Sadaah, Ibb, Abyan and Al-Mahweet.

In May 2009, the Yemen RC organized a one day seminar on the health consequences of car accident. Organized in partnership with the Road Traffic Authority, the seminar helped to raise awareness of up to 250 students who attended the seminar from the Faculty of Medicine at the Sana'a University.

#### Outside the outcomes of the plan

Water and sanitation and hygiene promotion is a major component under the OA; involving the Danish, Norwegian and Swedish Red Cross and bilaterally the French Red Cross. Although not targeted under the 2009 Plan, a short update will be given with regards to this outcome due to its significance.

In February 2009, a hygiene basket initiative had been conducted targeting 120 orphans at orphan centres in Taiz governorate. The initiative started with a week-long hygiene promotion campaign including distribution of 120 hygiene parcels. The second round of this campaign for another 120 orphans will be carried out at the end of 2009. Up to 5,000 orphans are being assisted in cooperation with the United Arab Emirates Red Crescent.

Within the water supply scheme in the community based health development programme under the OA, 500 dry latrines are planned to be constructed in the project area in Abbs. Community sensitization and awareness activities at the grassroots level have started to ensure better involvement of the beneficiaries.

As part of the floods emergency operation in Hadramout, a water and sanitation engineer was hired by the Yemen RC Seyoun branch to ensure the quality of the water and sanitation projects and three water sanitation teams were working in the field. A total of 10 mobile high quality water latrines were installed in Hawra and Tarim districts during the emergency phase of the operation to benefit the flood affected population sheltered in schools.

Advanced hygiene promotion training for 40 branch staff and volunteers was conducted focusing on basic health care education including hygiene promotion, malaria and influenza A (H1N1) prevention. In line with this, in June 2009, the volunteers trained in hygienic promotion conducted 400 educational sessions for 4,000 community households (approximately 28,000 beneficiaries) in Tarim, Hawra, Al-Katen and Shibam districts affected by the floods.

Another 400 lectures are planned to be undertaken in August-September 2009. In addition, a water and sanitation training for staff and volunteers including distribution of water test kits and users manuals has been initiated by the Yemen RC in cooperation with OXFAM in 10 National Society branches - Hadramout, Dahmar, Ibb, Taiz, Amran, Al-Mahweet, Hajja, Sadaah, Hoidedah, and Abyan. More focused water and sanitation projects are being implemented in Dahmar and Shabwa targeting up to 20,000 beneficiaries in cooperation with the French Red Cross.

### **Constraints or Challenges**

Denial of and discrimination related to HIV/AIDS, limited administrative and leadership capacities in the branches/sub-branches to mobilize local resources, and lack of adequately trained human resources at all levels have been the main challenges under this programme. Transforming the Yemen RC health clinics into MCH centres with increasing focus on preventive approaches, and ensuring the required conditions that can attract long term investment and sustainable development including community based health development are also long term constraints that had impact on the reporting period.

## **Organizational Development and Capacity Building**

### **Outcomes**

- The revised National Society statutes are implemented with an organisational reform leading to improved leadership and management and increasing number of members at all levels (National Society leadership and management capacities).
- National Society performance is increased through scaling up services and capacities based on skilled human resources including volunteers and staff; and effective/efficient systems and procedures including financial management (well functioning National Society),
- The National Society's capacity towards covering core costs as a matter of priority and scaling up resource mobilization through increasing partnerships is improved (financial sustainability).
- Services will be scaled up and capacity building enhanced at the local level (coverage of grassroots units).
- Capacities to plan, monitor, evaluate and report in an integrated approach are improved; including gender balance and youth participation with increasing partnerships to scale up services and capacities (capacities for programme development and management).

### **National Society leadership and management capacities**

The process of Yemen RC statutory revision has reached its final stage with the final draft being approved by the Joint Statutes Commission of the ICRC and the International Federation. The next step is to get the revised statutes approved by the General Assembly of the National Society.

In addition to the revision of the statutes, the Yemen RC has undertaken a comprehensive management review conducted by an external consultant. The review has provided a set of recommendations to improve the overall performance of the National Society with slim and efficient

structures, adequately trained human resources and more efficient systems and procedures including financial management capacities and systems.

The subsequent implementation of the revised statutes and the recommendations of the management review are expected to enable the Yemen RC to launch itself as a strong National Society that can ensure scaled up services based on democratic governance, effective leadership and management and up-to-date systems and procedures.

In January 2009, all the Yemen RC branches met in Sana'a together with the members of the national board and the headquarters staff. The meeting reviewed achievements and challenges of 2008 with progress reports delivered by the headquarters and the respective branches. The meeting also discussed plans and programmes to improve performance at all levels including membership recruitment and resource development, internal organizational capacity improvement including administrative procedures and guidelines, and development of human resources policies including volunteer management and gender mainstreaming.

#### Well-functioning National Society

To undertake the mid-term review of the Yemen RC's Strategy 2007-2011, a task force has been established consisting of all programme coordinators at the headquarters, branch representatives and volunteers. The task force has been working since June 2009 based on a sector by sector review of the strategy by the programme coordinators at the headquarters and branch level covering all branches with a checklist on achievements, challenges, opportunities and priorities. The task force is assisted by an external consultant. Facilitated with the support of the organisational development coordinator of the MENA Zone Office, a two-day preparatory workshop was conducted in Sana'a to help the task force understand the key concepts of a strategic planning process.

The strategy review is an important undertaking as it will concretize and facilitate the implementation of the organizational and operational priorities including the priorities emerging from the revised statutes and the management review. The revised strategy is expected to be approved by the General Assembly together with the revised statutes.

The joint Yemen RC/Danish Red Cross programme on organisational development/capacity building has been implemented according to the plan focusing on volunteer coaching in 12 branches, engagement of volunteers in the provision of community services through pilot projects (first-aid, cleaning campaigns/health awareness, handicrafts) and international understanding including exchange of experiences among volunteers from the Yemen RC and the Danish Red Cross. Efforts are currently underway to develop the volunteer policy based on experiences and in line with the revised statutes.

The Yemen RC official web site has been updated in two languages - Arabic and English- and hosted under the address [www.yemenrc.org](http://www.yemenrc.org).

#### Financial sustainability

A resource development plan of action (including a plan for membership development) has been prepared to improve the sustainability of Yemen RC services and will be implemented during the second half of 2009. Financial management support has been provided to the headquarters and branches including installation of automated financial systems in order to improve management of resources.

As a follow up to the floods emergency operation in Hadramout, efforts are being made to improve the financial sustainability of the Seyoun branch. A proposal has been submitted to the Yemen RC headquarters suggesting a variety of income generating activities including the possibility to collect a small percentage of income from medical receipts, provided for by the current statutes but not implemented in several branches including Hadramout.

### Coverage of grassroots units

Through the ICB support of the International Federation, the Yemen RC is stepping up efforts to improve its outreach at the local level by establishing sub-branches in disaster prone communities. The ICB plan aims to enable the National Society to establish 12 sub-branches over a period of three years. Eight sub-branches have been established in Manakha, Medi, Almuftah, Zebid, Al Zuhra, Jahran, Turba and Saber under the governorate branches of Sana'a, Dahmar, Taiz, Hajja and Hoidedah. The sub-branches have been established with participation of the local councils and communities who have donated the required premises to be used as office base. Community volunteers have been mobilized and trained to enable them to provide services according to the specific community needs. Another four sub-branches are expected to be established in the second half of 2009 according to the ICB plan. To accelerate the process of implementation, the Yemen RC has employed a new ICB coordinator. As the ICB structures at the local level provide the entry point for focused and integrated service delivery, the ICB coordinator will also work as a focal point for coordination of planning and programming of Yemen RC services.

The initial phase progress of the ICB has been monitored by the organisational development coordinator of the MENA Zone Office. The monitoring is based on discussions at the headquarters and the branches involved in the process including a visit to sample sub-branches established in Taiz governorate.

The community based health development project under the OA and other bilateral programmes implemented at branch level with the Yemen RC partners also support the effort the National Society makes to improve grassroots coverage with increasing outreach at the local level.

### Capacities for programme development and management

As part of the Yemen RC-Danish Red Cross framework of cooperation, communications were initiated to establish a twinning project between Sana'a branch (Yemen RC) and Alborg branch (Danish RC) to enable the two branches to work together on common issues including volunteer development and management. The cooperation between the two National Societies also envisages exchange between schools including the ones for people with hearing disabilities in Yemen and Denmark. This resulted in an opportunity for 10 visitors (students, teachers and staff) from the Amal School in Sana'a to visit their counterparts in Denmark. The stories of the successful exchange visits between Denmark and Yemen are being documented in a printed book by the Danish Red Cross.



Yemen Red Crescent volunteers attended the 150<sup>th</sup> anniversary of the RC/RC Movement in Solferino in June. Yemen Red Crescent.

Four Yemen RC youth volunteers participated in the events organized in Italy and Switzerland to commemorate the 150<sup>th</sup> anniversary of the Red Cross/Red Crescent Movement.

### **Constraints or Challenges**

Implementing the revised statutes together with the recommendations of the management review; lack of skills in planning, monitoring, evolution and reporting along with lack of capacity and commitment to improve performance including financial sustainability have continued to be the main challenges during the reporting period. Travel restriction due to security issues was another constraint in the programme implementation.

## Principles and Values

The ICRC plays a key role as a primary partner for the Yemen RC in the implementation and dissemination of Fundamental Principles and Humanitarian Values of the Movement including international humanitarian law (IHL). The limited support the International Federation provides in this respect is reflected in the integration of the basic dissemination of the Fundamental Principles and Values of the Movement in programmes and projects supported by the International Federation. This is based on a brief introduction of the Principles and Values as an integral part at the beginning of every seminar/workshop organized under disaster management, health and care, as well as organisational development/capacity building.

## Working in partnership

In February 2009, the Movement partners of the Yemen RC met in Sana'a and reviewed the progress and challenges since the previous partnership meeting in 2008. They reviewed the progress in implementation of the National Society's Strategy 2007-2011, the man changes in the revised statutes and the recommendations from the management review. The partners agreed to continue to support the Yemen RC in its effort to:

- conduct a mid-tem review of its Strategy for 2007-2011
- approve and implement the revised strategy
- ensure full and effective implementation of the recommendations from the management review

The meeting proved to be quite useful to strengthen solidarity and trust based on frank discussions, common understanding and shared commitment towards decisions made in a participatory way.

To strengthen the process of working together, an integration agreement has been negotiated and agreed with the Danish Red Cross. The agreement will enable the International Federation, the French Red Cross and the Yemen RC to ensure effective coordination and cooperation based on more clearly defined roles and responsibilities. Similar agreements are to be negotiated with other National Societies working with the Yemen RC through bilateral arrangements.

## Contributing to longer-term impact

The Yemen RC is at a critical stage of development. The effective implementation of the revised statutes and the recommendations of the management review will fundamentally change the way the National Society operates. With improved legal base, skilled leadership and clearly defined strategic focus, the National Society will be in a much better position to be able to scale up its services with increasing sustainability and impact. The community based health development programme under the new operating model of OA, the growing focus on DRR with increasing adaptation of the effects of climate change and the development of strong and sustainable outreach through the ICB will all add up to the consolidation of the National Society's efforts to build up capacities and scale up services.

## Looking ahead

Primarily based on emerging community needs and in alignment with the International Federation's Strategy 2020, the revised strategy of the Yemen RC is expected provide more clarity with regards to the auxiliary role of the National Society with enhanced programmatic focus in a direction that can ensure more enduring impact at the local level. With enhanced contribution to risk reduction and development of safer and resilient communities, local level DRR and community based health development are expected to emerge as the twin pillars for service delivery with volunteering, Principles and Values, ICB, community empowerment and gender mainstreaming providing some of the key enabling factors.

| How we work   |   |
|---|---|
| <p>The International Federation's activities are aligned with its Global Agenda, which sets out four broad goals to meet the Federation's mission to "improve the lives of vulnerable people by mobilizing the power of humanity".</p>  | <p><b>Global Agenda Goals:</b></p> <ul style="list-style-type: none"> <li>• Reduce the numbers of deaths, injuries and impact from disasters.</li> <li>• Reduce the number of deaths, illnesses and impact from diseases and public health emergencies.</li> <li>• Increase local community, civil society and Red Cross Red Crescent capacity to address the most urgent situations of vulnerability.</li> <li>• Reduce intolerance, discrimination and social exclusion and promote respect for diversity and human dignity.</li> </ul> |
| Contact information   |   |
| <p>For further information specifically related to this report, please contact:</p> <ul style="list-style-type: none"> <li>• In Yemen: Dr. Abbas Zabarah, Secretary General, Yemen Red Crescent, Sana'a; email: <a href="mailto:abbaszabarah@yahoo.com">abbaszabarah@yahoo.com</a>; phone: +967 1298615; and fax: +967 1283131.</li> <li>• In Yemen: Mr. Tenna Mengistu; Country Representative, Yemen Representation, Sana'a; e-mail: <a href="mailto:tenna.mengistu@ifrc.org">tenna.mengistu@ifrc.org</a>; phone: +967 71196006; and fax: +967 1481871.</li> <li>• In Jordan: Mr. Martin Faller, Acting Head, Middle East and North Africa Zone Office, Amman; email: <a href="mailto:martin.faller@ifrc.org">martin.faller@ifrc.org</a>; phone: +962 6 5694911; and fax: + 962 6 5694556.</li> <li>• In Geneva: Ms. Carmen Corminboeuf, Officer, Zonal Fundraising Support, Resource Mobilization Department; email: <a href="mailto:carmen.corminboeuf@ifrc.org">carmen.corminboeuf@ifrc.org</a>; phone: +41 22 730 4278; and fax: +4122 730 0395.</li> </ul> |   |