Country Profile

The humanitarian crisis in Yemen remains the largest in the world. About 80 per cent of the population (24 million people) require some form of humanitarian or protection assistance, including 14.3 million who are in acute need. The severity of needs is increasing (27 per cent higher than previous year). More than 20 million people across the country are food insecure, including nearly 10 million who are suffering from extreme levels of hunger. An estimated 7.4 million people require services to treat or prevent malnutrition, including 3.2 million people who require treatment for acute malnutrition—2 million children under 5. A total of 17.8 million people lack access to safe water and sanitation, and 19.7 million people lack access to adequate healthcare. Poor sanitation and waterborne diseases, including cholera, left hundreds of thousands of people ill last year. In sum, needs have intensified across all sectors.

Tens of thousands of people have been killed or injured since 2015, and among them at least 17,700 civilians. An estimated 3.6 million people remain displaced, up from 2.2 million last year. Escalating conflict is causing extensive damage to public and civilian infrastructure. Health sector has been mostly affected due
to destruction of infrastructure and departure of health staff at health facilities. Only 51 per cent of health facilities are fully functional. Similarly, the access to drinking water and sanitation remains of increasing concern and links the current conflict situation with epidemics and disasters which continue impacting Yemen.

**National Society Profile**

The YRCS was established almost 50 years ago as an independent National Society with the mandate of providing social, health, and emergency services as an auxiliary to the official government services. YRCS has presence nation-wide in the 22 governorates and counts on the active engagement of 8,000 volunteers across the territory. The National Society focuses its vision in supporting most vulnerable people and alleviate human suffering in local communities. For YRCS to achieve this vision, an Strategic Plan (2016–2020) was designed with the following outlined 5 strategic objectives:

**Strategic Objective No. 1:** To establish and maintain governance systems, policies and processes at all levels to prepare for and lead the organization to the next level. The main focus is put on strengthening a culture of transparency, integrity, accountability and high ethical standards as well as ensuring that sound risk management systems are in place, and that compliance mechanisms are in place to deal with complaints and to safeguard integrity.

**Strategic Objective No. 2:** To develop and maintain a dynamic and strong organization capable of delivering the humanitarian services to the vulnerable people: Focus in put on three main areas:

**Strategic Objective No. 3:** To work towards achieving long-term financial sustainability of YRCS: While acknowledging that external international donor support is necessary the long-term strategy for YRCS is to increase income from fund raising and notably income generating activities in-country.

**Strategic Objective No. 4:** To improve the overall health status of the vulnerable people in the YRCS operational areas: Focus is put on the continued provision of primary health services through YRCS health clinics and community-based intervention. In addition, YRCS will seek to expand and professionalize its ambulance services and become the leading organization in planning, designing and delivering first aid programs in the country.

**Strategic Objective No. 5:** To provide timely and effective humanitarian services to the people affected by natural and man-made disasters across the country.

**Role of the Country office**

The IFRC Operational Plan 2020 for Yemen aims to present the main Areas of Focus and Strategies for Implementation in which the Secretariat will be streamlining its support to Yemen Red Crescent Society during the next year.
The Country Operational Plan (COP) is clearly focused and follows the YRCS Strategic Plan 2016 - 2020 which has been revised together with in-country partners and those stakeholders supporting either technically or financially the Movement efforts in Yemen.

This COP will also focus on emerging and basic needs of vulnerable communities affected by the ongoing humanitarian crisis and recurrent natural disasters which seasonally affect the country (flash floods, tropical cyclones, epidemics, etc.)

The organizational development and capacity building of the National Society is essential to enable the strengthening of YRCS role in country, hence it is harmonized and consolidated to go in parallel with scaling up of service delivery in areas related to health, WASH, and emergency response as per the Strategic Objectives of the National Society.

Movement Footprint

The Red Cross and Red Crescent Movement Partners in Yemen continue expanding their support to YRCS given the current and projected humanitarian situation.

Current RCRC partners in-country includes Danish Red Cross, German Red Cross, ICRC, IFRC, Norwegian Red Cross and Qatar Red Crescent. PNS, ICRC and IFRC work in coordinated and collaborative manner to ensure efficient and adequate support to YRCS and target vulnerable communities affected by the aftermath of current crisis as well as natural disaster and food security throughout the country.

Movement partners are coordinating their efforts through the Movement Coordination Agreement (MCA) which functions at three different levels and ensure appropriate information sharing, direction setting and decision making at strategic, operational and technical levels. The MCA is therefore functional though the activation of Movement Strategic Platform (MSP), Movement Operational Coordination Group (MOCG) and relevant Movement Technical Working Groups (MTWG). The MCA is a critical platform to ensure dialogue among the partners in support to YRCS regardless their presence in country.

The Movement partners, including IFRC, have signed a Coordinated Activities Agreement (CAA) with ICRC as leading in-country Movement component. This agreement also regulates the services provided by ICRC to its partners particularly in security and logistics related issues which facilitates a coherent and coordinated Movement action.

As expressed above, within Movement Cooperation, the relationship between ICRC and IFRC is critical in support to YRCS, both at technical and representation levels. ICRC and IFRC has signed a Coordinated Activities Agreement which establish roles and responsibilities from both ends. Moreover, both Movement components meet regularly with the National Society at strategic and operational level to ensure the appropriate support to the Strategic Objectives agreed by the National Society.
AREAS OF FOCUS

168,000
PEOPLE TO BE MADE RESILIENT AGAINST DISASTERS

21,000
PEOPLE WILL BENEFIT FROM NON-FOOD ITEMS SUPPORT

14,000
PEOPLE WILL BENEFIT FROM LIVELIHOOD SUPPORT

148,750
PEOPLE WILL BENEFIT FROM HEALTH PROGRAMMES AND SERVICES

208,000
PEOPLE WILL ACCESS CLEAN WATER, SANITATION AND HYGIENE PROMOTION

MIGRATION RELATED ACTIVITIES, SPECIALLY FOCUSED ON INTERNALLY DISPLACED POPULATION, IS INCLUDED AMONG OTHER PROGRAMMATIC AREAS FROM YRCS

AREA OF FOCUS
DISASTER RISK REDUCTION

AREA OF FOCUS
SHELTER

AREA OF FOCUS
LIVELIHOODS AND BASIC NEEDS

AREA OF FOCUS
HEALTH

AREA OF FOCUS
WATER, SANITATION AND HYGIENE (WASH)

AREA OF FOCUS
PROTECTION, GENDER AND INCLUSION

AREA OF FOCUS
MIGRATION
STRATEGIES FOR IMPLEMENTATION

- STRENGTHEN NATIONAL SOCIETY CAPACITIES
- ENSURE EFFECTIVE INTERNATIONAL DISASTER MANAGEMENT
- INFLUENCE OTHERS AS LEADING STRATEGIC PARTNERS
- ENSURE A STRONG IFRC
Yemen is considered the worst humanitarian crisis in the world. Conflict continuing over four years affecting most areas of the country resulted into massive displacement of population; 4.6 million people have displaced from different areas, out of that number one million people returned to their places of origin, and 3.6 million people remain displaced. More than half of the displaced people live in Amant Al Asimah, Taiz, Hajja, Al Hodeidah and Sa’ada. The continuous displacement of people since 2015 increased the humanitarian needs and resulted into weak coping mechanism. Additionally, Yemen is facing natural disasters such as floods and cyclones in different areas frequently increasing the emergency needs of people already affected by the conflict.

In 2018, cyclones Mekune and Luban hit the southern and coastal areas of Yemen damaging infrastructures and displacing thousands of people from those areas.
In 2019, rainfall starting in May continued with the heavy rain-fall in early June caused flash floods, which has impact in 12 governorates both in northern and southern governates. 80,000 people were affected by the floods and lost their belongings and assets. Among people affected, there was special vulnerability on those internal displaced persons due to the current conflict and to which YRCS together with Movement partners, is ensuring humanitarian assistance and support to most vulnerable people.

IFRC will continue to support YRCS in service delivery to the communities through conducting Enhanced Vulnerability and Capacity Assessment (EVCA) in two branches, targeting four communities in each branch. This will be followed by the development of contingency plan for these branches which will cover the targeted communities, including early warning system. The activities which will be implemented at the branch level will be in line with YRCS DM Strategy.

**Key activities:**

1. Conduct EVCA action in 8 communities
2. Community contingency planning and exercise
3. Set up community based early warning systems linking with national EWS in flood/cyclone prone
4. Public awareness and public education (PAPE) campaigns on hazards and risks including adoption PAPE guide to Yemen context (6 branches)
5. First Aid training to volunteers from school and communities (16 communities)
The escalating conflict in Yemen has impacted on most of the population, 6.7 million of the population are in need of any form of shelter support and out of this 4.5 million are in acute need. The displacement of 3.6 million people which increased by 67% comparing to 2018 increased the needs of shelter assistance. These IDPs often flee their houses with little items which leave them in need of basic shelter assistance. Recently, due to the heavy rains that occur in end of May early 2019, major flooding took place in many areas within Yemen. Twelve governorates affected with 80,000 people. The movement partners in Yemen supported YRCS operational plan for flood response with NFI, Food and WASH as the major needs to respond to the disaster. IFRC supported YRCS through DREF to cover the needs of 2,000 families with NFI. The trend of basic household items is increasing due to conflict related displacement and natural disasters such as floods and landslides.

In terms of provision of shelter assistance to affected families, IFRC will continue to provide the support needed to YRCS with non-food items (NFIs), which include mattresses, blankets, kitchen sets, hygiene kits and jerry cans. This will include the support to YRCS in the assessment, deployment of National Disaster Response Teams (NDRT) or Branch Disaster Response Teams (BDRT) in the targeted branches for distribution, as well as the technical support in the different phases of the implementation. IFRC will support YRCS with the procurement of NFIs following the IFRC procurement procedure. It will replenish YRCS stock at the headquarter and branches after the distribution of these items as well. Additionally, IFRC together with other Movement partners will engage in cash-based assistance following a feasibility study and learning from the best practices in and outside the Movement. The approach will be to respond to onset-disasters and the needs created thereby, and preposition for the unexpected events. Efforts for capacity building of YRCS for CBA at branch and HQ will continue.

Key activities:

1. Procurement of NFIs (Mattresses, blankets, kitchen sets, hygiene kits and jerry cans)
2. Distribution of NFIs or CBA to the affected families
3. Replenishment of stock in YRCS warehouse at HQ and branches.
The food security situation in Yemen is deteriorating quickly since the start of the conflict in 2015. The people in need of food assistance had increased since 2018 where 20.1 million people 67% of the total population in Yemen are in need of food assistance, out of that 9.9 million people (9.65 million on IPC 4 and 0.238 million on IPC 5) are on the edge of famine and facing starvation. In most of the areas in need of food assistance, food security is severed due to the ongoing conflict which affecting both IDPs and host communities. The price of food and medicines increased by 37% compared to 2018. Despite relatively functional markets, millions of families lack the access to food and unable to afford food and have been pushed out of markets. Families turning to negative coping mechanism to access food, which include selling the livelihood assets, begging and selling household items.
YRCS will start with a household economic/food security (HES) survey in the identified branches, especially those identified by the Vulnerability and Capacity Assessment which was part of the DM Capacity Building project for YRCS. The survey will be used to support in providing food assistance or cash support to 6,000 most vulnerable household by SPHERE Standard. IFRC will support YRCS technically through a Livelihood feasibility study which will provide the Plan of Action to develop YRCS capacities to implement a Livelihood programme and deliver the service effectively and timely. Based on the ongoing feasibility studies, livelihood support will be introduced to the most vulnerable people assessed by the VCA, and Cash-Based Assistance (CBA) will be adapted for relief and livelihood activities as well as other relevant areas of focus including health and WASH. YRCS will implement a pilot scheme project as part of the learning process for the feasibility study of CBA. The project will target 100 women through vocational training which will equip these women with the skill to secure their livelihood and then support them with grant to start their income. Labour and market surveys will be completed in advance to inform the type to the training needed for the women.

**Key activities**

1. Household food and economic survey including labour market assessment
2. Design and delivery of vocational training which include the provision of livelihood input to start economic activities
3. Distribution of food parcels / Cash-Based Assistance to targeted beneficiaries
4. Support to the YRCS trainings on Food Security and livelihoods for community leaders/volunteers- 2 branches
5. Conduct awareness activities on livelihood
The on-going conflict in Yemen for four years has further deteriorated the pre-conflict poor health care system in the country with 49 per cent of health facilities are not functioning or only partially functioning due to staff shortages, lack of supplies, inability to meet operational costs or limited access. Approximately 19.7 million people need health assistance—an increase of 3.1 million in the last year. Two-thirds of districts (203 of 333) are in the most severe need due to poor access to health services, displacement and deteriorating socio-economic conditions. Specific vulnerable groups include children, women, girls, elderly, IDPs and marginalized people. Access to health care services became difficult especially in districts with hard to reach communities impacted by the conflict. Roads are damaged and/or closed due to security reason, there are delays in transporting imported essential medicines and supplies with current bureaucratic restrictions from authorities. The lack of general practitioners and specialists in health facilities and hospitals with lack or obsolete equipment affects the coverage and quality of health services to the people. Immunization coverage has dropped to 20 to 30%, only 20% of health facilities provided integrated maternal and child health care and less than 40% of secondary health facilities provided services for mental health and non-communicable diseases. Cholera outbreaks continue in 2019 affecting 22 of 23 governorates and 299 of 333 districts in Yemen. Children under five represent 23.7% of total suspected cases during 2019. Rainy season causing flooding in high risk areas pose threat to cholera transmission in affected areas. More than 20 million Yemenis (67%) are food insecure and 9.9 million people are at risk of famine in acute need (across 190 of 33 districts in the country). Food deficits and risk of starvation caused poor nutritional status leading to malnutrition among children, pregnant and lactating mothers.

The IFRC Health operational plan 2020 in Yemen contributes to YRCS 2016–2020 health priorities focusing on: (a) PHC facilities and services, (b) emergency health response to epidemics and other public health in emergencies, and (c) ambulance service and first aid training program. IFRC health interventions will concentrate its operational support in five governorates to the most vulnerable communities affected by conflict and with limited access to the health care delivery system. Key health intervention areas will provide access to comprehensive PHC services to the people in need through YRCS PHC clinic and the integration of community health and care services with WASH and PSS activities and offer quality health care services to the people. Community health outreach activities such as immunization, nutritional assessment, environmental health, mother, child, sexual and reproductive health care will be extended to remote communities and increase service coverage. YRCS health and clinic staff are updated on PHC services, protocols, and clinical care guidelines including HIS in accordance to MoHP requirements for PHC health care providers. The YRCS community health activities will be supported through CBHFA approach to address community health vulnerability and protection concerns. CBHFA Training of community volunteers support to identify and reduce health risks with community participation. It will target most vulnerable categories such as
women, migrants, elderly people, persons with disabilities, minority groups and persons chronic illness including mental disorders for health promotion and first aid care.

IFRC support will include responding to the health needs in crisis by increasing YRCS preparedness and response capacity to public health in emergencies in country in coordination with other health care providers. IFRC will support the strengthening of YRCS first aid training program and ambulance service with Movement Partners. Public Health in Emergency Training and the formation of YRCS EHRTs system with technical and logistics capacity will be supported to respond in quality and timely manner to small and medium scale humanitarian health emergency. This will include cholera response capacity to priority cholera districts linked to Early Warning Alert and Response Network (EWARN) in coordination with local health authorities. Community volunteers trained on Epidemic Control. Mental Health and Psychosocial support (MHPSS) will be engaged in community health and emergency response and supported as health care providers. Community PFA and PSS trainings and activities will include the integration of referral mechanism for mental health services for people affected by emergencies.

Coordination, community engagement and volunteers support are key intervention approach in supporting YRCS Health programme implementation with built-in operational capacity, technical and program management enhancement. The coordination with WHO, UNICEF, and UNFPA country level will be strengthened in the areas of reproductive health, emergency health response, maternal and child health and WASH and participation to country cluster coordination mechanism as observers. IFRC will actively support Health Technical Working Group meetings as part of the Movement coordination mechanism. IFRC will continue to capitalize on the technical expertise of IFRC Reference Centres, Movement Partners and from MENA and Geneva Health & WASH teams to support YRCS.
Key activities

1. Implement CBHFA Trainings and activities in PHC catchment areas with community engagement
2. Support the standardization and provision of PHC service delivery in line with MoHP minimum standards of essential services
3. Rehabilitate and equip one PHC clinic with EMoC services
4. Strengthen Public Health in Emergency and Epidemic Response capacity of YRCS through training and operational support to staff and volunteers.
5. Support Cholera awareness activities in response to cholera priority districts
6. Integration of PFA and MHPSS promotion in PHC and CBHFA activities
7. Support First Aid training and ambulance service in PHC operational areas
8. Health staff and training support to YRCS Health

CBHFA PLANS DEVELOPED IN FIVE COMMUNITIES 5

PEOPLE REACHED WITH SERVICES TO REDUCE HEALTH RISKS 73,750

PEOPLE RECEIVED PHC SERVICES IN TWO YRCS HEALTH FACILITIES 29,000

PEOPLE IN FIVE CHOLERA PRIORITY DISTRICTS REACHED WITH EPIDEMIC CONTROL-CHOLERA AWARENESS ACTIVITIES 30,000

PEOPLE TRAINED ON BASIC FIRST AID IN FIVE BRANCHES 1,500

PEOPLE RECEIVED HEALTH SERVICES AND PFA DURING EMERGENCIES 15,000

YRCS PUBLIC HEALTH IN EMERGENCY RESPONSE STRATEGY AND EPIDEMIC CONTROL-CONTINGENCY PLAN IN PLACE
Access to safe water has become a major challenge and the lack of proper sanitation and hygiene services has aggravated the risk of cholera, malnutrition and other WASH-related diseases. Over 50% of the population in Yemen do not have access to improved water sources and sanitation facilities. Only 22 per cent of rural and 46 per cent of urban populations are connected to partially functioning public water networks. The escalating conflict has worsened WASH vulnerabilities of the population that existed even before the conflict in 2015. Water and sanitation infrastructure remained underdeveloped with 52% had access to improved drinking water, 48% to improved sanitation and 30% were practicing open defecation. Low level of education of the people contributed to negative hygiene behaviours. The damage to public water and sewerage system caused by conflict has affected around 58% of the population and 16 million people are now without access to safe water supply and basic sanitation. 73% (20.1 million people) are without access to piped drinking water. As a result, people are increasingly resorting to unimproved water sources and lack adequate sanitation. The number of people in need of WASH assistance estimated to increase from 16 million to 17.8 million. Districts in acute need of sanitation increased from 36 to 167 districts. Poor households significantly have direct effect to access safe and adequate WASH services and vulnerability to disease; reduce hygiene practices and use of unsafe water sources. People living in informal settlements are particularly exposed to sanitation risks. Most are not connected to public networks or have unemptied cesspits, leading to open sewage and worsening health outcomes for vulnerable populations, especially women and children. Over 50 per cent of IDPs living in hosting sites are in acute need of WASH assistance.

IFRC WASH interventions support in 2020 includes community-based and emergency response services targeting communities affected by conflict, with scarcity of water supply and notably cholera affected communities. Distribution of safe water supply through water trucking services continue in 34 water points.
in four governorates of Sanaa Central, Amran, Dhamar and Hajja with the intensification of hygiene promotion activities in cholera priority areas. WASH will be integrated in CBHFA implementation and will support activities as priority measures identified by the communities to reduce health risks in PHC catchment areas in five Branches. Community consultations and engagement in the assessment, planning, implementation and monitoring of WASH activities are integral part of IFRC approach with volunteers’ support.

IFRC will also contribute as possible to ongoing efforts from Movement partners such as ICRC in building the capacity of YRCS in WASH programming to address WASH needs of the people in current humanitarian crises. A proposal will be developed together with Danish RC, French RC and Swedish RC for ONE WASH plan to expand emergency WASH response in an important collective effort towards cholera eradication in Yemen.

The IFRC and YRCS WASH team will actively engage with and capitalize on the expertise of the Movement partners in-country as well as those in MENA region with interest in supporting YRCS humanitarian efforts.

**Key activities**

1. Continue to support water trucking services and improve water distribution points
2. Repair/rehabilitate existing community water source
3. Assessment and construction of latrines to IDP camps/targeted communities
4. Hygiene promotion activities with integration of cholera awareness
5. Integration of WASH in CBHFA Training for staff and volunteers
6. Support staff and trainings for operational capacity
AREA OF FOCUS

PROTECTION, GENDER AND INCLUSION

The conflict continues to threaten civilians, including women and children, and heighten vulnerabilities of the displaced and conflict-affected population. The number of people in need of protection assistance has increased by 12 per cent to 14.4 million people, compared to 12.9 million last year. People threatened by indiscriminate effects of conflict and IHL violations are most in need of protection (2019 HNO). Grave violations of children’s rights continue to occur including indiscriminate killing and injury of children, child recruitment and attacks against schools and hospitals. Children affected by armed conflict are in need of individual follow up, medical referrals and psychosocial support. Support for unaccompanied and separated children and children heading households remains critical. This year, 4.3 million children are in acute need compared to 3.3 million children in last year. More than 1 million people have been identified with specific needs, including female and child heads of households, persons with disabilities, unaccompanied elderly, survivors of trauma, and other women and children at risk. Critical needs include timely follow-up and referral, medical assistance, psychosocial support, emergency shelter and legal assistance. In addition, training, technical guidance and support are needed to prevent and mitigate GBV risks. Sudden displacement and the lack of resources for women and girls, especially for those who are responsible for their families and for child marriage survivors, has heightened their vulnerabilities. Heightened vulnerabilities, family separation and the breakdown of family or community support structures may obstruct access to humanitarian assistance and services. In addition, mental health and psychosocial support needs are critical to preserving life and mitigating protection risks, particularly during conflict. If unaddressed, all these protection consequences can have irreversible effects, particularly on women and children.

The IFRC Country Office will support the YRCS to address the different needs, vulnerabilities and capacities of women, men, girls and boys of all ages, people with specific needs such as the persons with disability, female and child-headed families, elderly people and marginalized groups in the society. Appropriate approaches will be implemented to ensure mainstreaming of gender in all YRCS interventions. Women and children will be given specific attention in the 2020 Plan for priority assistance and referrals to access other basic services for protection and improve wellbeing. YRCS health services, mental health and psychological support initiatives will be extended to people traumatized by the effect of conflict and indiscriminate airstrikes in needs of special assistance and to establish referral pathways with other humanitarian actors providing protection, health and legal services.
The IFRC will support YRCS to coordinate and link with other National Societies and country humanitarian sectors on Protection in terms of gender-based and diversity programming, capacity building and knowledge sharing and support YRCS Focal Person to participate in regional and global trainings/meetings to develop YRCS PGI initiatives and plan of activities for integration in programme activities.

YRCS staff and volunteers received orientation on IFRC Minimum Standard Commitment to Gender and Diversity in emergency response, DAPS and SGBV Framework and strategy.

**Key activities:**

1. The IFRC Minimum Standard Commitment to Gender and Diversity in emergency response will be introduced to YRCS and orientations will be provided to staff and volunteers from the headquarters and branches

2. Support YRCS in developing reporting standards to be applied in data collecting and reporting for gender disaggregated data in RMS

3. Support YRCS to develop plan to integrate the prevention and response to sexual and gender-based violence to integrate in programmes and emergency response (HQ)

4. YRCS to print and disseminate guidelines for the prevention of gender-based discrimination and violence to staff and volunteers.

5. Support YRCS to conduct gender awareness for volunteers at 10 branches

6. Support YRCS to conduct meeting for branch Gender Focal points

7. Support National PGI Focal point to attend global event/training related to the PGI
ARE...
PEOPLE TO BE REACHED AND FUNDING CHART

<table>
<thead>
<tr>
<th>Component</th>
<th>People to be Reached</th>
<th>Required funding CHF</th>
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<td>Wash</td>
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STRENGTHEN NATIONAL SOCIETY CAPACITIES

National Society Development and operational capacity strengthening interventions are aligned with the priorities outlined in the YRCS Strategic Plan 2016–2020. The Movement partners supports YRCS to assists the vulnerable people during the current complex emergency situations. However, it was recognized that there is also a need to further strengthen YRCS capacity to improve the response to the people and better implement the projects/programmes. In continuation of the ongoing YRCS capacity strengthening and operational support process, IFRC will guide and support the YRCS in building its organizational capacity to scale up and improve the quality and accountability of their services timely. This will be done with close cooperation and coordination with the ICRC and the other Movement partners and increase the levels of longer-term funding. More specifically, IFRC capacity strengthening support will focus on:

- Enabling National Society to identify its priorities for now and in future, strengthen its infrastructure and systems, and to further strengthen its leadership role
- Promote and design proper mechanisms for volunteers’ motivation and retention.
- Promote that YRCS is widely known in Yemen and is recognized as a credible, trustworthy and effective partner in design and delivery of humanitarian services.

To strengthen the National Society and to better indemnification of YRCS’s priorities, Organizational Capacity Assessment Certification (OCAC) will be
conducted in the beginning of the 2020, while Branch Organizational Capacity Assessment (BOCA) will be continue for another eight branches. The support will be given to implement PoA identified by the National Society during these organizational assessments and monitor it. The current strategic plan for the YRCS will end in 2020, therefore the IFRC will support the process of evaluation of the current strategic plan and the development of future strategic plan, which will be for the period 2021–2025. The technical support will be provided on branch development, which will also include infrastructure for the selected four branches and improving volunteer management in order to improve the service deliveries. This will also include safety and security of staff and volunteers and integrate safer access within the National Society. The support will be provided to develop integrity and accountability policy for the YRCS. To further strengthen systems and procedures for improving programming and services deliveries, technical support will be provided or mobilized in the areas of PMER, HR and ICT. Leadership will be supported to attend the MIC. The induction and the orientation for the newly recruited staff and volunteers will be supported this year.

Preparedness for effective response (PER) will be introduce in 2020 by training YRCS staff and volunteers. PER is a cyclical approach for a National Society to systematically assess, measure, and analyze the strengths and weakness of its response system. PER assessment will be done together with the OCAC in order to have one joint PoA for the branch. Livelihood and cash-based assistance (CBA) will be piloted following capacity building in these areas. To strengthen institutional disaster preparedness such as contingency planning, trainings and simulations, Standard operating procedure (SoPs), national disaster response team (NDRT), branch disaster response teams (BDRTs), network of emergency operation centres (EoCs), and annual DM focal point meetings will be supported. In addition to this Movement DM Technical Working Group will be supported. Support will be made onset disasters response and short-term recovery.

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**OUTCOME**

**2,500 VOLUNTEERS ARE INSURED UNDER GLOBAL INSURANCE SCHEME**

**OUTCOME**

**YRCS HAS LONG TERM PROGRAMMES SUPPORTED BY IFRC THAT INCLUDE A COMMUNITY ENGAGEMENT AND ACCOUNTABILITY COMPONENT**

**OUTCOME**

**YRCS ORGANIZATION DEVELOPMENT NEEDS IDENTIFIED AND PLAN DEVELOPED**

**OUTCOME**

**THE YRCS IS SUPPORTED WITH 8 BOCAS AND DEVELOPMENT OF PLAN OF ACTION BASED ON IT**

**OUTCOME**

**TWO BRANCHES ARE SUPPORTED WITH BRANCH BUILDINGS**
OUTCOME

THREE BRANCHES WITH IMPROVED RATE OF VOLUNTEERS’ RETENTION

OUTCOME

YRCS VOLUNTEERS HAVE ACCESS TO CRITICAL LEARNING TRAININGS BY USING THEIR ON-LINE LEARNING PLATFORM

OUTCOME

VOLUNTEER DATABASE IS UPDATED REGULARLY BY THE YRCS AND USED BY THE PROGRAMMES

OUTCOME

YRCS ADOPTED YOUTH POLICY AND YOUTH IS REPRESENTED IN THE GOVERNANCE

OUTCOME

YRCS HAS UPDATED ITS SYSTEMS FOR HR AND OTHER ORGANIZATIONAL INFORMATION MANAGEMENT

OUTCOME

THE NATIONAL SOCIETY HAS ONE PLAN AND ONE BUDGET FOR 2020 WITH CLEAR INDICATION OF PARTNER SUPPORT SHARES

OUTCOME

THE NATIONAL SOCIETY HAS IT’S OWN PMER GUIDELINES

OUTCOME

YRCS PLANNING DISASTER PREPAREDNESS ACTIVITIES BASED ON THE RESULTS OF THE ASSESSMENT OF THEIR PREPAREDNESS FOR EFFECTIVE RESPONSE CAPACITIES

OUTCOME

YRCS HAS UP TO DATE STRATEGIC PLAN WHICH IS APPROVED BY ITS GOVERNANCE

OUTCOME

YRCS IS ENGAGED IN PEER TO PEER SUPPORT THROUGH THE IFRC NETWORK

OUTCOME

YRCS REPORTS THAT IT BENEFITS FROM THE EXPERIENCE / EXPERTISE / INNOVATION / LEARNING OPPORTUNITIES OF THE IFRC NETWORK
ENSURE EFFECTIVE INTERNATIONAL DISASTER MANAGEMENT

IFRC along with YRCS and other Movement partners will continue to maintain coordination and task force meetings to ensure coordinated efforts among the Movement partners. IFRC will also support YRCS in leading these meetings. IFRC is taking part in the Humanitarian Country Team (HCT) as an observer and will continue to participate in these meetings at the national level. IFRC will also support the YRCS when participating in cluster meetings. Furthermore, IFRC will continue providing technical support to YRCS Headquarters and branches to activities implemented as a response to disasters as well as with activities to ensure compliance with the principle and roles of the humanitarian assistance and selection of beneficiaries. IFRC will provide support to YRCS to deliver assistance to beneficiaries and ensure accountability of the assistance provided. IFRC will present and promote National Society flagship activities and capacities such as the strength of its volunteer network to position the YRCS among international partners such as UN agencies, INGOs and donors. Advocacy efforts will also include obtaining tax exemptions on humanitarian items and secure transportation of those items.
STRATEGY FOR IMPLEMENTATION

INFLUENCE OTHERS AS LEADING STRATEGIC PARTNERS

IFRC Yemen country office will support YRCS communication on humanitarian activities and in the design and development of visibility materials to highlight humanitarian needs/issues in the country and the work of IFRC/YRCS in responding and providing humanitarian assistance to vulnerable populations in need. This work will be done in close collaboration with ICRC to streamline and maximize the support from Movement components in communicating technical activities and advocating on behalf of vulnerable and affected communities to raise awareness of their humanitarian issues.

OUTCOME

COMMUNICATION MATERIALS DEVELOPED WITH SUPPORT FROM IFRC AND OTHER MOVEMENT COMPONENTS

CAMPAIGNS FOR HUMANITARIAN PURPOSES AND PROMOTION OF HUMANITARIAN VALUES IN YEMEN.
ENSURE A STRONG IFRC

Given the contextual complexities and to ensure proper coordination among partners and a clear division of roles and responsibilities, IFRC has developed a strategy that will guide its work towards 2020 and beyond. The strategic objectives address current needs in Yemen and are in line with the YRCS Strategic Plan 2016–2020, the IFRC 2018 Yemen Review as well as the mandate and added value of IFRC in country. The following 6 overall key strategic priorities for the IFRC that have been agreed with YRCS and Movement partners.

**Strategic Priority No. 1:** Enable the YRCS to respond efficiently and effectively to humanitarian needs according to mandate.

**Strategic Priority No. 2:** Improve and scale up existing IFRC support to the development and capacity building of YRCS.

**Strategic Priority No. 3:** Assume a complementary role in Movement coordination and promote shared leadership among Movement partners.

**Strategic Priority No. 4:** Strengthen advocacy and humanitarian diplomacy efforts

**Strategic Priority No. 5:** Promote coordinated fundraising.

**Strategic Priority No. 6:** Promote a stronger positioning of YRCS’ and the Movement in the overall response in Yemen.
The Country Office maintain technical capacities for programme management in key areas for YRCS such as health, WASH, disaster management and NSD, as well as support services including HR, logistics and finances.

Full transparency and accountability of IFRC support is ensured through regular training of staff, technical visits and supervision from the IFRC MENA regional Office and by complying to the standard IFRC procedures and regulation in matters related to financial management and procurement/logistics.

Safety and security of staff and resources is a key concern for the IFRC. Security of the main YRCS compound is key to the security of IFRC, YRCS and partners’ staff and volunteers and is reinforced by the fact that all partners (except for ICRC) share the same compound. All security matters are strictly coordinated with ICRC as per the ongoing Coordinated Activities Agreement.

**Outcome**

AT LEAST 4 QUARTERLY COORDINATION MEETINGS WITH EXTERNAL PARTNERS ATTENDED BY THE YEMEN CO TEAM

**Outcome**

MOVEMENT COORDINATION MEETINGS ARE CONDUCTED, AND MINUTES OF MEETINGS DISTRIBUTED

**Outcome**

IFRC PERFORMANCE MANAGEMENT AND ACCOUNTABILITY FRAMEWORK IN PLACE

**Outcome**

IFRC STRUCTURE IS ADAPTED TO IMPENDING NEEDS OF YRCS AND TAKING INTO ACCOUNT THE MOVEMENT PRESENCE

**Outcome**

IFRC INCREASES RESULTS IN KEY PERFORMANCE INDICATORS (KPI) FOR EFFICIENCY AND EFFECTIVENESS OF OUR HUMANITARIAN ACTION IN SUPPORT TO YRCS.

**Outcome**

COOPERATION ACTIVITIES AGREEMENT (CAA) IS IMPLEMENTED TOGETHER WITH ICRC FOR OUR HUMANITARIAN ACTION IN YEMEN

**Outcome**

“MOVEMENT COORDINATED” MEDIA COMMUNICATIONS REFLECTING WORK AND PRIORITIES OF IFRC CO IN YEMEN PUBLISHED

**Outcome**

YRCS HAS SUPPORTED WITH ITS OWN FRAUD AND CORRUPTION POLICY
Contact information of the IFRC Country office, for partners who wish to find out more

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