

MAAYE001

# Yemen

## Annual Report 2011

**This report covers the period 01/01/2011 to 31/12/2011.**

*IFRC provided two 4X4 vehicles to Yemen Red Crescent to support outreach activities in Disaster Management and Health*



### **In brief**

#### **Programme(s) summary Programme outcome**

By the end of 2011, the Yemen Red Crescent Society concluded the five years period of its Strategy 2007-2011. Several programmes and projects were implemented during the reporting period in thematic areas including DM, Health and OD leading to the achievement of outcomes based on the YRCS Strategy 2007-2011, the revised plan for 2011, and in line with the Federation Strategy 2020. The civil unrest that continued throughout the year has shifted the focus towards emergency preparedness and response. The year 2011 was dominated by civil unrest and armed conflict in several parts of the country. Despite such adverse environment of political instability, the NS and Federation tried to adapt to the situation and continued their activities and services according to plans, resources, and accessibility. Just before the emergence of the crisis, programmes were vigorously launched in January 2011 in the three core areas of disaster management, health and care, and organizational development/capacity building. More emphasis was placed on disaster management to ensure adequate preparedness and response at branch and HQ level through building capacity of volunteers and staff and consolidating logistic and warehousing capacities.

The organizational development/capacity building programme effort were directed towards enhancing the capacity of the NS's volunteers and staff through restructuring and recruitment of qualified new staff members at HQ and implementing the volunteer accident insurance. The health and care programme continued its focus on improving the health services provision to target communities including first aid, community based health development projects, hygiene promotion and water and sanitation.

### Financial situation

The total 2011 budget is CHF 690,187 where as the total income stood at CHF 810,554 (117 percent) covered during the reporting period (including opening balance). The increase reflects the DIFD allocation received for 2011 and 2012. Overall expenditure (compared to budget) during the reporting period was (CHF 582,894) 84 percent of the budget.

The budget was revised in August 2011 and reduced from CHF 784,943 to CHF 690,187. It was done based on the response to the annual appeal plan, which was rather on the low side.

**Click here to go directly to the financial report.**

<http://www.ifrc.org/docs/appeals/annual11/MAAYE00111arf.pdf>

See also (insert related appeals here).

### No. of people we have reached

By the end of the year, about 90,000 beneficiaries have benefitted from the Secretariat-supported activities and services provided through the NS network of branches and sub-branches in 18 governorates. In comparison to the planned target of 120,000 beneficiaries, the actual achievement is less by about 25 percent. This is attributable primarily to the fact that more attention had to be given to the management of the humanitarian consequences of the civil unrest.

### Our partners

To achieve its objective through increased partnership, the YRCS continued to work closely with Movement partners including the International Federation, ICRC, Partner National Societies – the Danish RC, Norwegian RC, Swedish RC, French RC, German RC, and the UAE RC. The NS also worked with other partners including Oxfam, IOM, Islamic Relief, UNHCR, UNDP, UNICEF, OCHA, WFP, and WHO. Yemen Red Crescent extended its partnership to include local government departments such as Ministry of Public Health and Population, Ministry of Water and Environment, Civil Defence, Ministry of Agriculture, and Geological Survey Authority.

### Context

Yemen is affected by the continuing civil unrest popularly referred to as ‘the Arab Spring’ that swept through some Arab countries in early 2011. A massive youth movement supported by the opposition started a continuous and peaceful effort to end the current political system and the President of the country. A number of sit-in camps were established with violence breaking out in many cases. After the major incident on 18 March, in which about 55 youth protestors were killed, major defection happened in the army which changed the equation turning it into open hostility with frequent armed confrontation.

The on going volatile security situation has severely limited the access to many areas including the YRCS HQ which is located right in the middle of Sana’a city, less than a hundred meters away from the office of the Prime Minister. In many cases, the RCRC staff were forced to change working place and sometimes worked from home to ensure continuity of operations. The situation was closely monitored and all staff and delegates were kept up to date on security escalations. Sana’a city witnessed frequent sporadic fire exchange between government forces and the opposition including tribesmen. There were two major incidents of heavy fire exchange that continued for a few weeks which caused major interruption of operations and evacuation of delegates. The first one happened during May and continued till the beginning of June. It was the most fierce

confrontation between government forces and tribesmen in Alhasaba area north of Sana'a city. . The second happened in September /October when clashes spread to other areas in the middle of the town . The political crisis was accompanied by economical difficulties and lack of fuel, electricity and water which continues to worsen the day to day survival and the living standards of the Yemeni people.

Abyan governorate in the southern part of Yemen witnessed serious escalation as armed men took over the city of Zinjibar after fierce fighting with government troops. The lack of law and order and random fire caused a major humanitarian crisis of thousands of IDPs who fled to neighbouring governorates of Aden and Lahj. YRCS Aden branch in coordination with HQ and Federation responded by distributing non-food items for more than one thousand families of IDPs.

## Progress towards outcomes

### Disaster Management

#### Expected Results

--National Society capacity to plan, implement, monitor and report on disaster preparedness, response and recovery based on an increasing shift from reactive to preventive approaches is improved. Contribution to the reduction of deaths, based on decentralized capacity and rapid exchange of information, is increased.

--Capacities to plan and manage disaster risk reduction activities at the local level are increased.

#### Achievements

In January, the DM , closely supported by the Federation, collected needed information and conducted consultations to draft the National Contingency Plan involving the branches and partners including OCHA, Unicef, and General Rural Water Authority.

A Consultative Meeting for Disaster Management Programme was organized at YRCS HQ during the period 25-26 April 2011. About 32 participants attended the meeting including NS leadership, senior staff of branches, and RCRC partners. A DM expert from the Syrian RC, and MENA DM Coordinator facilitated the meeting. Several relevant topics were addressed during the meeting ranging from DM organizational structure to functional tasks of supervisors and coordinators at HQ and branch levels. Issues like reporting, programmes, capacity and field survey were also covered.

The DM Department has been following on the output\ Recomendadtions of Global DRR forum which was held in Geneva in May 2011. YRCS DM Supervisor who has been appointed as focal point to follow up on related issues/recommendations, has also provided plans to implement micro projects at community level in the coastal governorates of Hajjah and Hodeidah.

During the reporting period, the DM worked mostly with the contingency plan and emergency appeal to meet urgent needs due to the increasing humanitarian needs in the country. DM supported by the Federation, contributed to an effective Contingency Plan and following up on its implementation through:

- Coordination with partners involved in joint field assessment with ICRC in Aden and Lahj to identify urgent humanitarian needs due to the ongoing demonstration and civil unrest. Assessment looked into capacity and vulnerability of local communities and local branches.
- Coordination with movement partners through regular meetings of Movement Operation committee (MOC ) to update the contingency plan and related response activities. From the stock of NFIs provided by the Federation in response to the civil unrest, the YRC HQ supported Aden branch with 2, 100 blankets and 1000 kitchen sets. It also provided Taiz Branch with NFIs and DP stock including

100 tents, 600 blankets, 600 mattresses, and 100 kitchen sets. The German RC provided support for transportation of NFIs to Taiz.

- Renovated the central warehouse in Sana'a which was affected by a fire incident. The Federation covered the cost and monitored the process of implementing the renovation. Future steps will include warehouses at branch level including Taiz, Aden, and Dhamar
- Participated in preparing the MENA & Yemen Emergency Appeal 2011 focusing on :
  - A sub-national approach towards a strategic and multi-sectoral contingency plan.
  - Mapping on existing resources and capacities of the national society, Federation and other key stakeholders in Yemen by using WPNS/WFNS and other tools.
  - Following up with training of NS staff and volunteers on how to develop a contingency plan in cooperation with ICRC.
  - Following up with development of practical contingency plan taking into account the evolving risk patterns in the country, various scenarios, capacity and mandate of the National Society

The DM Coordinator participated at the Global DRR Forum, held in Damascus Syria and the outcomes of which include the following:

- Increasing community safety and resilience through effective disaster risk reduction including climate change adaptation and food security programme
- Enhancing DRR/CCA strategies and involving IFRC Strategy 2020
- Improvement of accountability, monitoring, and planning in community safety and resilience

During the second half of the year, the DM Department supported by the Federation continued its activities and operations according to plan and developments in the field including the following:

- Coordinating and monitoring the second phase of NFIs distribution (including blankets and kitchen sets) as Aden branch took the lead role in the field to reach for thousands of IDPs who moved from Abyan. The items distributed in November covered the needs of 211 families in Al Buraiqah, 40 in Tawahi and 55 in Crater.
- In cooperation with IFRC Delegation, YRCS has updated the extension of the civil unrest emergency appeal up to June 2012. Additionally, an annual support plan for 2012 has also been developed.
- The DM field supervisor improved his skills participating t the training exercises for RDRT, organized by IFRC and Iranian Red Crescent in Esfhan – Iran 21-28 October 2011. With support from IFRC Yemen office, a local team from Sayoun branch, in Hadramout conducted a field assessment following the the landslide disaster that affected 50 Households. The assessment determined the level of the disaster and the number of affected people and their needs. Although the assessment did not indicate the need for immediate intervention, the process contributed to the branch capacity development in terms of rapid assessment and team deployment in remote areas.
- The logistical capacity of the YRCS has been enhanced with the donations received through the Federation including two Land Cruiser vehicles to facilitate movement to branches and sub-branches in remote areas monitoring the implementation of the DM and emergency health activities in the on-going operation responding to the humanitarian consequences of the civil unrest

The YRCS is working with other partners in addition to the RC/RC Movement partners.. The cooperation agreement signed with IOM focuses on fighting and reducing impact of human trafficking in Taiz, Hodeidah and Sana'a governorates in cooperation with local authorities. A training workshop on this issue was organized at YRCS HQ benefiting 25 participants who directly provide assistance to affected people.

In March, the Society performed a field assessment to define the humanitarian needs for reception centres in Bab Al Mandab – Taiz centres of refugees & mixed migrants in cooperation with IOM. The aim was to improve the situation of the people regarding shelter, water & sanitation, and medical services.

A further field assessment was conducted to define the humanitarian needs in detention centers of refugees and mixed migrants in collaboration with the Migration Authority and IOM. The aim was to improve the humanitarian situation in these centers as regards to shelter, water and sanitation and medical service. IOM will provide support to YRCS Hajja Branch to build up the capacity of Harad YRCS sub-branch to provide shelter and health and care for the mixed migrants.

Participation in the Mixed Migration Task Force (MMTF) on 16 March 2011, for review and approval of Yemen MMTF TOR, and decision was reached to establish the regional MMTF Secretariat

A training workshop was conducted on Sphere Minimum Standards in coordination and cooperation with Islamic Relief for 25 participants from international organization staff, including Care, Adra, Islamic Relief, and Save the Children.

Participation in Consultative Meeting on DRR and Climate Changes Adaptation held in Jakarta- Indonesia in November 2011. The event was financed by the World Bank.

Apart from its involvement in the emergency operation, the DM unit managed to realize more than half of its regular plan, about 60-65 %, with focus on achievements related to increased capacity to plan, implement, monitor and report on disaster preparedness, response and recovery. The period was characterized by intense planning and coordination with partners from within and outside the Movement enhancing the outcomes achieved during the reporting period. There was limited achievement of outcomes related to the second expected result to build capacity in managing and planning disaster risk reduction activities at the local level. Otherwise, the programme has reached most of its planned results within the given timeframe. The DM unit had been working on its annual plan since the beginning of the year but had to adapt its operation by mid March to accommodate for activities related to the emergency operation responding to the civil unrest. The next year will be a continuation of DRR and preparedness activities, building capacity and skills, replenishing relief stocks at the main warehouse. As half of the DFID funds have been used in 2011, the remaining will be allocated to these activities in 2012.

During the reporting period, the DM department focused its activities on emergency operation responding to the civil unrest. The department reached an increasing number of beneficiaries in different parts of the country including IDPs in the south and north. Nine disaster response teams (DRTs), with 150 volunteers, were deployed in the field to assist the injured in hotspot areas in Sana'a, Aden and Taiz. That was accompanied by relevant trainings in FA and PSP supported by IFRC, ICRC and German RC. Training covered key issues related to managing DRT, distribution of relief items, preparing daily reports, communication, and registration of beneficiaries. The programme covered the needs of up to 4500 families in Aden, Taiz, and Hajjah providing food relief items and FA kits. Food distribution also took place in Aden and Lahj to benefit 11,000 families of IDPs who moved from the conflict area in Abyan. Despite the short term impact of relief items which is meant to alleviate the suffering and respond to immediate needs, the NS aimed at longer term objective to expand NS presence in affected areas through recruitment of volunteers and members, etc.

Stronger relations with government authorities were also developed through training workshops attended by a number of officials from different Ministries. This has helped the NS and improve its services and capacity to reach more people. The notable participation in humanitarian forum at national level with other civil societies has broadened the NS experience and knowledge with greater communication and information sharing

According to its plan and timeframe, the DM has reached its expected results in good time and there was no major deviation from the annual plan. Yet, there has been minor delay in implementation due to prolonged and complicated government procedure when it comes to importing relief items into the country. Relief items were stopped at the borders and sea ports for several days to obtain customs clearance. This underscores the need for more advocacy on behalf of the most vulnerable to facilitate relief and emergency operations. Based on past experience and coordination with the authorities, the NS managed to obtain clearance from the Ministry of Interior to facilitate passage and access of all YRCS missions.

There has been no major deviation from the budget despite the price rise in basic commodities which affected all aspects of daily life and basic services. The price increase has reached up to 30% for food items and 100% for fuel which is adversely reflected in transportation costs.

In 2011, the NS encountered various situations from which it drew valuable lessons that can be used in the future to ensure smoother and more effective interventions. Strengthening ties with the government is always of benefit to the NS in terms of easier access to beneficiaries and getting relief items in time. Networking should also include other international organizations and UN agencies to ensure timely and efficient operations as was the case in Aden.

#### **Responding to the civil unrest:**

The IFRC Yemen Delegation worked closely with the YRCS DM Department at HQ and branch level to coordinate and monitor an extensive emergency operation to respond to the urgent needs of vulnerable communities affected by the civil unrest that hit the country since early February 2011.

The interventions covered the areas of NFIs stocks, logistic capacity, and training. IFRC is supporting YRCS by providing non-food items to meet urgent needs of IDPs. A relief consignment of 4240 blankets, 2000 kitchen sets, 2000 tarpaulins, and 1000 shelter kits reached Yemen northern border by land from Dubai through Saudi Arabia. The shipment was cleared from the customs office and was sent to Hodeida where new warehouses were rented for this purpose.

Half of the items were sent to Aden branch and distributed to IDPs who fled the armed conflict in Abyan. The distribution reached a total of 1000 displaced families hosted by relatives in five districts of Aden Governorate. Due to the increasing number and needs of IDPs, more of the above mentioned NFIs were sent to Aden, a second phase of distribution took place in November covering the needs of 306 families in three different districts of Aden. The branch had extensive coordination with organizations and government departments at local level. The Federation Office and YRCS also facilitated the customs clearance and transportation of NFIs sent by the Iranian RC which included tents, blankets, water coolers, plastic sheets, electric generator, stretchers, and FA kits. The IFRC Field Office and YRCS purchased more NFIs and delivered to central warehouse different items including mattresses, hygiene kits, first aid kits, and blankets.

The Federation also supported to enhance the logistics capacity of the Society by providing two Land Cruiser vehicles to facilitate field monitoring.

The IFRC continued its close coordination with National Society to facilitate psychosocial support (PSP) activities which included training of staff and volunteers. The workshops were organized at branch level in

the concerned governorates. The training aimed at building the capacity of the NS to respond to the current situation through better skills in PSP. It was decided to train 4 gender balanced volunteers from each branch of YRCS to participate in the training and act as focal points to provide PSP in their areas when needed. Three workshops were successfully conducted involving a total of 67 participants from 16 branches and selected in a manner that can ensure adequate gender balance.

Two training workshops were organized in Taiz in continuation of emergency health response to the war torn governorate. The training focused on First Aid and psychological support in conflict –affected governorates particularly in the southern parts. The trainees will provide relevant services in the field to affect people. The training was complemented by distribution of 70 FA kits to be used in the conflict-affected governorates including Sana’a, Raymah, Hajjah, Ibb, Mahweet, Socotra, and Sayoun.

The operation provided essential services and responded to the urgent needs of the affect people including IDPs in need of shelter, injured protestors, or psychologically affected children and adults. The assistance enabled the beneficiaries to meet their basic, survival needs and contributed to the longer term enhancement of NS capacity in providing quality and reliable service within its mandate during conflict and disasters.

Lesson learnt through coordination with other agency Islamic Relief, ICRC and UNHCR to ensure provision of full package of relief and food items to IDPs. The YRCS contribution focused on provision of kitchen sets and blankets. It would be of great use to beneficiaries to enhance the package integrating other non-food items, as the contribution of other agencies focuses on the provision of food items. This practise will be adopted in future operation to ensure better outcomes of relief interventions.

### Constraints or Challenges

The wide-spread security problem poses a significant challenge in the effort to ensure adequate and rapid emergency services in the different parts of the country

### Health and Care

#### Expected Result

--Better personal and community health, public health system, and reduced exposure and vulnerability to natural and human-made hazards.

#### Achievements

The health and care unit at the HQ has been very busy during the reporting period particularly in relation to the civil unrest and its consequences. At the same time, the unit worked to achieve the expected results covering a number of health components. It worked closely with the DM unit coordinating the emergency health services to the people affected by the civil unrest.

By the beginning of January, the YRCS appointed a new Health Coordinator to lead the Health Department of the Society. The Coordinator conducted a series of comprehensive field assessments covering all branches.

The process consisted of several stages:

- Developing basic questionnaires to sort out the reasons for the gap between YRCS and its branches.
- Re-defining and restructuring the H & C and establishing of archive/records system
- Completion of the last phase of fibreglass water reservoir and water filter distribution in Bait Alfaqih
- An emergency support visit to Aden and Aldhale branches was organized early during the year and discussed the emergency plan of action for the emergency situation in cooperation with ICRC. The visiting team met with Director General of Health and Governor of Lahj Govenorate to facilitate establishment of a new YRCS branch in Lahj. By the end of the year, the branch have been officially inaugurated to provide its services.

- The staff/volunteers working in the community based health development programme (CBHDP), under the Operational Alliance consisting of the YRCS, IFRC Danish RC and Norwegian RC, were trained to improve their capacity in planning and management. Focus districts for the programme were selected based on the criteria agreed between the YRCS and the other operational alliance members..
- Volunteers' skills and experiences scaled up through training of Sana'a branch volunteers on first aid, safer access, and communication
- Two participants from YRCS HQs attended the Public Health in Emergency training workshop organized by MENA Zone in November 2011.
- A support donation of 100 team FA bags were received by the YRCS Health Department and delivered to YRCS central warehouse for urgent distribution to needed branches.
- Three fully equipped modern ambulances, Toyota Hiace vehicles, were donated to the YRCS supporting the life saving efforts in the ongoing civil unrest and its humanitarian consequences .

### Constraints or Challenges

In addition to the security problem which hampers progress in the delivery of the health services, lack of adequate systems and procedures in training volunteers and staff on health and health related issues represents a major challenge

### Organizational Development

#### Expected Results

- Overall support is provided including technical support to YRCS to improve its organizational development including overall performance and accountability
- More sustainable organization with enhanced leadership skills and competencies as well as internal and external cooperation and coordination will be developed.
- The awareness and capacity of the National Society towards strengthening resource development including resources from within the country coupled with up to date and reliable financial management is improved
- Capacities for service delivery based on a growing culture of volunteering are developed.

#### Achievements

The OD unit facilitated NS capacity building in key areas including performance and accountability, leadership, resource development, financial management and volunteering. The Health unit enhanced the Society's capacity to reach more people providing training and direct first aid and primary health care through the network of the health clinics at branch level.

The year's achievement start by human resources investment in qualified staff and volunteers. A new capacity building officer (CBO) was employed during the first quarter of the year, and has since been following up on the capacity building plans and other related activities at HQ and branch levels.

The officer participated in a training workshop in Cairo during June which focused on skills and knowledge for better planning and management.

The CBO and Volunteers Officer carried out field visits to the branches of Ibb, Hodeida, Mahweet, and Seyoun. The purpose was to prepare for branch mapping and follow up on volunteers' database with emphasis on the components of OD and importance of volunteering in NS.

A collaborative plan on visibility and dissemination was formulated in cooperation with the Information and Dissemination Department and ICRC. Based on the plan, the project implementation has started in seven branches and HQ.

A workshop on YRCS Statutes, Volunteer Policy, Volunteer Guidelines, PPP, Finance, Reporting and Database for volunteer was conducted in February 2011, Fifteen participants from the different branches benefitted from the training.

In February, the OD department signed the contract of five coordinators for the micro-project activities conducted by the youth volunteers (implementing small scale activities) in the different branches in cooperation with the Danish RC. A training workshop was organized to facilitate the implementation of the project. An agreement was also signed between the YRCS and each local branch involved in the initiative

The OD Departments also worked during the reporting period on the accident insurance for all YRCS volunteers. The new insurance system is supported by the Federation to cover local medication costs for volunteers who might get injured in incidents related to operations in the field. All concerned branches have filled out their registration forms with list of volunteers deployed in the field. A total of more than 2,000 volunteers have been covered to date. Local health institutes were contacted to get best offer and services with agreements to be signed soon. In March, the OD Department made necessary coordination with three selected hospitals in Sana'a. OD staff also visited Taiz and Aden to discuss and coordinate with hospitals to facilitate the insurance for the volunteers.

During March and April, the OD Department was fully engaged in preparation, printing out, and publishing a series of packages including posters, YRCS statutes, and guidelines for volunteers, micro-project guidelines, and ID cards for coordinators and regional trainers. Most of the printed materials were distributed to branches according to the plan. ID cards for the coordinators & regional trainers were also distributed at branch level.

The web page of Yemen Red Crescent has been updated on monthly basis, as a webmaster was recruited to inter relevant data and images and follow up on getting these materials from concerned departments and branches. A new site with a different look will be established soon as consultation with websites hosting and development companies is still going on. Also, a page on Face book was created to provide a cyber space where all those affiliated with the NS can exchange views and get the latest development about the NS and its branches.

YRCS is establishing a database and information unit and the Federation has supported in the process of setting up the office with the necessary pieces of equipment such as office furniture, advanced digital camera and other tools as well as technical advice and coaching. The unit will be responsible for registering all volunteers, staff, members and maintain an up-to-date database for each category. It will, at a later stage, also help to perform similar tasks in the area of programming.

A Project/Programme Planning workshop was held in October for 25 staff members of the HQ. Two qualified trainers from NS facilitated the training which provided the participants with essential tools for project and programme planning, implementation, and monitoring.

As a follow up on the recommendations of the MENA Gender Action Framework, YRCS participated in a workshop on gender awareness and mainstreaming organized by the MENA Zone in December 2011. The workshop focused on mainstreaming tools, mechanism and strengthening action framework.

Efforts are under way to recruit two coordinators to fill the vacant positions at the HQ related to Human Resources and OD .

A training workshop on membership development was organized in Aden with 26 participants from leadership and senior management positions as well as database officers from all branches. The meeting started with definition, conditions, and significance of membership within the NS context. The main discussion focused on the importance of establishing unified membership cards which will be issued by the HQ for all branches. Training on volunteer database and forms was provided. IFRC supported the training and the purchase of two colour printing machines for producing hard plastic ID cards for YRCS members, volunteers, and staff.

The YRCS has expressed its willingness to conduct a General Assembly which leads to election of new governance (board) members. Election Guidelines Committee met regularly in the months of November and December 2011 to review the amendments and recommendations made by members. The Federation input and comments were integrated in the guidelines . to prepare for open, transparent and credible election that is consistent with the Society's constitution.

To implement OD related activities at branch level, the department has divided Yemen into 5 axes and signed MoU with all branches. These activities involved most of the target groups including volunteers and staff of the NS. About 260 out of 12000 volunteers of YRCS have been trained on the dissemination of NS Statutes/Code of Conduct, and Project Planning Process. This will be reflected generally in proper project proposals presented by volunteers and good management of micro-projects at the local level which focus on community services and income generation.

Volunteers committees have been formed consisting of three elected members at HQ, and six members at branch level. The aim is to follow up on all volunteer activities and ensure the right decisions are taken collectively. This process will enhance volunteerism and increase their contribution reaching for the most vulnerable groups in different parts of the country.

Nearly 80 percent of the OD objectives were achieved during the year. There has been no major deviation from planned activities and budget. Although gender represented a major concern to NS, no specific programme has been implemented during the year. Still, the NS made sure to integrate previous approaches of mainstreaming of gender through integration in other OD, health and DM programmes. This was evident in the number of participants in all training when divided by gender. Also the NS started training on income generation skill for female inmates in prisons to enable them to acquire skills on handicraft and other products. This will enable them to support themselves when they go back to their communities.

The teamwork and close cooperation between members of NS and other partners has played a vital role in successful implementation of activities. The other lessons learnt refer to punctuality and adherence to timetable to ensure smooth flow of activities and achieve the expected results which will have a positive impact on the image of the NS with local communities and encourage continuation of support

### Constraints or Challenges

- The Federation financed a training workshop in Aden for all branch leadership and senior staff. The purpose was to acquaint the participants on the importance of membership and unification of ID cards for all NS members. The workshop was misunderstood by few branches as intervening in the internal affairs of the YRCS proposed election process.
- The NS faced major challenges in previous recruitment process of new senior staff members. High profile positions require adequate pay which may narrow the chances of finding the right persons accepting YRCS salary range. Additionally, there is strong competition from other local and international organizations that are in better position to provide better compensation.

### Working in partnership

The Federation maintained its close cooperation with RCRC partners in Yemen to strengthen the YRCS capacity and provide needed services for the vulnerable. The ongoing civil unrest and deterioration of the security situation had hindered the regular coordination process at all levels. All delegates had to be evacuated for certain period of times especially during the second half of 2011. Nevertheless, the DM coordination continued its work during the most difficult times of the crisis to coordinate efforts to reach the affected people including those injured in the clashes and IDPs in the southern part of the country. This group was formed to provide technical assistance to YRCS DM department following a recommendation of Movement Operations Committee (MOC). At the same time, MOC managed to hold several meetings with participation of all RCRC partners including YRCS, IFRC, ICRC, German RC, Norwegian RC, and Danish RC, and French RC.

As regards to sharing information and updates on security developments, the Federation maintained good relation with security focal points at UNDP, GTZ, and INGOF Safety Advisory Office. Visits were arranged to these organizations for MENA security senior staff to develop comprehensive security assessments. Both the new office of the IFRC and YRCS HQ were assessed including Aden city as a first relocation point. Recommendations and report were shared with Yemen Office and MENA Zone for further actions.

The DM Department has also been active during the reporting period in establishing new partnerships and cooperation with other INGOs including the IMO, UNHCR, and Islamic Relief. Coordinated efforts helped to facilitate the much needed assistance to the most vulnerable including the migrants from Horn of Africa.

### Contributing to longer-term impact

Based on the YRCS Plan of Action 2011, the Federation followed closely with Programmes Coordinator the preparation of monthly reports and implementation level against plan and time framework. Reports were sent on regular basis identifying progress and main challenges faced and steps taken to overcome them. Technical support was provided to departments to produce efficient reports to assist in monitoring and evaluation of programmes.

Despite the limited gender specific programme carried out during the year, the gender issue has been taken into consideration in all other activities of DM, health and OD. That was clearly evident in training sessions, volunteer participation, and delivery of services to beneficiaries at all levels.

### Looking ahead

The prolonged civil unrest with intermittent events of violence and lack of security, has led to frequent interruptions of otherwise normal programme activities. The last months of the year witnessed relative calmness following implementation of a peace-making initiative presented by Gulf States on the basis of which the government and the opposition have, in principle, agreed to resolve the confrontation through a democratic process which includes election after an interim period of preparation. There is also a strong commitment from international community to rebuild the country and support its development process. The Federation and YRCS are looking forward to the next year with great expectations to improve services and

enhance capacities based on successful implementation of NS election and development of its strategy 2013-2017.

### How we work

All IFRC assistance seeks to adhere to the [Code of Conduct for the International Red Cross and Red Crescent Movement and Non-Governmental Organizations](#) (NGO's) in Disaster Relief and the [Humanitarian Charter and Minimum Standards in Disaster Response \(Sphere\)](#) in delivering assistance to the most vulnerable.

The IFRC's vision is to inspire, encourage, facilitate and promote at all times all forms of humanitarian activities by National Societies, with a view to preventing and alleviating human suffering, and thereby contributing to the maintenance and promotion of human dignity and peace in the world.



The IFRC's work is guided by Strategy 2020 which puts forward three strategic aims:

1. Save lives, protect livelihoods, and strengthen recovery from disaster and crises.
2. Enable healthy and safe living.
3. Promote social inclusion and a culture of nonviolence and peace.

### Contact information

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