

Revised Plan 2011



Yemen

Executive summary

Yemen is one of the oldest centres of civilization in the world, influencing near and far. With an area of 530,000 km² and a population of about 23 million, the Republic of Yemen is the poorest country in the Middle East. The Human Development Index in 2009 ranked it 140 out of 182 countries (<http://hdr.undp.org/en/statistics>); adult literacy rate in 2008 was 59 percent; 50 percent of the population is under 15 years of age, and the country has one of the highest birth rates in the world; and up to 50 percent of the people have no access to basic health service (<http://www.worldbank.org>)

In recent years, public policy in Yemen has shifted towards a free market economy and the scope of public services has been considerably restricted. Although the shift has led to a positive impact in many areas including the private sector and civil society, the health and socioeconomic needs of a large part of the population has been constantly increasing, particularly in rural areas. Food prices have increased with a direct impact especially on the poor. Yemen is recurrently affected by both man-made and natural disasters including earthquakes, floods, epidemics and tropical/semi-tropical diseases.

In response to these challenges, the Yemen Red Crescent Society (YRCS) is expected to enhance its role of contributing to improving lives and livelihoods in line with its strategy for 2007-2011 and Strategy 2020 of the International Federation. The recommendations of a management review are expected to enable YRCS to perform as a strong National Society with improving accountability anchored in the continuing organizational development and change. Developing core capacities for planning, programming and coordination will enhance the ability to deliver efficient and effective service, while advances in financial sustainability is a key priority to enhance the prospect of self reliance.

Developing a new YRCS strategy for 2012-2016, including a resource mobilisation strategy linked to Strategy 2020, will be an important process in 2011. Consolidating the humanitarian and social development services of YRCS in disaster management and health and care with programmes that increase the focus on local level disaster risk reduction and developing community based health and first aid. In organizational development the leadership skills and competencies at headquarter and branch levels will be enhanced.

The combined focus on disaster risk reduction and community based health and first aid will be based on a holistic National Society development approach including gender mainstreaming and intensified capacity building (ICB) with increasing local level structures and capacities.¹ To ensure sustainable results, YRCS will increase and consolidate its local outreach that can ensure relevant capacity building and participation of community volunteers including females and the youth. Integrating the Fundamental Principles and Values in the work forms part of the broad-based approach to influence positive behaviour and reduce stigma and discrimination with increasing respect for human dignity.

Targets populations include:

¹ The ICB support by the International Federation, focusing on establishment of 12 sub-branches in disaster prone communities, aims to create core capacities and structures at the local level to initiate and consolidate services in terms of disaster risk reduction and CBHFA.

- Communities at risk and those affected by localized disasters including flash floods and land slides. (Strategy 2020 - Save lives, protects livelihoods, and strengthens recovery from disaster and crises).
- Communities with little or no access to basic health services including mothers and children (Strategy 2020 – enable healthy and safe living).
- YRCS leaders, managers, volunteers and staff as well as community organizations/civil societies (Strategy 2020 – development of a Strong NS).

Dissemination of Principles and values (Strategy 2020 - Promote social inclusion and a culture of non-violence and peace). This programme is principally implemented in cooperation with the International Committee of the Red Cross (ICRC). Some basic aspects of dissemination are also implemented as integral components of most of the activities supported by the International Federation.

The total 2011 budget is CHF 784,943 (USD 798,615 or EUR 572,625). [Click here to go directly to the attached summary budget of the plan.](#)

Country context

Located in a geologically active zone in the Arabian Peninsula, Yemen experiences flash floods, earthquakes and land slides. While wide-spread hazards and deep-rooted vulnerabilities continue to affect a large number of people, basic preparedness and overall capacities remain very low.

The general hazard mapping recently updated by YRCS, working with other organizations, indicates the overwhelming concentration of disasters in the northern and south-eastern parts of the country. This includes Hadramout where a major flash flood in 2008 caused considerable damage to lives and livelihoods. The mapping highlights the diversity and severity of disasters/epidemics, with flash floods topping the list (1st) followed by traffic accidents (ranking 2nd) and lack of water (ranking 3rd together with tuberculosis).

Even small-scale, localized disasters often cause adverse consequences due to low preparedness, weak infrastructure and poor quality of housing often built of mud and easily collapsible material. In most parts of the country, settlement patterns are concentrated around mountain tops or deep valleys. This accelerates the speed and damage caused by disasters and acts as a barrier to ensuring rapid access and response. Coordination is also a major challenge faced by the host organizations, including YRCS, to ensure effective response.

Security, with civil unrest in the north and south of the country, the threat of Al Qaeda, as well as an increasingly deteriorating fiscal situation are further concerns. In addition, two issues, largely specific to Yemen, put a strain on development prospects: the rapid depletion of water reserves and the widespread consumption of qat, which translates into a deteriorated health status, accelerated drawing on water resources as the qat cultivation consumes one-third of the abstracted groundwater, and reduced productivity (<http://www.worldbank.org>).

Situated on an ancient migration route, Yemen faces unique challenges of mixed migration and refugee flows. While some flee war and persecution in the Horn of Africa, others look for economic opportunities in the Gulf States and beyond. The very high rate of migration and refugee in-flow is placing a rapidly increasing pressure on the country's limited resources.²

Up to 50 per cent of the people have no access to basic health services. Overall economic performance is very low; rural – urban income disparities are rapidly rising with increasing rural poverty as well as social and political tension. Poverty affects more than 40 per cent in rural areas and about 20 per cent

² UNHCR Fact Sheet, May 2009. Whilst the official estimate of the number of refugees is about 150,000, unofficial estimates put it at more than 500,000. Refugees from Somalia are entitled to unrestricted asylum at the point of entry and often assimilate into host communities.

in urban areas.³ The fact that qat is increasingly grown at the expense of food crops compounds the problem of poverty and food insecurity.⁴

Socio-economic vulnerabilities are on the rise. Shortage of domestic food production and increasing prices of consumables are affecting a large number of people, especially the poor. Addressing income disparities in transforming the economy requires a comprehensive approach that pursues multiple pathways out of poverty - shifting to high value agriculture, decentralizing non-farm economic activity to rural areas and providing assistance to help move people out of agriculture⁵.

Yemen has a high rate of population growth of about 3.4 percent per year. This is due, mainly, to cultural practices including segregation between the genders and early marriage. Maternal and child mortality rates are also high with only around 16 per cent of the births attended by a trained health worker. Up to 46 percent of primary school age children do not have the opportunity to go to school, with the rate of enrolment for girls much lower - 30 percent - in most of the rural areas. Per capita drinking water is just two per cent of the global average with very low sanitation especially in the rural areas. Malaria is a major killer with over 800,000 cases reported annually.⁶

Communicable diseases and epidemics are common, especially along the coastal areas. The World Health Organisation (WHO) has recently declared Yemen as polio free; however, significant efforts are required to prevent and control other communicable diseases. YRCS volunteers actively contribute in the process. The spread of HIV is underreported. Studies suggest that for each reported case- currently standing at 2,400 cases according to the Ministry of Health- up to 20 to 30 cases go unreported.

Key statistical indicators

Indicators	2008	Remarks
Population (millions)	22,9	Annual rate of increase – 3,4 %
Life expectancy at birth	63	
Infant mortality rate	53 per 1000 live births	
Total adult literacy rate	59%	Literacy for women as low as 35 % with a 100 % illiteracy in many villages
Household income share (2000-2007 - lowest 40 %)	18 %	A system of resource distribution disfavouring the majority
Household income share (2000-2007 – highest 20 %)	45 %	A system of resource distribution favouring the few
GDP (US\$ billions)	26,6	1 in 3 households live below the poverty line
Access to an improved water source (% of the population)	66	

Source: www.unicef.org and World Bank Reports 2008, 2009

National Society priorities and current work with partners

Within the framework of its comprehensive strategy for 2007-2011, YRCS's key priorities focus on disaster management, health and care, organizational development/capacity building and disseminating the Fundamental Principles and Values in line with Strategy 2020 and the Millennium Development Goals (MDGs). With increasing focus on community based health and first aid and disaster risk reduction at the local level, YRCS aims to perform as a strong organization, enhancing safety and community resilience with better quality of life and reduced risks.

The challenges and priorities in terms of organizational development and capacity building include developing human resources- leadership, management, volunteers and staff- financial/material resources as well as systems and procedures. The implementation of the revised statutes and the

³ The government report of 2007 indicates that Yemen is off track regarding achievement of the Millennium Development Goals related to poverty eradication, women empowerment, and environmental sustainability.

⁴ QAT is a green leaf which most people in Yemen chew despite or because of its mild narcotic and addictive effect.

⁵ World Bank Report, 2008.

⁶ Arab Human Development Report 2005. One World Guide. One of the conclusions of the inter-agency consultative meeting on disaster risk reduction and climate change (Sana'a, 2009) indicates the outbreak of malaria in unusual seasons and in places of high altitude where the problem was not common before.

recommendations from the management review should enable YRCS to perform as a strong National Society with increasing capacity and impact. Much progress also remains to be made to improve outreach and preparedness with the intensified capacity building (ICB) support from the Federation enabling YRCS to strengthen its volunteer base and increase the number of youth and females at all level.

Aware of its limitations, relative to its broad ambition, YRCS is working with several partners through both multilateral and bilateral modes of cooperation. This is based on the comprehensive memorandum of understanding (MoU) the National Society has signed with ICRC, the International Federation and the National Societies of Denmark, France, Germany, Italy, Norway, Sweden and the United Arab Emirates. In addition to the multilateral and bilateral partnerships, YRCS is implementing a new programme focusing on CBHFA in an operational alliance with the International Federation and the National Societies of Denmark, Norway and Sweden. The National Society also provides primary health care services, including mother and child health, through its network of health centres in 13 branches, in cooperation with the Ministry of Health and Population.

Development of the YRCS strategic plan 2012-2016, including a resource mobilisation strategy, together with its partners will be an important process in 2011.

Partner Mapping

Partners	Programme Component /areas of support
International Federation Secretariat support	Disaster management (related to natural and manmade disasters), health and care as well as organisational development/ capacity building. The International Federation also works as an operational alliance partner facilitating implementation of the community based health programme supported through the operational alliance
ICRC	Disaster management (related to armed conflicts), water and habitant, restoring family links, prison visits, health (first aid) and dissemination of the Fundamental Principles and Values as well as the international humanitarian law
Danish Red Cross	Provides organisational development/capacity building support, water and sanitation, education and operational alliance partner working with YRCS focusing on community based health development
Norwegian Red Cross	Health and care as well as organisational development/capacity building through the International Federation, operational alliance partner working with YRCS focusing on community based health development, water and sanitation and education.
Swedish Red Cross	Disaster management, field management and coordination through the International Federation, operational alliance partner working with YRCS focusing on community based health development, water and sanitation and education.
French Red Cross	Bilaterally working with YRCS focusing on food security and health including water and sanitation in Dahmar and Shabwa branches
United Arab Emirates Red Crescent	Bilaterally working with YRCS with a focus on health and social services, including construction of schools and houses in floods area as well as occasional distribution of food supplies during Ramadan
German Red Cross	Bilaterally supporting YRCS in disaster risk reduction in Dahmar, Sayoun and Taiz. Youth project in progress
OXFAM	Cooperates with YRCS in disaster management and water and sanitation
Islamic Relief	Cooperates with YRCS in disaster management
Ministry of Health	Cooperates with YRCS in health and care
Civil Defence	Cooperates with YRCS in disaster management
United Nations Higher Commissioner for Refugees (UNHCR)	Cooperates with YRCS in the provision of assistance to refugees
Ministry of Water and Environment	Disaster risk reduction and climate change adaptation

Despite day-to-day operational difficulties owing, mainly, to the National Society's limited capacity in governance, planning, management and overall coordination, the process of partnership development has increased. This has enhanced YRCS's delivery of humanitarian and social development services with improving visibility and positive consideration as an important operating partner. Supported by the ICRC, YRCS, through its branch in Saddah, plays a key role in assisting conflict-affected people and internally displaced persons (IDPs). Its role related to natural disasters is equally significant where the International Federation and other partners mobilize efforts in support of the National Society's operations including recovery and disaster risk reduction at the local level. The dissemination of the Fundamental Principles and Values, reaching an increasing number of people with enhanced Red Cross/Red Crescent knowledge creates a conducive environment to mobilize broad-based support.

The National Society annually reaches an estimated 30-35 thousand people providing mother-child health services through its network of health centres. The pilot CBHFA under the operational alliance in Hoidedah seeks to serve an increasing number of the rural population, with another roll out possible if evaluations point to a need. Implementation of the revised statutes and the recommendations from the management review, together with the ICB initiative to develop local level structures and capacities, is expected to enable the YRCS to overcome its capacity challenges and ensure greater performance, focussing on CBHFA and disaster risk reduction. Internal capacity building and scaled up service delivery efforts will be based on increasing partnerships.

Secretariat supported programmes in 2011

Disaster Management

a) The purpose and components of the programme

Programme purpose
Save lives, protect livelihoods, and strengthen recovery from disaster and crises

The disaster management programme budget is CHF 210,582.

Programme component: Disaster management planning and organizational preparedness
Outcome: 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.
The disaster management planning will focus on the improved role of YRCS in coordinating the disaster management activities of the branches. Increased participation of stakeholders, including communities reached and partner organizations. The geographic focus will be in line with the updated hazard/vulnerability mapping to enhance YRCS's contribution to improving safety and resilience with growing community empowerment in disaster prone governorates. Periodic review and evaluation represents another key feature in the disaster management planning and management based on lessons learnt and knowledge sharing.
Strengthening disaster management institutionally as part of the core of YRCS programmes, in line with the revised statutes and the recommendations of the management review, will involve consolidating the disaster management unit at the headquarters and at the branch/sub-branch level, with focal point structures equipped with relevant and effective tools, systems and procedures. The decentralized organizational preparedness at the local level includes developing effective communication between the headquarters and branch/sub-branch disaster management structures, in addition to building up of strategic stocks in branches and sub-branches with a high exposure to risks.

Programme component: Disaster response and climate change adaption
Outcome: Capacities to plan and manage disaster risk reduction activities at the local level is increased.

This component will focus on risk reduction at the local level, based on the gap between hazards/vulnerabilities and available community capacities and resources. This also involves awareness campaigns and training of trainers. Increasing the integration of community preparedness/disaster risk reduction and the other activities of YRCS will involve developing the engagement with disaster prone communities, including those where YRCS is currently implementing its CBHFA programme and the ICB initiative. The community preparedness/disaster risk reduction component will also increase gender mainstreaming in view of past experiences where women and children often tend to be more affected by disasters.

Enabling YRCS to improve its disaster management services will focus on not only mitigation but also on building up the necessary capacity for safety and resilience. Improving the quality through integration and coordination is a key feature to boost accountability based on Humanitarian Charter and Minimum Standards in Disaster Response (SPHERE) standards. Updating and implementing the YRCS contingency plan will also form part of the focus. .

a) Profile of target beneficiaries

The response component of the disaster management programme targets people affected by a variety of natural disasters including flash floods, land slides, and earthquakes. Using its branches and sub-structures, the National Society every year caters to the needs of up to an average of 2,000 beneficiaries affected by localized disasters which are often not publicized and do not attract international assistance. The National Society also mobilizes support through special emergency appeals to help those affected by large scale disasters that exceed local preparedness capacities of the indigenous organizations. In all cases, YRCS emergency assistance focuses on non-food items including tents, mattresses, blankets and kitchen sets to enable the beneficiaries to cope with the immediate effects of disasters including the effects of displacement and the majority of the beneficiaries consist of women and children.

The components on community preparedness, disaster risk reduction and recovery will target the wider communities in disaster prone governorates/districts where YRCS branches and sub-branches are operational with increasing focus on raising awareness not only to reduce the effects of disasters but also to enhance a culture of prevention.

c) Potential risks and challenges

The very rugged nature of the topography often restricts immediate access to people affected, especially when the disaster damages the infrastructure including the road network. The effort to build local level preparedness including prepositioning of basic stocks will help to minimize the adverse effects of disasters in isolated areas where access often represents a formidable challenge. Training of staff and volunteers is another important component to ensure effective response to disasters.

Recurrent emergency assistance has the potential to generate inbuilt dependency. The components on community preparedness, disaster risk reduction and recovery are expected to create a basis for linking emergency assistance to long term development with increasing awareness and implementation including income generation projects to improve the prospect of sustainability and self reliance. The integrated focus on community preparedness, disaster risk reduction and recovery also aims to empower the beneficiary communities to increase their capacities for self help initiatives that can minimize dependency on external sources for emergencies especially small-scale ones.

Health and Care

a) The purpose and components of the programme

Programme purpose

Enable healthy and safe living

The health and care programme budget is CHF 50,002.

Programme component: Coordination, cooperation and partnership

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

This component will strengthen the cooperation between YRCS headquarters, branches, sub-branches, International Federation and PNSs to build the capacity of networks to improve the quality of services they provide with a focus on scaled up health services. The programmes will include health and social services, including prevention and control of diseases, community based health, first aid and psychological support.

Red Cross and Red Crescent partners and YRCS headquarters, branches and sub branches will develop a common health plan, with all the branches using the same planning format and reporting system. This component includes training of staff and volunteers in planning, reporting and evaluation. Effective use of monitoring and evaluation is key to tracking and measuring progress towards a common health plan, with quality and performance improvement at all levels.

b) Profile of target beneficiaries

The implementation of the CBHFA component will enable YRCS to review and strengthen its first aid training and services involving up to 200 schools in different parts of the country with basic tools and guidelines to provide community services. Training of drivers constitutes an important feature to reduce the adverse effects of inter-city driving which affects a considerable number of people every year.

Integrating the PSP component into other health services will enable YRCS to provide comprehensive services in time of emergency, including counselling and support to enable people to cope with trauma. This component also aims to extend the National Society's PSP outreach and services to other vulnerable groups including orphans, street children and migrants.

On average, the promotion, prevention and control of malaria and communicable diseases annually reaches more than 30,000 beneficiaries through the network of the National Society's health centres in the branches and sub-branches. The focus in 2011 will enable YRCS to consolidate its contribution to the prevention and control of communicable diseases.

c) Potential risks and challenges

The increasing YRCS involvement in the wide-ranging health and social services poses a challenge in terms of sustainability and increasing community expectation. However, the new effort started on a pilot basis focusing on CBHFA under the operational alliance is based on more community participation and ownership at the level of programme design, execution and supervision.⁷ This direction is expected to create a conducive environment where YRCS will increasingly catalyse community-driven initiatives with a decreasing emphasis on external assistance in a long term perspective. To improve the overall prospect for sustainability, the National Society's strategy for 2007-2011 looks to build up capacities, including local resource mobilization, as a basis for scaling up services in the context of developing safer and resilient communities.

Organisational Development/Capacity Building

a) The purpose and components of the programme

Programme purpose:

Enabling action 1 and Strategic aim 3

Building strong National Red Cross and Red Crescent Societies and promote social inclusion, and a culture of non-violence and peace.

The organisational development/capacity building programme budget is CHF 167,235.

Programme component: Support YRCS to provide effective services to the vulnerable people based on a strong and sustainable organization

Outcome: Overall support is provided including technical support to YRCS to improve its organizational development including overall performance and accountability

⁷ The performance framework of the programme can be accessed on the YRCS website at www.yemenrc.org

This focuses on supporting the effective implementation of the revised statutes of the National Society at all levels with by-laws and internal regulations to enhance performance based on transparent legal and accounting mechanisms. Clarifying the roles of governance and management and supporting YRCS to ensure a proper and transparent elections process will be supported.

Developing YRCS core capacities on planning, programming and coordination and boosting grassroots structures and capacities with increased outreach in terms of sub-branches and grassroots community structures will also define a key area of focus in line with the recommendations of the management review. Implementing this component will increase participation of women and youth not only at the level of programming but also at the level of policy/decision making. This will be realized by increasing the number of youth and female participants in the training of staff and volunteers on planning and management and on how to work with communities. This component will also include ICB focus on establishing sub-branches in disaster prone communities, and aims to create capacities and structures at the local level to initiate and consolidate services in disaster risk reduction and CBHFA.

Developing a new strategy for 2012-2016 and a resource mobilisation strategy linked to Strategy 2020 will be an important process in 2011.

Programme component: Support YRCS governance and management to strengthen the ability to lead the organization with effective and efficient service delivery

Outcome: More sustainable organization with enhanced leadership skills and competencies as well as internal and external cooperation and coordination will be developed.

This component aims to implement the key recommendation of the management review, enhance leadership skills and competencies at headquarters and branch levels. This will be based on review and evaluation of the existing situation and identification of the requirements in leadership development in line with the revised statutes of the National Society and the comprehensive vision to build up capacities and scale up services.

Programme component: Support YRCS to improve resource development with better financial management and sustainability

Outcome: 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.

This will focus on resource development plans at national and local level with increasing diversification of sources within the domestic environment, including the general public (broad-based membership, government subsidies, private sector donations and 'profits' from specific income generating projects).⁸ It involves training of leaders, managers, staff and volunteers on the specific skills and competencies required for effective resource development. Increasing networking and promoting good practices with learning from other organizations and among YRCS branches is key.

Programme component: Support YRCS to broaden the base for volunteering

Outcome: Capacities for service delivery based on a growing culture of volunteering is developed.

This component will enable YRCS to strengthen its volunteer base in urban and rural settings with increasing quality of training and service. Improving standards will be a key aspect in line with the integrated focus on CBHFA and disaster risk reduction to enhance the contribution of volunteers working with YRCS. Peer support and branch-branch exchanges of experience will come through conferences for volunteers and NGOs on volunteer's day.

b) Profile of target beneficiaries

The direct beneficiaries of the organizational development and capacity building (OD/CB) components are leaders, managers, staff and volunteers of the National Society at national and local levels. Focus on organizational development will enable YRCS to perform as a strong National Society. The extent to

⁸More consistent and comprehensive domestic resource mobilization based on promoting the values of giving, altruism and sacrifice as positive aspects within the cultural context.

which the organizational development and capacity building components are implemented will determine the degree to which the YRCS will effectively reach and serve the target beneficiaries described in other sectors including disaster management, health and care as well as dissemination of the Fundamental Principles and Values.

c) Potential risks and challenges

One of the main findings of the organization/management review indicates the trend where partners directly work with the YRCS branches with little or no contribution to the core capacity of the National Society especially at the central level. This weakens the effort to ensure adequate coordination and monitoring. The effective implementation of the organizational development and capacity building components in line with the revised statutes of the National Society will help to ensure a more holistic development which will ensure stronger linkages between the organisational development/capacity building components and the planning and implementation of the National Society's activities (CBHFA, disaster risk reduction and dissemination of the Fundamental Principles and Values).

The community based health development under the operational alliance embodies an inbuilt organisational development/capacity building component which focuses on development of a new cadre of community volunteers. The same approach defines the linkage between the disaster risk reduction activities at the local level and the development of grassroots volunteers to build the basis for a growing community participation and ownership.

Principles and Values

There is no budget under Principles and Values, as the International Federation is not asking for funds for this programme area.

The dissemination of the Fundamental Principles and Values together with IHL represents one of the major areas of cooperation between YRCS and ICRC. However, the International Federation also contributes to the broad-based dissemination of the Fundamental Principles and Values integrating the basic aspects of dissemination in activities it supports. This takes the form of introducing the principles and values at the beginning of every seminar/workshop organized and capacity building activities.

b) Profile of target beneficiaries

As the basic dissemination support is integrated in the other programme components, especially organisational development and capacity building, it will benefit the same target beneficiaries reached through the seminars/workshops organized under the different programmes of YRCS. This will enable the YRCS leaders, managers, staff and volunteers to carry out their duties with respect for human dignity and with consistent approaches against discrimination.

c) Potential risks and challenges

Implementing this dissemination support in a supplementary approach by the International Federation requires strong collaboration with ICRC as primary partner to clarify respective roles and avoid potential risks of duplication. A shared understanding will also be required of the overall goal and impact indicators which will also assume greater collaboration in monitoring and evaluating.

Role of the secretariat

The secretariat's budget for its support role is CHF 357,124.

a) Technical programme support

The formidable capacity building challenges the YRCS faces, vis-à-vis its ambition and overall goal to scale up services in rural and semi-rural areas, requires strong cooperation with all partners. The IFRC will continue to support the YRCS to build up operational capacities at headquarters and branch levels working together with the National Society's programme coordinators at national level and branch/sub-branch managers and volunteers at governorate and district level. The technical support primarily focuses on building up capacities for planning/programming, coordination and resource development as well as systems and procedures including financial management systems.

b) Partnership development and coordination

The International Federation support in building up strategic and operational cooperation will continue to strengthen YRCS efforts to broaden its partnerships, including Movement and non-Movement partners. In addition to coordinating support through multilateral channels the International Federation plays a key role in facilitating the planning and management of other forms of partnership including programmes under the PNS, the operational alliance and the ICB initiative. The added value of the International Federation support through the various modalities of cooperation is in promoting consistency and coherence based on the YRCS strategy, the Fundamental Principles and the International Federation's Strategy 2020.

The International Federation, together with YRCS and its partners, continue to work towards greater harmonization, and will strive to work on the same set of objectives and systems/procedures. The operational alliance partners include National Societies of Denmark, Norway, Sweden as well as the International Federation. Current bilateral partners include the National Societies of Norway, Sweden, France, United Arab Emirates and Germany.

c) Representation and Advocacy

In addition to the focus on operational capacity building at headquarters and branch levels, the continuing advocacy by the International Federation on behalf of YRCS plays a critical role in promoting the National Society. As a result, YRCS is improving its chances of attracting increasing attention from donors and partners both within and outside the Movement.

However, a lot remains to be done. Whilst the humanitarian and social imperatives in Yemen require robust and sustained support, the overall allocation for human development does not go far enough to ensure needs-based planning to mitigate the situation.⁹ With the implementation of the revised statutes and the recommendations of the management review to improve capacities, the International Federation will intensify its efforts to promote YRCS as a strong civil society organization that can contribute to improving the lives of the most vulnerable with increased partnerships, sustainable investment and impact.

d) Other areas

Strengthening the counterpart relationship at a higher level, the International Federation will enhance its engagement with YRCS leadership, contributing to the strategic thinking and management processes in a holistic manner. This will include the change management the National Society will address based on its revised statutes and the recommendations of the management review

The International Federation has a responsibility to ensure that the in-country Representation is in line with its Minimum Security Requirements (MSR). The priorities will be to update and implement the security regulations, MedEvac procedures and relocation plan, and also equip the Federation Representation with satellite phones, smoke detectors and first aid. Training of staff in security and also use of safety and security equipment will be conducted.

Promoting gender equity and diversity

YRCS has integrated the gender aspect in the planning of the National Society's programmes. However, participation of women within the YRCS policy making is still quite low. Only one female member is represented at the national board which consists of nine members. The headquarters also reflects a situation where women do not hold key positions – this is evident for both employed staff and volunteers. More or less the same status prevails at branch level.

However the YRCS strategy 2007-2011 underlines the importance of gender equity and diversity. With gender focal points nominated and trained at headquarters and branch levels, a series of efforts are being made to raise awareness as regards to the need to improve gender balance. The International

⁹ In 2006, the combined social spending for human development (including health and education) was only 7 % of GDP, much less than the share that goes for defence. One World Country Guide for Yemen, 2008.

Federation supported programmes in 2011 will focus on increased gender mainstreaming in the community preparedness and related activities, this will enable the YRCS to consolidate and expand these efforts to achieve the objectives of improving gender balance in all aspects.

Consolidating the momentum towards increased awareness with regards to the need to improve gender balance, greater participation of women at all levels of programming and policy making will be taken more seriously as part of the implementation of the revised statutes. This will involve not only increasing the number of female volunteers and staff but also greater gender mainstreaming within the integrated planning and programming of CBHFA and disaster risk reduction at the local level.

The efforts YRCS makes to improve gender balance are based on operationalizing the Fundamental Principles and Values of the Movement to increase respect for human dignity. The International Federation supported programmes in 2011 will enable YRCS to consolidate and expand gender awareness and mainstreaming to improve gender balance in all aspects and at all levels.

Quality, accountability and learning

The planning, monitoring, evaluation and reporting system of YRCS, including the issues of quality, accountability and learning will be addressed with increasing focus as part of the International Federation support to enable the National Society to nurture the growing dynamics of partnership. This will be achieved through the ripple effects of various instruments including self-monitoring and evaluation by YRCS, semi-independent monitoring and evaluation by YRCS and its partners and an independent monitoring and evaluation including the final evaluation of the National Society's Strategy for 2007-2011. In each case, the learning will be filtered to improve the content and quality of planning and programming and will be shared within the National Society and among its partners.

To ensure continuity and sustainability and to address the concerns related to the limited capacities of the YRCS, the support plan for 2011 will increasingly focus on:

- capacity consolidation with the required organizational change based on implementation of the revised statutes and the recommendations of the management review as well as the ICB initiative with increasing focus on local level improvement of structures and capacities.
- integrated planning and management leading to a more holistic National Society development where the branches will have more decentralized capacities to implement with the headquarters playing an effective role in terms of coordination and supervision.

How we work	
<p>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.</p>	<p>The IFRC's work is guided by Strategy 2020 which puts forward three strategic aims:</p> <ol style="list-style-type: none"> 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 non-violence and peace.
Contact information	
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