



**Shelter Cluster Yemen**  
ShelterCluster.org  
Coordinating Humanitarian Shelter



## **Shelter/CCCM/NFI Cluster Workshop Notes**

**Venue:** Al Bustan Hotel, Sana'a.

**Date and time:** Thursday, November 20, 2014 from 09:00 to 16:30.



Photo of the event

## 1. Welcome Message

UNHCR deputy representative opened the workshop with a welcome message to participants, thanking them for their efforts and the support they continue to provide together with UNHCR in the delivery of Shelter, CCCM, and NFIs assistance to IDPs and conflict affected communities around the country. She reiterated the critical role of the cluster in providing life-saving assistance and encouraged cluster members to continue to work towards improving the delivery of assistance. She called on them to build on the momentum achieved so far in the implementation of their activities with the objective of providing durable solutions to the protracted displacement situation in the north. The deputy representative commended the members for coming together to discuss and plan for their activities in the next year. As participants engaged in the workshop, they were invited to bear in mind the necessity for better delivery of assistance and the imperativeness to help the protracted IDPs return to their places of origin or integrate their host communities. As the cluster lead agency, she underlined that UNHCR remains committed to supporting the shelter cluster coordination function as well as assisting the members, through partnership in the implementation of the cluster activities.

## 2. Shelter/CCCM/NFI Cluster Presentation:

### • Objective of workshop and expected output

In the opening presentation of the national cluster, which summarised the overall cluster's achievements and strengths as well as its challenges and opportunities for 2015, the objectives of the workshop were outlined as follows:

- Review and prioritize needs for 2015
- Agree on the cluster's strategic objectives for 2015
- Review and agree on the cluster's response plan for 2015 including a priority matrix for the cluster's plan of action.

This was followed by presentations from the sub-national clusters, which focused on the achievements, challenges and priorities for 2015 in their respective governorates. These presentations set the context for discussions and participants were expected to review the cluster's objectives and activities implemented in 2014; outline the gaps and challenges including ways to addressing them; review and prioritize the needs for 2015 against the cluster's response capacity and develop a matrix for the cluster's plan of action.

• **Achievements/Strengths, Challenges, Opportunities & Priorities for 2015**

Area	Achievements/ Strengths	Challenges	Opportunities/ Priorities for 2015
<b>National Cluster</b>	<p><b>Achievements:</b> Until October 2014, the Cluster has assisted 256,454 people with the following assistance:</p> <ul style="list-style-type: none"> <li>- 26,524 families with Non-Food Items.</li> <li>- 2,760 families with Emergency Shelters.</li> <li>- 2,728 families with Long-term Shelters.</li> </ul> <p><b>Strengths:</b></p> <ul style="list-style-type: none"> <li>- Multi-sectoral – Shelter, CCCM, NFI</li> <li>- Lead agency support (UNHCR)</li> <li>- Delivery of NFIs and camp management support</li> <li>- Membership participation in decision-making</li> <li>- National coordination mechanism</li> <li>- Technical and advisory support (IM)</li> <li>- Wide geographical coverage</li> </ul>	<ul style="list-style-type: none"> <li>- High turn-over of staff</li> <li>- Standard cluster tools (e.g. Assessment)</li> <li>- Monitoring and evaluation</li> <li>- Capacity of partners</li> <li>- Resource mobilization</li> <li>- Coordination: between national and sub-national clusters</li> <li>- Engagement with CBOs –secure access in communities</li> <li>- Communication between and among partners</li> </ul>	<ul style="list-style-type: none"> <li>- Coordination with other clusters</li> <li>- Develop standard cluster tools</li> <li>- Capacity building</li> <li>- Mobilize resources</li> <li>- Mainstream protection, gender, environment</li> <li>- Link humanitarian assistance and development – reintegration/local integration</li> </ul>

Area	Achievements/ Strengths	Challenges	Opportunities/ Priorities for 2015
<b>Sa'ada Sub-National Cluster</b>	<ul style="list-style-type: none"> <li>- Needs assessment in AIDhaher and Haydan districts and Mandabah IDPs settlement.</li> <li>- NFIs including tents, blankets to 6,147 IDPs and returnees families and 7 schools.</li> <li>- Rehabilitation of 43 houses for IDPs families</li> <li>- Preparation for the Peace Building Fund project (Women Center).</li> </ul>	<ul style="list-style-type: none"> <li>- Control and restriction of activities by the EC and their unreliability resulting in:               <ol style="list-style-type: none"> <li>a) Lack of baseline information</li> <li>b) Affecting proper planning</li> <li>c) Delays in launching and implementing activities</li> <li>d) Limited access to persons of concern.</li> </ol> </li> <li>- Limited number of agencies</li> <li>- Low capacity of local NGOs (Sa'ada based)</li> </ul>	<ul style="list-style-type: none"> <li>- Return and reintegration from camps in Haradh:               <ol style="list-style-type: none"> <li>a) Shelters: Improved transitional thatch houses in hot areas and transitional mud houses in cold areas. Rehabilitation of damaged houses</li> <li>b) Return assistance with return packages</li> <li>c) Coordination under clusters and Task force on Durable solutions.</li> </ol> </li> <li>- Durable solutions for IDPs in tents and incomplete houses in Sa'ada city.</li> <li>- Distribution of NFIs to 1000 IDP families</li> <li>- Rehabilitation of Women Center.</li> </ul>
Area	Achievements/ Strengths	Challenges	Opportunities/ Priorities for 2015
<b>Hajjah Sub-National Cluster</b>	<ul style="list-style-type: none"> <li>- Transitional Shelters to IDPs: 615 transitional Shelters in Hayran, Haradh &amp; Abs districts</li> <li>- ERF funded CRIs distribution to 3,516 vulnerable IDP families and 469 host community households.</li> <li>- Successful camps management (protection and community service activities)</li> <li>- Preparations for Durable Solutions for the protracted Al Mazrak camps IDPs</li> </ul>	<ul style="list-style-type: none"> <li>- Poor information sharing thus affecting effective coordination and proper analysis of cluster gaps.</li> <li>- Limited funding capacity of most cluster actors to respond to needs of all vulnerable persons.</li> <li>- Conflicting authority between the Government and others (sheikhs, armed men, etc.) make negotiation and implementation of activities difficult both in the areas of displacement and return.</li> <li>- Major staff turnover in IRY without proper handover proved difficulties in business continuity for the new staff members and affect programme implementation accordingly.</li> </ul>	<ul style="list-style-type: none"> <li>- Prioritize implementation of durable solutions for IDPs in Al Mazrak camps to address the protracted situation of the camps.</li> <li>- Promote integration solutions oriented projects amongst IDPs living outside camps with special focus on IDPs in the 17 camp-like settlements.</li> <li>- Construct and distribute transitional shelters and CRIs for most vulnerable IDPs living outside camps that are seemingly integrated and more focus on the 17 camp-like settlements.</li> <li>- Finalize cluster gaps analysis table for wider circulation and use for future planning and</li> </ul>

		<ul style="list-style-type: none"> <li>- Serious inconsistency in the PoCs statistics inhibits realistic planning and reporting.</li> </ul>	<ul style="list-style-type: none"> <li>- implementation.</li> <li>- Initiate camps closure activities and ensure implementation in due course.</li> </ul>
Area	Achievements/ Strengths	Challenges	Opportunities/ Priorities for 2015
<b>Amran Sub-National Cluster</b>	<ul style="list-style-type: none"> <li>- 3,184 families have received full package of NFIs during 2014.</li> <li>- 824 families were provided with rent assistance.</li> </ul>	<ul style="list-style-type: none"> <li>- Huge influx of IDPs from the conflict areas.</li> <li>- Limited interventions for humanitarian organizations on CCCM and Shelter issues.</li> <li>- Far distances of the displacement districts and security threats minimize the movements of humanitarian organizations.</li> <li>- Protracted displacement and absence of structured strategic plans for implementation of durable solutions.</li> <li>- Different categories of PoCs (affected populations, IDPs and returnees) create different needs that required various response and interventions.</li> <li>- Poor Coordination and information sharing within the cluster resulted into poor response/interventions to the needs of PoCs .</li> </ul>	<ul style="list-style-type: none"> <li>- Advocacy for humanitarian space in Amran to respond to IDPs and returnees needs regarding shelter and livelihoods challenges such (high rents of houses, rehabilitation of damaged houses, integrating livelihoods training projects and NFIs distribution).</li> <li>- Advocate to activating the CCCM/Shelter Cluster presence in Amran through effective Coordination, information sharing and participation in meetings, multifunctional activities, needs assessment, planning and designating of projects for effective response,</li> <li>- Developing structured planned strategy of Durable Solutions for IDPs from Sa'ada and Harf Sufyan district.</li> </ul>
Area	Achievements/ Strengths	Challenges	Opportunities/ Priorities for 2015
<b>Aden Sub-National Cluster</b>	<ul style="list-style-type: none"> <li>- Shelter rehabilitation: 966 houses rehabilitated in Zingibar and Khanfir districts in Abyan.</li> <li>- Transitional shelter: 525 TS built in Zingibar and Khanfir districts in Abyan.</li> <li>- NFIs distribution: 6,298 Non-Food items distributed in</li> </ul>	<ul style="list-style-type: none"> <li>- Limited funding sources.</li> <li>- The need for new T shelters and Rehabilitation is much more than the number of targeting beneficiaries/ communities. There is a lot of pressure from the beneficiaries to meet their needs.</li> <li>- Security and acceptability: Reaching out to beneficiaries identified in order to provide</li> </ul>	<ul style="list-style-type: none"> <li>- Shelter rehabilitation for 650 houses in Abyan.</li> </ul>

	Shabwah and Abyan governorates. - 50 tents were distributed in Al Mahfad district in Abyan.	assistance is challenging - Lack of coordination with the partners in the field level and with the local authorities. - Inconsistencies of the assistance package and the quality of the NFIs items created a lot of complains and problems with the beneficiaries. - A number of people who received the assistance were not from the most affected areas.	
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### 3. Cluster needs analysis: Review and prioritize needs (Group session)

Group	Location	Type of Need	Target for 2015
<b>Group 1</b>	Sa'ada	Rehabilitation of damaged houses	7,222 houses (1,462 completely damaged; 2,047 partially damaged; 3,713 slightly damaged)
		Construction of Transitional Shelter	600 T.S.
		NFIs	1,000 households
		Return Package	1,146 households
	Hajjah	NFIs	5,000 households
		Training program	Transitional Shelter Construction
		Construction of Transitional Shelter	3,000 households
	Amran	Return Package	3,500 households
		Rehabilitation of damaged houses	1,200 houses
		Rental Subsidies	600 households
		NFIs	1,000 households
		Training program	Project Management Training

Group	Location	Type of Need	Target for 2015
<b>Group 2</b>	Amanat Al Asimah	NFIs	90% out of the people in need
		Rental Subsidies	30% out of the people in need
		Return package (NFIs and Repair Tools)	20% out of the people in need
	Sana'a	NFIs	90% out of the people in need
		Rental Subsidies	30% out of the people in need
		Return package (NFIs and Repair Tools)	20% out of the people in need
	AlBayda	NFIs	35,000 people recently displaced
		Rehabilitation of damaged houses	100 houses
Group	Location	Type of Need	Target for 2015
<b>Group 3</b>	Shabwah	- Construction of Transitional Shelter - Rehabilitation of damages houses	20% out of the total population in Rudum, Mayfa'a and Habban districts
		NFIs	30,000 households
	AlDhale'e	NFIs	5,000 households
		Rehabilitation of damaged houses	Upon completing an assessment (Minor concern)
	Abyan	- Transitional Shelter - Rehabilitation of damages houses	9,000 households (Al Mahfad district)
		NFIs	Upon completing an assessment
Group	Location	Type of Need	Target for 2015
<b>Group4</b>	Al Jawf	NFIs	1,006 households (7,040 individuals)
		Transitional Shelter	1,464 T.S.
	Marib	NFIs	1,705 households (11,935 individuals)
		Transitional Shelter	1,057 T.S.

#### 4. Enhancing Cluster's response capacity for 2015 (Group session)

Theme	Challenges	What to improve	Action Points
<b>Coordination (at national and sub- national levels)</b>	<ul style="list-style-type: none"> <li>- Lack of information sharing and dissemination</li> <li>- Language barrier</li> <li>- Lack of interest in coordination from cluster members</li> <li>- High staff turn over</li> <li>- Limited participation of the sub-national clusters in the national cluster meetings.</li> <li>- Lack of the participation of the national cluster team in the sub-national clusters meetings.</li> </ul>	<ul style="list-style-type: none"> <li>- Ensure information sharing and dissemination in timely manner.</li> <li>- Make available the information and coordination in local language.</li> <li>- Improve the participation of national cluster team in the sub-national meetings and vice versa.</li> </ul>	<ul style="list-style-type: none"> <li>- Agree on information sharing mechanism with timelines.</li> <li>- National level cluster to involve and encourage sub-national level participation.</li> <li>- Ensure the presence of interpreters in meetings and information are translated into Arabic.</li> <li>- National level cluster to interfere to persuade the partners in the field.</li> <li>- National level cluster team to go on regular missions to the fields.</li> <li>- Sub-national cluster to be invited by the national level cluster to participate on meetings.</li> </ul>
Theme	Challenges	What to improve	Action Points
<b>Capacity building and tools for needs assessments and monitoring</b>	<ul style="list-style-type: none"> <li>- Limited capacity of cluster members.</li> <li>- High turnover.</li> <li>- Difficulty on bringing international experts in the country due to security concerns.</li> <li>- Lack of capacity mapping and unidentified capacity building priorities within the cluster.</li> </ul>	<ul style="list-style-type: none"> <li>- Develop capacity building programmes with possible funding from ERF, global cluster, lead agency, and other funding sources.</li> <li>- Identify capacity gaps and priorities.</li> <li>- Break the language barrier.</li> <li>- Update the cluster guidelines and tools</li> </ul>	<ul style="list-style-type: none"> <li>- Capacity mapping and advocate to donors.</li> <li>- Translate cluster documents such as meeting minutes, cluster plans/strategies and guidelines into local language.</li> <li>- Orientation of available resources.</li> </ul>



Theme	Challenges	What to improve	Action Points
<b>Resource mobilization and funds</b>	<ul style="list-style-type: none"> <li>- Limited available funding sources</li> <li>- Delay on funds disbursement</li> <li>- Restrictions for LNGOs on limited funding sources.</li> <li>- Priority is given to life-saving sectors.</li> <li>- Donor fatigue.</li> </ul>	<ul style="list-style-type: none"> <li>- Explore possible funding from Gulf States, private and oil companies and other donors.</li> <li>- Knowledge on available resources such as information and funds.</li> </ul>	<ul style="list-style-type: none"> <li>- Enhance partnership between INGOs and LNGOs.</li> <li>- Cluster to advocate for rapid allocation of funds for emergencies.</li> <li>- Cluster to do donor mapping and their strategies vs. shelter.</li> <li>- Capacity building of LNGO on assessments and development of rapid response proposals for funding</li> <li>- Development of integrated programmes that generate more donor interest.</li> <li>- Enhance linkages with development donor's in-line with durable solution strategy.</li> </ul>
Theme	Challenges	What to improve	Action Points
<b>Information management and documentation</b>	<ul style="list-style-type: none"> <li>- Lack of cluster standard assessment tools.</li> <li>- Lack of updated IDPs database.</li> <li>- Limited studies and assessments in the field.</li> <li>- Projects are sometimes not based on needs</li> <li>- Lack of coordination reflects the impact on:               <ol style="list-style-type: none"> <li>1) The work on the fields and the cluster on information sharing.</li> <li>2) Overlap on the work of the agencies in the field.</li> <li>3) OCHA and the cluster.</li> <li>4) Selection of projects.</li> </ol> </li> <li>- Lack of studies on the impact of projects implemented (Post-distribution monitoring assessment, good practices and lessons learned).</li> </ul>	<ul style="list-style-type: none"> <li>- Develop cluster standard needs assessment tools and organize for training programmes on using them.</li> <li>- Develop maps on the presence of cluster member on the fields and 3Ws.</li> <li>- Develop information management strategy and information dissemination plan.</li> <li>- Update the cluster guidelines.</li> <li>- Field situation updates were provided on regular basis and identified needs were highlighted.</li> </ul>	<ul style="list-style-type: none"> <li>- Regular update on IDPs database.</li> <li>- Advocate for information sharing among the cluster partners.</li> <li>- Improve the mechanism of monitoring the implementation of projects with regular visits to the field to monitor progress</li> <li>- Implement the results of the workshop.</li> <li>- Regular trainings and capacity building programmes for cluster partners' information management staff, especially in the field.</li> <li>- Deliver training program on sphere standards relevant to the cluster.</li> </ul>

Theme	Challenges	What to improve	Action Points
<b>Inter-cluster coordination; Mainstream protection and cross-cutting issues</b>	<ul style="list-style-type: none"> <li>- Lack of awareness among humanitarian staff on protection issues.</li> <li>- Conservative culture.</li> <li>- Male domination in the society.</li> <li>- Low reporting on protection issues.</li> <li>- Political influence.</li> <li>- Severity of the emergency lessens the importance of protection issues.</li> <li>- Very weak participation by local community.</li> <li>- Accountability.</li> <li>- Weak link between the implementation of emergency programme activities and protection.</li> <li>- Weak coordination among clusters</li> </ul>	<ul style="list-style-type: none"> <li>- Consider protection at the time of planning.</li> <li>- Community participation at the planning phase.</li> <li>- Trainings and awareness activities on protection for all humanitarian workers.</li> <li>- Regular protection monitoring in the field.</li> <li>- Inter cluster coordination between shelter, early recovery, wash, food/nutrition clusters</li> </ul>	<ul style="list-style-type: none"> <li>- Awareness/training programmes on protection at the field level every three months.</li> <li>- Raise protection awareness among the local communities (include women, religious headers, shieks, tribal leaders).</li> <li>- Include protection review on all projects proposals to ensure protection mainstreaming (ensure delivery of assistance is protection sensitive)</li> <li>- Include protection as part of the monitoring and evaluation process.</li> <li>- Assign cluster protection focal point to ensure that protection is integrated in cluster activities.</li> <li>- Map out common areas of coordination and collaboration among shelter, ER, wash, food/nutrition clusters</li> <li>- Develop a mechanism to facilitate/enhance inter-cluster coordination</li> </ul>

## 5. Matrix of Cluster's plan of action for 2015

Cluster members discussed and reviewed the 2014 plan of action in order to prioritise cluster's activities and align the action plan with the overall cluster strategy for 2015. Despite some changes in priority areas and activities targeted for 2015, the review and discussions were guided by the key objectives that were outlined in 2014. The finalised plan of action will be included in the overall cluster strategy for 2015.

These objectives included:

- Most vulnerable IDPs receive NFIs and emergency shelter support in a timely and coordinated manner.
- Management and coordination of activities and assistance in camps is minimised, while the camp population, in collaboration with local authorities, are assisted to achieve a more durable shelter and livelihood solution
- The target population/vulnerable displaced population is assisted to gradually achieve durable solution in terms of shelter, and in coordination with other clusters for self-reliance
- The knowledge and capacity of national actors and implementing partners in emergency response to displacement is strengthened.

The draft action plan elaborated during the workshop will be finalised and included in the overall cluster strategy for 2015.

## 6. Next steps and closing remarks

At the end of the workshop, the participants agreed to further review the cluster's plan of action. As the 2014 YHRP is being revised, cluster members were requested to review this action plan in parallel with the YHRP to ensure that cluster's objectives and response plan are in line with the overall strategic framework for 2015 YHRP. It is expected that the outcome of the discussions as well as the cluster's action plan, will contribute to the revision of the cluster strategy for 2015. The strategy will be circulated as soon as it is finalised. OCHA gave the closing remarks, congratulating the cluster members for their participation and engagement throughout the workshop. Particularly the group session discussions testified the collective efforts of all members to contribute to strengthening the role and the work of the cluster.

## Annex 1: List of Participants

No.	Agency	Participant Name	Position	Phone	Email
1	National Cluster Team	Kenneth Chulley	Cluster Coordinator	712225114	<a href="mailto:CHULLEY@unhcr.org">CHULLEY@unhcr.org</a>
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