

ANNUAL REPORT 2022

Building Foundation For Development

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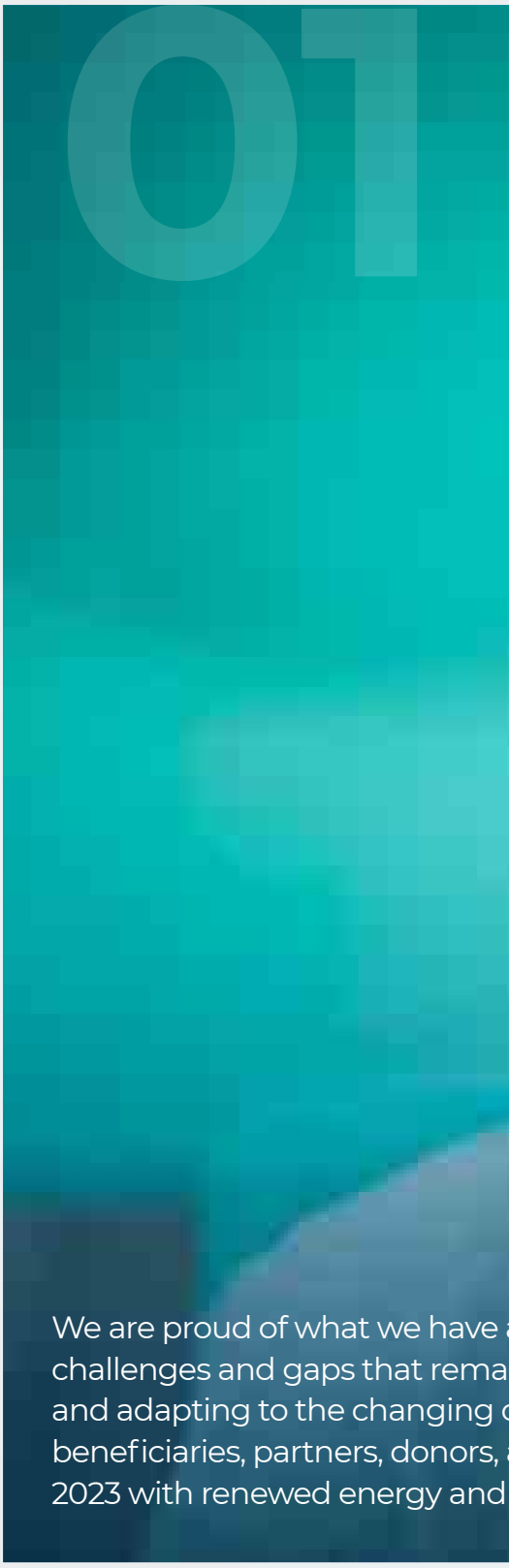



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We hope that you will find this report informative and inspiring. Thank you for your interest in Building Foundation for Development (BFD).

ABBREVIATIONS AND **ACRONYMS**

Comprehensive Abbreviations and Acronyms Guide for Humanitarian and Development Sectors

Abbreviations	Acronyms	Abbreviations	Acronyms
ANC	Antenatal Care	**IYCF**	Infant and Young Child Feeding
BFD	Building Foundation for Development	**IPC**	Integrated Phase Classification
BSFPw	Blanket Supplementary Feeding Program	**KAP**	Knowledge, Attitude, and Practices
CHNVs	Community Health and Nutrition Volunteers	**LM**	Learning Material
CCCM	Camp Coordination Camp Management	**MAM**	Moderate Acute Malnutrition
CP	Child Protection	**MMT**	Medical Mobile Team
CHS	Core Humanitarian Alliance	**MPCA**	Multi-Purpose Cash Assistance
CHVs	Community Health and Nutrition Volunteers	**MDGs**	Millennium Development Goals
CMAM	Community Management of Acute Malnutrition	**MEAL**	Monitoring, Evaluation, Accountability and Learning
EIE	Education in Emergencies	**MRE**	Main Risk Education
ECW	Education Cannot Wait	**NFI**	Non-Food Items
FMCs	Father and Mother Councils	**NGOs**	Non Governmental Organizations
FFA	Food for Assets	**NDSs**	National Development Strategies
FFT	Food for Training	**NNGOs**	National Non-Governmental Organizations
FSAC	Food Security and Livelihoods Cluster	**NITWG**	Nutrition Information Technical Working Group
FP	Family Planning	**OTPs**	Outpatient Therapeutic Programs
GFA	General Food Assistance	**PNC**	Post Natal Care
GBV	Gender-Based Violence	**PLW**	Pregnant and Lactating Women
GSW	Gunshot Wound	**RH**	Reproductive Health
GURD	Groupe Urgence Rehabilitation Development	**RRM**	Rapid Response Mechanism
HDP Nexus	Humanitarian, Development, and Peacebuilding Nexus	**SAM**	Severe Acute Malnutrition
HRP	Humanitarian Response Plan	**SDGs**	Sustainable Development Goals
HFs	Health Facilities	**SMART**	Specific, Measurable, Achievable, Relevant, Time-bound
HHs	Household Heads	**TFCs**	Therapeutic Feeding Centers
HR	Human Resources	**INGOs**	International Non-Governmental Organizations
HWs	Health Workers	**UN**	United Nations
HQAI	Humanitarian Quality Assurance Initiative	**TLSs**	Temporary Learning Spaces
IDPs	Internally Displaced Persons	**TWG**	Technical Working Group
IMCI	Integrated Management of Childhood Illness	**UNFPA**	United Nations Population Fund
IEC	Information, Education, and Communication	**WaSH**	Water, Sanitation, and Hygiene

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Illustrative Figures and Informative Tables: Insights and Analysis for Effective Intervention Planning and Risk Management

Figures:

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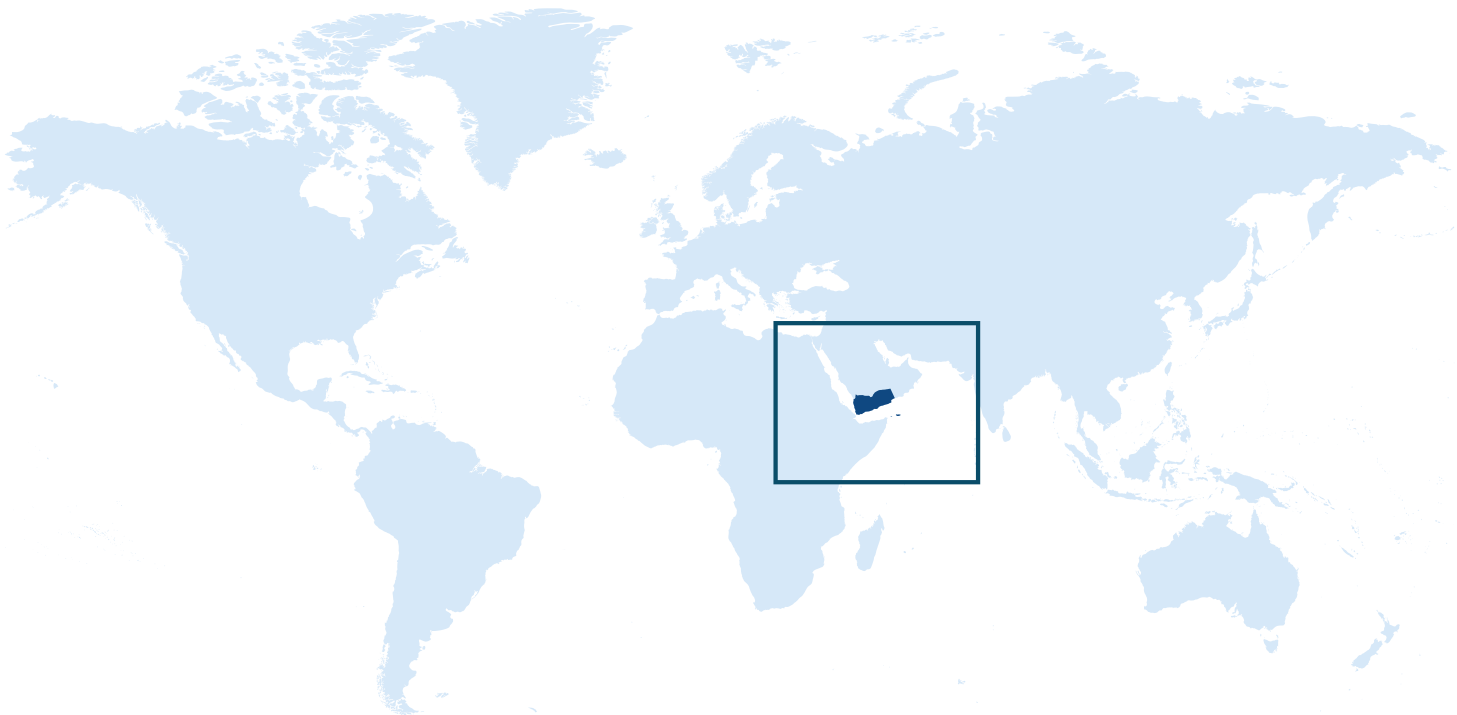



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Creating Resilient Communities and Advancing Peace in Yemen

INTRODUCTION

Building Foundation for Development (BFD): 2022

Transforming Lives in Yemen through Humanitarian and Development Initiatives

Welcome to the 2022 Annual Report of Building Foundation for Development (BFD), a humanitarian organization that works to improve the lives of millions of people in Yemen who are affected by war and climate change. In this report, you will find an overview of our achievements, challenges, and lessons learned in the past year, as well as our plans and aspirations for the future.

BFD was established in 2015 with a vision to create a peaceful, resilient, and prosperous Yemen. Since then, we have partnered with various United Nations agencies and international organizations, as well as local Civil Society Organizations (CSOs), private sectors, governments, and international institutions, to deliver more than 104 projects across more than half of Yemen's districts. Our projects cover a range of sectors, including emergency relief, climate adaptation, peacebuilding, and development initiatives. We have received grants totaling over $107,497,734.60 million from our generous donors and supporters.

Our work is guided by the principles of linking humanitarian, development, and peacebuilding efforts, as well as localizing humanitarian action. We believe that these principles are essential for addressing the root causes of the crisis in Yemen and building long-term solutions. We have demonstrated our commitment to these principles through our various activities, such as:

•Supporting community-based peace promotion and advocacy initiatives, as well as facilitating access to humanitarian aid routes and using work as a tool for peace.

•Implementing critical interventions to increase the resilience of local communities and reduce the risks posed by climate change, such as building flood barriers, retaining walls, water barriers, solar energy installations, modern irrigation systems, and medical waste disposal solutions.

•Empowering and equipping local organizations in various capacities through careful needs assessment, development planning, mentoring sessions, and direct support.

•Fostering stakeholder collaboration and participatory planning through national workshops that help to integrate disaster risk reduction strategies into national development plans and ensure compliance with humanitarian standards throughout project life cycles.

•Advocating for localization of humanitarian efforts through our participation in networks like ICVA, SPHERE, NEAR, CaLP, and others.

We are proud of what we have achieved in 2022, but we are also aware of the challenges and gaps that remain. We are constantly learning from our experiences and adapting to the changing context. We are grateful for the trust and support of our beneficiaries, partners, donors, and staff. We look forward to continuing our work in 2023 with renewed energy and determination.

We hope that you will find this report informative and inspiring. Thank you for your interest in Building Foundation for Development (BFD).

Greeting words from **Chairperson**

04

2022 Achievements and Vision for the Future

A Year of Resilience and Impact

Dear colleagues and partners,
Reflecting on the past year, we are confronted with some of the most formidable humanitarian challenges that have tested our resolve. The unrelenting conflict in Yemen and the escalating hunger crisis have cast a daunting shadow, making our mission even more formidable.

Amidst these challenges, we've risen to the occasion, extending our help to more people in ways that have been both profound and innovative. Our efforts have left an indelible mark, not just in the present moment, but as a lasting legacy across Yemen. Our approach, driven by strategic thinking, grounded in evidence, and focused on tangible solutions, ensures that our impact reverberates far into the future.

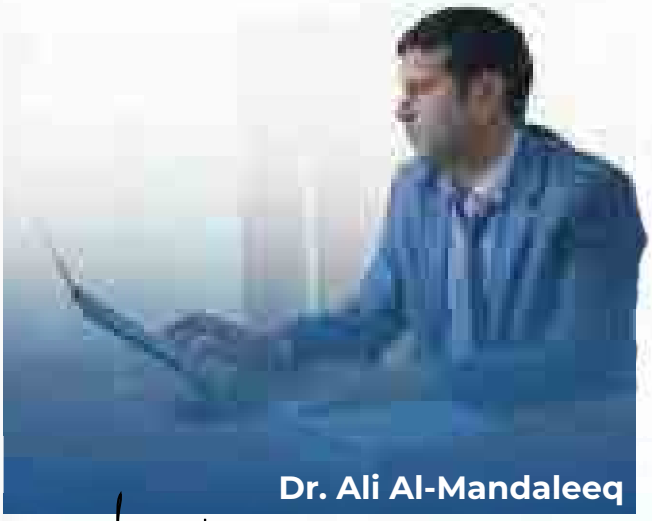
Through our dedicated work, we've reached out to over 11,797 households, offering vital essentials like food, clothing, and household supplies through innovative cash transfer programs. This level of support during crucial times is made possible by our well-established local networks, skilled teams, meticulous strategies, and the overwhelming generosity of our donor community.

However, the potency of our organization extends beyond crisis response. This report will demonstrate the remarkable influence our team wields by spearheading solutions that transform the humanitarian landscape itself.

As we stand on the cusp of 2023, with our sights set firmly on the horizon of 2030, our ambition is to foster a society that's more just and equitable, where poverty recedes and gender equality flourishes. BFD remains steadfast in harnessing the power of our deeply embedded local network, partnering with individuals and organizations boasting decades of experience and evidence-driven accomplishments, allowing us to magnify the scale of our programs and influence.

None of our achievements would be conceivable without the unwavering dedication of our staff, the synergy with our partners, the resilience of our clients, and the benevolence of our donors. At a juncture where humanitarian progress attains its pinnacle, we take immense pride in steering an organization that not only redefines the sector but also places the needs of our beneficiaries at its core. And, undoubtedly, our achievements are a product of the vital partnerships we share with our esteemed donors. To each and every one of you, our heartfelt gratitude.

With great anticipation for the future,



Dr. Ali Al-Mandaleeq

Chairperson, Building Foundation for Development (BFD)



Humanitarian TEAM

Overcoming Obstacles, Changing Lives: The Remarkable Journey of the BFD Team

OUR exceptional team at Building Foundation for Development (BFD) has risen to the challenge, extending profound and innovative help to overcome formidable humanitarian obstacles. Through our dedicated work, we've reached thousands of households, providing vital essentials and transforming lives. We are grateful for the dedication of our staff, the support of our partners, and the generosity of our donors. As we look to the future, we remain committed to fostering a more just and equitable society, driven by our passion and the power of collaboration.



OUR **PURPOSE** AND **PHILOSOPHY**

BFD: Transforming Lives with Equitable Humanitarian Response and Developmental Empowerment

Partnering for Collective Action and Sustainable Growth

BFD was established to 1) carry out sectorial emergency response projects aimed to improve the humanitarian issues and mitigate the suffering of communities affected by crisis through working nationwide at different levels to promote equitable humanitarian response, and other relevant interventions for a better life and wellbeing of communities and individuals while continuing to closely work with all stakeholders, to provide the highest standards of service to its beneficiaries the public, and partners and to fulfill all of its responsibilities in a professional, transparent, efficient and credible manner; and 2) to work together towards the growth and development of the community via the provision of developmental empowerment and strengthening resilience programs as we at BFD believe that the best solutions to support the people in crises and conflicts should be by a quick transformation from rapid response to resilience method, as this approach within humanitarian operations is crucial to the first efforts of a community to recover, rise again, and start to use their capacity, starting from making peace in innovative measures at the first stages, and ending by early recovery and rehabilitation at later stages.

BFD believes in collective action and hence, always seeks to establish partnerships, based on mutual respect and shared vision, with NGOs, humanitarian unions, alliances and strategies, private sectors, the government, and international institutions. Since its establishment, BFD has been keen to align its humanitarian and development response to the humanitarian response plans and the (SDGs) and its programmatic Strategic to support and promote relevant HRPs and HNOs, National Development Strategies (NDSs) and the UN- MDGs; as they are parallel to the needs within the society. Furthermore, through participation of local communities, BFD increases the effectiveness of its development efforts and helps communities achieve their highest potential goal that can only be achieved through partnerships, shared vision and collective action of all stakeholders





OUR VISION

Pioneering in development work and humanitarian response, to empower the most vulnerable groups.

OUR MISSION

Working in a transparent manner to support the most affected groups through the implementation of sustainable development and relief programs at the

OUR VALUES

Humanity
Neutrality
Accountability
Quality
Impartiality

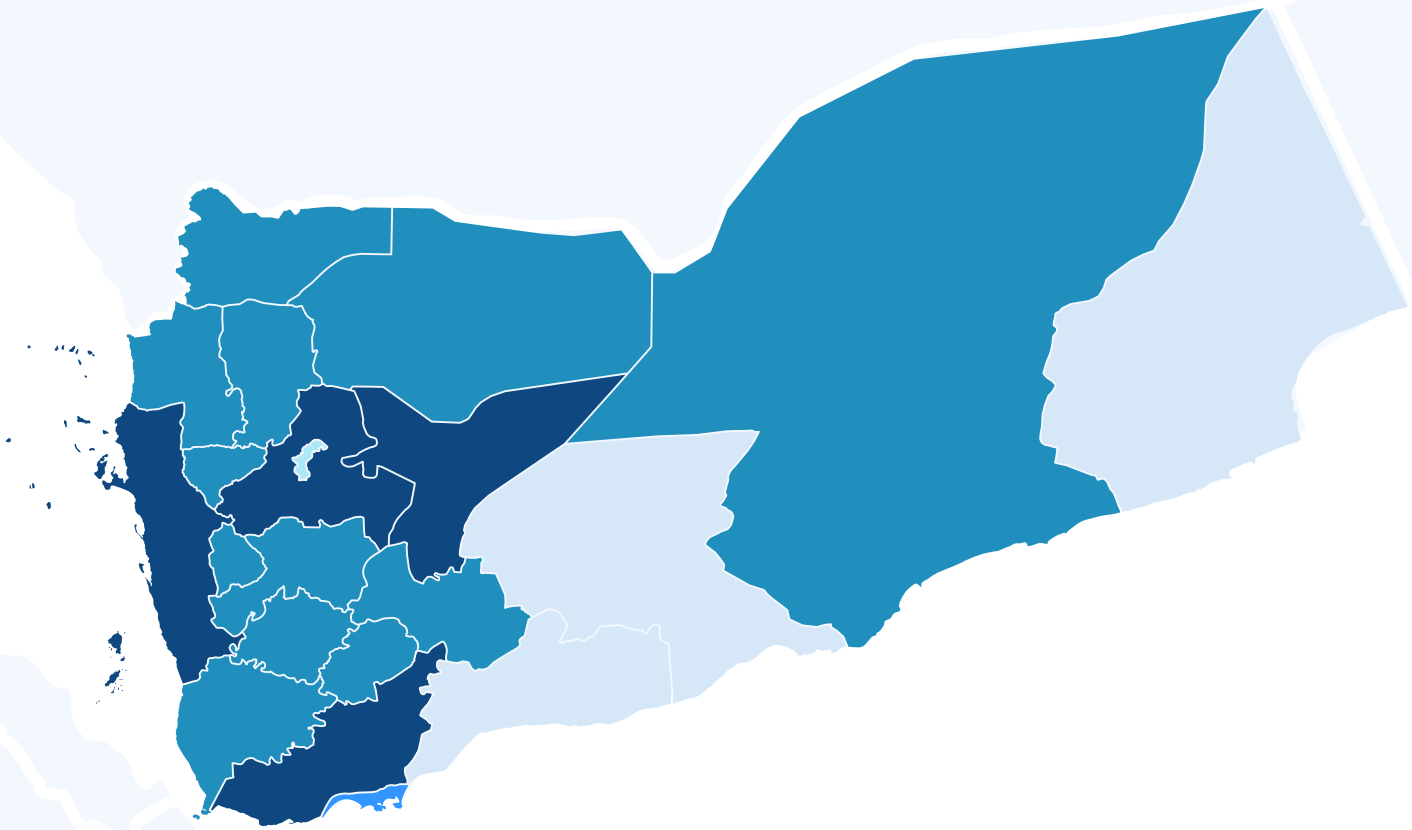


*Building Foundation for Development (**BFD**)*
Africa Sub-Coordination Office
*Sudan Branch (**Planned**)*

Establishing a Promising Presence in Sudan



INTERVENTION OVERVIEW



Economic Empowerment and Resilient Infrastructure **PROGRAM**

WaSH, Clean Energy and Environment **PROGRAM**

Emergency Aid **PROGRAM**

Public Health **PROGRAM**

Reproductive Health **PROGRAM**

Nutrition **PROGRAM**

Food Security & Livelihood **PROGRAM**

Education and Child Rights **PROGRAM**

Peacebuilding and Community Cohesion **PROGRAM**

PROTECTION **PROGRAM**

YEAR 2022 IN NUMBERS



Health workers trained and supported with incntivesMore

819



Children received IMCI support (50% girls, 50% boys)

199,892



Children received vaccinations (51% girls, 49% boys)

2,455



Preganant and lactating women received reproductive health assistance

273,751

$12,052



Medical consultations conducted, out of whom 70% female beneficiaries

499,729



Household received regular food assistance (in kind, or cash transfers)

333,326



Household provided with access to emergency agricultural, livestock or fishery assistance

300

Empowering Communities, Saving Lives, and Nurturing Growth through Targeted Interventions and Support

Newly displaced people received RRM support **whom 51% female beneficiaries**

28,964

Beneficiaries received protection services, out of whom 73% female beneficiaries

3,726

Malnurished children treated (47% Boys, 53% Girls)

185,958

2,446

PLWs avoided malnutrition

75,980

PLWs with acute malnutrition admitted for treatment

128,502

Children ar risk of malnutrition reached with BSFP support

1,562

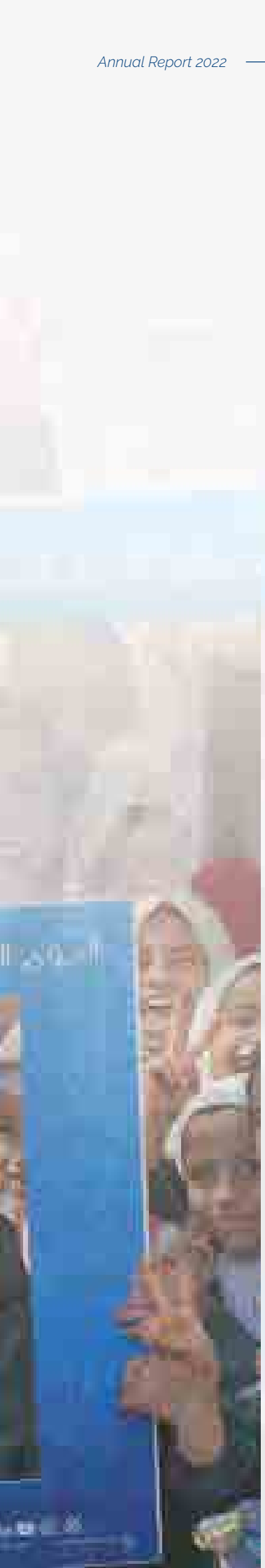
Health Facitlities were supported and provided with needed services and equipment

208

BFD has undergone significant organizational changes, strengthening its operational structure over the past year. These changes are expected to enhance the organization's effectiveness in achieving strategic goals. Notably, BFD has expanded its partnership and membership platform, reaching 18 governorates in Yemen. Through a diverse range of emergency and development programs implemented across **14** projects, BFD has positively impacted the lives of **1,960,564** individuals.



Et parisciis aut faccusa



Results of Our **Achievement**

Expanding Partnerships, Membership, and Program Reach to Transform Lives Across Yemen's Governorates

Over the past year, we have been implementing fundamental organizational changes at all levels of BFD's operational structure. We believe that these changes are enabling us, as an even stronger national organization, to achieve our strategic goals more effectively. BFD has extended its partnership and membership platform, reached 18 governorates in Yemen, and covered (1,960,564) individuals with a broad range of emergency and development programs throughout (14) Project dispersed across BFD's main sectorial programs detailed below.

Economic Empowerment and Resilient Infrastructure **PROGRAM**

WaSH, Clean Energy and Environment **PROGRAM**

Emergency Aid **PROGRAM**

Public Health **PROGRAM**

Reproductive Health **PROGRAM**

Nutrition **PROGRAM**

Food Security & Livelihood **PROGRAM**

Education and Child Rights **PROGRAM**

Peacebuilding and Community Cohesion **PROGRAM**

PROTECTION **PROGRAM**

SUSTAINABLE DEVELOPMENT GOALS

01 Reproductive Health **Program**

PROGRAM GOAL

Strengthing Primary and Comprehensive Emergency Obsteric and Neonatal Services in Targeted Areas.
Participate in reducing maternal and neonatal morbidity and mortality by providing all essential obstetric emergency services in a manner that ensures access to safe motherhood services in targeted HFs

PROJECTS

4

PARTNERS

UNFPA, LWR, YHF,

Reached Individuals

273,751

Women

PROGRAM INDICATORS

Indicator	*Women*
# of Antenatal Care (ANC)	128,502
# of Post Natal Care (PNC)	45,884
# of deliveries that conducted by skilled health workers in facility or home	30,897
# of C-Section	7881
# Of Family Planning (FP)	60587
# Of Health Facilities BeMONIC & CeMONIC	

BFD provided reproductive health services to reduce maternal and infant mortality rates, by running the emergency obstetric and newborn as an emergency humanitarian response, which aimed to meet the people's needs and to ensure safe motherhood since Oct 2018.



BFD continues its core business in caring and supporting women and newborns whilst also adapting to a rapidly changing health system environment through participating in saving lives within the most in need remote and hard to reach areas, IDPs camps and hosting communities, via both mobile medical teams and health facilities (HFs) levels by providing lifesaving RH services, including antenatal care, safe delivery (normal delivery and Cesarean sections), post-natal care, family planning services. In addition to facility services, BFD runs an awareness campaign with health workers to increase community knowledge of available services, the importance of accessing safe and proper perinatal care. Furthermore, we have improved MNH infrastructure and health workers' capacity as well as the construction and maintenance of health facilities destroyed or damaged during the conflict. The project provides emergency reproductive health services and supporting HFs with essential medication, medical supply, essential equipment, cleaning tools and printed materials, as well as the operational supportive cost of fuels, water and electrical supply, as needed for enhancing the provision of services and their stability to cover a large number of the population within their tire zones, especially in remote areas, and supporting RH health with their regular monthly financial incentives.

Reproductive Health **Program**




UNFPA
YEM
United Nations Population Fu

02 Health Care Program

PROGRAM GOAL

Ensure healthy lives and promote wellbeing for all at all ages

PROJECTS

4

PARTNERS

YHF, DKH, LWR, IRC

Reached Individuals

109,793 Men
126,739 Women
233,417 Boys
232,946 Girls

PROGRAM INDICATORS

Indicator	Men	Women	Boys	Girls	Total
# Of medical consultations conducted	109392	126321	134267	129749	109,392
# Of children received IMCI support			97,947	101,945	
# Of children under one year received penta 3			1203	1252	
# Of HWs supported with incentives	401	418			401

BFD has provided excellent emergency and developmental response projects at various levels of health care, primary, secondary, and tertiary levels, to facilitate smooth access to quality essential services in addition to supporting the delivery of critical health services in emergency settings and strengthening the emergency care and referral system, as well as trauma services.



12

Additionally, BFD has contributed to reducing the morbidity and mortality rate in remote and most deprived conflict-affected areas by improving access to health care services, strengthening and developing health systems, and contributing to the provision of lifesaving instructions as well as preventing, detecting, and responding to epidemic-prone diseases such as COVID-19, cholera, vector-borne diseases such as dengue fever and malaria and other prevalent communicable diseases, also by improving infection prevention and control measures within communities and HFs.
BFD implemented Major rehabilitation and maintenance, especially for closed and damaged HFs due to the ongoing conflict, in addition to building and expanding HFs building to deliver Comprehensive health services.

BFD-activated health facilities are always provided with various medical equipment, furniture, medications, medical supplies, running operational costs, laboratory services, and the needed IEC materials; also, implementing WASH within health facilities depends on detailed need assessment, ensuring the delivery of integrated MSP services in the targeted HFs following the MOPH guidelines.
Nevertheless, BFD gave great importance to building the capacities of the health workers, ensuring the delivery of high-quality health services.
On the tertiary level BFD has established Physiotherapy Centers for disabled people and recruited psychologists to provide PFA, PSS, referral, follow-ups, and awareness sessions for vulnerable host communities and IDP.

Health Care **Program**





05 Nutrition Program



PROGRAM GOAL

Strengthening Preventive and Curative Nutrition Services to Reduce Malnutrition for Children under Five and PLWs.

PROJECTS

4

PARTNERS

WFP, LWR, DKH, IRC

Reached Individuals

130,765 Women
49,602 Boys
85,040 Girls

PROGRAM INDICATORS

Indicator	*Women*	*Boys*	*Girls*	*No People*
# Of caregivers of infants and children aged 6-23 months received awareness messages	75,980			
# Of boys and girls aged 6-59 months	52,878	48,910	84,170	
admitted for MAM treatment		692	870	
# Of boys and girls aged 6-59 months admitted	1,907			
# Of OTPs Supported				196
Of MMT Supported				12



BFD provided reproductive health services to reduce maternal and infant mortality rates, by running the emergency obstetric and newborn as an emergency humanitarian response, which aimed to meet the people's needs and to ensure safe motherhood since Oct 2018.



13

BFD has been contributing to reducing the morbidity & mortality rates and the number of malnourished children under five & pregnant and lactating women. It has also strongly been focusing on the nutrition programs in Yemen in both aspects; technical as participating in the preparation of national guides on nutrition, carrying out nutritional surveys, on assessment programs, and work spans from responses activities through both community and facilities levels programs. Moreover, BFD actively participates in crucial working groups, SAG, IYCF WG, NITWG, SMART WG, CMAM WG, IPC WG,etc. BFD prioritizes the prevention of malnutrition as it reduces human suffering, which is the most effective path to long-lasting results to avoid any deterioration of children under two and pregnant and lactating women (PLW).— BFD provides treatment and links it to long-term care to prevent them from becoming malnourished again
Moreover, BFD participated in social behavioral changes activity in targeted communities to raise awareness among pregnant and lactating women, a session attendance conditional cash to increase breastfeeding practices and mother feeding in the first thousand days of child life preventing chronic malnutrition in the long term.

Nutrition **Program**





04 Food Security & Livelihoods **Program**

PROGRAM GOAL

Increase availability and access to secure, safe and lifesaving food for the most vulnerable households through the provision of emergency assistance.
Protect and promote livelihoods and build assets to enhance resilience.

PROJECTS

7

PARTNERS

FAO, WFP, MAA, DKH, VHI/BMZ

Reached Individuals

58,094 Men
67,149 Women
71,273 Boys
69,129 Girls

PROGRAM INDICATORS

Indicator	Women	Boys	Girls	Men
# of Individuals provided with emergency food assistance on monthly basis (in kind, cash transfers, or vouchers)	67,149	71,273	69,129	58,094

BFD provided reproductive health services to reduce maternal and infant mortality rates, by running the emergency obstetric and newborn as an emergency humanitarian response, which aimed to meet the people's needs and to ensure safe motherhood since Oct 2018.



14

BFD's Food Security and Livelihoods Program is a comprehensive program designed to address the myriad challenges faced by vulnerable households in obtaining sufficient, safe, and nutritious food by focusing on core areas: providing emergency assistance, protecting and promoting livelihoods, and building assets to bolster resilience among affected communities. To increase availability and access to secure, safe, and lifesaving food for the most vulnerable households, the program offers a wide array of support, such as providing emergency assistance through food rations, cash transfers, or food vouchers; distributing seeds, tools, and other agricultural inputs to aid in the restoration of agricultural production; strengthening local food markets, value, and supply chains to ensure the availability and accessibility of diverse and nutritious food; and training community members on food security and nutrition issues to facilitate effective response and recovery.

In addition to providing immediate assistance, the program seeks to protect and promote livelihoods and build assets to enhance resilience through supporting income-generating activities diversification via skills training, start-up grants, and market linkages; promoting the adoption of climate-smart agriculture and improved farming techniques to boost productivity and resilience to shocks; implementing community-based natural resource management initiatives to sustainably manage and protect essential resources; and strengthening communities' capacity to prepare for, respond to, and recover from shocks and stresses through early warning systems, contingency planning, and community-based disaster risk management; The success of the Food Security and Livelihoods Program hinges on close collaboration with local authorities, community-based participation and planning, and communities to ensure effective implementation and long-term sustainability, with monitoring and evaluation serving as integral components to track progress, assess impact, and inform necessary adjustments to the program strategy.

Food Security & Livelihoods **Program**





05 WaSH, Clean Energy and Environment **Program**

PROGRAM GOAL

To ensure availability and sustainable management of water and sanitation for all;
To ensure access to affordable, reliable, sustainable and modern energy for all;
Maximize the management of natural resources by communities and take urgent action to combat climate change and waste disposal and their impacts

PROJECTS

3

PARTNERS

BMZ/VHI, UNDP, DKH

Reached Individuals

49,414	Men
59,097	Women
61,907	Boys
64,627	Girls

PROGRAM INDICATORS

Indicator	*Women*	*Boys*	*Girls*	*Men*
# of people reached with hygiene promotion and community engagement activities	16,744	11,053	15,110	7,300
Estimated # of people served by cleaning campaigns	6,764	7,189	6,948	5,857
# Of people trained in key hygiene messages and community engagement approaches	80			
Estimated # of people served by repair, rehabilitation or augmentation of sanitation systems	2,074	2,372	2,121	2,076
# Of people trained with water supply and sanitation capacity building activities				26
# Of people supported with access to at least 7.5 lpd of safe water	23,559	29,097	28,500	24,066
# Of people benefited from WaSH facilities rehabilitaed / constructed	9,876	12,196	11,948	10,089

BFD provided reproductive health services to reduce maternal and infant mortality rates, by running the emergency obstetric and newborn as an emergency humanitarian response, which aimed to meet the people's needs and to ensure safe motherhood since Oct 2018.



15

BFD has been prioritizing WASH in its nationwide interventions being one of the major sectors in the organization and by implementing all various lines of activities at all levels of facilities, community and household, BFD is contributing to ensuring that every vulnerable person living in poverty and experiencing disadvantage throughout the county of Yemen (prioritizing the remote, rural, and chronically vulnerable people) has the right and improved access to safe drinking water and sanitation facilities and long-term durable WASH services via the provision of emergency water, sanitation and hygiene services, and restoration of sustainable water and sanitation systems. We also have been incorporating green initiatives and environmental management into the design of all of its projects and programs to ensure that the people have improved wellbeing due to the holistic environment and improved resilience in response to the pervasive effects of climate change while reducing the risk of natural disasters and strengthen the capacity of communities and institutions to respond to emergencies, while promoting clean, sustainable energy sources

WaSH, Clean Energy and Environment **Program**





06 Economic Empowerment and Resilient Infrastructure **Program**

PROGRAM GOAL

To promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.
To build resilient infrastructure, promote inclusive and sustainable industrialization, and foster innovation.
To make cities and human settlements inclusive, safe, resilient, and sustainable.

PROJECTS

2

PARTNERS

WFP, BMZ/VHI

Reached Individuals

24,328	Men
28,876	Women
26,480	Boys
27,765	Girls

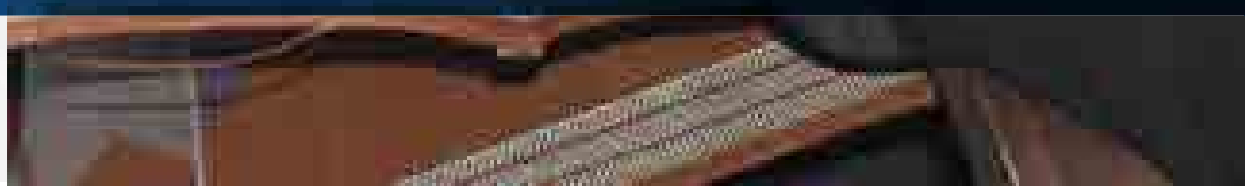
PROGRAM INDICATORS

Indicator	*Men*	*Women*	*Boys*	*Girls*	*No People*
# Of people benefited from the constructed and rehabilitated community assets and infra-structures	15,227	18,003	15,341	16,747	
# Of people economically empowered		300			
# Of people received cash assistance	9,101	10,573	11,139	11,018	
# Of Assets constructed and rehabilitated					84
# Of community and social infrastructure constructed and rehabilitated (Schools and health facilities)					25

BFD provided reproductive health services to reduce maternal and infant mortality rates, by running the emergency obstetric and newborn as an emergency humanitarian response, which aimed to meet the people's needs and to ensure safe motherhood since Oct 2018.



BFD has expanded further to follow the paradigm of sustainable development goals, which aims at economic development in an efficient and sustainable way through many tendencies, which mainly comes with BFD main mandate that can be also reflected from the organization name (BFD) which stands for "Building Foundation for Development."
BFD has devised a coherent implementation strategy in order to ensure that the recovery of community infrastructure starts as early as possible and meets the immediate, medium and longer-term needs of the affected community. Once the identification and prioritization of community infrastructure schemes have been undertaken by BFD, the task of designing straightforward engineering solutions, and undergoing any relevant tendering and contracting processes is not complicated and can be readily pursued in accordance with BFD standard procedures. BFD covers schemes, which correspond to different areas or sectors, such as water, education, health and FFA.



Economic Empowerment and Resilient Infrastructure **Program**





07 Education and Child Rights **Program**

PROGRAM GOAL

To ensure that all girls and boys complete free, equitable and quality primary and secondary education leading to relevant and effective learning outcomes and having access to quality early childhood development, care and pre-primary education so that they are ready for primary education.
To ensure equal access for all women and men to affordable and quality technical, vocational and tertiary education, including university; and ensure that vulnerable youth and adults achieve literacy, numeracy, and have relevant skills, including life, technical and vocational skills, for employment, decent jobs and entrepreneurship

PROJECTS

1

PARTNERS

Save the Children

Reached Individuals

251	Men
174	Women
3,163	Boys
4,916	Girls

PROGRAM INDICATORS

Indicator	Men	Women	Boys	Girls	No People
# Of children supproted with Child Protection and Sponsorship actions			355	585	
# Of Indivisuals benefited from EIE trainings for FMCs	251	174	2,808	4,331	
# Of targeted schools					17

BFD provided reproductive health services to reduce maternal and infant mortality rates, by running the emergency obstetric and newborn as an emergency humanitarian response, which aimed to meet the people's needs and to ensure safe motherhood since Oct 2018.



Since education is a powerful element of recovery and development and is one of the strongest tools for decreasing poverty and convalescing health, gender equality, peace, and stability in Yemen, BFD has taken serious steps towards renovating the education system, mainly and directly in rural areas and conflict-affected areas for displaced children, girls, and most vulnerable children across many prioritized areas in Yemen; and ensure that schools remain open and operational

BFD's current overall education programs aim to ensure inclusive and equitable quality education and promote lifelong learning opportunities for all. These programs are based on three main components represented:

1- Access to Schools: Implementing Education in Emergencies programs, Creating Teaching and Learning Materials, School Meals, and Early Education.

2- Literacy and Numeracy: for Youth and adolescents.

3- Education Technology and Capacity of local institutions:

Digital Initiatives and Strengthening the Education institutions

Education and Child Rights **Program**





08 Emergency Aid Program

PROGRAM GOAL

The objectives of emergency aid program is to save live, alleviate suffering and maintain human dignity during and in the aftermath of man-made crises and natural disasters, as well as to prevent and strengthen preparedness for the occurrence of such situations.

PROJECTS

2

PARTNERS

UNFPA,DKH

Reached Individuals

16,458	Men
20,120	Women
28,268	Boys
26,751	Girls

PROGRAM INDICATORS

Indicator	Men	Women	Boys	Girls
# Of displaced people assessed and verified on movement and location within 72 hours to receive RRM support	5,199	6,327	8,949	8,489
# Of Newly displaced IDP an d returnee Household receiving RRM kits	5,199	6,327	8,949	8,489
# Of HHs referred cases to receive GFA assistance through humanitarian partners (WFP)	4,585	5,685	7,996	7,584
# Of HHs referred to receive protection assistance through humanitarian partners	654	842	1,172	1,058
# Of Pregnant women referred to receive RH	821	939	1,202	1,131

BFD provided reproductive health services to reduce maternal and infant mortality rates, by running the emergency obstetric and newborn as an emergency humanitarian response, which aimed to meet the people's needs and to ensure safe motherhood since Oct 2018.



Humanitarian aid refers to mostly short-term assistance embodied in punch of delivering assistance according to the priority Clusters identified in coordination and cooperation with all humanitarian actors aims to rescue the most affected population from the sever conditions through delivering contingency assistance which reflect the practiced programs BFD has been working as follow:

Emergency Shelter Kit (ESKs).
Emergency Transitional Kit (ETK).
Non-Food Items (NFIs).
Rehabilitation of the most affected HHs.
Rapid Response Mechanism (RRM).
Emergency Food Basket (EFB).

The goal is to save lives, relieve suffering, and protect human dignity and meeting these goals is expensive but necessary. Humanitarian aid is essential during crises like droughts, natural disasters, or conflicts. The role is to help during the first phase of an emergency and assist in coordinating incoming international relief. The above cited emergency programs are functioned based on the targeted areas to help rapidly which can help in reducing the suffering of the affected population. For Example, it's essential to "restoring personal security, self-sufficiency and dignity." Providing shelter during crises can be complicated. In Yemen, IDPs often have to live informal settlements where conditions can be poor. Shelter concerns include shelter materials, technical support, rental support, cash assistance, safety, privacy, and more. Without proper shelter, it's very difficult for a community to regroup and rebuild.

Crises like drought, flooding, and conflict affect everyone, but certain groups are more vulnerable. Women and girls face more risks during displacement and when protective structures and support dissolve. They often handle risky responsibilities; therefore, CCCM program in coordination and cooperation with RRM program helped a lot to integrate the efforts among all humanitarian actors to provide the assistance which met the needs .

Emergency Aid **Program**





09 Protection Program

PROGRAM GOAL

To achieve gender equality and empower all women and girls
To promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels.

PROJECTS

2

PARTNERS

UNFPA, Save the Children

Reached Individuals

920	Men
2,931	Women
684	Boys
784	Girls

PROGRAM INDICATORS

Indicator	Men	Women	Boys	Girls
# of persons benefiting from psychosocial support	836	2,916	454	598
# of persons benefiting from community centers providing protection assistance and support services	84	15	72	38
# of persons benefiting from legal assistance			79	74
# of children reached with critical child protection services			79	74

BFD provided reproductive health services to reduce maternal and infant mortality rates, by running the emergency obstetric and newborn as an emergency humanitarian response, which aimed to meet the people's needs and to ensure safe motherhood since Oct 2018.



19

In order to contribute in delivering protection assistance and services to vulnerable, conflict-affected, and displaced individuals, especially for vulnerable women, children, and GBV survivors, BFD has strongly been focusing on Protection programs through dualistic main aspects:
Exclusively protection programs through establishing community centers and Gender-Based Violence (GBV) programmes and networks. Moreover, BFD links its child protection and GBV services closely to healthcare, education, economic development, equality, and humanitarian response for each child and his family;
BFD has also successfully engaged all the protection core principles and adopted complementary mechanisms for Child Protection (CP) and GBV within all of its multi-sectorial activities in Health, Nutrition, WaSH, FSL, Shelter, Education, and CCCM.
BFD works to improve the predictability, leadership, effectiveness, and accountability of response to ensure that protection is central to humanitarian action. Not only does BFD work in one sector to strengthen protection, but it also works in all sectors to enhance real protection.

Protection **Program**





10 Peacebuilding and Community Cohesion **Program**

PROGRAM GOAL

To create a sustainable peaceful environment by placing great emphasis in linking the paradigm of DEA, increasing local-level social cohesion, and strengthening conflict management capacities and mechanisms
Develop effective, accountable and transparent institutions and ensure responsive, inclusive, participatory and representative decision-making at all levels while ensuring for the provision of basic services for the vulnerable communities

PROJECTS

1

PARTNERS

BMZ/VHI

Reached Individuals

1,120	Men
2,975	Women
526	Boys
336	Girls

PROGRAM INDICATORS

Indicator	Men	Women	Boys	Girls
# of People trained on conflict resonation	836	2,916	454	598
# of Workshops conducted	84	15	72	38
# of Peace building initiatives made	200	44		

BFD provided reproductive health services to reduce maternal and infant mortality rates, by running the emergency obstetric and newborn as an emergency humanitarian response, which aimed to meet the people's needs and to ensure safe motherhood since Oct 2018.



BFD has been focusing on including peacebuilding and community cohesion initiatives, including reintegration of internally displaced people and returnees to their original areas of habitation or preference, community dialogue, and women inclusion.
BFD also works towards strengthening the resilience of local communities in the face of future conflicts, reinforcing local conflict resolution mechanisms, reducing the reality of local tensions, and addressing local conflicts.

Peacebuilding and Community Cohesion **Program**





OUR SUCCESS STORIES

no. 01 Building Hope: **Bassam's** Journey to a Roofed **Home**

Story

Bassam, a hardworking 28-year-old residing in the poverty-stricken Al-Balassah village within the Barat Al-Anan district of Al-Jawf governorate, faced immense challenges due to the lack of job opportunities and dire living conditions. Struggling to provide for his six children, his family resided in a small house without a roof, enduring hardships and difficulties in meeting their basic needs.

However, hope arrived in the form of the Food Assistance for Assets (FFA) project, implemented by the Building Foundation for Development (BFD) in partnership with the World Food Programme (WFP). Bassam, like other vulnerable individuals in his community, was selected as a beneficiary of the project. With determination and a newfound skill in stone formation, he set out on a transformative journey.

Over time, through his work in asset rehabilitation and with the financial assistance provided by the project, Bassam was able to improve his family's living standards and construct a much-needed roof for their home. The impact was profound, as Bassam expressed his gratitude for the intervention. He shared his aspirations for the sustainability of such projects, emphasizing the positive effects they have on communities and the multitude of beneficiaries they support.

Bassam's story serves as a testament to the power of hope, determination, and support in breaking the cycle of poverty. Through the FFA project, he not only acquired skills but also gained the means to provide a safe and sheltered environment for his family. The transformative impact of the project has brought joy and gratitude to Bassam and his loved ones, highlighting the importance of interventions

A Success Story from the Al-Jawf FFA Project



OUR SUCCESS STORIES

no. 02 Miraculous Recovery: Maraheb and **Jawaher's** Journey to **Healing**

Story

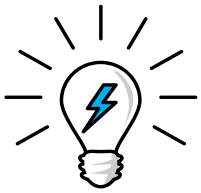
In a moment of distress, Maraheb and Jawaher, two young girls, found themselves in a dire situation after a severe accident. Thankfully, they were swiftly transported to Mohammed Al-Durah Health Center, a facility supported by the Building Foundation for Development (BFD) and funded by the German Federal Foreign Office (GFFO) in partnership with Diakonie Katastrophenhilfe (DKH).

At Mohammed Al-Durah HC, the dedicated health workers provided Maraheb and Jawaher with the essential healthcare needed for their injuries. With compassion and expertise, they cleaned and sterilized the wounds, administered necessary treatments, and diligently monitored the girls' health until their complete recovery.

The injuries suffered by Maraheb and Jawaher were deep and in sensitive areas—the neck and face, respectively. The health workers at Mohammed Al-Durah Health Center went above and beyond to ensure their meticulous treatment and closely followed their progress. The extraordinary efforts of the medical team led to the successful healing of the girls' injuries.

The family of Maraheb and her cousin Jawaher expressed their heartfelt gratitude to the health workers supported by BFD for their unwavering dedication and compassionate care. The initial panic and fear felt by the family upon arrival at the center were quickly alleviated as they witnessed the immediate attention and treatment provided to their injured children.

Today, Maraheb and Jawaher are happy and free from the pain and fear that once plagued them. Their recovery has been nothing short of miraculous, thanks to the assistance and support received at Mohammed Al-Durah Health Center. Maraheb herself shared her experience, expressing her relief and joy at being able to touch her neck without any pain.



A Success Story from Mohammed Al-Durah Health Center

Supported by BFD, Mohammed Al-Durah Health Center in the Al-Wadi district serves a diverse range of patients, including women, children, and those injured in accidents. Many of the patients come from challenging living conditions in IDP camps, particularly during times of conflict and displacement.

Maraheb and Jawaher's success story is a testament to the transformative impact of dedicated healthcare professionals and the crucial support provided by organizations like BFD. Through their efforts, lives are saved, pain is alleviated, and hope is restored, shining a light on the resilience and strength of individuals and communities in the face of adversity.



no. **02**

Miraculous Recovery: Maraheb and **Jawaher's** Journey to **Healing**




Diakonie
Katastrophenhilfe

OUR SUCCESS STORIES

no. 03 Harmony Amidst Chaos: Shoeiah's Pilgrimage from Desolation to Resilience

Story

In Marib Governorate, As the rain poured down relentlessly one fateful night, Shoeiah and her family slumbered, unaware of the catastrophe that awaited them. The tempestuous winds tore through their meager shelter, leaving it in ruins, and their meager livelihoods were swept away in its wake. When they awoke, they were confronted with the harsh reality of being homeless and destitute, with no food to sustain them.

"In the beginning, we tried to find solace, but it felt like a mere illusion as problems relentlessly pursued us," Shoeiah recounted, her voice tinged with the weight of her struggles. "To live without a home, without food or even proper clothing, is a soul-crushing experience that I wouldn't wish upon anyone," she continued her words carrying the weight of countless sleepless nights and unspoken fears.

In their darkest hour, Shoeiah and her family found a glimmer of hope in the form of the Building Foundation for Development's (BFD) Rapid Response Mechanism (RRM) team and supported by UNFPA. Swiftly responding to the dire circumstances, the RRM team provided Shoeiah and her family with essential RRM kits, offering them not just material support but also a lifeline to maintain their dignity in the face of adversity. Grateful for the assistance, Shoeiah expressed her appreciation, saying, "The aid we received covered our immediate needs, including food. I hope to be included in further aid programs, as we continue to rebuild our lives."

The RRM team, driven by their unwavering commitment to assist internally displaced persons (IDPs) in their time of need, acted as a guiding light in the midst of darkness. Their swift response ensured that Shoeiah and others like her received the necessary support to navigate these challenging circumstances. Understanding the urgency and importance of timely assistance, the RRM team worked tirelessly to provide aid as soon as an IDP arrived, standing as a pillar of strength for those in the midst of despair.



Success Story from IDPs Marib Governorate

While the initial aid provided by the RRM team offered a glimmer of hope, Shoeiah and her family were referred to other humanitarian actors who would extend further assistance. These organizations would address vital needs such as shelter, NFIs, MPCA, and protection. . Through a network of collective efforts, Shoeiah and her family would receive comprehensive support to rebuild their lives, piece by piece.

In the symphony of hope playing amidst the ruins of Shoeiah's life, the RRM team's swift response was just the opening note. The melody of recovery and resilience would continue as Shoeiah and her family moved forward, buoyed by the compassion and dedication of countless individuals and organizations working together to restore their dignity and offer a new beginning.

As Shoeiah's story unfolds, it serves as a poignant reminder that in the face of adversity, humanity's harmonious symphony of compassion can rise above the darkest of circumstances. With each act of kindness and every hand extended in support, we weave a tapestry of hope, resilience, and the unwavering belief that together, we can create a brighter future for Shoeiah, her family, and countless others who find themselves caught in the storms of life.



OUR SUCCESS STORIES

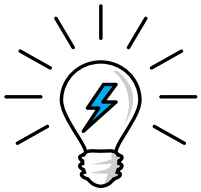
no. 04 Igniting Hope: **Namran's** Journey from Displacement to Education

Story

In a world where every child deserves a nourishing childhood, access to quality education, and a glimmer of hope for their future, Namran's story stands as a testament to the transformative power of education. Like many children in war-torn Yemen, in Marib governorate the 12-year-old endured the cruel consequences of violence, both within and outside the confines of his school. Displaced from his home, he found himself out of school or forced to drop out due to the lack of a safe learning environment and the absence of quality education. However, in the face of these challenges, BFD recognized the urgent need to address the education crisis affecting countless children impacted by the conflict.

Proposing a project supported by ECW through NRC, BFD embarked on a mission to bring about a substantial and sustainable reduction in the number of out-of-school children. Al Farooq School, once devoid of a supportive learning environment, became a focal point of transformation. Insufficient facilities, including inadequate capacity, lack of proper sanitation facilities, and scarcity of learning materials, coupled with the absence of specialized psychosocial support roles, had forced many students to bid farewell to their education.

Committed to ensuring that every child had the opportunity to continue their education, BFD set out to improve the learning environment. Al Farooq School underwent a remarkable rehabilitation, with additional classrooms and separate latrines constructed, designed to cater to the needs of disabled individuals. also equipped the school with chairs and whiteboards, while providing the students with essential school bags. Moreover, psychosocial support and life skills training were offered to the students, along with referral services.



Success Story from Al-Farook School in Marib Governorate

"Before the support provided by the project, I spent two years outside the classroom, devoid of friends and lacking any desire to study. But now, I find joy in learning and being at school," Namran joyfully expressed.

In addition to addressing access to education, BFD recognized the financial constraints faced by children like Namran, who struggled to afford schooling supplies. Through their efforts, school bags were distributed, ensuring that no child was left behind. By providing comprehensive psychosocial support services, BFD not only brought smiles to the faces of these resilient students but also nurtured their dreams for a brighter future.

Namran, once disheartened and disengaged, has now become an active and enthusiastic student, driven by a strong desire to learn. With dreams of becoming a mechanic engineer, he embodies the transformative impact of education. BFD not only kindled a passion for learning within Namran but also guided him toward a future brimming with possibilities.

In the pursuit of education, BFD has not only imparted knowledge but has become a beacon of hope, rekindling the spirits of children like Namran, and paving the way for a generation determined to overcome adversity and shape their own destinies.



OUR SUCCESS STORIES

no. 05 Nourishing Hope: **Saeeda's** Resilience Amidst Adversity"

Story

Amidst the unforgiving circumstances and soaring food prices that plague Yemen, a profound majority of its population find themselves in the clutches of food insecurity, grappling with hunger and plunging into the depths of abject poverty. However, in the face of this dire situation, BFD, in collaboration with the invaluable support of WFP, has embarked on a mission to deliver crucial general food assistance to the vulnerable communities residing in Al-Hali district of Al Hudaydah governorate.

Saeeda Ali Bukhet, a weathered widow hailing from Al Marawiyah district, has been a witness to the upheaval that has ravaged her homeland. Forced to abandon the sanctuary of her own home, she sought solace in Al-Hali district, joining the ranks of IDPs who now call makeshift tents their temporary abode.

"It has been an eternity since I have lived in solitude. My beloved husband has passed away, and my sons have embarked on their own journeys, settling down with their own families and children. Unfortunately, none of them extend a helping hand, offer support, or provide me with shelter," Saeeda lamented, her voice heavy with sorrow.

"In all honesty, I am unaware of the organization responsible for extending this much-needed aid to me. Moreover, the suspension of food rations compounded my suffering exponentially. During those bleak months, I found myself in a dire predicament, devoid of any alternative income to purchase sustenance. As you are well aware, the cost of food escalates with each passing day," Saeeda added, her words tinged with desperation. Undoubtedly, the general food assistance provided by compassionate organizations has become a lifeline for countless vulnerable individuals, just like Saeeda.



A success story from GFA or Al Hali district

With a glimmer of hope in her weary
finally arrived, even though the qu
continue to reach her and others wh

In the midst of vast uncertainty ar
striving relentlessly to alleviate the
a ray of hope, ensuring that the flan



eyes, Saeeda expressed her overwhelming joy when the resumption of assistance
uantity provided had diminished. She fervently prayed that this vital aid would
ho find themselves in similar vulnerable circumstances.

nd tumultuous times, organizations like BFD stand as beacons of compassion,
suffering of the most vulnerable. Through their unwavering dedication, they offer
nes of hunger are smothered and the cries of the hungry are silenced.

OUR SUCCESS STORIES

no. 06 Rekindling Life: **Al Anoud's** Remarkable Journey from Desperation to Resilience

Story

In the rural areas and villages of Yemen, particularly in the Al Jawf governorate, the escalating food prices have put an alarming number of children, pregnant women, and lactating mothers at a heightened risk of malnutrition. To combat this pressing issue, BFD, in collaboration with the support of WFP, has taken the initiative to provide vital nutrition services at select health facilities in the Bart Al Anan and Rajuza districts.

One such beneficiary of this program is Al Anoud, a tender 18-month-old girl hailing from the village of Al Zafaq in the Bart Al Anan district. Weighed down by weakness and exhaustion, Al Anoud's mother brought her to Al Darb Al Aswad Health Facility, which receives support from BFD. Upon arrival, the compassionate nutrition worker, AShwaq Mohsen, tenderly received the little girl and proceeded to conduct essential anthropometric measurements. The distressing results unveiled that Al Anoud was grappling with moderate acute malnutrition.

The plight of Al Anoud's family is deeply intertwined with their struggle to provide sustenance amidst the ongoing crisis. Her father, Musa'a, burdened by an unstable income, found it arduous to provide for his children and wife, especially during his wife's pregnancy. "I myself suffer from poor nutrition, and at times, I am unable to breastfeed my daughter due to the lack of milk," lamented Rahah, Al Anoud's 23-year-old mother.

Consequently, the family faced insurmountable obstacles in seeking medical treatment at hospitals or private clinics. Guided by the results of the screening and measurements conducted by the diligent health worker, Al Anoud was enrolled in the Targeted Supplementary Feeding Program (TSFP) to receive tailored treatment and nutrition support, aimed at addressing and alleviating the symptoms of malnutrition and restoring her to a healthy weight.



Success Story from Al Darb Al Aswad Health Facilityv

Following her initial visit to the health facility, Al Anoud's mother expressed her heartfelt desire for her daughter to regain her strength and flourish like other children her age. Over a span of approximately four and a half months, Al Anoud received regular treatment and support through the TSFP. During each visit, her mother received invaluable education on the significance of proper nutrition, hygiene practices, and the importance of breastfeeding. At the time of her enrollment in the program, Al Anoud weighed a mere 8.4 kilograms, with a mid-upper arm circumference (MUAC) measurement of only 12 cm. However, through dedicated care and intervention, she made remarkable progress, attaining an ideal weight of 9.2 kilograms and an improved MUAC measurement of 13 cm.

Sustained support for Moderate Acute Malnutrition (MAM) services remains pivotal in addressing the prevailing malnutrition crisis affecting the children of Yemen. It is through the tireless efforts of organizations like BFD that vulnerable individuals find solace in their commitment to alleviate suffering and bring hope to those in need.

In a gesture of profound gratitude, Al Anoud's parents extended their heartfelt appreciation to the dedicated team at BFD, whose unwavering presence in the field continues to alleviate the suffering of the most vulnerable members of society.



Rekindling Life: **Al Anoud's** Remarkable Journey from Desperation to Resilience

OUR SUCCESS STORIES

no. 07 Resilience Amidst Ruin: The Inspiring Journey of **Muluk Mohammed**, the IDP Midwife

Story

Muluk Mohammed, a well-educated woman in her thirties, tragically lost her husband in the early days of the war in Yemen. Muluk, who held a midwifery diploma, had once lived a happy life with her husband and young children. She fondly remembers their laughter and the joy they shared together. However, the war took everything away from her. She expressed her feelings, saying, "I still can hear the laughter of my child and the smile of my husband when they were playing together. Yet, an aggressive, unfair, and unforgiving war has taken all of this from me. I was supposed to be home with my husband raising our children together, not being in an IDP camp alone."

After her husband's death, Muluk stayed with his family, but the conflict eventually reached their village, forcing them to flee to Harib Al Qaramish district, where their daughter lived. Muluk provided shelter for her family until the situation in Nihm district settled down, allowing them to return home. However, the loneliness she felt without her loved ones triggered the pain of her husband's loss. She sadly shared, "I was suffering an unimaginable pain; the pain of leaving the loving ones."

Unfortunately, the war escalated and reached Harib Al Qaramish, posing a severe threat to Muluk's children. Fearing for their lives, she made the difficult decision to flee to her family in Nihm district, Sana'a governorate. However, the only road to Sana'a was blocked due to airstrikes and close-range armed fights. Determined to protect her crawling babies, Muluk embarked on a perilous journey, traversing treacherous mountains for a full day, carrying both her children. She described the hardship, saying, "The night has fallen down, water has run out, and no houses were nearby to shelter us. It was like I am tortured in hell."

Despite the immense challenges, Muluk's determination did not waver. The cries of her exhausted and hungry infants propelled her forward until she reached the safety of her family's home. However, the war soon reached their village again, forcing Muluk and her children to flee once more, this time to the Al Khanq IDP camp in Nihm. She described the camp as a prison-like existence with no basic necessities. She said, "The camp was surrounded by mountains containing no water, no electricity, no network coverage, and not even a market. We were like the walking dead."

determination serve as an inspiration, showcasing the strength of a mother's love and the power of perseverance in the face of adversity.

Continuing their journey, Muluk and her family found themselves in As Sawda campsite in Ma'rib governorate. Despite the cloudy and difficult life, Muluk drew strength from herself for the sake of her children. She faced exceptional challenges as a single mother without a father to support her children. Muluk's priority was to provide for her family, and she tirelessly searched for employment. She shared her struggles, saying, "When one of my kids gets sick, I feel so bad for him since I can't afford medicine for him."

During her time in the camps, Muluk had been providing free health services to internally displaced women. While working, she heard about a job opportunity with the Medical Mobile Team supported by BFD and funded by the UNFPA. Muluk applied for the position and was selected as a midwife. She cherished this opportunity, as it allowed her to fulfill her dreams of bringing happiness to her children and becoming a better midwife. She expressed her aspirations, saying, "My dream is to provide happiness to my children and to become a better midwife. I have lost a lot in my life, but I want my sons to go to school and become successful."

Success Story from As Sawda campsite in Ma'rib governorate

Now, Muluk plays a crucial role in providing humanitarian health assistance to internally displaced persons. Through her work with the Medical Mobile Team, she not only supports her children and family but also finds a sense of purpose and empowerment. Muluk's resilience and determination serve as an inspiration, showcasing the strength of a mother's love and the power of perseverance in the face of adversity.



OUR SUCCESS STORIES

no. 08 Resilience Unleashed: **Abdul Latif's** Triumph to Empowerment

Story

In Al-Jufainah camp in Marib governoarte, Abdul Latif Madhuni, a resilient 38-year-old father of five, resides amidst the harsh aftermath of Yemen's prolonged conflict. Like millions of Yemeni people, he has borne the brunt of the country's economic toll, with limited or no salary for the past year and soaring prices of basic necessities. However, a ray of hope pierced the darkness when the Cash-for-Work (CfW) project, supported by the Building Foundation for Development (BFD) and funded by the German Federal Foreign Office (GFFO) in partnership with Diakonie Katastrophenhilfe (DKH), emerged as a lifeline.

Prior to the project, Abdul Latif relied on a dilapidated rented motorcycle to eke out a meager living for his family. However, this work only plunged him into a cycle of suffering, plagued by frequent breakdowns, the exorbitant cost of oil from the black market, and the perpetual need for costly repairs. "Working on a worn motorcycle that demanded constant repairs consumed most of my earnings, which were already insufficient to cover our daily needs," Abdul Latif lamented. "Sometimes, I had to borrow money to sustain our household, accumulating a burden of debt."

Furthermore, the scarcity of employment opportunities aggravated Abdul Latif's struggle to provide for his family. Despite his relentless search for work, all his efforts were in vain. Faced with mounting hardship, he resorted to renting a motorcycle, hoping it would offer a glimmer of financial stability. However, this illusory solution only added to his burdens. "By the time the project began, I contemplated returning the motorcycle to its owner, as it had become a burden instead of a source of income," Abdul Latif confessed.

However, with the advent of the CfW project, Abdul Latif's fortunes began to change. Engaging in quarrying and building pallets, he found renewed self-confidence. "Through this project, I regained my sense of self-worth," Abdul Latif shared. "It brought me two-fold benefits: a stable income to provide the basic necessities of life, such as oil, sugar, and gas, and the restoration of my confidence to return to my previous profession in construction, which offers a reliable source of income without endangering my well-being."

Initially, Abdul Latif started as an unskilled assistant to more experienced workers, as the project engineers were unaware of his background in construction work. Moreover, he required additional capacity building and training due to the devastating circumstances he had endured. "I am immensely grateful to BFD for giving me the opportunity to work in construction again, retraining me to secure a dignified livelihood for myself and my family," Abdul Latif expressed with gratitude.



Success story form In the Al-Jufainah camp



As the cash-for-work activity drew to a close, and with his self-assurance restored, Abdul Latif embarked on a quest for further construction work opportunities. His journey continues, fueled by newfound resilience and the skills honed through the CfW project. With each step, he strives to break free from the chains of struggle, determined to build a better future for himself and his loved ones.

Abdul Latif's story stands as a testament to the transformative power of empowerment and opportunity. Through the collaborative efforts of organizations like BFD, GFFO, and DKH, individuals like Abdul Latif are provided the chance to rebuild their lives, reclaim their dignity, and forge a path to a brighter tomorrow. As he embarks on this new chapter, Abdul Latif's journey symbolizes the indomitable spirit of those who refuse to be defined by their circumstances, proving that even in the face of adversity, hope can prevail.

Institutional **Building**

Summary of BFD Strategy for 2022-2024

Based on the 2030 Sustainable Development Goals, the approach of interdependence between emergency response, development and peace programs, BFD's sensitive nutrition strategy of 2022-2030, Yemen Humanitarian Response Plan 2021, and drawing on the lessons we have learned, BFD's Strategic Plan 2024-2022 has been set to poverty alleviation in Yemeni society. The plan sets out the strategic objectives that we seek to achieve for the benefit of beneficiary groups in cooperation with our partners in the United Nations and other donor organizations, in coordination with the local authorities, civil society, and the private sector. The strategy also identifies the internal enabling factors that help us to achieve these objectives and outlines, BFD's work plan for the next three years that will contribute to achieving development and humanitarian goals in Yemen. The plan defines the strategic goals that we seek to achieve for the benefit of beneficiaries through creativity, cooperation, multi-sectorial projects, and learning. The plan contains eight strategic objectives that include sectors of BFD's intervention in society, governance, and internal capacity building. The process of preparing BFD's strategic plan was based on a descriptive and analytical approach, through the use of a SWOT analysis model, to survey the internal and external environment which has helped in identifying the internal strengths and weaknesses as a basis for BFD self-evaluation, and to look at external opportunities and threats as a starting point for developing the strategic plan, in addition to evaluating the vision, mission and the strategic objectives of BFD.



STRATEGIC GOALS

1. Enhancing access and equitable use of health and nutritional care services for vulnerable groups.

2. Improving access to food and increasing the resilience of vulnerable families by improving livelihoods and increasing family income.

3. Improving access to water, sanitation, and hygiene services in addition to promoting clean and renewable energy sources.

4. Ensuring that vulnerable groups of men and women have adequate and sustainable opportunities for economic empowerment.

5. Improving boys' and girls' equitable access to education and the life skills needed for employment and entrepreneurship in targeted areas.

6. Promoting safe access to life-saving humanitarian services including protection and basic shelter assistance for vulnerable groups living in emergent situations.

7. Strengthening the capacities of local communities to resolve conflicts and build peace to achieve sustainable development, and build effective, accountable, inclusive, and gender-sensitive institutions.

8. Enhancing institutional building that is administratively, financially, and technically sustainable, gender-sensitive, and based on the foundations of good governance.

> *Building a Sustainable Future: BFD's Strategic Plan for Yemen's Poverty Alleviation*

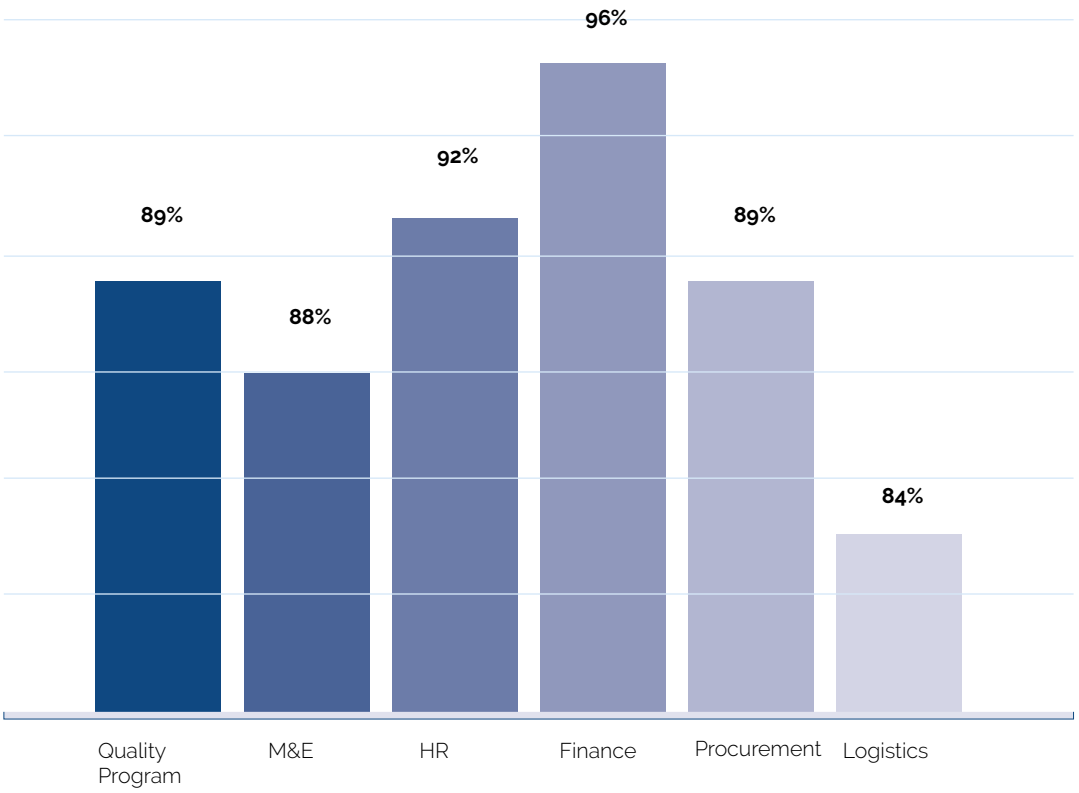


Operational Plan Evaluation

Assessing Progress: Evaluation of BFD's 2022 Operational Plan Implementation

As part of the implementation of the Third BFD's Strategic Plan 2022-2024, the Annual Operational Plans and their periodic review are being prepared. The Annual audit to the 2022 Operational Plan has been implemented through the use of a number of quantitative and qualitative tools by the Quality Management with various departments in the foundation. The average implementation of the operational plan for 2022 was found to be 90% overall. The percentage of implementation varied from department to another, with the highest average implementation of activities of 96% for financial department, while the lowest average implementation of activities was 84% for the logistics department, as illustrated in the graph below.

Average Level of Performance Indicators Implemented



Governance

Building Trust and Ethical Practices: BFD's Governance Framework for Responsible Management

BFD's governance framework is built upon a foundation of core principles that guide its ethical conduct, transparency, and responsible management. These principles, including Humanity, Neutrality, Accountability, Quality, and Equality, shape BFD's interactions with stakeholders, ensuring its operations align with its mission and values. The framework encompasses essential components such as the Articles of Association, Governance Guideline, organizational structure, disclosure policies, and adherence to legal and regulatory standards. By upholding these principles and structures, BFD establishes a culture of good governance that fosters transparency, professionalism, and accountability throughout its operations.

At the heart of BFD's governance approach lies a commitment to key principles that promote transparency, participation, accountability, and the rule of law. These principles are not mere words on paper; they are woven into every aspect of BFD's decision-making processes and relationships, both internal and external. Through their consistent application, BFD ensures that its actions are characterized by fairness, inclusivity, and responsible resource management. This commitment to embedding governance principles into its practices establishes a solid foundation for ethical and effective operations.

BFD's organizational structure is anchored by three essential pillars: Founders, the Board of Trustees, and the Executive Body. The Founders, as signatories to the memorandum of association and shareholders, hold the highest authority within the organization. The Board of Trustees, BFD's governing body, shapes policies, oversees their implementation, and appoints the Executive Director. The Executive Body, composed of specialized units, manages day-to-day operations and translates the Board's decisions into action. This structural hierarchy ensures a clear distribution of responsibilities and effective decision flow.

The pivotal role of the Board of Trustees within BFD's governance cannot be overstated. This body holds the responsibility for establishing the organization's overarching policies, reviewing financial statements, approving budgets, and providing strategic guidance. Its diverse composition brings together expertise from various fields, ensuring comprehensive oversight and well-informed decision-making. The Board's leadership and direction set the tone for BFD's operations, reflecting its commitment to ethical and effective governance.

Complementing the Board's oversight, BFD establishes temporary and permanent committees that play critical roles in governance. The Risk and Compliance Committee monitors risk levels and compliance with regulations, enhancing accountability. The Policy Development Committee drives the evolution of internal policies and procedures, ensuring alignment with BFD's mission and objectives. The Program Development Committee contributes expertise to enhance programs and initiatives. These committees collectively strengthen BFD's risk management, policy alignment, and program effectiveness.
BFD's control framework is designed to ensure compliance, transparency, and effective risk management. It encompasses internal and external audit mechanisms, risk and compliance oversight, and monitoring and evaluation units. Internal audits validate adherence to internal controls, while external audits verify financial accuracy. The Risk and Compliance Committee maintains vigilance over risk levels and regulatory compliance. The monitoring and evaluation unit assesses program effectiveness and alignment with BFD's mission. This multi-layered approach reinforces BFD's commitment to accountability and continuous improvement.

BFD's governance framework is not just a theoretical construct; it is a lived commitment to ethical conduct, transparency, and responsible management. By upholding core principles, maintaining transparent practices, and fostering effective oversight, BFD ensures its operations remain aligned with its mission and values. This governance foundation underpins BFD's humanitarian efforts, building stakeholder trust and contributing to positive change in the lives of those it serves.

Risk Management and Compliance

How to Manage Risks

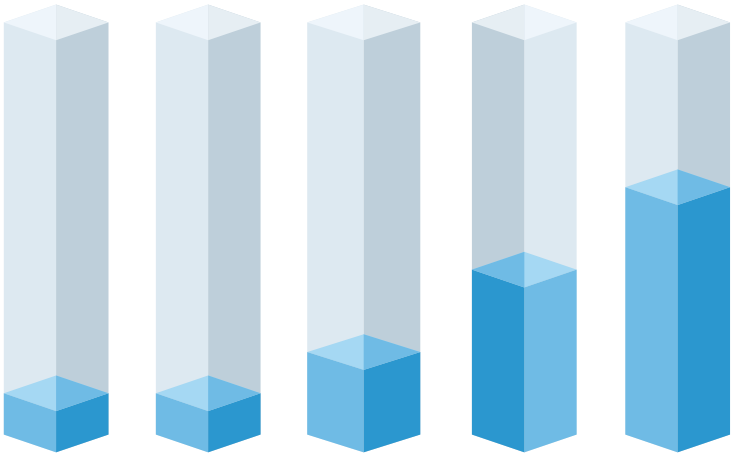
Risk Management in BFD is carried out through an internal mechanism involving the Foundation Staff and the Senior Management Risk and Compliance Committee, whose work is regulated by the Risk Management and Compliance Policy and Procedures Manual, which are periodically revised. In line with our strategic objectives, the Risk Register is updated quarterly to ensure that we reflect emerging challenges and threats and the level of progress in risk management plans. The Board of Trustees receives regular updates on the level of risks and their potential impacts on the enterprise.

Key Risks in 2022

In 2022 the organization faced 10 priority risks, which were spread between financial, supporting internal systems, external, and coordination risks. We have faced the challenge of underfunding Yemen, which has had an impact on the amount of funding received by BFD. We faced the risks of continuing the conflict in Yemen for eight consecutive years and the resulting challenges and difficulties of access. In addition, we faced the risks of routine operation in our humanitarian work

How the challenges were overcome?

To meet the major challenges of the BFD, we worked to suit our 2022 operational plans in a manner commensurate with the magnitude of our risks and our strategic priorities. The majority of our high risks remained stable, and some risks were overcome. Risk management and compliance continued to track risks and the level of progress in the mitigation strategy. We have made progress in diversifying sources of funding through access to new donors, and many policies and actions have been developed and implemented that enhance the quality of our operations.



CAPACITY BUILDING

In 2022, our relentless pursuit of Capacity Building yielded remarkable results, nurturing a culture of perpetual growth and development within BFD's dedicated staff. Anchored in our unwavering commitment to equitable learning opportunities, we successfully delivered a comprehensive array of training programs, encompassing mandatory and discretionary modules tailored to the distinct needs of our diverse workforce. Guided by our core principles, we meticulously curated mandatory training modules, ensuring strict policy and statutory alignment, judicious resource allocation, and unwavering equity. Our training spectrum encompassed a range of formats—Staff Training and Development, Statutory Training, Mandatory Training, Induction Training, On-the-Job Training, Internal Training, and External Training—each strategically designed to augment staff competencies while fulfilling legal requisites and organizational objectives. Our systematic approach to training was encapsulated in a structured framework: an annual Training Needs Analysis, meticulously led by our Human Resources Manager, culminated in a bespoke training prospectus; individualized Personal Development Plans were nurtured through an appraisal and personal development review scheme, harmonizing performance assessment and skill enhancement; staff-initiated training requests were facilitated, aligning with roles and resources; rigorous Induction and Mandatory Training ensured comprehensive onboarding and proficiency under expert guidance; and meticulous attendance protocols underscored our commitment to learning accountability. This comprehensive approach extended to our stakeholders' roles: our leadership ensured resource dedication; the HR Department meticulously orchestrated training processes; Line Managers facilitated staff growth; and every staff member embraced ownership of their journey. Beyond our organizational sphere, our international alliances (GNDR, SPHERE Standards, ICVA, NEAR, CaLP, HQAI, CHS Alliance, SuSanA, RWSN, IAWG, etc.) signify our commitment to global collaboration, while our robust national partnerships (General Administration of Agricultural Extension and Training, Water and Environment Center, Yemeni Turkish Crafts Institute, General Federation of the Yemeni Chamber of Commerce and Industry, General Corporation for Bridges and Roads, Yemen CSO's Union, etc.) amplify our impact across Yemen's diverse regions. Thus, 2022 stands as a testament to our fervent dedication to Capacity Building, fostering excellence, unity, and resilience throughout our organization.



Nurturing Growth, Embracing Equity, and Global Collaboration

Unleashing Excellence through Capacity Building: BFD's Journey in 2022



ACCOUNTABILITY & TRANSPARENCY

In 2022, our resolute dedication to Transparency & Accountability yielded substantial achievements, going beyond the mere implementation of development and relief programs. Our holistic approach ensured that not only were target groups and stakeholders informed and consulted, but they were also integral to decision-making, actively involved in projects' design and execution. This participatory ethos transformed beneficiaries into genuine partners.

Building Foundation for Development (BFD) meticulously executed diverse development and relief programs, closely aligned with community needs and humanitarian response plans. Through collaborations with local, regional, and international partners, we aimed to tangibly, realistically, and sustainably enhance the living conditions of target groups. Fostering trust and integration with stakeholders, BFD acted responsibly by providing accessible and timely information. A robust complaint mechanism was developed, ensuring beneficiaries' satisfaction and responsiveness.

Embracing the highest ethical standards, BFD upheld an environment of respect and integrity for staff, partners, donors, and beneficiaries. Guided by our unwavering values of integrity, humanity, impartiality, and independence, we upheld these principles consistently.

Our adherence to international standards included the Code of Ethics for the International Red Cross Red Crescent Movement, CHS, and the Minimum Standards for Humanitarian Response (Sphere). BFD's commitment to Accountability and Transparency was evident in our active membership with CHS Alliance and the global Sphere network. Our engagement with HQAI reflected our dedication to external evaluation aligned with humanitarian standards.

BFD's Accountability and Integrity Procedures encompassed various dimensions

Risk Management

BFD embraced proactive risk analysis and mitigation, employing preventive measures and controls according to humanitarian practices

Financial Integrity

A legal obligation to safeguard assets and financial resources resulted in adherence to standards and policies, accurate records, and transparency in financial reporting

Internal and External Assessments

Rigorous internal audits, in compliance with policies and donors' requirements, ensured corrective measures, while external auditing firms conducted comprehensive reviews

Procurement Management

Transparent procurement processes aligned with BFD's policies and international standards, prioritizing quality, timeliness, and cost-effectiveness

In conclusion, 2022 witnessed BFD's unwavering commitment to transparency, accountability, and ethical excellence. This commitment was evident through partnerships, adherence to international standards, rigorous assessments, and comprehensive procedures, all directed towards achieving sustainable impact and fostering trust among our stakeholders.



Cross Cutting Issues

Promoting Gender Equality

Empowering Women Across Sectors

Transforming Lives, Driving Economic Independence, and Fostering Inclusive Development

BFD's steadfast commitment to gender equality is reflected in a multitude of impactful programs and projects that prioritize women's empowerment, economic independence, and livelihood enhancement across various sectors. Limited space allows us to spotlight just three illustrative projects among many in 2022:

Vocational Skills for Empowerment

Empowering Women, Enabling Children's Education, and Overcoming Financial Constraints

Furthermore, BFD's education program, funded by Education Can't-Wait (ECW), empowered 20 marginalized women caregivers. These women, whose children had discontinued education due to financial constraints, were upskilled through vocational training programs. This initiative aimed not only to secure their basic needs but also to enable their children's enrollment in formal education in 2022.

Economic Empowerment Through Skills Training

Fostering Entrepreneurship, Livelihood Enhancement, and Sustainable Growth

BFD's dedication to economic empowerment materialized in projects like Food for Training (FFT) and early recovery programs, carried out in partnership with the World Food Program. With a special focus on women, these activities reached over 2,315 individuals in 2022. Vocational training encompassing knitting, incense production, perfumery, and handicrafts was delivered, bolstering professional skills, entrepreneurship, and product marketing. Training activities were meticulously tailored to beneficiary preferences and market labor demands in 2022. In the realm of livestock and agriculture, BFD extended support to women through livestock provision and training, enabling effective utilization for income generation and enhanced livelihoods. Likewise, agriculture programs equipped vulnerable women with essential resources, including agricultural tools, and irrigation systems. Training covered a gamut of topics from agricultural practices to pest management and marketing, with 2 projects between 2021 and 2022 benefiting at least 300 women-headed households.

Empowering Through Awareness and Representation

Raising Awareness, Promoting Representation, and Creating an Inclusive Workplace

Beyond projects, BFD actively fosters awareness of women's roles within society. Noteworthy annual events such as International Women's Day and the 16-day campaign against gender-based violence reflect BFD's dedication to raising awareness. These messages are disseminated via our social media channels, reinforcing the message across Yemeni society. Importantly, within BFD's main staff, the representation of women stands at no less than 30%. Additionally, women occupy 50% of administrative positions and decision-making roles, illustrating our commitment to fostering an inclusive and equitable working environment.

Diverse Workforce and Comprehensive Reach

Reaching Across Yemen, Driving Change, and Cultivating Inclusivity

BFD's central office is situated in Sana'a, complemented by a regional office in Aden. Our extensive reach spans across all 19 Yemeni governorates, facilitated by a team of highly experienced staff totaling 380 members. With approximately 30% of these positions held by women, BFD's presence is tangible through its 14 HQ and Regional Offices, Hub Offices, and Field Offices. This diverse workforce ensures the meticulous execution of projects in alignment with donor, partner stipulations, and BFD principles. BFD's gender equality activities empower women in diverse sectors, fostering economic independence, awareness, and representation. These programs demonstrate our commitment to fostering positive change and creating a more equitable society.

Our **Partners**

We extend our heartfelt appreciation and gratitude to our esteemed partners who have played a pivotal role in the success of Building Foundation for Development (BFD) throughout 2022. Without their unwavering support, dedication, and collaborative spirit, our endeavors to improve the lives of the Yemeni people would not have been possible.


Diakonie
Katastrophenhilfe


visionHOPE


care


Save the Children


EDUCATION
CANNOT
WAIT


NRC
NORWEGIAN
REFUGEE COUNCIL


RELIEF
INTERNATIONAL


WAR
child
CANADA


RESCUE


International
Medical Corps


DRC
DANISH
REFUGEE
COUNCIL


LUTHERAN
WORLD RELIEF


E.C.O.


maa


Global
Communities


CFI




Nuffic


JOHNS HOPKINS




Hi
handicap
international


GlobalGiving


AL-IHSAN
FOUNDATION

Our **Memberships**

Building Foundation for Development (BFD) takes great pride in its memberships and affiliations with esteemed organizations and networks that share our vision of creating a peaceful, resilient, and prosperous Yemen. These memberships have been instrumental in enhancing our effectiveness, expanding our knowledge base, and amplifying our impact.


2022
ECOSOC
2022
MEMBER OF THE
CALP
NETWORK
CaLP
Sphere
GNDR
RWSN
GNDR
IALIG

Our **Participations**

Cluster	Participations
Health	• National Cluster • Sub-national cluster member in: Sana'a, Sa'ada, Ibb, Aden, West Coast and Al Hodeidah Hubs • Cluster SAG Member • Physic-social Support (TWG) • Reproductive Health Working Group (RHWG) • Information Management Working Group (IMWG) • Cholera (WG). • WASH in health facilities TWG • BFD was the health cluster leading agency (coordinator) for Marib sub-hub 2020
Nutrition	• National Cluster • Sub-national cluster member in: Sana'a, Sa'ada, Ibb, Aden, West Coast and Al Hodeidah Hubs • Cluster SAG Member • BFD is the Nutrition cluster leading agency (coordinator) for Sana'a hub • IYCF TWG • SMART Assessment Working Group • CMAM Working Group
WASH	• National Cluster • Sub-national cluster member in: Sana'a, Sa'ada, Ibb, Aden, West Coast and Al Hodeidah Hubs • National Cluster member • Sub-national cluster member in: Sana'a, Sa'ada, Ibb, Aden, and Al Hodeidah Hubs • Hygiene Promotion TWG • GBV focal point • WASH in health facilities TWG • BFD is the WASH cluster focal point for Marib • BFD was the WASH cluster focal point for Al Jawf (2020)

Cluster	Participations
Protection	• National Cluster • Child Protection (TWG) • Gender Based Violence (TWG) • Rapid Response Mechanism (TWG) • Women protection Sana'a hub -UNFPA partners
FSAC	• National Cluster • Sub-national cluster member in: Sana'a, Sa'ada, Aden, and Al Hodeidah Hubs
Shelter/ NFI	• National Cluster • Sub-national cluster member in: Sana'a, Sa'ada, Ibb, Aden, and Al Hodeidah Hubs • Sa'ada Sub-national Cluster Co-coordinator (2020)
Education	• National Cluster • Sub-national cluster member in: Sana'a, Marib, Sa'ada, and Al Hodeidah Hubs • SAG Member
CCCM	• National Cluster, Sub-national Clusters • BFD was selected to be the cluster area coordinator for Al Jawf governorate (2019). • Sa'ada Sub-national Cluster Co-coordinator (2020)

BFD ROLE

- Active participation in cluster meetings, workshops and events.
- Hosting meetings and trainings.
- Participation in developing guidelines, tools and frameworks.
- Coordination and organizing field joint assessments.
- Information sharing monthly in a regular basis.
- Advocating and participating in advocacy campaigns.

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COMMUNICATION & ADVOCACY
DEPARTMENT