NFDHR 2020
20 Challenges
20 Actions

NFDHR Strategic Plan, 2017-2020
Our Vision

A peaceful and stable Yemen, in which all people have equal access to basic needs and rights.

Our Mission

To be the most reliable NGO for providing integrated humanitarian response and development by a professional team working in a neutral and transparent way to serve the community.

Our Goals

Seven Goals to improve our country:
1. Sustained access to the right food.
2. Accelerated total WASH.
4. Locally-led universal education.
5. Promoted justice for a new, hopeful life.
6. Advanced triangle of solidarity.
7. Enhanced quality & impact of our work.

Our Values:

1. Neutrality:
We acknowledge the importance of neutrality and independence and are committed to reflect these theme in our humanitarian and development work.

2. Transparency:
We respect the right to information, including access to our implementation of policies, and decisions made and enforced in accordance with rules and regulations.

3. Accountability:
We take responsibility for our actions, and aim to promote quality and equal opportunities at all levels of our work.

4. Authenticity:
We value and build honest relationships with our supporters, stakeholders and beneficiaries.

5. Ambition:
We set high, results-based goals and ensure all of our staff have the capacities and remain inspired to make these goals a reality for positive change in peoples’ lives.

6. Creativity:
We use technological best-practices to facilitate access to information that enables people to find and utilize high quality services.
CONTENT highlights

page 5
Yemen Grand Challenges in 2017

page 8
Goal One: Sustained Access to the Right Food

page 13
Goal Two: Accelerated Total WASH

page 18
Goal Three: Strengthened Health in Responsive Communities

page 23
Goal Four: Local Led Universal Education

page 28
Goal Five: Promoted justice for a new hopeful life

page 33
Goal Six: Advanced Triangle of Solidarity

page 38
Goal Seven: Strengthened Quality & Impact of Our Work
**20 Actions to 20 Challenges**

**Introduction**
In our work, we have realized that meaningful achievements can only be reached once we know how to best implement effective activities and strategies at all levels in whatever we do. Therefore, the seven goals within this strategy have been set in agreement with all NFDHR staff and based on five years of experience and ambition.

We realize that we are working in a very difficult and rapidly changing context with daily increasing needs, which puts a lot of responsibility on NFDHR to act fast and wise at the same time. People in chronic conflict areas, such as those in Yemen, lack access to basic needs and services such as food, health, water, sanitation, hygiene, education and protective services. Still, the immediate, more crucial needs are exacerbated by major NGOs’ inability to mobilize sufficient resources for providing an integrated and sustained response and their difficulty in remaining neutral or appearing neutral at all times to ensure acceptance from all no matter the changes in local governance structures.

By being SMART at every level of this strategy’s development, we have been able to identify 20 challenges that can be addressed by 20 strategic actions, which NFDHR will adopt in its scope of work from January 2017 until the December 2020.

Many thanks go to Saferworld who supported the strategic planning workshop for NFDHR on December 2016.

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**Strategic Locations**

Based on NFDHR’s work over the last 4 years, the organization has planned its development-related activities in 20 strategic districts to implement integrated interventions based on the availability of resources. Nevertheless, due to the rapidly changing context affected by on-going conflict, NFDHR will also implement humanitarian activities in other districts wherever there are vulnerable people in need of such emergency services. We may also implement projects in different districts due to partnership requests from UN agencies and International NGOs for participation in the non-strategic districts.

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*Sa’da*  
*Amran*  
*Al-Jawf*  
*Hajaah*  
*Al-Hodeida*  
*Ibb*  
*Taiz*  
*Ibballah*  
*Lahj*  
*Shabwa*  

*NFDHR Team*  
*December 2016*
Yemen’s Grand Challenges in 2017

The 2017 Humanitarian Needs Overview developed by OCHA and their active partners in the country declares that the scale of need in Yemen dramatically exceeds the existing capacity to deliver. Access constraints to humanitarian and development aid in Yemen are highly contextual and ranging from geographic challenges to poor infrastructure and conflict-related insecurity. Parties of conflict do not provide an enabling environment for aid operations but rather pursue policies that promote the collapse of the economy and social services with failing public and private institutions.

The needs identified based on OCHA’s Yemen Humanitarian Response Plan 2017 are as follows:

- 17.1 million people are food insecure, with 1.7 million in acute need of emergency employment and community rehabilitation.
- 8.3 million people are facing acute need of emergency water, sanitation and hygiene assistance.
- 14.8 million people in acute need of health assistance including 1.7 million acutely malnourished children and pregnant or lactating women.
- 2.3 million children are out of schools and in need to education support.
- 11.8 million people need protection assistance, including 3.9 million living in areas with acute need of shelter and NFI.
- There is a weak participation of local partners to respond to these needs and parties of conflict provide an enabling environment for aid operations.
Theory of Change

This strategy is built within a framework of identified needs and necessary interventions agreed upon by all humanitarian partners. In addition, we have added an innovative section that used technology to support local partners by increasing the participation of local young men and women in monitoring services and facilitating locals’ access to information and services as such:

Yemen Grand Challenges in 2017:
- 171 million people are food insecure.
- 8.3 million people face acute need to emergency WASH assistance.
- 14.8 million people in acute need to health and nutrition assistance.
- 2.3 million children are out of schools and in need to education support.
- 11.8 million people need protection, shelter and NFI.
- Weak participation of local partners to respond to these needs.

Seven strategic goals to improve our country:
- Sustained access to the right food.
- Accelerated total WASH.
- Strengthened & healthier communities.
- Locally-led universal education.
- Promoted justice for a new, hopeful life.
- Advanced triangle of solidarity.
- Enhanced quality & impact of our work.
Seven Strategic Goals to Improve Our Country
Goal One: Sustained Access to the Right Food
Overview

The preliminary results of the Emergency Food Security and Nutrition Assessment (EFSNA, 2017) show that Yemen’s food security and nutrition conditions are deteriorating rapidly due to the ongoing conflict. Almost 17.1 million (M) people in Yemen are food insecure, and about 7.3 M are considered to be in need of emergency food assistance. Yemen has one of the highest rates of child malnutrition in the world, and due to the conflict rates of acute malnutrition were found to have passed the “critical” threshold in four governorates. Furthermore, agricultural production is falling across the country leaving millions of Yemeni people on the brink of famine.

Agriculture is the main source of livelihood for at least 60% of Yemeni households, and these households have been hit hard as agricultural production in 2016 has been failing drastically compared with pre-crisis levels. Up to 1.5 M households engaged in agriculture now lack access to critical agricultural inputs such as seeds, fertilizer, or fuel for irrigation. As such, they are in urgent need of emergency agricultural support. Additionally, 860,000 households are engaged in livestock production but lack access to animal feed (fodder, concentrate, and mineral blocks) or have been forced to sell their herds to meet other household needs.
Strategic Actions

**Promote sustainable access of households to safe, nutritious and diversified food**

According to the EFSNA 2017 report, the severe food insecurity situation in the country has sharply worsened in recent months, with an estimated 65% of households now food insecure. In addition, three-quarters of all households indicate that their economic situation is worse now than before the crisis. Incomes have fallen and many public-sector workers have gone for months without being paid. As a result, 80% of Yemenis are now in debt, and more than half of all households have had to buy food on credit. The aim of the NFDHR-FSL program is to improve immediate availability of and access to food for thousands of food-insecure people. The FSL program’s plan will provide emergency food and livelihood assistance to this vulnerable segment of the Yemeni population. A major portion of the 2020 plan will be geared towards providing life-saving assistance to this population through general food distribution or cash/voucher transfers.

<table>
<thead>
<tr>
<th>Strategic Objective</th>
<th>Improve immediate household availability of and access to food for the most vulnerable people through general food distribution, including cash/voucher transfers and inputs/assets for food.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Key Performance Indicator</td>
<td># of individuals (disaggregated by age and sex) that receive direct food, cash or voucher support</td>
</tr>
<tr>
<td>Target 2020</td>
<td>250,000 people.</td>
</tr>
<tr>
<td>Budget Required</td>
<td>24,000,000 USD 18,000,000 USD in kind 6,000,000 USD cash.</td>
</tr>
</tbody>
</table>
| Strategic Interventions | • Register and verify beneficiaries based on age and sex disaggregated data.  
• Update market price assessment for the basic food items in the targeted areas.  
• Distribute food, vouchers, and cash to the beneficiaries and receive complaints/feed-back regarding this intervention.  
• Implement cash-for-work intervention in targeted districts.  
• Conduct Post Distribution Monitoring (PDM): Male and female-headed households will be targeted in the PDM with disaggregated data analysis.  
• Implement regular follow-up and reporting. |
Build the resilience of households, communities and agro-eco systems to anticipate, absorb and recover from the negative impacts of the human-made and natural shocks

The FSL program plans to enhance rural resilience and self-reliance among crisis-affected rural communities in Yemen by supporting community members’ recovery and stabilization of their livelihoods, improving local governance, and facilitating access to sustainable resources. The program will establish mechanisms that improve the livelihoods of farmers by increasing production capacities, introducing new techniques and best practices, and promoting sustainable value chains as well as commercial-oriented production. The FSL program will raise farmers’ awareness regarding water scarcity and ways to reduce groundwater abstraction, particularly in agricultural areas affected by the conflict. Additionally, the program prioritizes activities that help mitigate the deteriorating food security situation, which includes the provision of seeds, fertilizers, animals, and feedlot to vulnerable households and community participation support in creating livelihood assets through cash-for-work or voucher.

<table>
<thead>
<tr>
<th>Strategic Objective</th>
<th>Increase food security for at-risk groups by restoring and maintaining agricultural livelihoods systems, strategies and essential farming assets.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Key Performance Indicator</td>
<td># of individuals (disaggregated by age and sex) that have the access to farming assets, inputs and training.</td>
</tr>
<tr>
<td>Target 2020</td>
<td>45,000 people.</td>
</tr>
</tbody>
</table>
| Budget Required | 2,000,000 USD.  
1,500,000 USD in kind.  
500,000 USD cash. |
| Strategic Interventions | • Coordinate with relevant local authorities; mobilize and sensitize communities.  
• Verify registered people/households in the targeted districts against targeting criteria.  
• Train men and women on best farming practices.  
• Distribute farm and livestock inputs to target population.  
• Teach farmers the best practices in farming using improved seeds.  
• Train people how set up their own home garden and grow vegetables.  
• Provide technical assistance on water use and soil management.  
• Conduct periodic evaluation reports and final report.  
(Containing gender/age disaggregated data and comprehensive beneficiary satisfaction rating in relation to the assistance received). |
Economic empowerment for young people is a window of hope and stability

Young men and women are of the most vulnerable groups due to the chronic crises in the country, which has led to an increase in unemployment. The situation is exacerbated by the limited access to non-farming skills training and technology transfer to engage in profitable businesses; all of which is due to unaffordability and unavailability of training centers in rural areas and small towns.

The needs of the communities are changing every year, and it is very important to direct young men and women’s attention to such needs. As such, the FSL program will invest in young people from remote areas to both increase their income and make these services available in their communities.

<table>
<thead>
<tr>
<th>Strategic Objective</th>
<th>Increase young men and women’s access to Income Generation Activities (IGAs) through non-farming skills training and technology transfer to engage in profitable businesses.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Key Performance Indicator</td>
<td># of people (disaggregated by age and sex) that have the access to non-farming skills and technology transfer skills trainings.</td>
</tr>
<tr>
<td>Target 2020</td>
<td>5,000 people.</td>
</tr>
<tr>
<td>Budget Required</td>
<td>1,000,000 USD. 500,000 USD in kind. 500,000 USD cash.</td>
</tr>
</tbody>
</table>
| Strategic Interventions | • Develop clear criteria for selecting young men and women pertaining to the most vulnerable groups that could benefit from non-farming skills and technology transfer skills trainings.  
• Select beneficiaries based on competitive process and applications that will be developed for this purpose.  
• Provide scholarships for young men and women to receive training on IGAs.  
• Provide in-kind support to a number of beneficiaries based on available resources.  
• Document success stories for those who improve their income as a direct result of the trainings.  
• Conduct periodic evaluation reports and final report. (Containing gender/age disaggregated data and comprehensive beneficiary satisfaction rating in relation to the assistance received). |
Goal Two: Accelerated Total WASH
Overview

Yemen’s 27.4 M inhabitants have been facing a humanitarian crisis over the last two years since the escalation of conflict in March 2015. According to OCHA’s 2017 HNO and YHRP, 18.8 M people need humanitarian assistance, which is an 80% increase since 2014. In regards to waters, sanitation, and hygiene (WASH) in Yemen, an estimated 14.4 M people lack ensured access to potable water or sanitation facilities, 8.2 M of which are in acute need. As such, this has led to a decline in good hygiene, and thus increased vulnerability to communicable diseases. Poor hygiene combined with uncollected waste has exacerbated the risk of a public health crisis (OCHA 2015), leading to a significant increase in cholera, dengue and scabies within the last year (OCHA 2016).

Furthermore, most people’s houses have been demolished or badly damaged; hospitals continue to receive a large number of casualties; and critical WASH supplies and infrastructures have been destroyed by both parties of conflict (OCHA 2016). In addition to that, water authorities and corporations all around the country are no longer able to function, maintain or rehabilitate the water and sanitation services due to the lack of or rising prices of fuel. Finally, the needs for humanitarian and WASH assistance in Yemen has been increasing since 2012: Yemen was already considered the world’s seventh most water-scarce country before the outbreak of conflict, which now places their public water and sanitation system in an extremely vulnerable position (OCHA 2016). The need for response to ensure access to safe WASH services for affected populations will only increase in the coming years.

The WASH cluster predicts that WASH partners will target 8.3 M people in 2017, included NFDHR’s submitted targets.
**Strategic Actions**

**Proper access to safe drinking water for those affected including IDPs**

The conflict has severely affected water projects and water systems, limiting access to drinking water and sanitation services among the most vulnerable communities, which includes IDPs, in urban and rural areas. WASH facilities have continually been targeted and damaged by both parties of conflict, and the facilities that haven’t been targeted have stopped functioning due to a shortage in operation and maintenance costs. Without the employees or fuel needed to run the WASH facilities that remain intact, communities face increasing difficult in accessing water and sanitation services.

<table>
<thead>
<tr>
<th>Strategic Objective</th>
<th>Improve access to sustainable, safe water through rehabilitation, maintenance, and construction of water schemes and provision of water for the most affected communities and IDPs.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Key Performance Indicator</td>
<td># of individuals (disaggregated by age and sex) that benefit from rehabilitated and constructed water schemes.</td>
</tr>
<tr>
<td>Target 2020</td>
<td>150,000 people.</td>
</tr>
<tr>
<td>Budget Required</td>
<td>2,000,000 USD.</td>
</tr>
</tbody>
</table>
| Strategic Interventions | • Conduct rehabilitation/maintenance of water schemes including water networks, water pumps, and water tanks.  
                         • Provide fuel for water schemes and facilities.  
                         • Build capacity and support for local WASH related authorities.  
                         • Establish and build capacity of water committees on operation and maintenance of water projects.  
                         • Conduct water sources surveillance, purification and protection.  
                         • Distribute water ceramic filters for most vulnerable affected communities and IDPs.  
                         • Follow up and report on the implementation of activities based on M&E visits on regular bases. |
## Encourage community led sanitation initiatives

Many assessments have been conducted in multiple parts of the country and each assessment concluded the same thing: there is poor or no access to safe latrines and a widespread prevalence of diarrhea concentrated amongst IDPs and poor communal settings. NFDHR’s experience implementing Community Led Total Sanitation (CLTS) between 2014 and 2015 proved community participation, including all men, women, boys and girls, played an effective role in WASH awareness activities which leads to sustainable results. During the last three months in 2016, AWD/Cholera spread throughout many districts of Yemen, which highlight the importance of accelerating the total sanitation interventions in all villages of the country.

<table>
<thead>
<tr>
<th>Strategic Objective</th>
<th>Decrease prevalence of AWD/Cholera outbreaks by supporting community led sanitation initiatives in most at risk communal settings.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Key Performance Indicator</td>
<td># of individuals (disaggregated by age and sex) with improved access to safe sanitation by the end of 2020.</td>
</tr>
<tr>
<td>Target 2020</td>
<td>10,000 people.</td>
</tr>
<tr>
<td>Budget Required</td>
<td>2,000,000 USD.</td>
</tr>
</tbody>
</table>
| Strategic Interventions | • Conduct rehabilitation/maintenance of sanitation systems including equipment maintenance, fuel provision, provision of spare parts for equipment in targeted districts.  
• Construct communal/family latrines for most vulnerable affected communities and IDPs.  
• Implement the Community Led Total Sanitation (CLTS) approach in most vulnerable villages.  
• Encourage and support affected households to cover sewage and drain latrine pits.  
• Produce document and reports available to the public on success stories, challenges and lessons learned.  
• Report the implementation of activities based on M&E visits on regular bases. |
### Strategic Objective

Improve healthy practices of most at-risk people by supporting cleaning campaigns and hygiene awareness in targeted communities.

### Key Performance Indicator

# of individuals (disaggregated by age and sex) with improved hygiene conditions by the end of 2020.

### Target 2020

100,000 people.

### Budget Required

1,000,000 USD.

### Strategic Interventions

- Support the Cleansing Funds by repairing essential equipment and providing fuel for their operation.
- Conduct cleaning campaigns and solid waste disposal activities in targeted districts by providing necessary tools and equipment.
- Develop awareness messages on WASH best practices for Yemen.
- Train volunteers to conduct awareness sessions in groups and home-to-home visits
- Print and distribute awareness materials such as brochures and posters.
- Conduct M&E, document project progress and results, and share successful stories and lessons learned.

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**Hygiene awareness prevents risks of AWD/and Cholera outbreaks**

Most people in Yemen are in need of hygiene promotion activities to raise their awareness around hand washing, water treatment, water storage and other nitration correct practices. In December 2016, children in the Sa’afan district who attended awareness sessions on prevention and response to AWD/Cholera outbreaks were able to ask their families to transfer them to the health center as soon as they experienced the signs and symptoms of Cholera and saved their lives.
Goal Three: Strengthened & Healthier Communities
Overview

This strategic plan is meant to guide NFDHR’s Health and Nutrition Program from 2017 through 2020 and continues the program’s focus on health activities and emergency challenges.

The humanitarian crisis in Yemen, triggered by the escalation of a long-standing internal conflict to a destructive regional war in March 2015, has led to the collapse of government health services trying to provide for massive needs across all sectors. Nevertheless, this rapid deterioration is also due to the government’s faulty infrastructure and chronic underinvestment in health. Some direct health impacts of war include an estimated 35,000 casualties and extensive damage to hospitals and clinics, as well as a lack of food, water and fuel which greatly impacts the Yemeni population’s survival. As of September 2016, more than 600 health facilities were reported as non-functioning, while the majority of the remaining facilities could only offer limited services. Furthermore, there has been a reduction in key immunization services, a massive disruption of emergency obstetric and neonatal care services, as well as a collapse in referral mechanisms.

Figures between March and February 2017 show that the conflict has resulted in a total of 50,237 deaths and injuries, which includes 5,254 children and 2,045 women. Yet, these numbers do not take into account the reduced uptake of services due to limited transportation and poverty, lack of essential drugs and medical supplies due to rising fuel prices, worsening nutrition status due to increased levels of poverty, or increases in morbidity and mortality due to disease outbreaks, such as the AWD/cholera spread in more than 10 governorates. At the start of 2016, about 50% of people in Yemen were food insecure, and according to UNICEF Smart Surveys in Aden and Al Hudaydah, 20.9% of people were suffering from acute malnutrition. Moreover, some areas of Yemen have faced restrictions on food imports, which has increased malnutrition rates and placed many at even greater risk of infectious and water borne diseases.
Strategic Actions

Sustain the access to primary health care, nutrition and maternal and child health

According to OCHA’s Humanitarian Needs Overview (HNO), nearly 14.1 million (M) people require support to access adequate healthcare, including more than 522,000 pregnant women (15% of whom are expected to face delivery complications). Prolonged conflict is disproportionately affecting under-5 children, pregnant women and people suffering from chronic diseases - including cancer, hypertension, and diabetes - as most resources are unavailable to provide routine medical care. In 2014, chronic diseases, accounted for 39% of all mortality in Yemen.

<table>
<thead>
<tr>
<th>Strategic Objective</th>
<th>Provide integrated essential health and nutrition services including CMAM, primary, maternal, and child care.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Key Performance Indicator</td>
<td># of patients (disaggregated by age and sex) provided with healthcare and nutrition services.</td>
</tr>
<tr>
<td>Target 2020</td>
<td>180,000 people.</td>
</tr>
<tr>
<td>Budget Required</td>
<td>2,000,000 USD.</td>
</tr>
</tbody>
</table>

| Strategic Interventions | • Coordinate with local authorities and the Department of Health in targeted governorates to facilitate implementation of projects and identification of medical service needs.  
| | • Conduct field assessment for healthcare and nutrition needs in prioritized areas.  
| | • Recruit qualified medical staff for the mobile and fixed healthcare and nutrition services, after encouraging women to apply.  
| | • Conduct orientation workshops for the mobile and fixed healthcare teams, ensuring protection measures are addressed and considered.  
| | • Procure medicines and medical supplies required for conducting field work.  
| | • Coordinate with WFP and UNICEF to provide nutrition supplies.  
| | • Provide mobile and fixed integrated healthcare and nutrition services to targeted areas.  
| | • Train community health volunteers (CHVs) on 12 main healthcare and nutrition messages, on screening for acute malnutrition through mid-upper-arm circumference (MUAC) measurement, and on counseling women regarding infant and young child feeding.  
| | • Recruit and provide incentives for trained CHVs in areas where the fixed and mobile healthcare and nutrition services are provided and ensure CHVs raise awareness and refer mothers and children with malnutrition to the available services.  
| | • Ensure all nutrition services are added to the I am an IDP app and inform people through sponsored announcements and volunteers to review the nearby services every time they receive them.  
| | • Conduct regular monitoring and follow up, collecting statistics on weekly bases.  
| | • Document success stories and lessons learned for quality reporting. |
Strengthen the local capacities for better quality health and nutrition services

The war and division in Yemen has led to the unavailability of a state budget to cover operational and training costs at health facilities. It is needed now more than ever to support capacity building activities among healthcare and nutrition service providers, especially on quality improvement and standard emergency primary health care. Most specifically, NFDHR’s experience in the field has led them to understand that healthcare service providers need trainings on CMAM, IMCI, EmOC-Outbreak, MISP.

<table>
<thead>
<tr>
<th>Strategic Objective</th>
<th>Strengthen healthcare providers’ capacities to provide quality maternal, newborn and child healthcare and nutrition interventions for those most vulnerable.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Key Performance Indicator</td>
<td># of health professionals trained (disaggregated by age and sex).</td>
</tr>
<tr>
<td>Target 2020</td>
<td>400 health and nutrition staff.</td>
</tr>
<tr>
<td>Budget Required</td>
<td>400,000 USD.</td>
</tr>
</tbody>
</table>
| Strategic Interventions | • Coordinate with the relevant authorities for nominating health workers from the targeted districts, according to specific criteria developed by project management.  
• Prepare CMAM, IMCI, EmOC-Outbreak, and MISP training the trainers program and contract trainers  
• Prepare training kits and related materials depending on the MOPHP and other development partners’ approved manuals.  
• Coordinate with some hospitals for practical trainings.  
• Conduct the training of trainers.  
• Follow-up and prepare training reports. |
Support healthcare and nutrition interventions at health facility and community levels

BAs previously mentioned, by September 2016, more than 600 health facilities had become non-functional, which included 69 facilities damaged or destroyed due to the conflict. This highlights the extreme need to support health authorities at governorate and district levels by rehabilitating and re-equipping these damaged health facilities to ensure their operability.

<table>
<thead>
<tr>
<th>Strategic Objective</th>
<th>Support the health system by providing more sustainable health interventions at the health facility and community levels.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Key Performance Indicator</td>
<td># of health facilities rehabilitated and re-equipped.</td>
</tr>
<tr>
<td>Target 2020</td>
<td>30 health centers.</td>
</tr>
<tr>
<td>Budget Required</td>
<td>600,000 USD.</td>
</tr>
</tbody>
</table>
| Strategic Interventions | • Conduct field technical assessments for identifying health facility needs in targeted areas.  
• Rehabilitate health centers through local contractors.  
• Procure and provide health equipment and supplies to rehabilitated health facilities in coordination with health authorities, ensuring these authorities receive the list of equipment.  
• Monitoring and follow-up with rehabilitated health facilities to ensure they are operational. |
Goal 4: Locally-Led Universal Education
Overview

The Republic of Yemen, located in the south of the Arabian Peninsula, has a population of 25.6 million, 51% of which are under the age of 18 and 17% of which under the age of five. The majority of the population (71%) live rurally, scattered across 600,000 villages, which makes them hard to reach. This creates a big challenge for the Yemeni Ministry of Education to make satisfactory progress in their population’s education. Yemen is one of the poorest countries in the Middle East; it ranks 154 of 187 on the Human Development Index, and as a result, poverty influences many of Yemen’s other development indicators. Most specifically, Yemen greatly struggles with low education indicators both in terms of access and quality. Despite a reported increase in net enrolment of over 17% within the past decade (62.5% in 2004 to 79% in 2013), over 1.6 million school-aged children still lack access to education, with considerable disparities across gender, social status and geographical location.

The number of students enrolled in public education in Yemen is nearly 6 million, 4.9 M of which are enrolled in primary school and 691,000 of which are in secondary school. Students are distributed across a total of 16,787 schools, staffed by of 280,761 teachers and 23,646 administrative employees. The total number of kindergartens in Yemen is 508, but only 142 of those facilities are public, and the rest are private. Furthermore, there are 3,591 literacy centers around the country, which provide literacy education to 180,540 students.

Since the conflict escalated in March 2015, UNICEF estimates that over 2 million children in Yemen are out-of-school, and 1,604 schools are no longer functional due to damage caused by conflict, inhabitance by internally displaced families, and invasion by military.
Strategic Actions

Equal Enrolment now for fair access to resources in the future

In Yemen, the prevalence of school enrollment among girls (6-14 years) in primary school is 65%, as compared to 84% for boys. Furthermore, only 37% of Muhamasheen girls and 40% of Muhamasheen boys are enrolled in schools.

Before March 2015, the average prevalence of school dropouts in primary schools was (7.3%), with slight variation between governorates, rural and urban areas, and male and female students. There is also a 16% risk of dropping out of school among primary school students before they even reach grade six, and an 11% risk of dropping out before reaching grade nine. There are 580,000 children with disabilities between the ages of 6 and 14 that are not able to attend public schools due to the shortfall in facilities, educational and teaching materials, and shortage of teachers.

According to the Yemen Education Cluster and Ministry of Education, it is estimated that 2 million children are currently out of school. This represents 27% of the 7.3 million school-aged children, including 513,000 IDP children and 350,000 children who have been out of school since the escalation of conflict in March 2015.

<table>
<thead>
<tr>
<th>Strategic Objective</th>
<th>To increase the enrollment of 10,000 school aged children (girls and boys) from Yemen’s of most vulnerable groups (Muhamasheen and children with special needs).</th>
</tr>
</thead>
<tbody>
<tr>
<td>Key Performance Indicator</td>
<td># of school aged children (girls and boys) from Yemen’s most vulnerable groups enrolled in schools.</td>
</tr>
<tr>
<td>Target 2020</td>
<td>10,000 school aged children.</td>
</tr>
<tr>
<td>Budget Required</td>
<td>800,000 USD.</td>
</tr>
</tbody>
</table>

Strategic Interventions

- Coordinate with the Ministry of Education, local authorities, community leaders and schools.
- Collect information on out-of-school children with focus on the most vulnerable children in the areas of program interventions.
- Conduct a training of trainers for young men and women from the targeted areas on Community-Led Universal Education (CLUE).
- Mobilize resources and distribute 10,000 school bags and stationary to the targeted children.
- Conduct 20 annual awareness campaigns on the importance of education as a basic human right and the importance of enrolling children in schools.
- Perform minor rehabilitation for 20 schools in the targeted areas and distribute school materials.
- Support 20 youth initiatives to educate a child with a focus on the most marginalized children.
- Create a suitable school environment for children with special needs by educating and training teaching staff and children on how to accept and interact with children of special needs.
Institutionalize schools for resilient education

Yemen’s weak education infrastructure has deprived hundreds of thousands of children from going to schools. According to the Ministry of Education, there are 16,578 “schools” in the whole country, which consist of 14,751 schools that function in proper educational buildings and 545 schools that function in huts, under trees or in corners of mosques. Furthermore, 405 schools are closed or under construction, 4,605 have no sanitary facilities, and 13,215 lack desks, which means that 2 million students sit on the ground to learn. Finally, the long distances students need to travel to access schools is one of the biggest obstacles children face for school enrollment and attendance.

### Strategic Objective

Improve education system resilience and quality in 20 schools from both rural and urban areas of Yemen. (Pilot).

### Key Performance Indicator

# of schools that report an improvement in education quality as a direct result of the institutional capacity building received from the program.

### Target 2020

4000 boys and girls.

### Budget Required

300,000 USD.

### Strategic Interventions

- Coordinate with relevant stakeholders, MOE, UNICEF, education cluster members, local authorities, and targeted schools.
- Update the Education Watch App with a page for each school displaying their mission, vision, and objectives. Also add review section for each for each school based on 10 quality questions.
- Improve management and outreach of Education Watch App by ensuring schools are added to the app and by encouraging schools to use the app’s review page and resources for improving institutional capacity.
- Conduct annual meeting and training on measures of education quality for the 20 schools most reviewed on the Education Watch App.
- Hold annual fundraising activities for sustaining and increasing quality of education in 20 target schools with giving the schools the opportunity to take the lead on fundraising activity.
## Save lives by education

According to Yemen’s Education Cluster and Ministry of Education, there are 1,604 schools across the country that are directly affected by the conflict, putting 720,000 students at risk of not accessing education. As of September 2016, about 248 schools were destroyed by shelling or air strikes, and 1,164 schools were partially damaged in the course of conflict. IDPs are currently sheltered in 167 school considerably less than the 737 schools that served as IDP shelters at various times during the conflict. Additionally, another 33 schools have been invaded by armed groups at some point since March 2015.

<table>
<thead>
<tr>
<th>Strategic Objective</th>
<th>Improve equitable access to safe, inclusive and equipped learning spaces for 6,000 girls and boys in conflict affected areas.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Key Performance Indicator</td>
<td># of safe and equipped learning spaces have been supported.</td>
</tr>
<tr>
<td><strong>Target 2020</strong></td>
<td>6,000 school girls and boys.</td>
</tr>
<tr>
<td><strong>Budget Required</strong></td>
<td>400,000 USD.</td>
</tr>
<tr>
<td><strong>Strategic Interventions</strong></td>
<td>• Rehabilitate 20 partially conflict-affected schools with adequate WASH facilities.</td>
</tr>
<tr>
<td></td>
<td>• Provide basic furniture and supplies to 20 conflict-affected schools.</td>
</tr>
<tr>
<td></td>
<td>• Provide education supplies to 10,000 students (school bags, essential learning materials, and textbooks).</td>
</tr>
<tr>
<td></td>
<td>• Establishing 20 alternative learning spaces with WASH facilities.</td>
</tr>
<tr>
<td></td>
<td>• Conduct 200 psycho-social support sessions.</td>
</tr>
<tr>
<td></td>
<td>• Conduct 200 awareness sessions in MRE and ERW to limit physical risks caused by conflict.</td>
</tr>
<tr>
<td></td>
<td>• Train 20 members of Yemen’s education cluster on Minimum Standards for Education in Emergencies (iNEE).</td>
</tr>
<tr>
<td></td>
<td>• Provide recreational materials to emergency affected students.</td>
</tr>
</tbody>
</table>
Goal Five: Promoted justice for a new, hopeful life
Overview

Due to the chronic political instability and economic crisis, the coping capacity of the majority of the population is reaching its limit. Scarcity of electricity, water, food, fuel, health care and social services in conjunction with increasing prices are making the humanitarian context in Yemen worse by the minute. Massive displacement (2,179,278)\(^1\) due to instability and conflict has risen the need for direct assistance. Unpredictable targets and fighting on the ground increase the risk of mines and UXO in unknown locations and quantities.

According to the 2017 HNO, Yemen now counts 18.8 million (M) people in need of some form of humanitarian assistance. About 11.3 M people need assistance to protect their safety, dignity or basic human rights, which includes 2.9 M people living in acutely affected areas. Those most vulnerable require legal, psychosocial and health care services, all of which include child protection and gender-based violence (GBV) support, for rates of grave child rights violations and GBV have risen rapidly. Yemen is already ranked last in the gender gap index, and according to OCHA Yemen’s rule of law institutions and protection systems are weak, which “disproportionately affect women, boys and girls, making them more vulnerable to grave violations of their rights, and significantly exposing them to exploitation,” (HNO 2017).

Furthermore, at least 2.7 M people have been forced to flee their homes to either a safer region within Yemen or to a neighbouring country. Of these displaced people, many are exposed to serious risks of disease and GBV due to overcrowding in host communities or camps and lack of water and sanitation in these shelters. Moreover, those who cannot find shelter and are living in the open, are left vulnerable to extreme weather conditions and increased risk of exploitation.

Strategic Actions

Prevent GBV and respond to needs of survivors

Between the months of January and September in 2016, the GBV Information Management System (IMS) recorded 8,031 incidents of GBV, 64% of which were cases of emotional or psychological abuse (3,373 cases) or physical assault (1,767 cases). However, due to underreporting, stigma, and patriarchal cultural norms we know that the true number of GBV cases is actually much higher than what the IMS picks up. Nevertheless, the IMS has recorded the following increasing gender-based violence (GBV) indicators: number of female-headed households, violence due to psychological pressure as a result of war, level of displacement, lack of adequate housing and consequential lack of privacy, level of poverty and consequential level of food insecurity, and total or partial collapse of law and order.

Currently, Yemen’s legal system is not functional, which means that equal access to justice is unattainable for many SGBV survivors. Many also lack adequate documentation such as identity card, which makes it difficult to access certain services or even humanitarian aid. This is a particular problem for IDPs and unaccompanied minors, and internal displacement often leads to children being separated from their families, thus increasing the numbers of unaccompanied and separated minors.

Children are among the most vulnerable groups to experience GBV and are disproportionately affected by the conflict. Between the months of January 2015 and September 2016, the Monitoring and Reporting Mechanism (MRM) has verified that a total of 1,309 children have died as a result of conflict and 1,950 children have been injured.

<table>
<thead>
<tr>
<th>Strategic Objective</th>
<th>To improve the access to and quality of protection information and protection prevention and response services among SGBV survivors (including IDPs, women, children and Muhamasheen).</th>
</tr>
</thead>
<tbody>
<tr>
<td>Key Performance Indicator</td>
<td># of GBV survivors that receive protection information and quality protection prevention and response services. (disaggregated by age and sex).</td>
</tr>
<tr>
<td>Target 2020</td>
<td>80,000 people.</td>
</tr>
<tr>
<td>Budget Required</td>
<td>1,000,000 USD.</td>
</tr>
</tbody>
</table>
| Strategic Interventions | • Provide legal and psycho-social support services to SGBV women and children survivors through mobile and fixed teams/clinics and child friendly spaces.  
• Provide conditional cash or material assistance to those in need of urgent protection needs in line with the agreed upon standards.  
• Support SGBV referral services by building partnership with stakeholders and protection service providers to ensure survivors have access to needed services.  
• Train SGBV service providers on Standard Operating Procedures (SOPs) including reporting mechanisms and referrals of SGBV survivors to protection prevention and response services.  
• Establish community-based protection networks/volunteers in targeted governorates and train members on how to discuss protection issues, support referral mechanism, and conduct awareness activities in the community.  
• Conduct awareness on SGBV prevention, mine risk reduction (MRE), and protection from unexploded ordnance(UXO) and Electrical resistance wielding (ERW)  
• Conduct PDM: follow up the referred cases to measure the impact of cash assistance on mitigation of the protection needs. |
**Facilitate access to information on protection services**

IDPs and SGBV survivors need information regarding protection and lifesaving services. Most affected populations often have little information about how to access assistance or develop positive coping mechanisms. Nevertheless, there are many services provided in the country which are not well-known to IDPs or SGBV survivors. This weakness in the information system is another humanitarian issue that needs to be resolved. Humanitarian actors have difficulties reaching vulnerable people due to lack of reliable data, and vulnerable people face difficulties accessing humanitarian services for the same reason. Yet, in this context, accessing suitable information at the right time and place is often critical to saving lives. According to 11th Task Force Population Movement report, there are a total of 2,179,278 IDPs who remain displaced across 21 governorates and a total of 1,010,016 returnees across 20 governorates. The dynamics of displacement in Yemen continue to shift, with new displacement occurring in areas of prolonged and escalating hostility, which makes these population movements hard to track or report. For this reason, NFDHR plans to roll out their newly developed mobile app, I am an IDP.

<table>
<thead>
<tr>
<th>Strategic Objective</th>
<th>To improve the access of IDPs and other vulnerable groups to training opportunities and quality information on protection services through I am an IDP mobile App.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Key Performance Indicator</td>
<td># of IDPs and other vulnerable groups to benefit from the I am an IDP mobile App (disaggregated by age and sex).</td>
</tr>
<tr>
<td>Target 2020</td>
<td>20,000 people.</td>
</tr>
<tr>
<td>Budget Required</td>
<td>500,000 USD.</td>
</tr>
</tbody>
</table>
| Strategic Interventions | - Launch I am an IDP mobile application.  
- Manage and continuously update the application to ensure user-friendliness according to users’ feedback.  
- Assess IDP use of Smart phones and internet.  
- Add and verify protection services through community volunteers in all governorates.  
- Evaluate the app in collaboration with other stakeholders on a regular basis.  
- Encourage IDPs and other vulnerable groups to use the app and add their reviews of the protection services received.  
- Encourage the private sector to support IDPs in all governorates by providing free services and training opportunities.  
- Document and share reports and success stories directly resulting from the app. |
Provide shelter and NFIs as a first humanitarian intervention

Violent clashes, indiscriminate shelling and air strikes have forced millions of people to flee their homes. More than 4.5 M people require assistance with shelter, non-food items (NFIs), or management of the collective centers in which they are living. Of these people, 3.9 M are in areas of acute need. This represents a 748% increase since late 2014 - as a result of the large-scale population movement since the outbreak of conflict in March 2015.

<table>
<thead>
<tr>
<th>Strategic Objective</th>
<th>To increase the access of 100,000 of women, men, girls and boys to the basic sheltering services such as NFIs and shelter items.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Key Performance Indicator</td>
<td># of people received emergency shelter and NFIs support (disaggregated by age and sex).</td>
</tr>
<tr>
<td>Target 2020</td>
<td>50,000 people.</td>
</tr>
<tr>
<td>Budget Required</td>
<td>1,000,000 USD.</td>
</tr>
</tbody>
</table>
| Strategic Interventions | • Registration and verification of beneficiaries.  
  • Distribute essential Non-Food Items to vulnerable IDPs and conflict-affected populations (blankets, mattresses, sleeping mats, kitchen sets, water buckets.  
  • Distribute emergency shelter kits to vulnerable IDPs and other conflict-affected populations.  
  • Distribute humanitarian cash assistance as rental subsidies to vulnerable IDPs and other conflict-affected populations in urban and semi-urban settings.  
  • Distribute return kits to IDPs households voluntarily opted to return to their areas of origin.  
  • Distribute winter blankets and clothes to IDPs and other vulnerable groups.  
  • Conduct Post Distribution Monitoring (PDM), follow up and reporting. |
Goal Six: Advanced Triangle of Solidarity
Overview

Yemen’s chronic crisis has resulted in serious need all over the country. This has required stronger partnerships between local and international development and humanitarian actors and local public and private-sector actors including civil society organizations (CSO) at all levels. In May 2016, the Global Humanitarian Summit recommended for stronger partnerships among national NGOs (NNGOs) in order to support the implementation of humanitarian response interventions. As such, NFDHR will train local partners by conducting a training for 100 non-governmental organizations as well as a number of local authorities and stakeholders that are related to the development.

Humanitarian partners are facing major access constraints in reaching those in need of humanitarian and development aid in Yemen. These constraints are diverse and highly contextual, ranging from geographic challenges to poor infrastructure and conflict-related insecurity. As previously mentioned, parties to the conflict do not provide an enabling environment for aid operations but instead pursue policies that promote the collapse of the economy and social services.

The World Bank assessment for CSOs in June 2013 reported that the strengths of the CSO community were geographic diversity and a multi-sectoral focus. Moreover, many CSOs have young and energetic leadership committed to improving the effectiveness of their organizations. CSOs also enjoy a relatively good reputation in the communities where they work in regards to their field presence, advocacy and service delivery practices. Thus, they have a high potential for channeling citizens’ voices to government and vice versa for more inclusive decision-making, service delivery, and so forth. Some development partners recommend that promoting good governance effectively needs a balance of strengthening the public institutions and the empowerment of other actors, such as civil society and private actors.
Strategic Actions

Promote the leadership role of national NGOs on country development and humanitarian response

One of the most important recommendations from the May 2016 Global Humanitarian Summit in Istanbul was to prioritize local ownership and leadership. Humanitarian aid should be provided as locally as possible and as internationally as necessary, in full respect of the humanitarian principles. Capacity-building and empowerment of local responders is crucial. Similarly, NFDHR will promote local actors to better anticipate and mitigate risks, and to prepare and respond to crises.

<table>
<thead>
<tr>
<th>Strategic Objective</th>
<th>Improve the technical and institutional capacity of national NGOs to actively participate in development and humanitarian response.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Key Performance Indicator</td>
<td># of national NGOs benefited from NFDHR capacity building activities.</td>
</tr>
<tr>
<td>Target 2020</td>
<td>100 NNGOs.</td>
</tr>
<tr>
<td>Budget Required</td>
<td>500,000 USD</td>
</tr>
</tbody>
</table>

Strategic Interventions

- Finalise the NGO Mirror capacity assessment approach and tools.
- Prepare the training materials.
- Train the capacity development team on the NGO Mirror approach and tools.
- Advertise for NGOs’ self-assessment through the NGO Mirror website and App.
- Identify the capacity needs and plans for the capacity interventions.
- Implement capacity development activities both by training activities and learning by doing.
- Provide individual consultations for NGOs and NGO leaders.
- Monitoring, follow up and document results.
Engage stakeholders on identification of needs enhance their capacity to facilitate humanitarian access

In the 2017 Yemen Humanitarian Response Plan, all partners confirmed facing increasing access constraints in reaching those most in need of humanitarian and development aid. Also, the collapsing public and private institutions are placing pressure on humanitarian partners beyond our remit and appropriate role. For this reason, NFDHR wants to further engage stakeholders to facilitate humanitarian access.

<table>
<thead>
<tr>
<th>Strategic Objective</th>
<th>Enhance stakeholders’ accountability to support humanitarian access and adopt good governance practices.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Key Performance Indicator</td>
<td># of stakeholders’ staff engaged on capacity building activities. (disaggregated by age and sex).</td>
</tr>
<tr>
<td>Target 2020</td>
<td>500 people (300 men and 200 women).</td>
</tr>
<tr>
<td>Budget Required</td>
<td>250,000 USD.</td>
</tr>
</tbody>
</table>
| Strategic Interventions | • Conduct advocacy and planning meetings with relevant stakeholders from public and private sectors at national level and in areas that parallel NFDHR’s intervention focus on core humanitarian principles, which includes the need to be accountable to them not only by NGOs but also the authorities and private sector.  
• Conduct capacity assessment for a number of stakeholders from local and national authorities and the private sector regarding their extent of accountability to people’ needs and rights.  
• Develop manuals, policies and procedures for improving the stakeholders’ accountability to people of concern.  
• Train relevant stakeholders on applying these manuals and policies.  
• Conduct M&E and document successful stories. |
Support youth and women’s peace-building initiatives

Although women and youth are the most affected by war, they still have a lot of opportunities to catalyze peace processes in many areas of Yemen. Women and youth have played prominent roles during the national dialogue and in the peace discussions and in humanitarian response activities; therefore, the UN, government and NGOs have a lot to do to encourage and assist women and youth in developing their role in peacebuilding activities and post-conflict resolution. As required under UN Security Council Resolution 2242 (2015), women’s local peacebuilding efforts should be supported, meaning we must involve women in establishing and promoting conflict prevention and resolution mechanisms. Since the Arab Spring in 2011, young men and women proved to have strong voices and leadership skills, which reflects how important it is to build their capacity for more engagement in peace processes through locally-led initiatives.

<table>
<thead>
<tr>
<th>Strategic Objective</th>
<th>Improve the capacity of women and youth for taking leadership roles in local peacebuilding initiatives.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Key Performance Indicator</td>
<td># of women and youth engaged in capacity development on local leadership for peacebuilding.</td>
</tr>
<tr>
<td>Target 2020</td>
<td>500 people (300 men and 200 women).</td>
</tr>
<tr>
<td>Budget Required</td>
<td>250,000 USD.</td>
</tr>
</tbody>
</table>
| Strategic Interventions | • Build the capacity of young men and women on leadership for peace-building.  
• Support local peacebuilding initiatives led by youth and women.  
• Advocate for youth and women engagement in the peace process.  
• Encourage young men and women to document humanitarian stories and use them for calling the parties and international community to support and accelerate the peace agreement between all parties.  
• Conduct M&E and document successful stories. |
Goal Seven: Strengthened Quality & Impact of Our Work
Overview

The rapidly changing context in the country has many negative and sometime positive implications on our work. There are multiple internal and external factors that place huge obstacles in front of us, yet also provide us with enormous opportunities. All NFDHR staff has participated in identifying the risks associated with conflict and agreed that certain steps must be adopted at the operational level within the next 4 years.

As the war has divided the country, conflict often escalates in many governorates where NFDHR works, such as Aljawf and Albaydha. Each area or district is controlled by a different party of conflict, which means the areas controlled by Houthi forces are more prone to airstrikes led by the Kingdom of Saudi Arabia (KSA). This creates a major risk for our teams and projects, especially the mobile health and psycho-social support teams, and food warehouses, which serve as food distribution points. This increasing insecurity in our targeted communities has led to challenges in ensuring neutrality of district leadership and community committees, which has, in turn, led to greater risks of recruiting politically biased staff and difficulties in hiring female staff and volunteers.

There is a misunderstanding of the role of NGOs, which has led to multiple requests for signing sub-agreements with national ministries, governorate authorities and MOPIC offices. This has contributed to delays and barriers in coordinating development or humanitarian aid projects. Some governmental figures at national and governorate level face a conflict of interest, as they have established NGOs to where they try to deviate funds to by pressuring UN agencies to work with them and not NFDHR. The same is for many national NGOs who see NFDHR as a competitor for funds.
**Strategic Objective**

Increase funding opportunities and ways to reach beneficiaries quickly and safely.

**Key Performance Indicator**

# of new donors supporting NFDHR 2020 strategy by the end of 2020

**Target 2020**

20 new donors.

**Budget Required**

100,000 USD.

**Strategic Interventions**

- Translate NFDHR’s neutrality through clear messages to different actors. Expand NFDHR interventions to areas controlled by different authorities by building trust at the local level through coordination with local district and governorate top leaders and relevant community leaders.
- Increase the staff awareness on protection measures that ensure selection of safe areas away from military locations and prohibit people gathering in huge numbers while receiving health and psycho-social services.
- Train volunteers to manage beneficiaries and follow the de-confliction measures in coordination with WFP and OCHA, especially at food warehouses.
- Open bank accounts for NFDHR in at least three local banks. The suppliers and contractors should have bank accounts in the same banks of NFDHR, so their money could be transferred directly to their accounts.
- Sign agreements with donors, UN agencies and INGOs in USD to avoid the sudden increase in exchange rate and also be able to pay suppliers and contractors in USD.
- Develop clear policies and procedures for coordination with national authorities. There is a need to coordinate with all active national and international NGOs to adopt the same policies. NFDHR must advocate with UN agencies and clusters to come to a clear agreement with the national authorities on standard policies and procedures for all humanitarian actors.
- Coordinate and build relationships and alliances with other national NGOs and keep updating governmental figures in certain positions about NFDHR achievements in the field and how much it contributes to improve the lives of hundreds of thousands of Yemeni people so that we make them as advocates and supporters.
- Recruit volunteers in all governorates, and encourage young men and women to advocate and support NFDHR Apps by updating information and verification of services.
- Develop and implement a strategy for unrestricted funding.

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**Strategic Actions**

**Increase opportunities out of risks**

There is a lack of financial liquidity as the central bank had moved to Aden, which is under KSA rule, and there is no transfer of money from one local bank to another. This problem is affecting the implementation of the projects as the suppliers and contractors are not able to receive their money in local currency from the International Bank of Yemen (IBY). There is also a huge fluctuation in exchange rates on a daily-bases, restricting needed funds that make it possible to respond to emergent humanitarian needs within 48 hours. People living in rural areas have little access to strong internet and smart phones, which decreases interaction and use of services provided through the mobile Apps developed by NFDHR. NFDHR staff must remain neutral so that if any changes happen for authorities at district and governorate level due to the war, this will not affect NFDHR’s acceptance and presence. There is a need to improve the procedures for recruitment of neutral local staff and women and also improve women’s participation at community committees in targeted areas.
## Strengthen accountability and quality of our work

The interventions and achievements of NFDHR are not well documented and reflected in professional reports in both English and Arabic. The website and Facebook page need continuous updates of NFDHR activities and achievements in both Arabic and English with information management. The education, governance and peace-building, health and nutrition, and protection programs have limited sources of funding, as there is great competition for available funds in the country, reflecting the need to have staff trained especially on proposal writing, planning, project management and reporting. There is also a need to improve the quality of field implementation, monitoring and evaluation of activities on a regular basis, and the decentralization of operations. Lastly, staff safety and security need to be addressed and improved, and their performance needs to be regularly reviewed by the senior staff.

<table>
<thead>
<tr>
<th>Strategic Objective</th>
<th>Strengthen quality of work and accountability to beneficiaries, partners and stakeholders.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Key Performance Indicator</td>
<td># of NFDHR staff and volunteers trained on quality, management, transparency, accountability and NFDHR policies and procedures.</td>
</tr>
<tr>
<td>Target 2020</td>
<td>500 people.</td>
</tr>
<tr>
<td>Budget Required</td>
<td>100,000 USD.</td>
</tr>
</tbody>
</table>

### Strategic Interventions

- Update the MEAL policy and manual to be aligned with the standard procedures of internationally recognized actors.
- Conduct regular staff trainings on MEAL.
- Ensure recruitment of monitoring and evaluation staff in the field offices.
- Recruit full-time international staff for supporting the fundraising process for the four programs.
  * Strengthen communication with international development partners for joint applications of external funds.
  * Look for small grants available in some donor agencies outside the country especially for education.
- Ensure that logistics, finance and MEAL staff are based in field offices.
- Develop measures that encourage qualified men and women from targeted governorates to apply.
- Develop and implement an IT strategy.
  * Procure a server and other necessary equipment and ensure best practices are applied.
  * Develop an Intranet or portal for NFDHR.
- Develop a manual for project management and train all staff on project cycle management.
  * Ensure trained staff apply humanitarian standards, policies and procedures with emphasizing NFDHR’s mission and core values.
- Ensure all staff have their objectives ready and signed in the 1st two weeks after contract signature.
  * Review these objectives at least twice during the contract life time.
- Translate news of different activities by relevant program staff on weekly bases. Include the translation of activities in their tasks and reflect it on their objectives and performance reviews.
- Develop standardized reporting formats for Activities, Field monitoring visits, monthly reports, mid-term reports, and final project reports and annual reports.
  * Train program staff on these standardized reports
  * Ensure staff write their respective project reports on time.
- Train staff on safety and security according to the available Safety and Security Policy.
  * Ensure these procedures are followed by the staff.
- Work on measures to provide medical and social security for all staff.