ANNUAL REPORT
2017-2018
Vision
Ensuring that every person in Yemen has access to the most basic needs of daily life.

Objective
Being committed to contributing to the attainment of sustainable human development goals, and to the realization of the vision of peace and welfare for all through sustainable and effective development projects.

Values
• Justice & Equality.
• Loyalty & Hard work.
• Confidentiality & Commitment.
• Transparency & Credibility.
• Cooperation & Creativity.
Building Foundation for Development (BFD) is a non-profit, non-governmental organization (NGO) officially established in 2015. It is a developmental national foundation which consists of a staff of professional, active, and independent men and women who are passionate about the development of Yemen.

We are committed to raising the quality of life for women, children, and youth through implementing development projects, doing research and studies, and creating partnerships with donors.

BFD seeks to implement its objectives through four major programs: Community and local development, capacity building, small and microenterprise development, and labor-intensive labor.

BFD implemented many emergency and development programs in various sectors such as Health, Nutrition, WASH, Food Security & Agriculture, Shelter, and Protection with high efficiency and quality. The prime factor behind our high quality of work is that our administration and financial system are based on universal standards.
Executive summary

All types of human suffering are terrible and dreadful, and should not be wished upon any human. Sadly, almost every kind of human suffering is present in Yemen. Innocent civilians including men, women, and children have been killed or injured as a direct result of the war and conflict. However, the consequences of war do not cease here, but rather continue to include the increasing difficulty of access to health care, decreasing mobility between different governorates, the collapse of the economy, ..., etc. As a result, millions of people in Yemen do not have access to the most basic daily-life needs due to their state of poverty or them being under siege with all roads blocked.

No crisis in the history of the world has been more severe and desperately critical than this ongoing humanitarian crisis in Yemen. The number of people who are in need or at risk is accumulating from year to year. Since 2017, the total number of people who need some sort of assistance has increased from 20.7 million to 22.2 million in 2018, and has reached 24.1 million in this year (2019), which is 80 percent of the population. This increase is evident that the work of philanthropic NGOs is not enough to make a substantial difference to the outcome of this conflict. Only with the complete cease of war and conflict would those numbers decrease, alongside the collaboration of local authorities to facilitate and support humanitarian assistance.

Moreover, the severity of needs is deepening and exasperating in all sectors. According to the United Nations Office for the Humanitarian Affairs (OCHA), food insecurity is affecting more than 20 million people in the country with 10 million of them suffering from extreme levels of hunger. And, 7.4 million need either treatment or prevention practices of malnutrition including 3.2 million people who suffer from acute malnutrition – 2 million are children under 5 and more than one million are pregnant and lactating women (PLWs). Additionally, 19.7 million people lack access to sufficient health care while 17.8 million people lack access clean water and sanitation. As a result, hundreds of thousands of people fell sick to waterborne diseases including cholera. Moreover, the number of IDPs has increased from 2.2 million (last year) to 3.3 million (this year), which includes 685,000 people who escaped from the war in Al Hodeida and the west coast. As a result of the escalating conflict, public and civilian infrastructures are damaged, and the severity of humanitarian needs is intensified. Furthermore, the institutional collapse and currency depreciation in addition to having the economy drastically contracted have led to a significant diminish of income opportunities compromising people’s access to basic services.

In conclusion, the need for assistance has intensified across all sectors making one third of the population suffer from a convergence of several dire vulnerabilities. Furthermore, the increasing rates of hunger and morbidity -compared to last year- are forcing tremendous numbers of people to depend on humanitarian assistance which is increasingly becoming the only lifeline for millions of Yemenis. Consequently, BFD has been working and is still working relentlessly to attend to the needs of the Yemeni people. Hence, the reminder of this document shows BFD’s achievements in helping conflict-affected people throughout the years 2017 and 2018 in different sectors.

Dr. Ali Ahmed Qasim Al Mandaleeq
Executive Director
Total Achievements in 2017-2018

12 PROJECTS

AWARENESS SESSIONS CONDUCTED 70,081

CHLVs TRAINED 1,740

CHLORINATION TECHNICIANS TRAINED 188

HF$s$ REHABILITATED 162

MT$s$ DEPLOYED 14

TFC$s$ ESTABLISHED 1

HW$s$ TRAINED 1,103

TRAINING COURSES 36

1,740

162

1

1,103

188

14

Men 697,927

Women 1,100,835

Boys 428,053

Girls 416,084

2,642,899

TOTAL BUDGET USD 10,703,714.49 YER 2,195,136,466.00

Annual report 2017 / 2018
By providing communities in YEMEN with access to critical, lifesaving, and sustainable health services, BFD aims to reduce mortality and morbidity among women and children, improve the nutritional status of children, and control as well treat communicable diseases. Moreover, BFD contributes to the sustainability of project goals after project completion by strengthening the capacity of health workers and rebuilding trust between the beneficiaries and providers of health services.
1. Lifesaving and preventive Integrated Health, Nutrition and WASH interventions.

Duration of project: From: July 2016 to: January 2019
Donor: UNICEF 516,700,391 YER

Targeted areas:

- AL MATON
- AZ ZAHIR
- AL GHAYL
- ALMASLOB
- AL MATAMMAH
- RAJUZAH
- AL KHALQ AND ALHAZM
- KHARAB AL MARASHI
- BART AL ANAN AND AL HUMAYDAT.

Objective:

The goal of project was to reduce the morbidity and mortality among PLWs, U5 and neonates in Al Jawf governorate during the period of project.

Activities:

- Rehabilitation of health facilities
- Deploying mobile medical teams.
- Providing medical and nutritional supplies.
- Building the capacities of health workers in the targeted health facilities.
- Conducting awareness raising sessions.
- Providing IMCI, EPI, MNH and nutritional services.

Training and capacity building:

3 separate training courses on CMAM, IMCI and CBMNC, in addition to CHVs training.
Achieved 53,695 of CU5 who were screened for SAM.

Achieved 15,949 of CU5 who received micronutrient powder.

Achieved 14,341 of beneficiaries who received IYCF messages.

Achieved 54,083 of CU5 who received IMCI services.

Achieved 16,467 of CU5 who were treated of childhood illnesses (pneumonia).

Achieved 5,676 of CU1 who received vaccination.

Achieved 12,045 of CU5 who were treated of childhood illnesses (diarrhea).

Achieved 34,113 of CU5 who were treated with a single course of deworming.

Achieved 14,557 of PLW provided with at least one ANC.

Achieved 3,655 of CU5 with SAM who were admitted to OTPs.

Achieved 1,606 of children with SAM who were treated and received consumable hygiene kits twice at community level.

Achieved 1,754 of deliveries attended by qualified personnel.

Achieved 1,901 of children with SAM who were admitted to OTPs.

Achieved 7,694 of children with SAM who were treated and received consumable hygiene kits twice at community level.

Achieved 8,255 of beneficiaries who received IYCF messages.

Achieved 13,860 of beneficiaries who received IYCF messages.

Achieved 481 of PLW provided with at least one ANC.

Achieved 2,983 of CU1 who received vaccination.

Achieved 8,286 of children with SAM who were treated and received consumable hygiene kits twice at community level.

Achieved 6,083 of children with SAM who were treated and received consumable hygiene kits twice at community level.

Achieved 2,693 of deliveries attended by qualified personnel.

Achieved 845 of children with SAM who were treated and received consumable hygiene kits twice at community level.

Achieved 158 of deliveries attended by qualified personnel.
Achieved 49,239 of integrated health, nutrition, and hygiene promotion sessions conducted at household level and at MHT sites

Achieved 20,980 of PLWs who received Iron & Folic at last once

Achieved 601 of CHVs trained

Achieved 23 of health workers trained on IMCI

Achieved 23 of midwives trained on CBMNC

Achieved 11 of HFs rehabilitated

Achieved 7 MTs deployed

Achieved 4 of training courses

Achieved 68 of health workers trained on CMAM in targeted districts

Achieved 20,980 of integrated health, nutrition, and hygiene promotion sessions conducted at household level and at MHT sites

Achieved 68 of health workers trained on CMAM in targeted districts

Achieved 23 of health workers trained on IMCI

Achieved 23 of midwives trained on CBMNC

Achieved 11 of HFs rehabilitated

Achieved 7 MTs deployed

Achieved 4 of training courses
2. Scaling Up Health and Nutrition Services in Conflict Affected Governorates Marib & AlBayda

Project duration: From Dec 2016 to: Nov 2017
Donor: UNICEF 243,224,575 YER

Objective:
Provide improved and equitable use of high-impact maternal, newborn and child health specific and sensitive interventions to reduce the rates of mortality and morbidity among women and children in Marib and AlBayda.

Activities:
1. Rehabilitation of health facilities
2. Deploying mobile medical teams.
3. Providing medical and nutritional supplies.
4. Building the capacities of health workers in the targeted health facilities.
5. Conducting awareness raising sessions.
6. Providing IMCI, EPI, MNH and nutritional services.

Training and capacity building:
3 separate training courses on CMAM, IMCI, and IYCF, in addition to CHVs & C4D training.
<table>
<thead>
<tr>
<th>Gender</th>
<th>Indicator</th>
<th>Building Foundation for Development (BFD)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Achieved 575</td>
<td>of CHVs trained on CMAM and C4D package.</td>
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<tr>
<td></td>
<td>Achieved 48</td>
<td>of health workers trained on IMCI.</td>
</tr>
<tr>
<td></td>
<td>Achieved 18</td>
<td>of health workers trained on IYCF.</td>
</tr>
<tr>
<td></td>
<td>Achieved 205,655</td>
<td>of reached people in the community with key life H&amp;N awareness sessions.</td>
</tr>
<tr>
<td></td>
<td>Achieved 3,607</td>
<td>of CUS5 received micronutrient powder.</td>
</tr>
<tr>
<td></td>
<td>Achieved 1,697</td>
<td>of CUS5 with SAM admitted to OTPs.</td>
</tr>
<tr>
<td></td>
<td>Achieved 31,630</td>
<td>of CUS5 screened for malnutrition.</td>
</tr>
<tr>
<td></td>
<td>Achieved 1,697</td>
<td>of CUS5 with SAM admitted to OTPs.</td>
</tr>
<tr>
<td></td>
<td>Achieved 23,013</td>
<td>of people reached in the community with key life H&amp;N awareness sessions.</td>
</tr>
<tr>
<td></td>
<td>Achieved 45</td>
<td>of health workers trained on IMCI.</td>
</tr>
<tr>
<td></td>
<td>Achieved 76</td>
<td>of health workers trained on IYCF.</td>
</tr>
<tr>
<td></td>
<td>Achieved 205,655</td>
<td>of reached people in the community with key life H&amp;N awareness sessions.</td>
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<td>of CUS5 screened for malnutrition.</td>
</tr>
</tbody>
</table>
### 3. Cholera Emergency Response

**Project duration** 15/6/2017 to: 31/12/2017  
**Donor:** UNICEF  
**2,500,000 USD**

**Targeted areas:**

<table>
<thead>
<tr>
<th>GOVERNATE</th>
<th>DISTRICT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Amran</td>
<td>Bani Suraim, Jabal Iyal Yazid, Harf Sufyan, Raydah, Shaharah, Amran, Maswar)</td>
</tr>
<tr>
<td>Al Jawf</td>
<td>Al Hazm, Khabb wa Sha’af, Al Humaydat, Al Khalq, Az Zahir, Al Maton, Al Matammah, Kharb Al Marashi, Rajuzah)</td>
</tr>
<tr>
<td>Al Mahwit</td>
<td>(Ar Rujum, Al Mahwait, Hufash, Al Mahwit City, Milhan)</td>
</tr>
<tr>
<td>Dhamar</td>
<td>Al Manar, Utmah, Anss, Maghrib Ans, Mayfa’at Ans, Wusab As Safil, Wusab Al Ali)</td>
</tr>
<tr>
<td>Marib</td>
<td>(Al Abdiyah, Al Jubah, Harib, Mahliyah, Marib, Marib City, Majzar)</td>
</tr>
</tbody>
</table>

**Objective:**

To reduce mortality rates related to cholera and prevent the cholera outbreak from spreading to high risk districts, and reduce fatality rate related to AWD to below 1%.

**Activities:**

- Rehabilitation of health facilities.
- Establishing ORCs.
- Providing medical supplies.
- Conducting Hygiene promotion sessions.
598 health workers were trained in cholera case management and infection control measures as follows:

- **Al Jawf**: 31 men, 69 women
- **Amran**: 63 men, 115 women
- **Marib**: 15 men, 48 women
- **Al Mahwit**: 31 men, 97 women
- **Dhamar**: 33 men, 96 women

**Achieved 111,697** of treated cases of AWD.

**Achieved 75** of HFs rehabilitated.

**Achieved 1** of training courses

**Achieved 598** of HWs trained on cholera case management and infection control measures.
4. Integrated Nutrition, Health, WASH Response in Sana’a – Yemen

Project duration: From: August 1, 2017 to June 30, 2018
Donor: Partner with R.I, Funded OCHA 200,000 USD

Targeted areas:

![Map of Sana’a with markers for MANAKHA and SAFAN]

Objective:

Reduce the mortality and morbidity rates related to preventable communicable diseases in targeted districts of Sana’a.

Activities:

- Providing health, WASH and nutrition awareness massages and promote community household and personal hygienic practices.
- Selecting and training CHWs.

Training and capacity building:

2 training courses for CHVs on how to carry out activities.
1 training course on WASH promotion and practices.
Achieved 3,632 of children provided de-worming course.

Achieved 1,490 of PLW screened for acute malnutrition.

Achieved 99,866 of individuals reached with hygiene promotion activities.

Achieved 11,680 of awareness sessions conducted in the community on WASH, nutrition, Health, and IYCF.

Achieved 4,171 of children (6-59 months) screened for acute malnutrition.

Achieved 130 of CHWs trained in community mobilization and screening for IYCF support.

Achieved 95,831 of community members practicing target health education message.

Achieved 3 of training courses.
5. Lifesaving and preventive Integrated Health, Nutrition and WASH interventions in Al-Hodeida gouverno rate.

Project duration: From: 20/8/2017 to: 6/2/2018
Donor: UNICEF (amount to be added)

Targeted areas:

Objective:
Improve the nutritional status among children and women in the targeted high priority districts of Al-Hodeida.

Activities:

- Rehabilitation of HFs.
- Conducting awareness raising sessions.
- Sub-national capacity building and training.
- Providing medical supplies.
- providing MNH, IMCI, Epi and nutritional services.

Training and capacity building:
3 separate training courses on CMAM, IMCI, and EPI, in addition to CHVs & C4D training.
Achieved 1,051 of CU5 received micronutrient powder.

Achieved 5,601 of CU5 received IMCI services.

Achieved 785 of CU5 treated with a single course of deworming.

Achieved 1,068 of CU5 treated of childhood illnesses (diarrhea).

Achieved 622 of PLW provided with at least one PNC.

Achieved 891 of PLWs received Iron & Folic at last once.

Achieved 1,589 of integrated health, nutrition, and hygiene promotion sessions conducted at household level and at MHT sites.
Project achievement:

Integrated Health and Nutrition Project [Al Hodeidah and Dhamar Governorates]

Project duration: January 2018 - November 2018

Donor: OCHA (YHF) USD 100,000,000
Targeted areas:

Objective:
Contribution in addressing the underlying causes of food security and malnutrition to the most vulnerable people in Al Hodeida and Dhamar governorates by delivering a package of quality and life-saving interventions.

Project activities:
- Rehabilitation of HFs.
- Conducting awareness raising sessions.
- Sub-national capacity building and training by training HWs and CHVs.
- Providing medical supplies.
- Providing RH, IYCF, IMCI, Epi and nutritional services.

Training and capacity building:
The project contributed in capacity building of GHO/DHO staff by conducting on-job training in all the 6 HFs in the following:
- Infection control procedures.
- Dealing with outbreaks (Cholera, Diphtheria, Malaria, etc.)
- Monitoring & Evaluation activities.
- PHC programs including (CMAM, IMCI, CBMNC and EPI).
- Reporting.
- Stock management.
Achieved 123,311 of patients provided with healthcare services.
Achieved 22,173 of CU5 screened for acute malnutrition.
Achieved 8,879 of CU5 who received multiple micronutrient supplementation (MNPs).
Achieved 10,707 of CU5 treated of SAM.
Achieved 1,314 of PLW provided with a course of de-worming.
Achieved 13,261 of medical consultations.
Achieved 1,222 of PLW provided with at least one ANC.
Achieved 6,656 of deliveries attended by skilled personne.
Achieved 5,914 of PLW provided with PNC within 48 hours of delivery.
Achieved 1,060 of women provided with reproductive health services.
Achieved 6,462 of PLWs receiving multiple micronutrient supplementation (MNPs)

Achieved 5,381 of PLWs received Iron & Folic at last once.

Achieved 21,467 of disease outbreaks reported (cholera, measles, acute meningitis, others)

Achieved 322 of critical cases successfully referred.

Achieved 59,179 of affected people provided with health promotion messages.

Achieved 6 of fully functional OTPs established

Achieved 36 of health professionals trained

Achieved 51 of healthcare workers incentivized in hospitals or health facilities.

Achieved 35 of health workers trained in the management of acute malnutrition.

Achieved 22 of CHWs trained in community mobilization and screening for IYCF support.

Achieved 6 of training courses

Achieved 7,647 of women received IYCF consultation.

Achieved 322 of disease outbreaks reported (cholera, measles, acute meningitis, others)

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Achieved 59,179 of affected people provided with health promotion messages.

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Achieved 6 of training courses

Gender

Indicator

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Achieved 51 of healthcare workers incentivized in hospitals or health facilities.

Achieved 35 of health workers trained in the management of acute malnutrition.

Achieved 22 of CHWs trained in community mobilization and screening for IYCF support.

Achieved 6 of training courses
6. AWD emergency response project in Amran and Dhamar.
Project duration 15/9/2018 – 31/1/2019
Donor UNICEF 175,000,000 YER

Targeted areas

Objective:
Reduce mortality and morbidity rates related cholera, and control the cholera outbreak in targeted districts of Amran and Dhamar.

Project activities:
1. Activation of 5 DTCs and 10 ORCs in both governorates.
2. Training of health workers working in targeted health facilities.
3. Training of CHVs.
4. Supplying health facilities with medications, intravenous solutions, solutions and cleaning supplies.
5. Rehabilitation of the targeted health facilities and supplying them with solar power systems.

Training and capacity building:
HWs & CHVs were trained in both governorates on cholera case management, and on disease and outbreak control.
Achieved 7,634 of suspected cases of AWD reported

Achieved 2,920 of RDTs done

Achieved 887 of Positive RDT cases

Achieved 10 of ORCs established

Achieved 107 of HWs trained

Achieved 75 of CHVs trained

Achieved 5 of DTCs established

Achieved 2 of training courses conducted.
7. Urgent Emergency Health Project in Ad Durayhimi and Zabid districts in Hodiedah Gov. and Wusab As Safil district in Dhamar Gov.

Project duration 1/7/2018-30/1/2019
Donor OCHA USD 700,000

Objective:
Providing immediate access to lifesaving emergency packages including minimum healthcare services for communities in priority geographical areas with the highest IDP/host community ratios.

Project activities:
- Operationalization and rehabilitation of health centers and hospitals with fully functional emergency rooms.
- Provision of Primary Health Care services and Minimum Service Package for provision of basic health services and reproductive health services and child health care (immunizations and integrated management of childhood illnesses).
- Provide emergency medical and surgical care to war wounded patients.
- Implementation of educational activities, awareness sessions, dissemination of public health information and distribution of educational materials through the community and through the facilities.
- Training of health staff in targeted health facilities on surveillance, case management, first aid, trauma care etc.
- Operation support for ambulances for immediate emergency referrals from trauma stabilization units in Al Doriahemi

Training and capacity building:
2 refreshment meetings were conducted.

26 HWs in Al Hodeida were trained:
Advance trauma life support (one course).
Basic life support (one course).
<table>
<thead>
<tr>
<th>Indicator</th>
<th>Gender</th>
<th>Achieved</th>
</tr>
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<tbody>
<tr>
<td>Achieved 2,920 of Suspected Cholera cases</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Achieved 825 of PNC visits.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Achieved 9,713 of medical consultations for IDPs</td>
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<td></td>
</tr>
<tr>
<td>Achieved 2 of HFs rehabilitated</td>
<td></td>
<td></td>
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<tr>
<td>Achieved 27 of referrals made</td>
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<td></td>
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<tr>
<td>Achieved 47,641 of Medical consultations done</td>
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<td></td>
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<tr>
<td>Achieved 1,798 of ANC visits.</td>
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<tr>
<td>Achieved 682 of deliveries assisted by a skilled birth attendant.</td>
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</tr>
<tr>
<td>Achieved 1,378 of conflict-induced trauma cases received life-saving</td>
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<td></td>
</tr>
<tr>
<td>Achieved 2 of training courses conducted</td>
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</tbody>
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8. Emergency Maternal Obstetric Newborn Care

Project duration from October 2018 to December 2018
Donor UNFPA **USD 5,312,021**

**Targeted areas:**

<table>
<thead>
<tr>
<th>Gov</th>
<th>Dis</th>
</tr>
</thead>
<tbody>
<tr>
<td>Alhodeidah</td>
<td>Bajil, Alltohaita, Zabid, Jabal Ra’a, Ad Dahi</td>
</tr>
<tr>
<td>Almahweet</td>
<td>Shibam, Altawela, Alrujum, Mawheet City, Alkhabt, Bani Sa’ad, Hufash</td>
</tr>
<tr>
<td>Haja</td>
<td>Khairan Alnoharaq, Mabin, Kohlan Alsharaf, Aflah Yemen, Almoftah</td>
</tr>
<tr>
<td>Dhamar</td>
<td>Dhamar City, Dhwan, Utma, Wusab</td>
</tr>
<tr>
<td>Marib</td>
<td>Marib City, Soroah</td>
</tr>
<tr>
<td>Aljawf</td>
<td>Almoton</td>
</tr>
</tbody>
</table>

**Objective:**

The Objective is to enhance access to maternal health and family planning services with a focus on underserved areas and humanitarian emergencies in targeted areas.

**Project activities:**

- Rehabilitation of health facilities.
- Supplying visibility Items and cleaning tools.
- Supplying medical equipment and supplies.
- Training of HWs and CHVs.

**Training and capacity building:**

1 training course on Information Systems for 25 participants in Higher Institute – Haja.
1 training course on GPs Implanon for 11 Participants in Alzahraoi Health Center – Sana’a.
1 training course on MWs Implanon for 11 Participants in Alolafi Health Center – Sana’a
9. Integrated Health & Nutrition project in conflict affected governorates of Hodeida and Al Mahweet

Duration 2 Years (15 May 2018 to 15 May 2020)
Donor UNICEF 1,260,211,500 YER

Targeted areas:

<table>
<thead>
<tr>
<th>Gov</th>
<th>Dis</th>
</tr>
</thead>
<tbody>
<tr>
<td>Al Hodaidah</td>
<td>Al Tuhayta, Ad Dahi, Al Mighlaf, Bajil</td>
</tr>
<tr>
<td>Al Mahweet</td>
<td>Bani Sa’ad, Hufash, Al Rujm</td>
</tr>
</tbody>
</table>
Objective:

Ensure access to primary health and nutrition activities for CU5 and PLW among the affected populations in the targeted districts through HFs rehabilitation and MTs, and improve the capacity to prevent and manage malnutrition among CU5 and PLW through CHVs’ activities in hard to reach villages of the targeted districts.

Project activities:

- Rehabilitation of health facilities in the targeted districts
- Training & deploying mobile medical teams
- Supporting HFs with Medications, Lab solutions and Medical Equipment.
- Supplying HFs with plumpy nut and micronutrients
- Nominating and training CHVs in Al Hodeidah and Al Mahweet Governorates.
- HWs Training.

Training and capacity building:

- CHVs training.
- 1 training course on CMAM.
- 1 training course on IMCI.
- 1 training course on CBMNCA.
Achieved 3,954 of CU5 treated of SAM.

Achieved 23,013 of CU2 who received measles vaccine.

Achieved 9,746 of PLWs who received ANC services.

Achieved 223 of CHVs trained

Achieved 35,133 of CU5 screened for acute malnutrition.

Achieved 29,400 of CU5 who received IMCI services.

Achieved 1,616 of CU2 in communities screened by CHVs to monitor growth by weighing in on a monthly basis.

Achieved 11,493 of women who received IYCF services.

Achieved 223 of CHVs trained

Achieved 4 of training courses
BFD aims to increase sustainable and equitable access to water in order to improve health and hygiene conditions. This is achieved through construction and rehabilitation of water infrastructures, capacity building for treatment and rationalization of water, improvement of sanitation facilities, hygiene promotion campaigns in schools and communities.
Comprehensive WASH Cholera Response at Households level in the three hotspot districts of Amran Governorate

Duration of project: From 12/07/2017 to: 31/12/2017
Donor: UNICEF USD 991,693.49

Targeted areas:

AMRAN
HABUR ZULAYMAT
AL QAFLAH
AMRAN CITY

Objective:
To contain the ongoing cholera outbreak and reduce excess mortality and morbidity rates related to cholera in the three hotspot districts of Amran Governorate.

Activities:

a. Provide access to safe drinking water to all households in the three hotspot districts of Amran governorate.

b. Promotion of safe practices and delivering hygienic messages to all households in the three hotspot districts of cholera in Amran governorate.

c. Provision of essentials WASH NFI’s for complementing safe practices.

Training and capacity building:

CHVs training.

Training technicians on chlorination.
### Achievements

**Achieved 11,040**
- of people provided with access to safe water
- 4,425 females
- 6,615 males

**Achieved 281,619**
- of people practicing household water treatment (HHWT) and safe water storage
- 117,486 females
- 164,133 males

**Achieved 316,606**
- of people practicing hand-washing with soaps
- 132,082 females
- 204,524 males

**Achieved 37,495**
- of households which had their water storage tanks sanitized.
- 15,029 females
- 22,466 males

**Achieved 310,543**
- of individuals reached with consumable hygiene kit (soaps and washing powder), Aqua Tabs and Jerry Cans.
- 129,552 females
- 180,991 males

**Achieved 260,169**
- of individuals with higher awareness on cholera and food/water storing methods through IEC.
- 108,537 females
- 151,632 males

**Achieved 43,483**
- of hygiene kits distributed.

**Achieved 94**
- of CHVs trained.

**Achieved 52**
- of water tanks supplied to vulnerable communities.

**Achieved 2**
- of training courses

**Achieved 188**
- of technicians trained on chlorination.

**Gender Indicators**

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<thead>
<tr>
<th>Gender</th>
<th>Number</th>
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<tbody>
<tr>
<td>Female</td>
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<tr>
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<tbody>
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Protection

Every human has the right to a life free of sexual assault, abuse and exploitation; the right to good health, security and well-being. Therefore, BFD’s protection activities focus on areas which have the highest levels of displacement where cases of children in need of protection due to separation from their families, association with armed groups, or having their basic human rights violated are very common. Assessment of IDPs needs and advocating for support was the first priority of BFD to intensify the efforts of partners trying to help and support all IDPs. In addition, BFD’s volunteer network in various governorates seek to address the violence issues and all other issues concerning the rights of women and children.

Friendly spaces for women and children.

From 1/8/2018 To 30/7/2019
Donor: BFD

Targeted areas

Objective:
To create friendly and safe places for women and children to help them adapt and give them opportunities to utilize their energy.

Project activities:
2 schools were used to carry out project activities Al Iman school and Al Fath school.
Teaching Handcrafts (tailoring).
Establishing friendly spaces (storytelling, playing games, entertainment)

Project achievement
60 students (male & female) benefited from project activities.
70 women were trained on tailoring.
The Strategic plan summary of 2018

Strategic objectives:

1. Building the institutional capacities of BFD.
2. Developing and building BFD’s financial capacity to ensure the continuation of implementing programs.
3. Updating the logistics service system to ensure a fast and good quality response to the demands of different projects.
4. Reinforcing relationships with partners in a manner that achieves the common interests of BFD as well as partners.
5. Developing and implementing an HR system that meets standards of performance quality in humanitarian organizations.
## Building the institutional capacities of BFD

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<tr>
<th>SPECIFIC OBJECTIVES</th>
<th>PERFORMANCE INDICATOR</th>
<th>ACTIVITIES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Establishing the internal regulations of BFD</td>
<td>Jobs that have a job description guide (100%)</td>
<td>Conduct a workshop to determine job titles for different positions.</td>
</tr>
<tr>
<td></td>
<td>Administrative operations that have executive procedures which achieve effectiveness and efficiency in performance (80%)</td>
<td>Prepare an executive procedures guide for all activities of BFD</td>
</tr>
<tr>
<td></td>
<td>Updated administrative regulations in both Arabic and English languages (80%)</td>
<td>Update BFD’s regulations and translate them to English language to meet the demands of most donors</td>
</tr>
<tr>
<td></td>
<td>Administrative operations that use the computerized system in daily procedures (80%)</td>
<td>Change all systems related to finance (procurements- archiving- HR) from manual to computerized systems</td>
</tr>
<tr>
<td></td>
<td>Courses focused on the administrative leadership and implemented in the duration of the plan (90%)</td>
<td>Develop and implement a policy for training the administrative leadership of BFD</td>
</tr>
<tr>
<td></td>
<td>Administrative procedures that are related to the leadership and covered by the computerized system implemented in BFD (70%)</td>
<td>Develop a computerized monitoring and evaluation system for the different projects</td>
</tr>
</tbody>
</table>
Building the institutional capacities of BFD.

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</thead>
<tbody>
<tr>
<td>Enhancing planning and supervision of BFD’s workflow</td>
<td>Having operational plans for primary and subsidiary activities of BFD (80%)</td>
<td>Having a strategic plan for BFD which covers the next 5 years</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Create an administration for quality control to improve the process of planning and monitoring</td>
</tr>
<tr>
<td></td>
<td>Having a unified monitoring and evaluation mechanism for different projects and activities (80%)</td>
<td>Conduct a workshop to unify the tools for monitoring and evaluation in the different projects.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Having a mechanism that enhances the quality of project reports as well as reports related to supervision and monitoring.</td>
</tr>
<tr>
<td>Capacity building of employees according to the strategic objectives</td>
<td>Employee-focused capacity building programs implemented according to the annual training plan (80%)</td>
<td>Develop and implement an employee focused policy of training and development</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Study the annual training needs of employees</td>
</tr>
<tr>
<td></td>
<td>Leadership satisfaction with employee’s performance in the different sectors (75%)</td>
<td>Hire employees according to standards of excellence and need</td>
</tr>
</tbody>
</table>
Developing and building BFD’s financial capacity to ensure the continuation of implementing programs.

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</thead>
<tbody>
<tr>
<td>Increasing BFD’s revenue to contribute in achieving the strategic objectives</td>
<td>Expansion in making partnerships with new donors in new sectors (5%)</td>
<td>Activation of BFD’s involvement in the humanitarian clusters (Nutrition- health- protection-water- food security - shelter) in addition to subsectors and work groups derived from those clusters.</td>
</tr>
<tr>
<td></td>
<td>Annual increment in creating partnerships with new or previous donors compared to past years (5%)</td>
<td>Preparation, development, and marketing of at least 5-7 projects. Activation of the finance unit</td>
</tr>
<tr>
<td>Regulation and rationalization of spending to achieve the strategic objectives</td>
<td>Efficiency in using BFD’s capabilities in implemented projects (80%)</td>
<td>Issue a financial regulation which sets the mechanism of pay regarding (supervision-evaluation-salaries)</td>
</tr>
<tr>
<td></td>
<td>Financial transactions completed via the computerized finance system (90%)</td>
<td>Monthly spending plans for different projects and administrative units</td>
</tr>
<tr>
<td></td>
<td>Not exceeding projects’ budgets compared to last year (90%)</td>
<td>Development and implementation of a computerized financial system in all financial transactions</td>
</tr>
<tr>
<td></td>
<td>More budget regulation during project planning phase and implementation of periodic review of budgets to correct any deviation in the right time</td>
<td></td>
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</tbody>
</table>
Updating the logistics service system to ensure a fast and good quality response to the demands of different projects.

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<tbody>
<tr>
<td>Updating the logistics service system</td>
<td>Having a guide and an advanced procurement system for BFD (100%)</td>
<td>Prepare annual procurement plans which include all purchases of BFD.</td>
</tr>
<tr>
<td></td>
<td>Updating the computerized storage system and connecting it to BFD’s branches (100%)</td>
<td>Development and implementation of a computerized procurement system</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Development of a computerized storage system</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Connect the computerized storage system in Headquarters to storage in branches</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Connect the computerized storage system to the computerized administrative system</td>
</tr>
<tr>
<td>Reinforcing the relationship between project management and logistics</td>
<td>Having a clear mechanism that describes the relationship between the two administrations (100%)</td>
<td>Conduct a workshop to determine duties of the logistics administration in different projects</td>
</tr>
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<td></td>
<td>Create a clear work mechanism which specifies the work procedures of the logistics administration to enhance its ability to face emergencies.</td>
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Reinforcing relationships with partners in a manner that achieves the common interests of BFD as well as partners.

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<tbody>
<tr>
<td>Enhancing the satisfaction level of clients (external, internal, beneficiaries)</td>
<td><strong>External clients’ and donors’ satisfaction (80%)</strong></td>
<td>set the meeting minutes for meetings with external clients (donors)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>evaluate the satisfaction level of parties with whom BFD interacts</td>
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<tr>
<td></td>
<td></td>
<td>and review the output of this evaluation and implement recommendations for improvement</td>
</tr>
<tr>
<td></td>
<td><strong>Internal clients’ satisfaction (80%)</strong></td>
<td>conduct periodic internal meetings for BFD’s employees</td>
</tr>
<tr>
<td></td>
<td></td>
<td>set a tool for evaluating the satisfaction level among internal clients</td>
</tr>
<tr>
<td></td>
<td></td>
<td>review outputs of the satisfaction level evaluation among internal clients by forms made for this purpose</td>
</tr>
<tr>
<td></td>
<td><strong>Beneficiaries’ satisfaction (80%)</strong></td>
<td>set a tool for measuring the satisfaction level of beneficiaries from</td>
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<td></td>
<td></td>
<td>different projects and services as well as for quality control based on</td>
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<tr>
<td></td>
<td></td>
<td>principles such as respect, punctuality, professionalism, benefaction.</td>
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<tr>
<td></td>
<td></td>
<td>distribution of the satisfaction level measuring tool among the beneficiary of projects implemented by BFD</td>
</tr>
<tr>
<td></td>
<td></td>
<td>review the outputs from the evaluation of the satisfaction level of benefits, as well as the evaluation of performance</td>
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Reinforcing relationships with partners in a manner that achieves the common interests of BFD as well as partners.

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<tr>
<td>Rising the level of promotion and marketing of BFD among governmental and private parties as well as donor organizations</td>
<td>Having a media unit that promotes BFD's work (brochures- profile- stickers-printed materials- …etc.) (100%)</td>
<td>open a multimedia department in BFD</td>
</tr>
<tr>
<td></td>
<td></td>
<td>update and activate BFD's website and social media pages.</td>
</tr>
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<td></td>
<td>Annual increment in governmental and private parties who are informed of BFD's activities and with whom BFD has contracts (10%)</td>
<td>participation in the promotion of BFD among governmental parties and ministries of relations to our work</td>
</tr>
<tr>
<td></td>
<td>Annual increment in donor organizations who are informed of BFD's activities and with whom BFD has contracts (10%)</td>
<td>implement field visits and coordinate with international organizations</td>
</tr>
<tr>
<td></td>
<td>Periodic meetings that include BFD alongside with other organizations and governmental parties (80%)</td>
<td>Establish partnerships with civil community organizations of relations to our work</td>
</tr>
<tr>
<td>Reinforcing partnerships with local organizations and foundations</td>
<td>Partnerships with local organizations to build their capacities (5%)</td>
<td>Contracting with at least 2 local organizations a year to build their capacities</td>
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Developing and implementing an HR system that meets standards of performance quality in humanitarian organizations.

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<tr>
<td>Establishing a shown certified plan for the employment policy of BFD</td>
<td>New employments done according to the new employment policy (100%)</td>
<td>Develop and implement an employment policy that focuses on the quality of performance</td>
</tr>
<tr>
<td>Developing an employee guide that ensures good quality of performance</td>
<td>Administrative leadership satisfaction with new employees who were hired according to the new policy (80%)</td>
<td>Take into consideration that the social diversity ratio in employment must be no less than 30%</td>
</tr>
<tr>
<td>Implementing employee focused social activities</td>
<td>Having an advanced employee guide which includes everything related to the employee in BFD (100%)</td>
<td>When hiring new cadre, give priority to people with excellent English</td>
</tr>
<tr>
<td></td>
<td>Implemented employee focused social activities compared to past years (100%)</td>
<td>Design an employee evaluation tool that takes into consideration BFD’s nature of work and the nature of different work positions</td>
</tr>
<tr>
<td></td>
<td>Employees who have social and health insurance (80%)</td>
<td>Monthly evaluation of employees by the administrative leadership</td>
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<td>Set and implement an employee guide which explains everything related to the employee and the job</td>
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<td>Set and implement a policy for attracting as well as selecting volunteers</td>
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<td>Set and implement a plan for social activities of employees</td>
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<td>Contracting with an insurance company in agreement with the employment laws in Yemen</td>
</tr>
</tbody>
</table>
BFD's performance in 2018

LOGISTICS DEPARTMENT

STRENGTHS

- Several available storage areas in headquarters as well as branches that cover BFD’s need.
- An electronic storage system is available.
- BFD has technical expertise in the logistics department.

Weaknesses

- Weak communications with the different programs.
- Weak procurement system.
- Weak movement plan (there is no administration for movement in the Foundation)
- There is no security unit.

CAPACITIES AND FINANCIAL RESOURCES

STRENGTHS

- BFD has several computerized accounting software that help producing accurate financial work.
- BFD has received several certificates of appreciation from several auditing firms.
- BFD has a number of projects that covers its institutional need for several years to come.

Weaknesses

- Lack of qualified staff in the financial department, especially regarding English language.
- There is no clear guide for procedures of all financial transactions.
- BFD’s workflow is completely dependent on donors’ support.
BFD’s performance in 2018

HUMAN RESOURCES

STRENGTHS

- BFD has a cadre of skilled and experienced youth.
- A team including a range of specialties and experienced individuals.
- BFD has a convenient number of volunteers who are capable of building their skills and experience.
- Increasing percentage of female employee’s integration; reached 50% of staff.

Weaknesses

- There is no administrative system that defines the mechanism of employment.
- A weak HR system regarding to employee’s rights and duties.
- Weak employee focused social activities.
- There is no defined mechanism for building administrative and technical capacities of employees.
- Losing several qualified personnel.
- The salary system for some jobs is undetermined.
- Weak supervision and monitoring systems in the office as well as the field.
- Weak ability of finding access channels to targeted groups to measure the satisfaction level.

PARTNERS

STRENGTHS

- Having multiple partnerships with multiple donors and not depending on one donor.
- The Foundation has an effective involvement in most hubs of humanitarian clusters in Yemen.
- The Foundation has an ability to establish relations with different administrative authorities.
- The Foundation has an excellent reputation among local communities due to its ability to establish good relationships with local communities.

Weaknesses

- Insufficient media promotion of the Foundation among some donors (there are no promotional activities).
- Dependence on short term emergency projects.
- Weak communications with local communities as well as weak community activities.
Institutional Building

THE INTERNAL ENVIRONMENT
Institutional Building (leadership, structure, job description, strategic plans, work procedures)

STRENGTHS

- BFD has a clear vision, message and strategic plan.
- There is a clear administrative structure which meets BFDs’ work needs.
- BFD works according to licenses given by concerned official parties.
- BFD has a main system and updated executive regulations.
- Great relationships between staff and leadership.

Weaknesses

- There are no operational plans that translate BFD’s strategic plan.
- The job description is not used or applied much. Also, it is unclear regarding several jobs and some jobs are not included in it.
- There is no clear guide for some work procedures of some departments such as finance and logistics.
- BFD depends on paper based transactions system in daily work instead of an electronic system.
- Low interest in having indicators that evaluate success and measure the effect of each objective or plan.

THE EXTERNAL ENVIRONMENT

STRENGTHS

- The need for interventions in several hard reached locations which are reached by BFD.
- The continuation of conflict in the country and the deterioration humanitarian situation increase intervention opportunities.
- Low capabilities in the governmental sector to implement humanitarian interventions in local communities.
- Several donors are interested in testing BFD’s success of previous projects.
- The international interest in the field of humanitarian intervention in Yemen has increased and is expected to continue increasing in the near future.

Weaknesses

- The continuation of conflict and political disorder in the country.
- Policies and administrative procedures of authorities in the targeted areas are constantly changing.
- A large number of international as well as national organizations are working in the same field.
- Expanding the interest of donors regarding supported sectors.
Building Foundation for Development (BFD)