“What counts in life is not the mere fact that we have lived. It is what difference we have made to the lives of others that will determine the significance of the life we lead.”
Nelson Mandela
I am very pleased and proud to present our Annual Report for 2016 which is the year that we celebrated YFCA’s 40th anniversary; forty years of dedicated service to improve the health and wellbeing of the Yemeni population all over the country. Our journey has been one full of learning with plenty of successes and challenges along the way which have shaped the overall success and experience of the association.

In particular, 2016 was a year of growth for YFCA, positive changes for our beneficiaries and a year of great preparations for 2017. This annual report highlights the achievements of the year and the many ways that YFCA contributed to providing assistance and improving the lives and wellbeing of the thousands of Yemenis during the difficult situation and the current on-going crisis.

While the association’s work has significantly evolved from its main initial purpose of providing reproductive health services, our commitment to help people in need remains strong as ever. The association’s mandate, mission, vision and core values continue to guide the direction of the association in the rapidly changing environment. YFCA strategy focuses where we can make the most difference.

During this financial year, YFCA continued to cement its position as a leading national NGO and provider of both development and humanitarian assistance. By committing significant energy, expertise and funding to our range of programs, we played a pivotal role in contributing the ongoing humanitarian efforts in the country and in the unstable and unpredictable environment.

We managed to formulate strategic partnerships with various humanitarian actors and aid providers. We have seen significant growth and diversity in the funding of our humanitarian programs and we are grateful for the countless contributions we have received. We managed to be on the top of the list of UNOCHA recipients of fund receiving both standard and allocated funds.

In addition, we have worked with various UN agencies such as UNFPA, UNDP, IOM and various INGOs such as Mercy Corps, Marie Stopes, Oxfam and international aid providers like the GIZ in implementing humanitarian programs.
We have implemented successful programs in Food Security and Livelihoods, Health and Nutrition, WASH and Shelter and Protection. We have also been active members in the education and the early recovery clusters. We believe in the importance and significance of integrating cross-cutting issues such as gender, protection and the environment which are our core values in the centre of our programs and activities prioritising the most vulnerable population.

In addition to our programs and activities, YFCA has worked closely with our donors, partners, stakeholders, government counterparts to map our priority areas and plans to upscale our impact in the next coming years. We are active members of the Humanitarian Country Team, the Strategic Advisory Group of the Food Security and Agriculture cluster and the Health Core Group.

None of our success would have been possible without the support of the Board of Directors, donors, partners, all our stakeholders and staff. Therefore, on behalf of the Board of Directors, I would like to thank all of our staff, partners, donors, supporters and volunteers for their commitment and dedication; and in particular, to pay tribute to the strength, resilience and dignity of the people we work with and for, who continue to inspire us as we work alongside them for a Yemen of hope, tolerance and resilience.

Nabil M. Al-Ammari
Executive Director
Reaching out to Yemen’s Poor, Vulnerable and Affected Populations

YFCA, a rights-based, national non-profit, non-governmental and independent association was established in 1976 with a mandate of raising awareness on reproductive health issues and family planning at both community and national level. Being the first of its kind, YFCA received and continues to receive highest regards and recognition of many supporters both locally and internationally including UN agencies, international organizations, stakeholders and local NGOs.

YFCA continues to pioneer in its initial mandate and has evolved to be one of the top and pioneering National NGOs in the wake of the conflicts and war in the country providing development, recovery and humanitarian aid to the Yemeni population prioritising the most vulnerable populations. The strategy of YFCA focuses on the areas where we can make the most impact and changes through provision of humanitarian programs aiming at saving lives and providing durable solutions to the affected and most vulnerable populations.

At the heart of our programs and taking cultural and traditional norms into consideration, we mainstream gender and protection as well as adhering to the AAP framework and to the humanitarian principles, standards and national laws. We take women and children at heart because they bear the brunt of poverty amidst the conflict and war and because they are the key solutions to the success of our programs.

We take our programs, activities and core work seriously because we value the strategic partnerships we formulate with our donors. We ensure that our programs are implemented with high quality and strive to ensure that quality assurance is observed in all of our programs through our monitoring and evaluation department which is a core support and programmatic department within the association.

2016 was a year of changes and growth for YFCA and we are proud of the grand achievements including the celebration of YFCA’s 40th anniversary, the successful implementation of life changing programs, the diversity and growth in our sources of funds and in our staff, the strategic partnerships we have built with both our donors, UN agencies, international community and stakeholders, the trust we have gained on ground and the relationship we have formulated with our stakeholders and beneficiaries.
Lastly, it has been the year that we have put in place the strategic plans and preparations, both internally and externally, for implementing more projects within a more diversified environment of funds and donors to have grander and wider outreach in 2017. We remain deeply rooted to our core humanitarian and organizational values and in the resounding roots, coverage and the valuable experience that YFCA has gained over the 40 years of providing life-changing solutions to the Yemeni population all over the country.
**Vision**
A poverty-free, healthy and enlightened society.

**Value**
- Neutrality and Independence
- Participation
- Accountability
- Environmental Responsibility
- Professionalism

**Mission**
Striving to respond to the human needs, working with people to bring about positive, sustainable and behavioral changes in lives through the promotion of effective partnerships, cooperation to create, implement and innovate solutions that respond to basic and critical humanitarian needs and addressing the economic, social and environmental challenges.

**Geographical Coverage**

- Sa’ada
- Amran
- Ma’rib
- Sana’a
- Al Amanah
- Taiz
- Raymah
- Lahij
- Ibb
- Ad Dali’
- Dhamar
- Al Bayda’
- Shabwa
- Hadramout
- Al Mahrah
- Abyan
- Al Mahwit
- Aden
- Al Jawf
- Al Hudaydah
- Al Huddaidah
- Al Jawf
- Al Mahrah
- Al Mahwit
- Aden
- Al Huddaidah
- Al Jawf
- Al Mahrah
- Al Mahwit
- Aden
15 governorates

80 District

273,270 Direct beneficiaries

over 500,000 indirect beneficiaries

Provided 134,732 beneficiaries with integrated health services

Conducted 581 Over training and awareness sessions in our programs

Delivered Emergency WASH assistance to 88,701

Provided 7,185 agriculture and livelihood inputs

Mainstreamed Protection in all health & shelter Programs

Provided Protection awareness 5,500 session to beneficiaries

Provided 8,491 life saving food

Delivered 1,200 non food items
Programs

Programs are the core activity of YFCA. We determine the needs and gaps in conflict affected areas and carry our comprehensive and/or rapid needs assessments and analyses by collecting key data, liaising with local communities and stakeholders, our donors and partners to develop project proposals with tangible and high impact. We ensure that we engage communities in our activities for sustainability and long term impact of our programs and to create with them a collaborative plan of action.

In addition, we improved our Accountability to Affected Population (AAP) framework and procedures in order to engage the local communities more in our projects through various ways, for instance; YFCA established a two way feedback mechanism in Emergency Mobile Medical Teams (EMMTs) as well as other feedback mechanisms such as: suggestion box. This enabled us to adapt and re-structure our projects as per local communities’ feedback and recommendations.

We implemented programs in 15 governorates and over 80 districts benefiting a total of 273,270 direct beneficiaries and over 500,000 indirect beneficiaries. Our beneficiaries benefited from the wide range of services and items provided under our umbrella of interventions. In addition, our services and assistance were provided with high professionalism ensuring that monitoring and evaluation activities were carried out in all stages of the program life cycle.

The monitoring and evaluation plans developed for the programs ensure quality assurance is observed and stakeholders, communities and beneficiaries are given the chance to express their concerns and views through a two-way feedback mechanism.

In 2016, our interventions focused on the most conflict affected governorates in the country and interventions prioritized by the humanitarian needs overview report, the integrated phase classification and cluster reports and recommendations. In addition, We responded to the calls of appeals from local authorities as well as several calls for proposals from the donors and partners.
Health Program

YFCA is an active member of the health cluster and member of the Health Core Group (HCCG). This year, we implemented a total of seven health projects which were funded by different donors including UNOCHA, UNFPA, UNDP, Marie Stopes and YFCA self-finance. The programs included the provision of integrated health services including RH services, primary health services and a part of nutrition through emergency mobile medical teams (EMMTs) and through supporting fixed health facilities.

The goals were to provide live-saving integrated health services to those in need and to contribute in the sustainability of the provision of the project services after project end through strengthening the capacities of health care workers in the health facilities and re-build the trust between health service providers and beneficiaries. In all implemented health services projects, we ensured to mainstream protection and gender issues, principles and standards to both host communities and IDPs in affected areas.

Achievements

- 270 nurses and midwives in nine governorates were trained on provision of RH services including counselling.
- 27,697 beneficiaries in Taiz governorate received integrated life-saving services through the Emergency Mobile Medical Teams of which 29% were males, 26% females, 22% boys and 23% girls.
- 80,326 beneficiaries in Taiz, Al-Dale’, Saada and Ibb received RH services as well as primary health care of which 76% were females and 24% were males.
- 300 beneficiaries in Ibb, Taiz and Al-Hodeida received medicines for non-communicable diseases and diabetes.
- Beneficiaries are continuing to receive health services from Mobile Clinics run by youth in Sana’a.
- 26,400 beneficiaries in nine districts of Sana’a and Amanat Al Asima received RH services from YFCA funded health facilities and mobiles clinics.

Success Story

Ghada (name changed) lives in a remote area in Altaiziya district. For some time, she suffered from nausea and intermittent abdominal pain. Her neighbour, who had been acquainted with YFCA mobile clinics and benefited from the free health services provided, informed her about the clinics.

Ghada visited the clinic where she received a full medical check-up. The physicians used the UV device available at the mobile clinic to run more tests and were able to confirm that she was suffering from appendicitis. She was informed of her condition and advised to undergo the appendix removal procedure immediately. YFCA referred her to Medicines Sans Frontieres where she had a very successful operation. Two days later, she visited the mobile clinic in a good condition.
Food Security and Livelihoods Program

YFCA is an active member of the Strategic Advisory Group (SAG) within the Food Security and Agriculture Cluster (FSAC) therefore, the projects implemented are aligned with the clusters’ recommendations and standards.

This year we implemented two projects under the FSL umbrella with the generous support of FAO and UNOCHA targeting six districts in three governorates. The goals were to provide life-saving food assistance to most affected IDPs and host communities and to protect and restore essential agriculture livelihood assets for IDPs and host communities.

• 17,185 beneficiaries received agricultural livelihood inputs of which 78.5% were males and 21.5% were females.

• 8,491 received life-saving food baskets of which 25% were males, 24.7% were females, 26% boys and 24.3% were girls.

Success Story

Food Security/ Protection

Among the affected population in Jihanna, we came across Zaid and his family, a story of pain, survival and truly a story that deeply touched us. Zaid was an IDP single parent - a father of five children living in a small house. He had several months old triplets and two older children under seven years of age.

Zaid once lived in Hajjah with his wife and two children. The family had to relocate to Jihanna for safety when the conflict arose. Zaid took with him his pregnant wife, who didn’t expect would have triplets. Unfortunately, Zaid’s wife suffered too many complications at childbirth leaving behind Zaid with the newly born triplets and the two children.

Cruelty of the situation forced Zaid to make a decision everyday on whether to take care of his children or work for the daily wage to sustain them. With the food basket assistance provided by YFCA and OCSANA, Zaid found relief. The aid helped him to stay with his children and take care of them without worrying about where to obtain the next meal to sustain them. In addition, the organizations formulated a way for Zaid to meet with other people who can offer more help and assistance to him and his family.
Our WASH and Shelter programs this year were generously funded by GIZ, OCHA and IOM targeting 12 districts in four governorates. The goals of the WASH and shelter programs were to provide emergency life-saving water supply, provide community based protection referral network support, provide emergency WASH assistance to IDPs and host communities and distribute non-food items to the affected population.

- 45,901 beneficiaries received assistance in emergency life-saving water supply through the installation of water tanks in the affected areas.
- 40,000 beneficiaries in Taiz received emergency WASH assistance of which 29% were males, 28% were females, 21% were boys and 22% were females.
- 2,800 beneficiaries received NFIs in Taiz. 35% of the beneficiaries were males, 30%, 25% were boys and 10% were girls.

### Success Story

**WASH**

**The Story of Kareem**

Kareem Nasher is an 8-year-old male child who lives at Salah district in Taiz governorate. Kareem suffers from severe acute malnutrition due to the financial constraints of the family which do not allow for the father to provide needed food. In addition, the conflict in the area has brought with it much distress including severe water shortages. Water supplies from the local water supply has stopped and the population are forced to obtain water from water wells in far areas. The water obtained is not safe for drinking and domestic use but it is the only option for many families.

Kareem suffers from intestinal, infectious diseases and diarrhoea in addition to the malnutrition due to the consumption of contaminated water. After the installation of the new water distribution point by GIZ/YFCA in their area, water is now available, proximate and clean for consumption and domestic use. Kareem is grateful for the water tanks provided by the two organizations and reports recovery from the intestinal diseases.
Protection, Gender and Education Program

“All women and girls have the fundamental right to live free of violence. This right is enshrined in international human rights and humanitarian law.”

Ban Ki Moon

This year, YFCA’s protection programs was funded by UN-OCHA. The program targeted two governorates; Al-Hodeida and Amran. The main goal of the program was to provide community based protection referral network support for IDPs and host communities in these governorates through mobile clinics. The services included distribution of NFIs, provision of awareness sessions on protection integrating health, child protection, GBV, psychosocial support and early marriage.

Achievements

- 1,200 beneficiaries received NFIs including blankets, mattresses, mats, water storage cans and kitchen sets; 800 beneficiaries in Al-Hodeida and 400 in Amran
- 100 awareness sessions were conducted. 70 in Al-Hodeida and 30 in Amran benefiting an average of 5,500 beneficiaries
- Mobile clinics still running under this project continue to receive an average of 80 patients a day providing them with integrated health services, psychosocial counselling with a phycologist and awareness settings on protection including GBV.

Success Story

Story of Amal

Amal comes from an impoverished background; she does not have the financial capacity to access medical care. For the past two years Amal had suffered from swollen limbs and severe migraines. And due to the current political instability in Taiz, there were no medical centers close to her residence. The nearest medical center is 30 kilometres away from her house.

In addition to the distance to health center, the road is filled with check points with cumbersome checking from the armed conflicts making it a dangerous journey for many. Many people have been reported arrested, kidnapped or even killed in their attempts to cross these check points. The lucky ones who can pass through the armed checkpoints wait for long hours.

In addition to her medical status, Amal has had several miscarriages, for that, her husband threatened to divorce her. “You cannot bear a child, then there is no need for you”, he yelled at her a few times. This has all changed for Amal when she learned about the YFCA mobile clinics in her neighbourhood. There, she received a full check-up and was diagnosed with Akzima which caused her miscarriages, hypertension which caused migraines and swollen limbs. The doctors in the clinic prescribed her medication and asked her to visit periodically.

On her next visit to the clinic she learned she was pregnant. The physicians gave her guidance on how to take care of herself and the foetus. Now she is very happy and is doing well following a healthy pregnancy program. “My husband will not divorce me and I am a mother soon. I am grateful for YFCA” she said with gratitude.
Improvement of Existing Financial Management Policies and Procedures
Towards the end of 2016, we completely redesigned the existing financial management policies and issued a new version of the policies to match both national and international standards to promote for the transparency and accountability of our activities. The new policies for financial management are designed to align with the requirements of International Donors and Organizations.

Procurement Policies and Procedures
In addition to the financial management policies, we redesigned the procurement policies and procedures to be aligned with both administrative and financial procedures of the organization and in order to have cost effective and time efficient purchases with the best utilization of resources. We ensure that the best value for money is considered in all our procurements, to meet with our internal standards and the requirements of international donors and partners.

Internal Control and Compliance
A strong internal control and compliance system was adopted in the last quarter of 2016 and the hiring of a professional and experienced Internal Auditor was strongly suggested by the higher management for the beginning of 2017. The hiring of this professional will be done to ensure that all transactions taking place in the organizations comply with the existing policies and standards. A strong focus has been placed for regulatory compliance for local laws and regulations.

External Audit report
Each year, YFCA deals with professional and internationally recognized external auditors to conduct the annual auditing. This year, external audit was done successfully and in timely manner. A clean audit report was issued by the external auditors without qualifying for any material issue which can cause the credibility of financial reports. The review/audit for specific projects from donors or their auditors were also done without any problem or major issues to be noted.
5. **HACT and Other Assessments**

This year, extra efforts were exerted to ensure the continuous improvement of capacities of financial management, internal controls, compliance, human resources, procurement and other administration. This has resulted for successful assessment from International Agencies/Donors especially, HACT Assessment by UNICEF, and other successful assessments including but not limited to UNHCR, OXFAM, ACTED and OCHA.

6. **Department Structure**

As per the strategic plan of YFCA, the management has considered for hiring new personals to support the upcoming expected projects with international partners. An international Finance & Resource Mobilization Director with experience of more the 15 years in multinational environment was hired in last quarter of 2016 to support the future project which are expected to be doubled or more in years to come. With need of new projects, more accountants have also been hired including the new induction in sub-offices.

7. **Financial Proposals for Major Projects**

With the vigilant guidance from the management and strategically supported mechanism has enabled YFCA to successfully bid for major programs in consortium with International NGOs and directly with UK DFID. The DFID Project, being the biggest in recent history of YFCA was a major step forward in achieving the required path of our strategic plan. Apart from this, the organization has also successfully applied for other projects directly with UNICEF, UNHCR and other International donors.
At YFCA, the M&E department is a core programmatic and support department. We developed our M&E framework which articulates objectively verifiable indicators that takes into account the strategic objectives of the association.

We believe in the effective application of M&E activities internally to analyse the indicators of the internal performance and provide recommendations for improvements. In addition, our M&E framework and approach for programs takes into account quality assurance and accountability as well as community engagement.

Our M&E approach is grounded on the guiding principles of participation, cultural sensitivity and committed to building capacity, affirming and positive while honest and productively critical in valuing knowledge and approaches from within the context. The methodologies and reporting are based on the diverse tools and analyses endorsed for Monitoring and Evaluation of emergency intervention.
The Policies and Research unit of YFCA was established in the final quarter of the year to develop and improve various internal policies including Human Resource Management, Financial Management and Procurement, Programs, MEAL, IT and Administration to enhance the accountability and transparency of the organization’s activities.

In addition, the department continues to work on developing other departmental, program-related policies and those policies related to cross-cutting issues such as gender, environment, community engagement, external relationships, stakeholders and child safeguarding policies. Within these policies, the unit is aspiring to develop standard operating procedures for the programs and activities in the association.

The unit is also responsible for conducting research and assessments including rapid needs assessment in various governorates in the country to provide donors, partners and clusters with updated needs assessments as well as identify gaps for interventions. This year, we conducted three multi-sectoral RNAs that were shared with our donors, partners and clusters. Our strategic objectives of this unit is to conduct high quality researches and studies in partnership with local, international and UN agencies and to be a resource center for our partners and donors.
Communications and Advocacy

Being active members of the HCT and clusters, our communications and advocacy department was established to ensure that we advance our agenda and align our programs with the developments and recommendations of the clusters and the humanitarian advisory boards.

In addition, our communication and advocacy plan was developed in order to reach out to our beneficiaries, donors, local partners, stakeholders and other development partners such as the UN agencies we work with, international and local NGOs and stakeholders. In developing our partnerships, we ensure that our mandates are aligned with our partners and the value added benefits advocate for our beneficiaries and the programs we implement.

We advocate for our beneficiaries through publication of our programs and activities on our website, social media as well as our partners advocacy platforms. This year, we were among the first organizations to publish and distribute brochures to raise awareness and communicate the cholera outbreak to our beneficiaries and to exert efforts with our partners to ensure that the message has been circulated in our intervention areas through our ongoing programs.

We ensure that we clearly communicate the lessons learnt to our donors, government partners, and other stakeholders through reports, brochures and leaflets. Our social media platform is covered by Facebook, Twitter, Instagram, linked in and YouTube to reach a larger number of people in advocating for our beneficiaries.
Not For Sale
Not For Sale
Not For Sale
Not For Sale
This year, we expanded our human resources department to accommodate the needs of the association to hire new staff as we expanded our projects and the association. We hired more than 25 new staff towards the end of 2016 of which 60% were females.

In addition to this, we redesigned our existing Human Resource Management Policies and Procedures to be aligned with UN standards, international and national humanitarian laws and standards as well as the Yemeni employment law. In addition, our staff are diverse, multicultural, multilingual, international and national from all over Yemen.

We have selected and hired the best in each of our departments based on their technical capacities, experiences working in humanitarian and development contexts and their educational qualifications; many of who have studied and graduated in multicultural environments including Ukraine, UK, Switzerland and Pakistan.

We aspire to provide the best working environment for our staff as well as provide competitive benefits by structuring our financial benefits based on extensive surveys of both international and local NGOs.
## YFCA Leadership and Staff

### Board of Directors
- **Fathia Mohammed Abdullah**  
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- **Dr. Khalid Ahmed Tajaddin**  
  Vice Chairman
- **Mohammed Sa’ad Badawi**  
  General Secretary
- **Yehya Ali Ahmed Al-Bukaeer**  
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- **Hanan Hezam Al-Ashwal**  
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- **Ahmed Naji Saleh**  
  Administrative Board Member
- **Eman Saleh Al-Qusaili**  
  Board Member – Youth Category
- **Asia Ashraf Al-Shaibani**  
  Administrative Board Member

### YFCA Main Office
- **Nabil M. Al-Ammari**  
  Executive Director
- **Wafa Abdulqader AbuShaar**  
  Executive Secretary

### Programs
- **Dr. Adel Ibrahim Al Muayed**  
  Director of Programs
- **Dr. Saleh Mahdi Alheelh**  
  Community & Health Officer
- **Farouk Abdulrahman Sultan**  
  Health & Nutrition Program Officer
- **Mohammed Ali Alolofi**  
  Wash & Shelter Program Officer
- **Seeham Ahmed Haider**  
  Protection Project Manager
- **Salah Addin Ahmed**  
  Food Security & Livelihoods Program Officer
- **Nadeem Ahmed Al-Aizari**  
  Consortium Coordinator
- **Suad Mohammed Al Amrani**  
  Program Assistant
- **Afrah Hamdan Al-Sofy**  
  Program Assistant
- **Sameha Sami Abujehani**  
  Program Assistant

### Finance
- **Munawar H. Muhammad Shari**  
  Director of Finance & Resource Mobilization
- **Sami Mohammed Al-Majdhoob**  
  Accounting Officer
- **Yazeed Abdulghani Rajeh**  
  Grants Accountant
- **Mohammed Abdulkareem Faea**  
  Operation Accountant
- **Mohammed Mosleb Al-Aodi**  
  Internal Auditor

### MEAL
- **Nabil Abdullah Alkumaim**  
  Monitoring, Evaluation, Accountability & Learning Manager
- **Essam Ahmed Alesaie**  
  M&E Assistant

### Policies & Research
- **Safiya Mohamed Al Jabry**  
  Head of Policies and Research Unit
- **Mohammed M. Al Arooma**  
  Senior Research Assistant

### Communications & Partnership
- **Hind A. Al Badani**  
  Communications & Partnership Coordinator
Human Resources

Wafa Khalid Al Faqeh
Human Resource Officer

Management Information System

Motahar Mohammed Al-Ashmory
Management Information System Officer

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YFCA Partners
On Aug 2016, Yemen Family Care Association (YFCA) has become a full member in Cash Learning Partnership (CaLP), UK. This membership will enable YFCA to be exposed to a wide spectrum of resources and tools of Cash Transfer Programming (CTP). Being a member, YFCA will be able to participate in the annual meetings of CaLP and in the Technical Advisory Group, attend learning events, and receive technical publications. YFCA is the only NNGO member amongst more than 43 INGOs participating in this global partnership.

Cash transfers have been used in many ways by YFCA to respond to a range of pressing needs of vulnerable people. Cash transfer programming is considered a prominent part of YFCA’S work in food security and livelihoods, Shelter and WASH activities; YFCA constantly strives to optimize the use of cash transfers in its respective humanitarian programs.

The Cash Learning Partnership (CaLP) is a global partnership of humanitarian actors engaged in policy, practice and research within cash transfer programming (CTP). Formed of a community of practice including over 150 organizations and more than 5,000 individuals in the humanitarian sector, CaLP is based on learning, knowledge sharing, networking and coordination around the appropriate and timely use of CTP in humanitarian response.
Gandhi’s Talisman

«I will give you a talisman. Whenever you are in doubt, or when the self becomes too much with you, apply the following test. Recall the face of the poorest and the weakest man [woman] whom you may have seen, and ask yourself, if the step you contemplate is going to be of any use to him [her]. Will he [she] gain anything by it? Will it restore him [her] to a control over his [her] own life and destiny? In other words, will it lead to swaraj [freedom] for the hungry and spiritually starving millions?

Then you will find your doubts and yourself melt away.»