

*The Inspiring*

YEAR

2020



القيادة الوطنية  
للحقوق الإنسانية



## Youth Leadership Development Foundation

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The  
*Inspiring*  
Year



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*The new thing that has been learned during 2020 is how technology can serve to help achieve goals with minimum cost and time.*

**Safa Rawiah**  
YLDF General Manager





# General Manager Letter

**The “inspiring year of 2020”, this is how I would love to phrase it, although it might sound exceedingly positive with the many difficulties the year introduced worldwide. YLDF, like other organizations, faced challenges due to the COVID-19 pandemic and its consequent influence on project implementation and resource mobilization. Still, it was mind shifting to discover how flexible we could be. To be able to perceive difficulties as lessons and turn challenges into opportunities.**

YLDF, as an organization already working in an unstable environment, continuously revisited its plans and kept updating and amending them to support project activities. The new thing that has been learned during 2020 is how technology can serve to help achieve goals with minimum cost and time. Different activities and trainings were implemented, applying online platforms including WhatsApp and Zoom. More work has been done on our social media channels to activate our communication with different stakeholders.

We feel proud that during 2020 YLDF managed to support and maintain its staff, and we preserved good connections on the ground and with our partners. All 2020 projects have been implemented within emergency contingencies. We saw significant expansion, not only in terms of the number of beneficiaries we reached 14,431 (7,806 M, 6,625 F), 1,126 HHs but also in geographical area. In 2020, in addition to the eleven governorates we had previously served, YLDF worked in two new governorates (Al-Mahweet and Hadhramout).

Finally, YLDF officially launched KUNTROL, an Information Communication Technology (ICT) system that aims to develop a unified, integrated, multifunctional, and multilingual Management Information System (MIS) responsible for automating and digitalizing YLDF’s key front-end business processes and functions. KUNTROL is another platform for YLDF to improve the quality of its deliverables and also to present an ICT management model to other national CSOs.

By the end of the year we will have reached the end of our 2020 Programs Strategy, and we look forward to taking all lessons learned, successes, and achievements, to build upon them in the newly developed 2024 strategy.

**Safa Rawiah**  
YLDF General Manager

# YLDF Background



## *Our Vision*

A Yemen in which skilled, well qualified and active young women and men play leadership roles in all domains of society and enable Yemenis to contribute to a better world.





## *Our Mission*

To increase male and female youth participation in development of their communities through high standards of quality education, participatory and action-oriented training, youth NGOs, and capacity building initiatives over all Yemeni governorates in response to development and labor market needs.

# YLDF'S Development Strategy

2017-2020

## Goal

An increased number of Yemeni youth who are able to improve the quality of their own lives and careers as well as develop their own communities

## Education

Enhancing access to gain primary, secondary, and higher education qualifications, skills and experiences, facilitating livelihood opportunities, empowerment, and inclusion.

- Youth Leadership Program-YLP 18
- Tadhafur Program



### **Livelihood**

Enhancing access to gain a livelihood and be able to earn enough income to lead dignified lives and contribute economically to their families and communities.



- Supporting Resilient Livelihoods and Food Security in Yemen joint programme (ERRY II).
- Water for Food Security
- Women Leadership, Empowerment, Access and Protection Project

### **Leadership**

Enhancing Youth leadership roles and responsibilities in the national and local communities.



- Youth Leadership Program 6 Yemen
- Youth consultations
- Step of Peace- Celebrating UN Resolution 1325 –YAC
- Step of Peace- Celebrating UN Resolution 1325 –YAC
- Yemeni Youth Peacebuilding Conference /YAC
- Advocacy Campaign to cease fire and the start of peace talks and a response to COVID-19–YAC

### **Empowerment**

Empower CSOs organization and youth initiatives to play a leadership role in their communities.



- Yemeni Women & Youth Engaging in Peace in Conflict Context Project
- Gender Sensitive Peace Building for Civil Alliance for Peace-building Project
- Strengthening the capacity of CBOs in Yemen
- Tadhafur Program

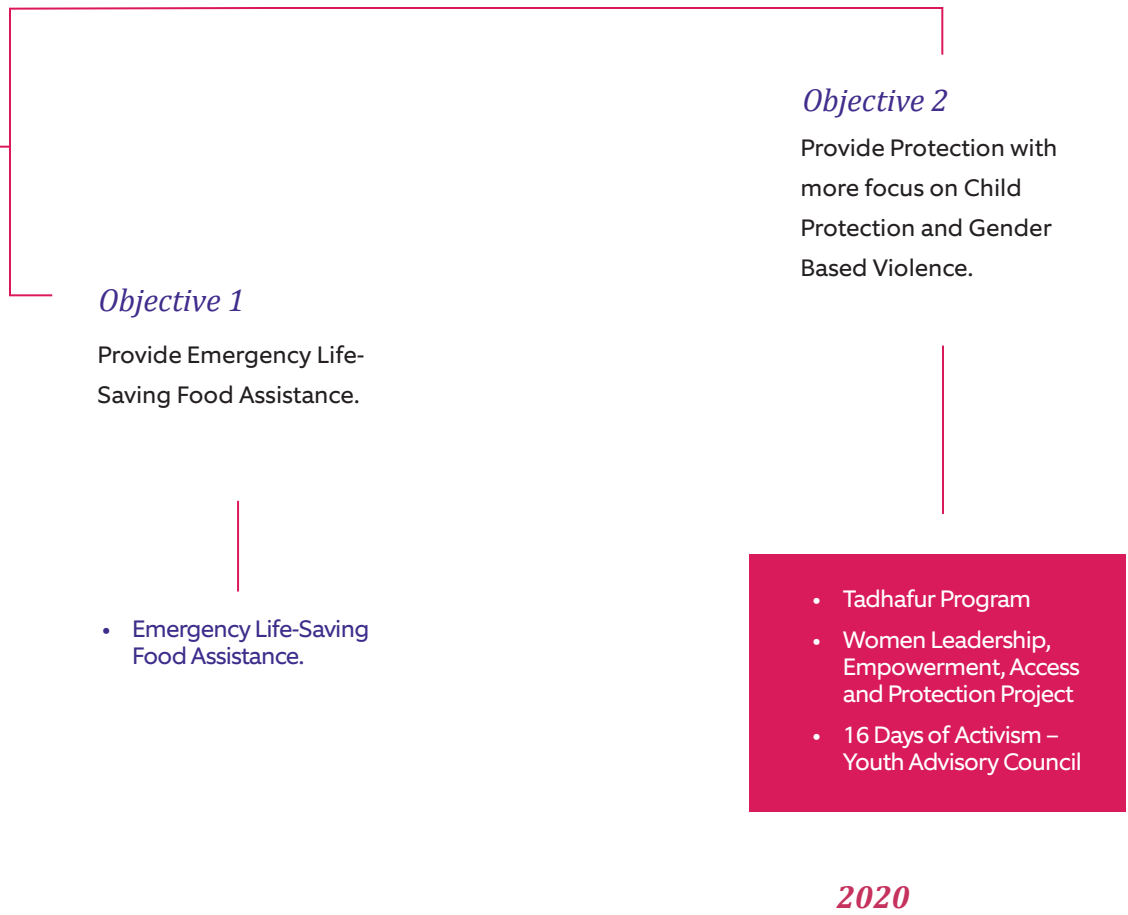
# YLDF's Humanitarian Strategy

*2017-2020*

## ***Goal***

Alleviating food insecurity and increasing livelihood opportunities through enhancing food security, reducing rural poverty, and developing the most vulnerable people's capacity to manage and respond to risks.

Protecting rights of the most vulnerable in all situations including situations of conflict.



# Partners

## *International Partners*



## *Local Partner*

- Al-Usra Al-Sa'ada Association (Happy Family)
- Dar Alwaey Foundation for Development
- Tomorrow Leaders
- El-Ezdhar Development and Social Foundation
- Sanid Organization for Relief and Development
- Tatweer Foundation
- Karam for Community protection & Social Development
- Land Of Peace for right freedoms developments organization
- EHTIMAM for Humanitarian Development
- LANA Foundation for Social Development

# List of Abbreviation

<b><i>YLDF</i></b>	Youth Leadership Development Foundation
<b><i>CBOs</i></b>	Community Based Organizations
<b><i>CSOs</i></b>	Civil Society Organizations
<b><i>ELSFA</i></b>	Emergency Life-Saving Food Assistance
<b><i>HHs</i></b>	Households
<b><i>FSAC</i></b>	Food Security and Agriculture Cluster
<b><i>PSS</i></b>	Psychosocial Support
<b><i>NGOs</i></b>	Non-Governmental Organizations
<b><i>CAP</i></b>	Civil Alliance for Peace-building
<b><i>OSH</i></b>	Occupational Safety and Health
<b><i>PPE</i></b>	Personnel Protection Equipment
<b><i>GBV</i></b>	Gender Based Violence
<b><i>EU</i></b>	European Union
<b><i>UN</i></b>	United Nations
<b><i>UNICEF</i></b>	United Nations International Children's Emergency Fund
<b><i>IDPs</i></b>	Internally Displaced Person
<b><i>YLP</i></b>	Youth Leadership Program
<b><i>YLP 6</i></b>	Youth Leadership Program 6 Yemen
<b><i>YAC</i></b>	Youth Advisory Council
<b><i>UNDP</i></b>	United Nations Development Programme
<b><i>UN Women</i></b>	United Nations Entity for Gender Equality and the Empowerment of Women
<b><i>UNFPA</i></b>	United Nations Population Fund
<b><i>NUFFIC</i></b>	Netherlands Universities Foundation for International Cooperation
<b><i>YAC</i></b>	Youth Advisory Council
<b><i>DKH</i></b>	Diakonie Katastrophenhilfe
<b><i>FAO</i></b>	Food and Agriculture Organization
<b><i>ICAN</i></b>	International Civil Society Action Network
<b><i>UNSCR</i></b>	United Nations Security Council Resolution
<b><i>CEDAW</i></b>	Convention on the Elimination of Discrimination against Women
<b><i>UN</i></b>	United Nations

# 2020

## RESULTS AT GLANCE

### Beneficiaries

Total Number of Direct Beneficiaries

14,431  MALE 7,806  FEMALE 6,625

Total Number of Indirect Beneficiaries

547,419





# CATEGORIZED BY GOVERNORATE

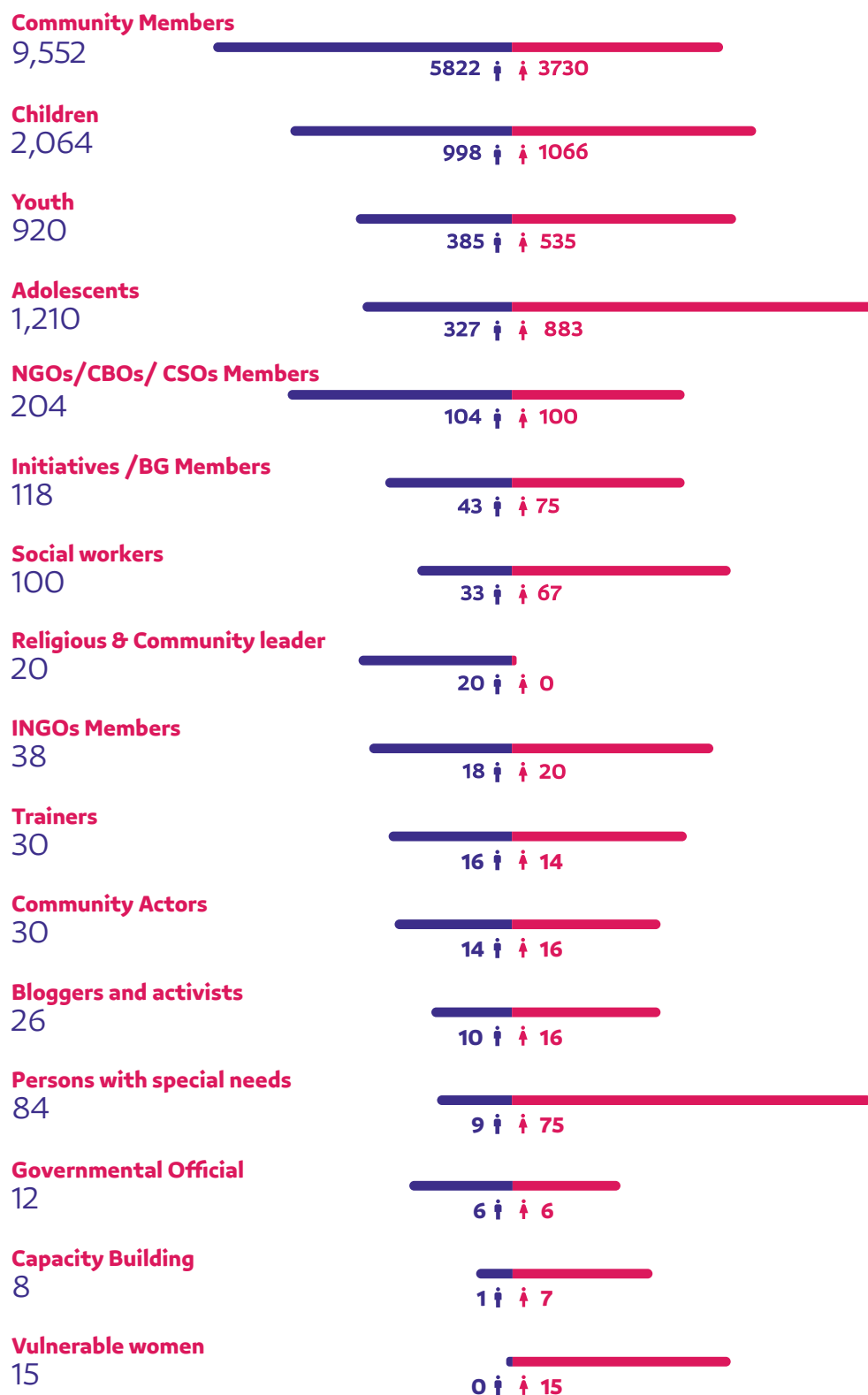


<b>Sanaa</b> <b>3,381</b> Male 2,227 Female 1,154	<b>Amant Al Asima</b> <b>5,053</b> Male 2,629 Female 2,424	<b>Alhodaidah</b> <b>1,993</b> Male 866 Female 1,127	
<b>Lahj</b> <b>1,437</b> Male 1,087 Female 350	<b>Taiz</b> <b>987</b> Male 288 Female 699	<b>Aden</b> <b>504</b> Male 212 Female 292	<b>Hadhramaut</b> <b>426</b> Male 158 Female 268
<b>Ibb</b> <b>194</b> Male 97 Female 97	<b>Hajja</b> <b>44</b> Male 43 Female 1	<b>Al-Mahweet</b> <b>40</b> Male 31 Female 9	<b>Abyan</b> <b>14</b> Male 7 Female 7
<b>AlDhale</b> <b>13</b> Male 7 Female 6	<b>Shabwah</b> <b>9</b> Male 7 Female 2	<b>AlMaharah</b> <b>6</b> Male 5 Female 1	<b>Marib</b> <b>2</b> Male 0 Female 2
<b>Amran</b> <b>1</b> Male 1 Female 0	<b>Multiple Cities*</b> <b>324</b> Male 140 Female 184	<b>Out of Yemen**</b> <b>3</b> Male 1 Female 2	

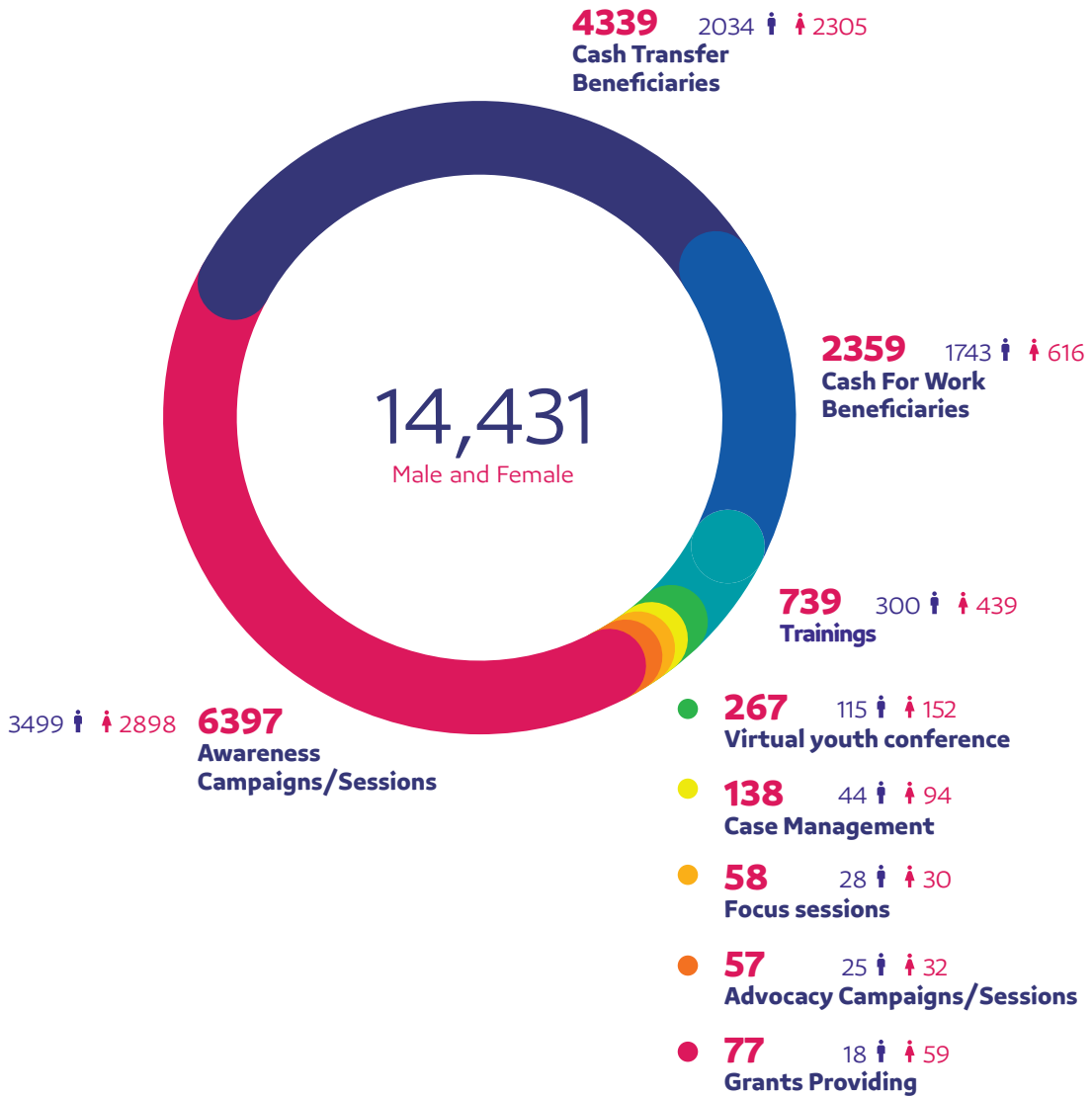
\* Multiple Cities (Aden, Lahj, Hadramout, Mahra, Abyan, Al Dhale, Shabwah, Taiz, and Marib)

\*\* Out of Yemen (Turkey, Jordan, and Egypt)

## CATEGORIZED BY BENEFICIARY



# CATEGORIZED BY ACTIVITY



# THEMES

- LEADERSHIP
- EMPOWERMENT
- EMERGENCY (FOOD SECURITY)
- LIVELIHOOD
- EDUCATIONAL
- PROTECTION
- SOCIAL

# SERVICES

- TRAININGS ←
- ORIENTATION SESSIONS ←
- PROPOSAL GRANTING ←
- PROPOSAL DEVELOPMENT ←
- RADIO SESSIONS ←
- RADIO FLASHES ←
- RESEARCH PAPER DEVELOPMENT ←
- INNOVATION CAMP ←
- BUSINESS SCALE UP ←
- BUSINESS START UP ←
- COVID-19 HYGIENE KIT DISTRIBUTION ←
- PPE MATERIALS DISTRIBUTION ←
- CASH TRANSFER ←
- CASH FOR WORK ←
- SCHOLARSHIPS ←
- AWARENESS SESSION ←
- CASE MANAGEMENT
- WADI BANK PROTECTION
- CANAL REHABILITATION
- HARVESTING TANK CONSTRUCTION
- AGRICULTURAL TERRACES REHABILITATION
- HHS SUPPORTED (HYGIENE KITS)
- HEALTH CENTERS SUPPORTED (HYGIENE KITS)
- GRANTS
- WORKSHOPS
- WOMEN CENTER CAPACITY STRENGTHENING
- FLASHES
- VIRTUAL YOUTH CONFERENCE
- MAGAZINE PUBLISHING
- VIDEO PRODUCING
- OSH KITS
- TECHNICAL AND FINANCIAL SUPPORT

# TRAINING COURSES

ENGLISH LANGUAGE

INTERNATIONAL COMPUTER  
DRIVING LICENSE

UNIVERSITY GUIDANCE

ENGLISH RESEARCH  
METHODOLOGY

LIFE SKILLS

VOCATIONAL TRAINING

RESEARCH METHODOLOGY

SDGS

DESIGN THINKING

GENDER EQUITY

COVID-19

CLIMATE CHANGE

EMOTIONAL INTELLIGENCE

LEADERSHIP

COMMUNICATION  
AND PRESENTATION

SELF-AWARENESS

PEER EDUCATION

SOCIAL ENTREPRENEURSHIP

GENDER SENSITIVE PEACE  
BUILDING

COMMUNITY PARTICIPATION

PROJECT PLANNING AND  
BUDGETS

GENDER EQUALITY

CONFLICT PREVENTION

PROPOSAL WRITING  
AND REPORTING

GENDER-RESPONSIVE  
SERVICE PROVISION

UNSCR 1325

CEDAW

NEGOTIATION SKILLS

GENDER AND CONFLICT  
PREVENTION IN YEMENI  
COMMUNITIES DURING  
THE IMPACT OF COVID-19.  
PROTECTION

# EDUCATION

EDUCATION



# 1. Youth Leadership Program YLP 18

### *Aim*

Enhanced skills and knowledge of high school graduates through lifelong learning opportunities and a variety of training experiences.

### *Partners*

YLP's Alumni

### *Targeted governorates*

Sana'a

### *Project*

Dec 2019 - Nov 2020

### *Beneficiaries*

#### Direct Beneficiaries

Total

**47**

**25** Male

**22** Female

# LEADERSHIP



## LEADERSHIP

# 1. Youth Leadership Program 6 Yemen



### *Aim*

Build a generation of young leaders, innovators and change-makers in the Arab region to become drivers for social change and implementation of Sustainable Development Goals and 2030 Agenda

### *Partners*

UNDP

### *Targeted governorates*

Sana'a

### *Project*

June 2020 - Feb 2021

### *Beneficiaries*

#### Direct Beneficiaries

Total  
**271**      Male 143      Female 128

#### Beneficiary Types

Youth  
**247**      Male 129      Female 118

NGOs  
**24**      Male 14      Female 10

#### Institutional Beneficiaries

NGOs  
**10**

# EMPOWERMENT

EMPOWERMENT

1.



# Yemeni Women & Youth Engaging in Peace in Conflict Context (YWYEP) Project

### Aim

Enhance Women and youth to actively be involved in and influence peace and reconciliation processes at local level.

### Partners

UN Women

### Targeted governorates

Aden, 3 Districts

### Project

Dec 2019 – Feb 2020

### Beneficiaries

#### Direct Beneficiaries



#### Beneficiary Types



#### Indirect Beneficiaries



#### Institutional Beneficiaries



EMPOWERMENT

2.

# Gender Sensitive Peace Building for Civil Alliance for Peace - Project



### Aim

Enhance active roles for Yemeni CSOs members of Civil Alliance for Peace (CAP) in Gender Sensitive Peace-building among Yemeni Society.

### Partners

UN Women

### Targeted governorates

Sana'a, Aden, Mareb, Hadhramout, Taiz, Ibb

### Project

Dec 2019 – May 2020

### Beneficiaries

#### Direct Beneficiaries



#### Beneficiary Types



#### Indirect Beneficiaries



#### Institutional Beneficiaries



EMPOWERMENT



# 3.

## Strengthening the capacity of CBOs in Yemen Project

“The training was very informative and taught me new concepts about gender. It will help with writing proposals to suit donor requirements and take gender sensitivity into consideration”

*Muhammad Omar Badawi,  
a Project participant*

### Aim

Strengthen the capacity of CBOs in Yemen to increase CBOs role in general and specifically in gender and conflict prevention during COVID-19 pandemic.

### Partners

International Civil Society Action Network, “ICAN”

### Targeted governorates

Hadhramaut

### Project

Oct 2020 – Apr 2021

### Beneficiaries

#### Direct Beneficiaries

Total

20

Male 11

Female 9

#### Beneficiary Types

CBOs Members

20

Male 11

Female 9

#### Institutional Beneficiaries

CBOs

10

**SOCIAL**

SOCIAL



# 1. Youth consultations, YAC\* Project

## *Aim*

Provide recommendations to the office of the UN envoy, the UN / international community, and local civil society organizations / youth-led organizations.

## *Partners*

UN Women

## *Targeted governorates*

Hadhramaut, Taiz, Lahj, Amant Al-Asimah

## *Project*

Nov 2020 – Dec 2020

## *Beneficiaries*

### Direct Beneficiaries



### Beneficiary Types



\* The Youth Advisory Council is a network of youth initiatives, male and female, graduates of the Youth Leadership Development Foundation, a network that represents the nucleus of strong, educated Yemeni youth who are able to contribute to building their society towards a better world.

SOCIAL

2.

# Step of Peace - Celebrating UN Resolution 1325 - YAC\* Project



### Aim

Support Yemeni women's effective participation in peace processes and influencing decisions that affect their lives.

### Partners

UN Women

### Targeted governorates

Hadhramaut

### Project

Oct 2020 – Nov 2020

### Beneficiaries

#### Direct Beneficiaries



#### Beneficiary Types



#### Institutional Beneficiaries



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SOCIAL

3.

# Women Leadership for Peace in Yemen - Phase two



### Aim

Ensure inclusive and gender-sensitive peace building through a strengthened and effective civil society and community-based initiatives.

### Partners

Oxfam GB

### Targeted governorates

Sana'a, Aden and Al-Hodaidah

### Project

Oct 2020 – Oct 2020

### Beneficiaries

#### Direct Beneficiaries



#### Beneficiary Types



#### Institutional Beneficiaries



SOCIAL

4.

# Yemeni Youth Peacebuilding Conference / YAC\* Project

“The Yemeni Youth Peacebuilding Conference was able to bring youth together, people from all sects and political parties, under the possibility of achieving peaceful coexistence.”

*Ghadeer Tira,  
Social Development Hodeidah Girls Foundation*

### Aim

Bring together young people from all over Yemen, including diaspora population, strategically validate the strategic framework for the Tawafuq-Youth for Peace and Security, through the identified five key pillars of action of United Nations Security Council Resolution 2250.

### Partners

UN Women  
UNFPA

### Targeted Locations

Yemen, Turkey, Egypt, Jordan

### Project

Nov 2020 – Dec 2020

### Beneficiaries

#### Direct Beneficiaries



#### Beneficiary Types



#### Institutional Beneficiaries



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SOCIAL

# 5. Advocacy Campaign to ceasefire and the start of peace talks and a response to COVID-19 – YAC\* Project

## Aim

Reach out to Yemeni women and youth (women and men) groups/networks/ individuals/ CSO's with message of ceasefire and the start of peace talks and a response to COVID-19.

## Partners

UN Women

## Targeted governorates

Yemen

## Project

May 2020 – June 2020

## Beneficiaries

### Direct Beneficiaries

Total

**38**

 Male 16

 Female 22

### Beneficiary Types

Bloggers and activists

**26**

 Male 10

 Female 16

Initiatives Member

**31**

 Male 15

 Female 16

### Indirect Beneficiaries

Total

**519,492**

### Institutional Beneficiaries

Youth Initiatives

**6**

\* The Youth Advisory Council is a network of youth initiatives, male and female, graduates of the Youth Leadership Development Foundation, a network that represents the nucleus of strong, educated Yemeni youth who are able to contribute to building their society towards a better world.

# PROTECTION

PROTECTION

1.

# Tadhafur Program



“The program not only provided me with the technical skills needed to manage my business, but also the tools I needed to open a small grocery store and secure my own source of income. This helped me return to school and complete my studies.”

*Samira, program trainee*

### Aim

To improve protection and build resilience and skills for adolescent girls and boys at risk of child marriage, dropping out of school, and child labor through the provision of knowledge, life skills, socio- economic empowerment and access to multi-sectorial response/referral services, including health, education, legal aid, PSS, and socio-economic/ livelihood initiatives.

### Partners

UNICEF

### Targeted governorates

Sana'a, Amant Al-Asimah, Al-Hodaidah, Ibb, Hajjah, Al-Mahweet, Taiz

### Project

Sep 2018 – Dec 2019

### Beneficiaries

#### Direct Beneficiaries

Total

**5,986** 3,307 2,679

#### Beneficiary Types

Youth

**50** 24 26

Adolescents

**1,210** 327 883

Community Members

**4,706** 2,936 1,770

Religious and Community Leaders

**20** 20 0

#### Institutional Beneficiaries

Youth Initiative

**17**

CSOs

**9**

PROTECTION

## 2.

# 16 Days of Activism – YAC\* Project



### Aim

To reduce gender-based violence by raising the awareness of vulnerable communities and NGOs on GBV and the importance of the international 16 days of activism campaign on gender-based violence.

### Partners

UN Women

### Targeted governorates

Hadhramaut

### Project

Nov 2020 – Dec 2020

### Beneficiaries

#### Direct Beneficiaries

Total

**104**

Male 19

Female 85

#### Beneficiary Types

Disabled

**84**

Male 9

Female 75

CBO Members

**20**

Male 10

Female 10

#### Institutional Beneficiaries

CBOs

**10**

\* The Youth Advisory Council is a network of youth initiatives, male and female, graduates of the Youth Leadership Development Foundation, a network that represents the nucleus of strong, educated Yemeni youth who are able to contribute to building their society towards a better world.

## PROTECTION

## 3.

# Women's Leadership, Empowerment, Access and Protection (LEAP) Project

“The Women's Leadership, Empowerment, Access and Protection program helped me access new knowledge and skills, such as financial management and budgeting, and how to organize my time and set clear goals. Through the vocational and professional skills training, my classmates and I feel prepared to work in our own projects in the future”

*Basma Al Qatabi, LEAP program trainee*

## Aim

Promote self-reliance for displaced and vulnerable women in areas affected by the conflict through livelihood and protection interventions.

## Partners

UN Women

## Targeted governorates

Hadhramaut

## Project

Aug 2020 – Mar 2021

## Beneficiaries

### Direct Beneficiaries

Total

**208**

Male 73

Female 135

### Beneficiary Types

Social Workers

**100**

Male 33

Female 67

Community Members

**100**

Male 39

Female 61

Capacity Building

**8**

Male 1

Female 7

### Indirect Beneficiaries

Total

**450**

### Institutional Beneficiaries

Women's Center

**1**

# LIVELIHOOD



LIVELIHOOD

1.



# Supporting Resilient Livelihoods and Food Security in Yemen Joint Programme (ERRY II)

“From day one, everyone believed that this intervention would make a long-term difference. Business in the market has been much better, and my sales have increased exponentially now that I’m able to stay open for longer and serve more customers. This support for our market is a good sign for a better future.”

*Ibrahim Mansour, grocery store owner in Al-Mahwat market, Marawa, Al-Hodaidah*

### Aim

Contribute to reduced vulnerability and strengthened resilience capacity of crisis-affected communities in Yemen through the creation of sustainable livelihoods and access to basic services.

### Partners

UNDP and Funded by EU

### Targeted governorates

Al-Hodaidah, 2 Districts

### Project

Sep 2019 – Mar 2022

### Beneficiaries

#### CFW Direct beneficiaries

Total **966**  **673**  **293**

#### COVID-19 Hygiene Kit Distribution

Households (HHs) **500**

#### Business Start Up/Scale UP Direct beneficiaries

**50**  **13**  **37**

#### Institutional Beneficiaries

Healthcare Centers **10**

Businesses **50**

LIVELIHOOD

## 2. Water for Food Security Project



“The project had a beautiful imprint, as people are now heading to the tanks that were built in order to use the water to irrigate farms and livestock and wash clothes”

*Saleh Abdullah, Al Qubaita District, Lahj Governorate*

### ***Aim***

Support the carrying out of field activities to enhance the resilience of host communities in supporting Internally Displaced Persons and Returnees.

### ***Partners***

FAO

### ***Targeted governorates***

Lahj

### ***Project***

Aug 2019 – Jun 2020

### ***Beneficiaries***

#### **CFW Direct beneficiaries**

Total

**1,388**  1,065  323

#### **CFW Results**

**Wadi Bank Protection**

**40**

**Rehabilitated Canals**

**5**

**Harvesting Tanks Constructed**

**3**

**Agricultural Terraces Rehabilitated**

**8**



**HUMANITARIAN**

HUMANITARIAN

1.

# Emergency Life-Saving Food Assistance



### Aim

Increased access to food for highly vulnerable families by providing food baskets which adhere to FSAC minimum standards, in contribution to responses to the exacerbated impacts of COVID-19 on already vulnerable HHs.

### Partners

Diakonie Katastrophenhilfe (DKH)  
NUFFIC

### Targeted governorates

Amant Al-Asimah

### Project

Dec 2019 – Dec 2020

### Beneficiaries

#### Direct Beneficiaries

Total HHs

**626**

**1,036** Men

**1,239** Women

**998** Boys

**1,066** Girls

#### COVID-19 Hygiene Kit Distribution

Households (HHs)

**975**

#### Institutional Beneficiaries

Healthcare Centers

**5**



## PROJECT STORY

# NGOs close to local communities again

Yemeni civil society organizations operate in an environment that cannot be described as ideal, or even close to that. Challenges are multifold and intricately intertwined. Although there are set challenges that everyone faces in general, a number of organizations who work on specialized topics such as peacebuilding, or on issues such as gender, face additional challenges. After six years of continuous war, it is clear that the legacy which civil society organizations created through tireless work over decades began to unravel, and the majority of people lost confidence in civil society as a result of this. As most of the activities and projects are now focused on humanitarian aid, the project “Gender-Sensitive Peacebuilding for the Civil Alliance for Peace (CAP)” was one of the most important projects implemented in recent years as its focus returned to building civil society, by building the capacities of organizations. Beneficiaries from the project noted the real improvement in the quality of their activities.

This is an inspirational project story for nearly a dozen Yemeni civil society organizations, who all feel proud whenever it is mentioned. Internally, the project team once again demonstrated a high level of professionalism, and ability to work in exceptional circumstances, with quality and commitment. Externally, it has become easier to measure professionalism and development levels for member organizations in the alliance. According to the project manager, “Through the development achieved by the members of the alliance, we can say that we have succeeded tangibly,” adding: “Although we do not have the right to say that this is something we have always done, its renewal proves once again that we have the energy to continue, even when the challenge is high.” But the question here is what did the project do? More importantly, why was it considered a successful project? To answer these two questions, we can point to many aspects, including its time period, the quality of its beneficiaries, its geographical scope, its outputs and its impact, in addition to what the target audience said after its completion, with reference to a number of challenges that were not in any way familiar. In just six and a half months, the “Gender-sensitive Peacebuilding for the Civil Alliance for Peace (CAP)” project was implemented with the support of International Civil Society Action Network (ICAN). From December 15, 2019 to June 30, 2020, the Youth Leadership Development Foundation (YLDF) built

the capacities of eleven civil society organizations from members of the Civil Alliance for Peace, as well as an executive team for the management of the alliance. We worked in six governorates under different authorities (Sana'a - Aden - Ibb - Hadramout - Marib - Taiz) where we trained participants in gender-sensitive peacebuilding, and with each organization we developed a plan and a budget for implementing peacebuilding activities before choosing three plans and supporting their implementation.

The project objective was to enhance Yemeni CSOs members' active roles in the Civil Alliance for Peace (CAP) which builds gender sensitive peace in Yemeni Society. Eleven organizations received specific training and support to increase knowledge and awareness of the importance of youth and women's participation in society, and their roles in peace building, increasing tolerance, and peaceful coexistence. As part of the training, the project assisted the target organizations in developing project action plans which involve women and youth in peace-building activities on a local level. Among the eleven plans, the project chose three organizations for which financial grants were given to implement, targeting more than one hundred young men and women.

During the project's implementation period, the world was facing the most difficult challenge it had experienced for a long time, the spread of the coronavirus pandemic. The geographical scope of the project included different areas and was subject to different parties involved in the conflict. Adding complexity was the fact that it is a project aimed at Gender Sensitive Peace-building, and these two issues (peace building and gender), were sensitive issues which sparked disagreement among conflict-ing parties, who decided to actively obstruct those engaged in such sensitive work. Due to the coronavirus pandemic, one of the project's outreach activities was modified into a media campaign that included fourteen radio flashes, seven radio episodes,

and three videos to raise awareness of the need to create a peaceful home environment during the closure, how to avoid domestic conflict in light of this crisis, the psychological state, mental health, and its role in facing the Corona virus, and how to share information about the coronavirus with children.

According to post-training evaluations, 91% of the participants were generally satisfied with the training. Training materials contained instructions, models, case studies, translated procedures, and instructions for implementing projects with quality and professionalism, 94% of the trainees were satisfied with the materials. Meanwhile, the results of the two questionnaire analysis—pre- and post program—showed that the net learning from this training was 55%, a high percentage. At the end of the project, a specialized monitoring and evaluation team conducted an evaluation to measure participants' improvement in skills and the participation of civil society organizations in implementation of activities and projects. The results showed that 92% of the beneficiaries improved their performance in gender-sensitive peacebuilding, and that many of them are helping their organizations to develop and propose new projects which build gender-sensitive peace using the tools and knowledge they obtained. After the training, the Yemen Center for Human Rights Studies, Bin Habreesh Foundation for Development, Youth Without Borders, and the Youth Leadership Development Foundation submitted project proposals and were able to actually obtain funding for five new projects.

# INSPIRING YOUNG LEADERS







## **“A Mud bath” An idea that has turned into a project, hope, and a dream**

*Mahmoud Al-Ashwal's Success Story - YLP6 Program*

“It is impossible that there is no way to provide assistance.” For more than three years, Mahmoud Al-Ashwal (27 years old) has been repeating these words to himself almost continuously. He has been trying to find a way to solve one of the chronic problems for the residents of Al Zahra District in Hodeida Governorate. When he finally came up with an inspirational idea, he won first place in the regional forum of the Youth Leaders Program organized by the United Nations Development Program (UNDP) for Arab countries.

Al- Zahra District is located along Wadi Moor water channels, which is more than 9 kilometers long, considered “the largest mosquito breeding zone,” according to the National Program to Combat and Roll Back Malaria in the Al-Jarda region. Al-Ashwal spoke extensively with them when he began efforts to search for a solution to the problem of disease transmission and related epidemics. Water and sanitation issues, such as dengue fever, malaria, and cholera, afflict a large number of the district’s population and claim tens of lives annually.

The perfect start requires a correct diagnosis of the problem, and Mahmoud had to look deep behind a number of hypotheses to find the underlying reason for this chronic issue. Over time, he noticed that most of the families in Al- Zahra District, as in many areas of Tahama, do not have bathrooms in their homes, which makes defecation in the open common. “This is a self-evident matter that may be a major cause of the worsening crisis, especially if it overlaps with other causes such as sewage mixing with rainwater and the river’s course,” says Mahmoud, who found that improving access to clean drinking water, safe sanitation, and hygiene was potentially an actionable project with real impact, if he actually implemented it.

In July 2020, under the slogan “A Decade of Action”, Youth Leadership Development Foundation, in partnership with the United Nations Development Program in Yemen, announced the launch of the Sixth Youth Leadership Program, which targets Youth with innovative solutions to address any of the challenges facing society, and encourages those who want to design and implement projects

to help local communities. At that time, after extensive research, Mahmoud had a number of ideas he hoped might help solve this chronic problem. Although he was not completely confident in the quality of solutions he proposed, he decided to move forward.

He applied to participate in the program after he saw the announcement inviting applications on a website, and after reviewing his application, it was accepted. The program included innovation camps (through online sessions) to build the capacities of 70 young men and women in several topics including gender, peace and security, social entrepreneurship, leadership, peer education, climate change, communication, self-awareness, emotional intelligence, and an introduction to design thinking. “This is precisely what I was missing,” Mahmoud said, giving the program credit for pushing him to refine his ideas and develop an innovative concept to confidently present to a specialized evaluation committee.

“A mud bath”, this is the idea that won the first place in the most important Arab development youth forum competition, and this is also what Mahmoud suggested to a group of young people who worked with him on a voluntary basis to fill stagnant water swamps in an attempt to eliminate mosquito breeding areas in Al- Zahra District. “Yes, a mud bath may constitute a practical and acceptable solution to this problem,” he began to explain. But why the mud bath instead of other interventions? Mahmoud was asked, and he replied: “Because it is an effective and inexpensive solution. During my exploration of the area, I found that a lot of bamboo trees sprout here, it occurred to me that they are ideal for making windows and doors at no cost. This will save a lot.”

When the idea was presented to people in the region, they found that it was “practical,” and they also offered to make the roofs of the baths from palm fronds, sourced from their farms, without any cost. “The palm fronds were also an appropriate idea, which made me feel more excited,” said Mahmoud, adding: “Then another idea came to my mind, which is that walls can be built from mud mixed with straw. This characteristic of construction is well-known here, and some local residents build their homes in this way.”

Mahmoud has a university degree in civil engineering, so he knew that his idea would save up to 60% of the potential cost: “We will need only a toilet and pipes,” he confirmed. Although the idea existed before his participation in the program, it significantly improved in the process. Mahmoud himself believes that it was unlikely he would fully develop and implement his idea until after his participation in the program.

“I was confined to myself, but this program helped me a lot. I learned design thinking, entrepreneurship for development, how to build relationships with emotional intelligence, and most importantly, how to prepare a sustainable project plan,” Mahmoud said. He added, “Now I have expanded and started networking with more than one party, whether inside or outside Yemen.”

At the beginning of the current year, 2021, Mahmoud began establishing an initiative called: “Fi Naas/ There are people”. It seeks to achieve sustainable local development in beneficiary communities, by urging people to discover their potential resources and assets and achieve the desired change to become effective societies that achieve sustainable development. The first activity in the initiative will be to build suitable mud baths for suitable places and in various local economic conditions. So, the idea became a project, and brought hope to thousands of families in the district of Al-Zahra who are waiting for its completion. These mud baths are now a shared dream, and thousands of other families in Tihama wish to expand the initiative to include their areas of residence.

## Nawal is a young woman who defied everything and started her own business



The world was shrinking in on itself, shutting doors and windows tightly to confront the pandemic, when Nawal Daifullah saw her opportunity. As a 34-year-old woman supporting a family of 7, she worked as a teacher on a salary that was not sufficient for her to provide her family the minimum life requirements. This opportunity was all she wanted and all she could bet on.

In June 2020, anxiety and anticipation had reached its climax and the whole world stopped almost completely to confront the emerging coronavirus, which for months had been taking lives or threatening them. During this difficult period, the Youth Leadership Development Foundation (YLDF) was implementing one of its most important projects.

*As for Nawal, she had reached a stage that she never imagined she would reach before:*

*“Life closed its doors one by one in front of me, then the Coronavirus came, and you can imagine how I felt,” she recalls in a tense voice, “the virus seemed as if it came from those dark days.”*

Corona came and Yemen was in an unenviable situation. For 5 years, the conflict in the country had pushed more than 78% of families into a worse economic situation than the period before its outbreak. With the outbreak of the conflict, payment of government salaries stopped, and as conflict continued, more families began to lose their incomes, bringing the number in economic distress to more than 8 million. The worsening humanitarian crisis has been classified as the worst in human history.

“Without emergency food aid and lifesaving livelihoods projects, I don’t think I could have done it,” said Nawal, who spoke as if she only remembered her feelings of despair. As for the project, which was

implemented by the Youth Leadership Development Foundation with the support of the German Diakonie Katastrophenhilfe (DKH) organization, it aimed to increase access to food for extremely vulnerable families in two directorates in the capital.

Diakonie Katastrophenhilfe (DKH) provides humanitarian aid all over the world. It supports people who are victims of natural disasters, war, and displacement, who are unable to cope on their own when they find themselves in an emergency. On their website, Diakonie Katastrophenhilfe DKH says it provides “efforts to help people in desperate need—all over the world, regardless of their color, religion, and nationality.”

The project worked at the height of the COVID-19 pandemic, targeting 400 families, and with the aim of ensuring fairness and equality in access to life-saving humanitarian responses. All 400 were from extremely vulnerable, newly displaced, and high-priority host families, and the number of individuals in these families amounts to 2,800 people served (545 men, 571 women, 823 children, 857 girls).

In that difficult period, the demand for coronavirus protective supplies was high, and the markets were almost empty. Since Nawal had previous professional experience making cleaning agents, she decided to take a risk. From inside her small house, with modest capabilities, she worked to make and sell cleaning materials, but she was in a position that limited her ambitions. “I tried to invest my knowledge in manufacturing detergents into a commercial project, but there were many obstacles that I could not overcome,” she said.

Nawal was not in a position to invest in a manufacturing workspace, and although the difficulty of securing the necessary funds to start a small business was the most prominent challenge facing her, her inability to produce and manage large quantities of product was also a challenge that she did not expect to overcome, even if she could save money.

“My wish was to overcome the first hurdle and get financial support, but a happy coincidence helped me achieve all my dreams,” said Nawal, speaking about the food aid and livelihoods emergency response project that she learned about from an advertisement on WhatsApp (the social media application). She added, “From that moment on, I resolved to be one of the people in that project.”

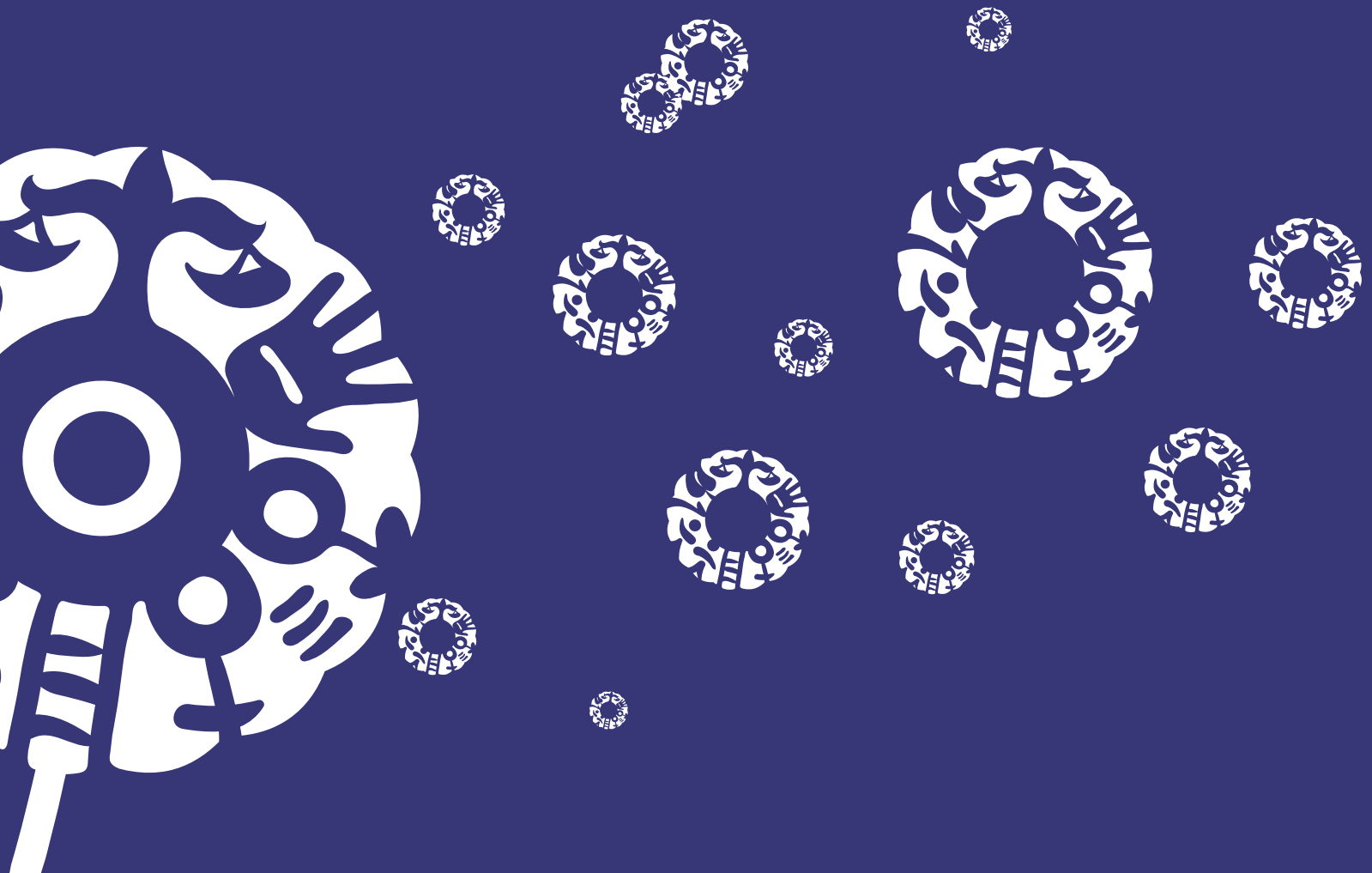
The project included various activities, including distributing food aid, healthcare supplies, and hygiene supplies to prevent Coronavirus spreading to at-risk families and medical centers in targeted

areas. It supported 12 medium, small, and micro companies in order to increase production of cleaning agents and/or Personal Protection Equipment (PPE). The project focused on providing both technical and financial support to 12 family-owned businesses who worked in the production of necessary supplies.

Nawal contacted the project team, and found that she was eligible to be one of the project beneficiaries. Thus she not only received financial support but also received training in preparing the technical and financial plan for her business, and technical support on how to manufacture cleaning supplies in line with the approved standards and measurements. She also had the opportunity to learn how to apply and plan for tenders. Thus, she knew how to take scientific and practical steps towards establishing her project with quality and according to a plan. “Also, all my affairs were arranged and I knew what a tender was and how to register,” says Nawal, who runs her commercial project today under the name of “Al-Batool for Detergents”, that small company is growing day after day and is supplying the local market in Sana’a with various cleaning products.

Nawal holds a bachelor’s degree in education, and works as a social worker in one of the schools near her residence in Al Sabeen District in the capital, Sana’a. Although she receives only half of her salary, and only when the school has funding, she is keen to continue performing her job even though she now runs her own business.

# Harvesting The Experience



## Partnership For Sustainable Development

*By Safa Rawiah, General Manager*



The Youth Leadership Development Foundation has cultivated a spirit of giving, sharing, and working within partnerships. With a vision that sees Yemeni CSOs as true development stakeholders, who complete the development triangle along with the government and the private sector, not only on a service provision level but also influencing policy making and changing social behaviors.

Thus, YLDF devoted its strategies and interventions to engage junior CSOs in its different programs as partners within a framework that guarantees a smooth transfer of knowledge and experience to meet the targeted communities' needs and requirements.

To YLDF, partnership is not only a powerful tool to support CSOs in Yemen but also to ensure sustainability of impact. YLDF works in different regions and governorates in Yemen without opening offices or establishing a physical presence. Instead, YLDF seeks out and signs partnerships with Junior CSOs that are carefully selected based on rigorous set of procedures and assessments. The partnership frameworks are different from one phase to another, based on available resources and capabilities, but these at least ensure that partners are able to understand interventions, how to implement activities on ground, and other important tasks which include reviewing technical or financial plans and reporting. Other levels of partnerships include partnership engagement following the initiation of project ideas and proposal development, establishing a clear description of roles and responsibilities and dividing resources accordingly.

## Partnership Modalities

The different partnership modalities allow YLDF to enhance the capacity of its partners through job trainings, the exchange of documents, policies, and systems, monitoring visits, feedback mechanisms, and so forth.

YLDF considers partnerships an integral approach to ensuring not only sustainability but also feasibility. Especially when taking into consideration the unstable situation different governorates are currently living under. For example, in 2012 when the security situation escalated in Aden and Taiz, YLDF was conducting a project with CARE and the Yemeni Women Union where the HQ offices of all partners were based in Sana'a. By that time all partners were directly implementing projects themselves while YLDF was implementing in partnership with local CSOs in the targeted areas. YLDF's partnerships were an added value to the project and all partners, as work in governorates was not affected by the conflict and quickly resumed to normal.

YLDF feels proud to have helped lift its partners capacities to their current levels, and that their partners now have direct agreements with different donors. Through several partnerships rounds, YLDF works with NGOs to transfer technical and financial knowledge in project management, enhancing their NGO partner's performance and enabling them to work independently and obtain funding directly from different donors. YLDF always fights for the visibility of partner NGOs, as it is their right to receive credit not only in communities but also with donors, even if subcontracted. This introduces the partner to donors and other international NGOs and grants the partner NGO with credibility as a YLDF partner, leading to more opportunities for recognition. We are proud that many of our partner NGOs worked with YLDF and then continued to have direct contact and maintained relationships with YLDF's donors and International partners.

## Partnership Examples

A good example of this is the relationship built between SOS and Hudaida Girls with Oxfam in the Women Leadership in Peace Program. In the first round of the project, the two local NGOs contracted with YLDF (to have SOS in Aden, and Hudaida Girls in Hudaida) and although Oxfam expressed concern with the idea of sub-contracting to less prominent organizations, YLDF guaranteed to control quality and reach the aimed for objectives. It turned to be a success in terms of linking the two NGO local partners directly with Oxfam, as now they are considered direct implementers with Oxfam, not only in this project but also in other opportunities. Another good example is the Tadhafur Project. This partnership with UNICEF and YLDF led to the introduction of YLDF's local partner SOS to UNICEF. For SOS, this was a great opportunity to expand its list of donors. We see it also as an opportunity for international organization partners and donors to learn about other actors on ground in different governorates.

The Altanweer organization in Ibb is another success story. Altanweer worked with YLDF as a sub-contractor on several projects, establishing a good reputation with international donors. Eventually, both YLDF and Altanweer applied for funding from NED, and Altnaweer was selected. One might think this would be difficult for YLDF, but on contrary, it was viewed as a huge success, and a moment we felt we immediately needed to celebrate together.



## Partnership Challenges:

Our practice is very strong in its vision and strategy to support the establishment of Yemeni civil society, but it comes with significant challenges.

Challenges vary, and the following points outline some of our major struggles:

- YLDF is accountable to donors to fulfill all commitments in the agreements within the outlined articles, not only in terms of time and cost, but also in terms of quality, transparency, visibility, and quality of delivery. YLDF's decision to work with junior NGOs increases the workload on YLDF staff and saps resources as YLDF establishes its commitment not only to donors, but also to help local partners produce in accepted manner and learn as much as possible. YLDF also understands the challenges local partners experience, and offers as much flexibility as possible to deal with these capacity challenges. We work step by step with partners in all details. Putting the challenge of donors' demands and the community's demands into consideration, while at the same time insisting to work in partnerships is hectic, but we believe the practice is crucial for development and will prove its validity in time if not immediately.
- YLDF has to go through additional discussions and negotiations with donors and Int'l NGO partners to convince them to accept YLDF's subcontracts with local NGOs as partners. Unfortunately, many donors don't accept the underlying principle. Some think that rather than choosing to build civil society networks, YLDF is having access challenges in certain governorates, or that YLDF has a weak ability to implement projects in other governorates.
- Local NGO partners don't yet see YLDF's efforts as special, and don't support YLDF in making their capacity building practice successful, they only look to YLDF for funding opportunities.
- The weak capacity of LNGO partners hinders level of progress achieved in terms of institutional capacity.

## Hope during a time of crisis

by Ali Alwazeer,  
Senior Program Coordinator

Since the war in Yemen escalated in 2015, according to OCHA HNO 2021, the armed conflict has forced over four million civilians into displacement and left them in dire need of humanitarian aid in order to survive. Yemen comes fourth in terms of the largest IDP crises globally, with 4 million people displaced, in addition to a wrecked economy, reversed pre-conflict development gains, exacerbated long-standing vulnerabilities, and a severely frayed Yemeni social fabric, causing immense suffering and leaving millions behind. There have been many attempts by local, as well as international, NGOs and UN agencies operating in Yemen to try to lift the burden off of peoples' backs and to alleviate their suffering, yet, standard interventions such as food-basket distribution, shelter and awareness campaigns are considered temporary, unsustainable, and do not effectively help IDPs to integrate into their host communities.

In response to these gaps, better approaches were introduced to generate sustainable income through community service provision, which will eventually lead to better acceptance of displaced people in host communities. Furthermore, due to the collapsing economy, acquiring an academic degree isn't necessarily enough to guarantee any



source of income. Instead, those with small business or vocational training had better chances of securing a regular income.

Wael, 20, was displaced from Hodeidah governorate and was struggling to fund his studies and cover his own living expenses, Wael said: "I was trying to reconcile my studies with work all day, and the income I made barely covered my tuition," Wael, 20 years old, IDP from Hodaidah currently living in Sanaa.

Based on a recent Labor Market Assessment, the International Labor Organization (ILO) have adopted the Upgraded Informal Apprenticeship Program (UIAP) which grants youth access to recognized technical training and a high demand occupation. While the program included institutional training, on-the-job-training was the key to giving youth

the chance learn how the market works through real experience.

The program's turnout was beyond expectations. When young people heard about the opportunity to acquire new skills and be more productive, independent, and able to participate effectively to serve their hosting communities, they signed up in large numbers.

The program targeted young people between 18 and 38, and one of the participants, Ahmed, 14, looked so young during the registration phase that he was asked for additional identification. When he confirmed, he was only 14, he was told he would not be able to participate due to his age. He quickly replied, "and how am I supposed to feed my mom and sister?" Ahmed was not ready to take no as an answer. The team contacted the donor and asked for approval, and eventually Ahmed was able to participate after being personally funded by a member of the program implementation team.

Ahmed lost his father in an incident unrelated to war, and was left with his mom and sister, who he feels a responsibility to financially support.

In one of these programs in Sanaa had great turnover and limited resources. This led to an unorthodox approach. By allowing additional participants to attend as "listeners", the number of participants was increased to exceed the actual number of planned targets. The listener role was offered to any individual who was ready to learn, the only difference between this position and the program participants, was that they were excluded from any financial support provided to the initially targeted members, including reimbursements for fees (such as transportation fees), and required toolkits. The total number of people registered to the program was 345 with 320 specified by the project: a total of 25 listeners. This not only multiplied the program's benefits, but also created a competitive atmosphere

where the main participants worked harder knowing that if they underperformed, replacements already existed in the group.

In an unexpected turn of events, when the main participants collected their receivables they voluntarily shared them with listener participants, to help them cover their expenses to continue the program. Not only this, all program participants worked together as a team in sharing information and experiences whenever possible.

Upon graduation, 75% of the participants managed to secure sustainable income based on their training, some by getting offers for job training workshops, and others by opening their own small businesses. The program was a life changing experience for participants in five governorates from the north and south of Yemen, benefiting over 900 people. Youth graduated with a chance to find work based on their skills, and discovered newfound dignity as well as acceptance from host communities.

Walid now owns a shop for motorcycle maintenance and parts, he said: "If I hadn't been accepted into the apprenticeship program, I would never have thought of opening my own business. The program and the trainers gave me the motivation, skills and experience needed. I learned from them all the necessary skills that would qualify me to open and run a motorcycle maintenance workshop. I named the workshop 'Wael Workshop', and I have even provided two job opportunities for two people, one of whom is Hamed, one of my colleagues from the apprenticeship program". He added: "I would recommend more of these programs in countries facing crisis like Yemen with more focus on main governorates, were large portions of displaced people reside."

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