



**ACTED YEMEN
COUNTRY STRATEGY
2024-2025**

ACTED GLOBALLY

Founded in Afghanistan, against the backdrop of a forgotten crisis, Acted's mission is to save lives and support people in meeting their needs in hard-to-reach areas. Millions of vulnerable people around the world need humanitarian assistance today, and hundreds of millions will need it tomorrow, in the face of the growing threat of climate change. We believe that our assistance must be conceptualised and delivered within the framework of people's natural environments, and the territories on which they depend. Therefore, Acted pursues a triple mandate as a humanitarian, environmental and development aid actor, contributing to the relief, stabilisation, and recovery of crisis-affected people in fragile areas.

This vision is guided by the motto "Think Local – Act Global" - reflecting the need to rely on a deep understanding of local territories and contexts to develop and implement actions based on local knowledge, structures and capacities.

This local thinking contributes to a global response - running through all Acted programming and operations - as we work together towards the building of a 3ZERO world: a world with Zero Exclusion, Zero Carbon, and Zero Poverty.

KEY FIGURES

YLO



Active in 42 countries worldwide



€553M budget in 2022
97% dedicated to operations



7,661 dedicated staff



Over 17.8 million beneficiaries reached



Over 596 projects implemented

Programme Strategy 2020-2025

Zero Exclusion, Zero Carbon, Zero Poverty

- **Zero Exclusion:** we believe that society is enriched when it can benefit from all the voices and ideas of its members, and no-one is left behind;
- **Zero Carbon:** we only have one planet, and we want to pass on to our children social, political and economic systems that respect and protect natural balances;
- **Zero Poverty:** because everyone should have the opportunity to develop their potential



Slide 2

YLO To update with incoming 2023 annual report
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YEMEN

COUNTRY OVERVIEW

Humanitarian, Economic and Social Crisis

After 9 years of armed conflict, Yemen remains one of the world's worst humanitarian crises. 18.2 million people – 55% of the population – are in need of aid in 2024. An estimated 4.5 million people have been displaced since 2015, making Yemen the fifth largest internal displacement crisis in the world.

Humanitarian needs are exacerbated by the ongoing economic crisis. Yemen imports around 85% of its staple food demand, and currency devaluation coupled with price increases have pushed basic necessities out of reach for many Yemenis – in 2023, staple food prices increased by 45%. Fuel prices continue to increase, and access to basic electricity and water services has decreased - only 10% of the country is connected to the public electricity grid. Economic conflict for control over natural resources, trade flows, and markets is expected to continue in the coming year – income-generating opportunities, food security and access to basic services will therefore remain a significant concern. Reductions in funding for humanitarian aid in 2023 have led to gaps in food assistance programming, further increasing risks of food insecurity. and highlighting the importance of providing sustainable support to reduce dependence on aid.

Yemen ranked at the bottom of the World Economic Forum's Global Gender Gap Index for thirteen consecutive years prior to 2019, and conflict dynamics have further reduced women's participation in decision making and public affairs. In many communities, women face barriers to accessing employment, public services, and humanitarian aid – which has worsened gender gaps in education, literacy, economic security and healthcare.



Environmental Vulnerability

Environmental degradation has been exacerbated by the conflict; fuel shortages have increased demand for wood and led to deforestation, while displacement has increased pressures on arable land and water sources. Access to water is a particular concern, as Yemen is one of the most water-scarce countries in the world; groundwater reserves in Sana'a are predicted to be depleted between 2030 and 2040. Given increasing competition over resources, climate change risks worsening community tensions and fuelling insecurity.

The impact of these environmental trends on the population is evident with the increase in extreme weather events such as cyclones, floods, severe heat and sandstorms. Past years saw both drought conditions leading to desertification and torrential flooding which caused deaths, displacement, and damage to infrastructure and access to basic services.

Opportunities for Stability

Yemen has seen important positive changes in the conflict context with reduction in hostilities, civilian casualties and displacement since 2022. However, the context remains volatile, with ongoing fighting along some frontlines, continued economic crisis, and extreme vulnerability to climate shocks. Regional conflict may also threaten the path towards inclusive peace in Yemen. Nevertheless, steps towards the permanent cessation of hostilities bring hope for opening of humanitarian space and opportunities to support the recovery and resilience of the Yemeni population.

YEMEN IN FIGURES

527,968 sq km • **35** million inhabitants • **22** billion USD (GDP) • - **0.5%** GDP growth • **0.455** HDI
78% of the population lives below the poverty line • **4.5** million people displaced
3,5% infant mortality rate • **55%** of the population in need of aid • **17,6** million people food insecure

ACTED IN YEMEN

Acted has been present in Yemen since 2012. With over 12 years experience supporting communities across the country, our programmatic approach has evolved as the context has changed – shifting from development-focused programming to emergency response following the escalation of conflict in 2015, and more recently, increasing our focus on early recovery and durable solutions. In 2023, across all sectors of intervention, Acted implements **both emergency response and resilience building** activities.

Acted is a leading actor in **Camp Coordination and Camp Management (CCCM)** in the South of Yemen, managing 100+ IDP sites in Aden, Al Dhalee, Marib and Abyan governorates.

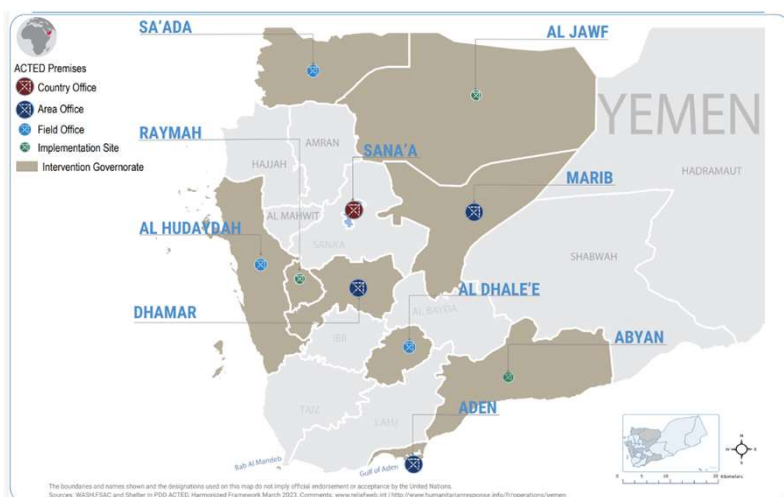
Linked closely to our work in IDP sites, Acted supports displacement-affected populations with essential **Water, Sanitation and Hygiene (WASH)** and **Shelter** services, responding to

protracted displacement and rapid-onset emergencies caused by natural disasters such as flooding. Our work includes both emergency response solutions, such as sanitation support in IDP sites and provision of emergency shelters, and longer-term rehabilitation of infrastructure to build community resilience.

To support basic needs of the most vulnerable conflict-affected populations, we provide emergency **multi-purpose cash assistance (MPCA)** to displaced households. We also support income-generation activities through **emergency livelihoods** initiatives, supporting businesses such as honey producers, coffee farmers and seamstresses, among others.

Recently, Acted has championed the implementation of innovative **Durable Solutions** programming – including leading a consortium implementing the first large-scale, multi-sectoral durable solutions project in Yemen.


ACTED'S OPERATIONS




Over the past 12 years, Acted has implemented programming in 13 governorates across Yemen. In 2024, we are active in 9 governorates, with a capital office in **Sana'a** and field bases in **Sa'ada, Hudaydah, Dhamar, Marib, Aden** and **Al Dhale'e**.


Acted works across Internationally Recognised Government (IRG) and De-Facto Authority (DFA) controlled areas, and maintains strong communication and coordination with the authorities in both.


ACTED'S ACHIEVEMENTS 2023

 **179,730** displaced people supported with CCCM assistance

 **17,126** people supported with safe, dignified shelter solutions

 Multi-purpose cash assistance provided to **63,036** individuals

 **166,649** individuals who have benefited from WASH activities

 **Rehabilitation** of 966 WASH infrastructure across 7 governorates, including water sources and sanitation infrastructure

OUR ACTION IN PICTURES



Acted WASH teams rehabilitate critical water infrastructure such as boreholes, pumps and distribution points to provide access to safe water

CCCM staff conduct regular site visits to understand the needs and gaps in service provision at IDP sites, such as at this site in Aden



As part of our livelihoods programming, Acted provided beekeeping training beekeeping kits to improve the income-generating capacity of rural households in Dhamar

The distribution of cash assistance allows families to meet their basic needs following displacement or climate disasters. Acted teams make sure the most vulnerable, including the elderly and people with disabilities, are able to receive this assistance



PROGRAMMATIC STRATEGY 2024-2025

Acted will continue providing **multi-sectoral emergency assistance** to communities most affected by conflict, displacement, natural disasters and disease outbreaks. Through an area-based approach, multi-sectoral support (including CCCM, MPCA, WASH, Shelter and HLP) will be provided to communities affected by shocks. Whilst providing life-saving emergency support, Acted will prioritise activities which build community resilience with the aim of reducing reliance on humanitarian aid in a context where shocks (such as flooding and disease outbreaks) are cyclical.

Livelihoods restoration is the 2nd key pillar of Acted's strategy. In displacement-affected communities, emergency livelihoods will support the transition of households out of acute need. In underserved rural communities, climate-smart agricultural livelihoods activities across diverse value chains will restore resilience, improve food security and strengthen social cohesion – including in areas of return for displaced households. In urban areas, Acted will support youth access to employment and entrepreneurship. Across all livelihoods programmes, Acted will prioritise the most marginalised groups with a particular focus on Muhamasheen and women.

To restore access to basic services, Acted will develop community-led programmes to improve **sustainable services and infrastructure**. Community-response planning initiatives will support improved access to water, energy, and restoration of roads. Restoration of community assets will support both IDP-hosting

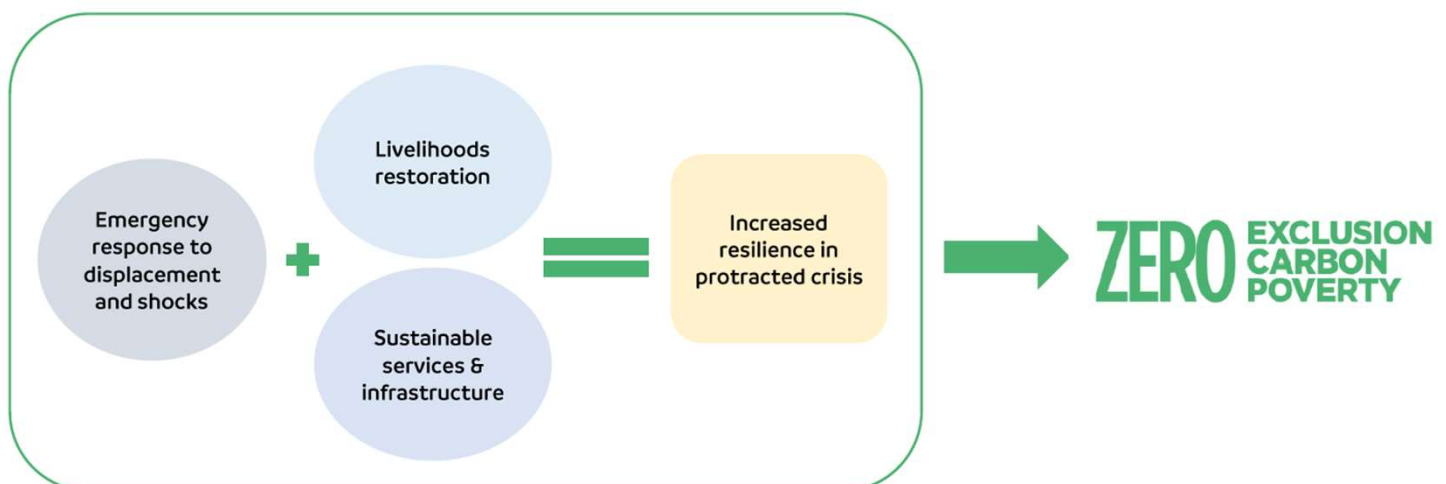
communities and underserved rural communities.

Across all pillars, greening of programming is a priority. Acted Yemen will leverage lessons and expertise from the region, as well as local partners, to significantly scale up activities to support climate resilience, reduce environmental damage and reduce the impacts of climate change on the most vulnerable.

Acted commits to continue to strengthen programming focusing on the needs of women and girls in a context where they are often excluded from decision making and face challenges in accessing humanitarian aid. Acted will work with communities to strengthen gender-sensitive approaches across all programmes, and will also design projects specifically targeting women – particularly for livelihoods support.

Over the past 12 years, Acted has built strong partnerships and collaboration with local communities, local authorities and NGOs across Yemen. Acted will continue to strengthen these partnerships, collaborating to jointly develop innovative approaches to respond to the most pressing needs in the shifting Yemeni context.

The three pillars of Acted's strategy for Yemen are interlinked, and will be reflected through integrated and multi-sectoral programming. Together, these programmatic pillars directly contribute towards Acted's global 3Zero vision – working towards a world with Zero Exclusion, Zero Carbon, and Zero Poverty.



STRATEGY PILLAR 1:

Emergency Response to Displacement & Shocks

As a result of conflict, economic crisis and collapse of public services, 78% of the Yemeni population lives below the poverty line and 18.2 million people are reliant on humanitarian aid.

At the core of Acted's strategy in Yemen is the aim to provide assistance to the most vulnerable communities affected by these interlinked crises, in order to reduce their vulnerability to shocks, improve their access to basic services, and enable them to live in dignity.



In communities directly affected by crisis - including conflict, displacement and environmental shocks – Acted will provide **emergency assistance** to meet basic needs across its core sectors of **WASH, Shelter, MPCA and CCCM**. By providing WASH support (such as providing access to clean water and sanitation facilities), installing emergency or transitional shelters, basic household items, and emergency cash Acted aims to ensure dignified standards of living for the most vulnerable households. Housing, Land and Property (**HLP**) issues remain a significant challenge for IDPs, and Acted will scale up HLP awareness raising and referrals to ensure aid provided can respond to the complex needs of the supported communities.

Recognising gaps in service provision by other humanitarian actors due to the underfunded nature of the response in Yemen, Acted will



prioritise the provision of assistance through an **area-based approach**, integrating multi-sectoral assistance to comprehensively respond to needs

Acted will also prioritise activities which **build community resilience** with the aim of reducing reliance on humanitarian aid, particularly among communities which experience similar cycles of shocks every year such as natural disasters (flooding) or disease outbreaks (cholera). This will include, for example, using cash modalities where possible to support market recovery, or integrating activities to strengthen social cohesion and community engagement in emergency response planning.



Given the continued volatility of the context and vulnerability of the population to economic and climate-related shocks, Acted will prioritise **preparedness** and **early action**. A particular focus will be on preparedness for flooding, including mapping of flood risks, improving dissemination of flood hazard information, and working with communities to prepare for and reduce the impact of floods. As part of Acted's CCCM work, preparedness will also concentrate on monitoring the risk and mitigating the impact of new waves of displacement and evictions of IDPs.

STRATEGY PILLAR 2: Livelihoods Restoration

Over 80% of Yemenis are living in poverty. The collapse of livelihoods has left 17.6 million people unable to meet their basic food needs. Along with the impacts of conflict and displacement, climate change and environmental shocks continue to threaten livelihoods, particularly in agricultural areas. Social and cultural barriers often exclude women and Muhamasheen from income-generating opportunities, exacerbating their vulnerabilities. Without access to employment, education or training opportunities, youth face significant barriers to economic empowerment.

In this context, access to sustainable livelihoods is crucial for food security, recovery of communities, and restoration of basic services. Acted therefore aims to scale up livelihoods programming tailored to the different needs of communities across its areas of work.



In displacement sites and communities affected by shocks, **emergency livelihoods** will generate new sources of income and allow households to meet their basic needs. This will include support to establish small businesses, maintain smallholder farms or herds, and income-generating activities to support community services such as waste management. Emergency livelihoods assistance to households previously supported with cash or in-kind emergency aid (under pillar 1) will aim to transition these households out of acute need. To strengthen social cohesion, livelihoods programming in displacement communities will engage both displaced and host-community households.



In hard-to-reach rural communities where access to humanitarian and early recovery support is extremely low, Acted will support **agricultural livelihoods** across a diverse range of value chains (such as coffee, honey, and almond production) based on participatory value chain assessments. **Climate-smart** agricultural practices will be prioritised, leveraging Acted's regional experience in this area.



In urban centers, Acted's livelihoods programming will focus on youth access to employment and entrepreneurship. In collaboration with local partners, authorities and educational institutes, Acted will support **vocational training** and **business incubation**.

Across all livelihoods programmes, Acted will prioritize support to women and Muhamasheen community members. Building on successes in the inclusion of these groups in previous projects, Acted commits to working with communities to design livelihoods programs which empower these most marginalized groups through social inclusion and economic independence.



STRATEGY PILLAR 3: Sustainable Services & Infrastructure

Access to basic services - such as water, electricity, waste management, and transportation - is low across Yemen. Reductions in humanitarian funding in 2023/2024 will further impact access to basic services, highlighting the urgent need support the recovery of community assets and infrastructure to support the stabilisation of these services without reliance on humanitarian actors.



Acted will work with communities and stakeholders to identify critical gaps in service and infrastructure, and to design solutions. This will include community-led response planning, for example through Acted's global flagship **AGORA approach** for participatory resilience planning. Acted will leverage the skills and capacities of local communities to execute rehabilitations through **cash-for-work** approaches and **community partnerships** where communities contribute labour to the delivery of the rehabilitation work, supported by technical coaching and supervision from Acted specialists.

Focusing in particular on **hard-to-reach communities**, including those hosting IDPs and returnees and communities affected by climate change, the services and infrastructure that will be supported include:



1. Water supply systems

Acted will improve access to water for consumption and agricultural use through rehabilitation and/or construction of climate-resilient infrastructure. Alongside the rehabilitation of infrastructure, Acted will seek to improve community capacity to sustainably manage resources. Given the challenges of water scarcity facing Yemen, a particular focus will be on sustainable water management at household and community level, particularly in agricultural communities. This will be informed by hydrological surveys to prevent the depletion and destruction of water sources.

2. Sustainable and renewable energy solutions

Acted will collaborate with local expert partners and private sector actors to develop and deliver innovative renewable energy solutions. Building on our global experience, this will include solutions such as harnessing solar power for water infrastructure, installing household biogas solutions, or supporting use of bio-briquettes for cooking. Where possible, these initiatives will be designed to provide income to vulnerable households as well as to meet energy needs.

3. Roads

To improve access to key services such as markets, healthcare and education, Acted will work with communities to rehabilitate roads damaged as a result of the crisis.



ACTED'S PARTNERSHIPS

Acted is committed to partnership for sharing of expertise and experience and to strengthen the quality of its programming across all strategic pillars.



Acted's key NGO partners in Yemen are its **consortia partners** under the Yemen Displacement Response (YDR) consortium and Cash Consortium Yemen (CCY). These consortia provide important platforms to share technical expertise and lessons learned and execute joint advocacy with donors and stakeholders. They also provide valuable opportunities to develop and refine innovative solutions within CCCM and FLSA programming.



Acted will also seek to strengthen partnerships with **private sector** actors, particularly with the aim of catalysing innovative climate-smart solutions to livelihoods and infrastructural recovery challenges under strategy Pillar 2: Livelihoods Restoration and Pillar 3: Sustainable Services and Infrastructure.

Acted relies on strong coordination **with local government** in order to design and implement needs-responsive, relevant programming. Partnership with government will remain a key part of Acted's strategy in 2024-2025, especially under Pillar 2: Inclusive Community Management.



In 2024-2025, Acted aims to increase its partnership with **local civil society** in Yemen, in line with its commitments to the global localisation agenda. Acted will aim to amplify the voices of local civil society organisations (CSOs) and empower local organisations to actively participate in the response. This will include building on and scaling up its programming providing capacity support and small grants to CSOs, and also widening its network of partners through joint implementation of programmes together with local organisations.



ACCOUNTABILITY TO AFFECTED POPULATIONS

Acted ensures Accountability to Affected Populations (AAP) by placing affected communities at the centre of our work, decisions and actions. Acted's independent Monitoring, Evaluation and Learning (MEAL) unit and operational project teams prioritise AAP to build better, more trusting relationships with the communities we serve. Central to Acted's approach to AAP is transparent two-way communication with affected individuals, and active involvement of local communities in Acted's programme design, to ensure that our projects are relevant, meaningful, and Fit For Purpose. This includes the centrality of needs assessments, to ensure that affected populations are able to share their own priorities and preferences for receiving assistance, and open communication with communities, on topics such as Acted's mandate; beneficiary selection criteria; affected communities' entitlements and rights; and complaints procedures.

Acted has an established Feedback Mechanism in Yemen, managed by the MEAL unit, for the participation of the communities we work with, and to help us use community feedback to improve the quality and relevance of our programming. The Feedback Mechanism enables community members to register comments and complaints, or ask questions in local languages, through a range of modalities, including hotlines, complaints boxes and in-person visits. All complaints are treated confidentially and with objectivity, and are recorded, categorised, and addressed, according to the category of the complaint.

3,392

feedbacks received in 2022

71%

of the feedback received emanates from beneficiaries

31%

of feedback is received by complaints boxes

87%

of feedback received in 2022 concerned requests for assistance

8 days

average time required to close a complaint





acted



ZERO
EXCLUSION
CARBON
POVERTY

May, 2024

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