

# ANNUAL REPORT 2020



VISION **HOPE**



Empowered and Dignified People



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# INTRODUCTION

## Dear Friends and Supporters,

Since I became Chairman of the Board of Vision Hope International in 2014, I have wanted to travel to Yemen, where most of our projects are located. Seeing the situation for myself and having the opportunity to meet some of the wonderful people that we work with – our country staff, local partners, and beneficiaries – would help me better communicate, to those in Germany and beyond, what we do and why.

Yet Yemen's civil war that erupted in 2014 continues raging with no end in sight; though the country remains in my thoughts and prayers every day, I still have not been able to visit. The war has become so normal that you cannot even find the latest press releases about what is happening.

Though the situation in Yemen remains unstable and I have yet to visit, Vision Hope has many positive things to report. Our founder and visionary leader, Matthias Leibbrand, has stepped down from serving as executive director so that he can spend more time developing and implementing new ideas among local leaders. Elis Tarelli, an incredibly capable and experienced man, has taken over as executive director and has far exceeded my expectations. We are optimizing and digitalizing internal processes that help develop and professionalize our work further.

Still, what do I do? I am the one who is in conversation with everyone – with Matthias Leibbrand and Elis Tarelli; with Matthias Böhning, our new second chairman; with the other board members. I am the one who is asked to mediate neutrally in conflicts (does anybody want me to mediate between the warring parties in Yemen?). I am the one who is constantly looking for strong and capable employees, who continue to make all the difference with our projects.

But mainly I am the one who still wants to go to Yemen. And to Tunisia. And Syria. And Jordan, and every other country where our projects have transformed communities. Since I know from my own life how much hope has changed me and what power it unleashes, I want to bear witness to how much it can change – and has changed – the lives of others.

■ **Marcus Rose**  
Chairman of the Board



## Dear Friend of Vision Hope,

More than one year after the Covid 19 pandemic began, life seems far from what it used to be. While people in affluent countries struggled through severe upheaval and many of us know individuals who perished from the virus, vulnerable communities in the Middle East – including many beneficiaries of Vision Hope's projects – suffered in much more catastrophic ways.

In this Annual Report are many stories of individuals and communities who experienced increasingly severe states of crisis because of how Covid 19 compounded challenges caused by years of war, displacement, and extreme poverty. In this time of increased need, our work suffered acute limitations. Projects had to be suspended and activities severely reduced, as travelling to our beneficiaries suddenly became impossible. Our staff – heroes in the strongest sense of the word – needed to improvise ways to continue serving those in greatest need.

In times like these, the name of our organization becomes more than a word or title; Vision Hope is a meaningful component of everything that we do. As much as people need nutritious food, clean water, adequate clothing, and shelter, they need hope. Hope that they will not be left behind in the tragedies of war, hope that they will not be forgotten when the rest of the world entrenches itself due a pandemic. The stories of hope that you will encounter in this Annual Report are more profound given the unprecedented challenges brought by Covid 19.

I am very thankful for what we have achieved in 2020, despite the great challenges and limited resources. I am very grateful for the wonderful support of our many faithful donors who trusted our efforts to make best use of the donations they made, often when their own income became unstable.

A big thank you also to our supporters and volunteers, who invested time, energy, and skills to take over tasks we could not carry out alone and make our work even more productive.

As we continue to empower people to transform the world, the world looks very different, but the role of hope remains.

■ **Dr. Elis Tarelli**  
Executive Director



## YEMEN

### General Food Distribution

General Food Assistance

Commodity Vouchers  
through Trader's Network

### Food Security & Agriculture

### Maternal and Child Nutrition

### Support for Orphanage in Hajjah

### Support for Orphanage in al-Mahweet

### Professional and Economic Empowerment of People with Disabilities

### Rapid Response Mechanism

#### Sector/Multi-sector

Food Security &  
Agriculture



Food Security &  
Agriculture



Nutrition



Protection



Protection



Protection



Protection



#### Approach

Relief



Rehabilitation &  
Development



Relief



Relief



Relief



Rehabilitation &  
Development



Relief



## JORDAN

### Improved Educational Services and Integration

### Support for Kindergarten in Karak

### Support for Kindergarten in Mafraq

(1) Re(Inter)gration  
of Refugees or IDP;  
(2) Education



Education



Education



Rehabilitation



Development



Development



## LEBANON

### Emergency Help for Children in Beirut

(1) Food Security;  
(2) Protection



Relief



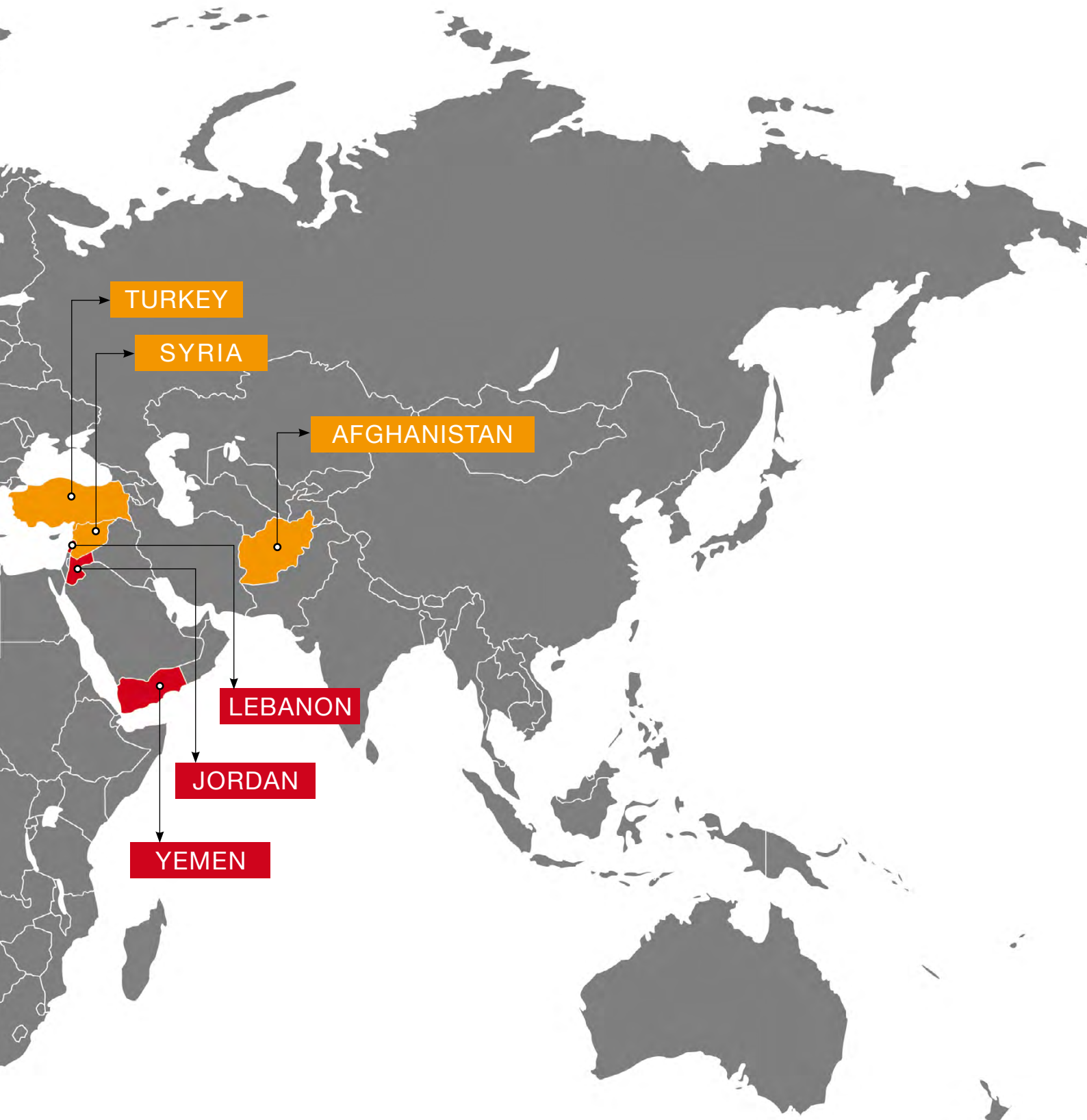
GERMANY

TUNISIA



COUNTRIES WITH COMPLETED PROJECTS

CURRENT PROJECT COUNTRIES



## PROJECT OVERVIEW

COUNTRIES,  
IN WHICH WE  
OPERATE.



# YEAR 2020 | IN NUMBERS



More than  
**800** households drink clear water



More than  
**43.000** lesson hours taught in our education projects



**80** persons with disabilities assisted and trained



More than  
**9.150** displaced families assisted



More than  
**80.000** malnourished pregnant and breastfeeding women treated



**2.332** VHI co-workers worldwide out of whom 26% female co-workers



**160** children receive food boxes and hygiene kits monthly



More than  
**1.257.000** beneficiaries helped, out of whom 56% female beneficiaries



More than  
**77.000** malnourished children treated



**55.857,200** MT of food commodities distributed

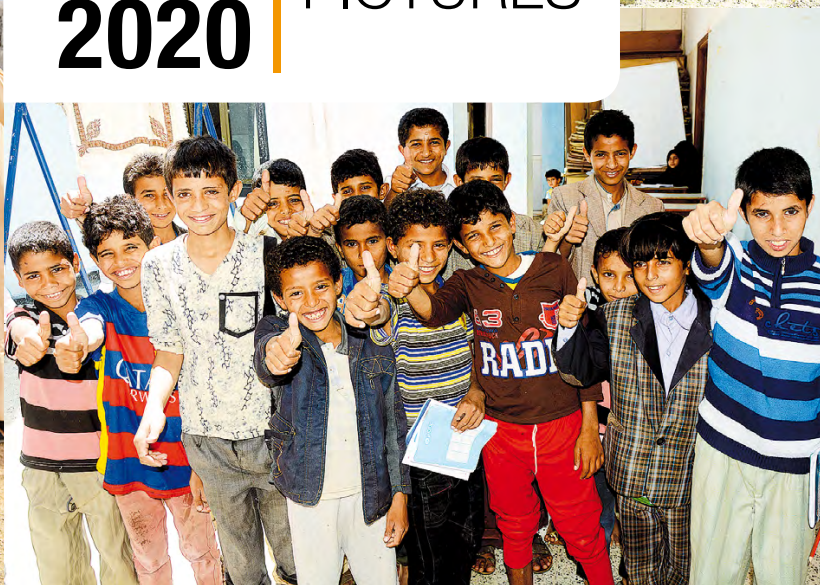


**264.000** children avoided malnutrition





# YEAR 2020 IN PICTURES





# WHY WE DO WHAT WE DO

**“The benefit of living the life we live has been far greater than the sacrifices.”**

When Helene was only six years old, she knew that one day, she would leave her home country of Norway to serve where the needs are greatest. She was so insistent that, years later, when Erling wanted to marry her, he had to agree to a year working in Africa.

Helene and Erling are now raising their four children in Karak, a city in Jordan with a high refugee population, so that they can help lead the Hope Kindergarten there.

Erling said, “In the morning, coming to the kindergarten and meeting happy kids is a big reminder why investing in this project is worth our time.” Yet there has been a tremendous cost; being away from family while their children are young and not having the same income as they would have in Norway have been challenges.

Erling insists, though, “The benefit of living the life we live has been far greater than the sacrifices.”

Their children are fluent in three languages, and even more significantly, “Maybe one of the most important things they have learned is that different cultures, religion, and worldview make little difference when you play together on the trampoline.”

Living in Jordan as partners of Vision Hope has enhanced Helene and Erling’s family more than they could have imagined, and they plan to continue serving together where the needs are greatest.



## OUR VALUES



### Compassion

Genuine help is more than mere material assistance. We believe that long-term sustainable development is possible only in an environment conducive to positive human relationships that are based on respect, acceptance and reconciliation.



### Dignity

We regard every human being as unique with his or her own inviolable dignity. That is why we strive toward a world in which all people have an equal opportunity to attain physical, psychological, and social well-being.



### Courage

Despite the adversities and uncertainties, we operate in the world’s most fragile states, and we encourage others to take a stand against injustice and to support those who cannot help themselves.



### Trust

Authenticity and transparency inspire the way we work. By open communication, we build the foundation for empathy and mutual trust that create the optimal condition to resolve upcoming problems and to find new solutions together.



### Passion

Where human beings suffer and despair, we cannot remain indifferent. We fiercely fight misery with our dedication and passion, celebrating every change for the better.





## PASSION

“Where human beings suffer and despair, we cannot remain indifferent. We fiercely fight misery with our dedication and passion, celebrating every change for the better.”







## DIGNITY

"We regard every human being as unique with his or her own inviolable dignity. That is why we strive toward a world in which all people have an equal opportunity to attain physical, psychological, and social well-being."



# RESULTS OF OUR WORK

## CLUSTER: FOOD SECURITY & AGRICULTURE

**The Need** Five years of war in Yemen, now combined with heightened instability and need caused by covid, have raised the number of food-insecure people to over twenty million, more than two-thirds of the country's population. The devastation is country-wide and systemic, but sustainable and lasting change comes by empowering people in individual communities. To this end, we continue building relationships with village leaders and local NGOs to rebuild Yemen's food supply and distribution networks.

### YEMEN

**Project:** Food Distribution  
**Approach:** Relief  
**Donor:** World Food Programme



Since the war began in 2015, Vision Hope has been partnering with the World Food Programme (WFP) to provide emergency distribution of food to communities experiencing increased instability. A particular focus is given to internally displaced persons (IDPs) who have had to flee their homes to escape violence, and to the host communities in which they live, as the host communities are finding that their own resources are not sufficient to care for this influx of IDPs.

This multi-year project has been providing a monthly food basket to families who have no means of acquiring income, particularly families whose head of household (HH) is a child, woman, or disabled and/or elderly person, as well as IDPs living in camps where there is no food. To help rebuild local economies and food networks, many beneficiaries now receive cash vouchers, which they use to purchase food from local vendors.

In 2020, 94834 families received monthly support through food baskets and/or cash vouchers, and 3425 families received one-time support.

**Project:**  
**Food Security and Agriculture**  
**Approach:**  
**Rehabilitation and Development**  
**Donor:** BMZ



**Partners:** Solidarity Social Foundation for Development  
-- Hajjah Governorate National Foundation for Development and Humanitarian Response -- Hudaydah Governorate

This multi-year project rehabilitates family farms while helping vulnerable households earn an income by developing new agriculture. Vision Hope has been providing villagers in Hudaydah and Hajjah Governorates with livestock, seeds, farming equipment, water filters, and training. In 2020, 184 families each received 10 egg-laying chickens, 314 received a milk-producing female goat, and 30 received beehives; additionally, 800 families received water filters.

Because the war has severely damaged water networks that are needed to sustain farms, this project has also been rebuilding irrigation; in addition to constructing cisterns to collect rain that waters fields, newly installed solar panels mean that farmers no longer need to rely on fuel to pump water.



### ■ No Longer Hungry

Hajj Ali, a 75-year-old HH who must provide for his grandchildren and disabled wife, had to flee his home with his family due to heavy fighting in his district of Hudaydah Governorate. He, his wife, and young grandchildren, along with other members of his family, found refuge in a neighboring district, where they lived in a one-room hut that lacked basic amenities, including a toilet. Hajj Ali worked hard in the market to earn an income, but as an elderly person doing manual labor, he struggled to make enough to feed his family and send his grandchildren to school. "Most days, we did not have enough money to buy basic essentials, such as flour, oil, and lentils."

When Vision Hope workers learned of Hajj Ali -- a displaced person and elderly HH -- they immediately registered him to receive monthly food boxes. As soon as the first food box arrived, the children had enough to eat, and the women in the family began using some of the flour and oil they received to make pastries to sell.

The people in the neighborhood love the sanbousas and mudar-bash and daily look forward to when the children come by with the traditional pastries. This enterprise earned enough money to pay for the children to go to school, and Hajj Ali was able to use his income from the market to buy other essentials. No longer hungry, the people in Hajj Ali's family are now thriving and contributing to the life of their host community.



## CLUSTER: NUTRITION

**The Need** The prolonged crisis caused by Yemen's war and now compounded by Covid-19 has caused parts of the country to slide into a famine. Half of Yemeni children under the age of five (U5s) now face acute malnutrition, and 400,000 of these U5s could die without medical intervention. A further 16 million Yemenis are expected to experience hunger this year, with 50,000 already starving to death. While working to rebuild Yemen's agriculture and a sustainable food supply, we have been partnering with organizations in the most devastated parts of the country to provide emergency nutrition assistance to those at high risk of malnutrition and starvation.

### YEMEN

**Project:** Maternal and Child Nutrition



**Approach:** Relief

**Donor:** World Food Programme

Many Yemenis who are most at risk of malnutrition and starvation live in remote, difficult-to-reach areas whose access has been further impeded by the war. Vision Hope prioritizes those who are most vulnerable, so the Nutrition Project targets undernourished children, as well as pregnant and lactating women (PLWs), in challenging areas of Hajjah, al-Mahweet, and Hudaydah Governorates.

By building on relationships with local leaders and Governorate Health Offices (GHOs), Vision Hope expanded the capacity of healthcare facilities (HFs) to treat and prevent moderate acute malnutrition (MAM) and severe acute malnutrition (SAM).

Because women are so essential to a community's strength and resilience, half of the local healthcare workers that participated in this project were women. In 2020, 77,407 U5s and 81,132 PLWs received treatment for MAM; additionally, 264,120 U2s and 105,338 PLWs received nutrition assistance.



### Hope for Amira

Too weak and hungry to play with other children, 19-month-old Amira had severe anemia as a result of life-threatening malnutrition. Her parents were too poor to take her to a hospital for treatment, but when they realized that their daughter was dying, they took her to a nearby HF in a desperate effort to save her life. Fortunately, Vision Hope had targeted this HF to help young children suffering from MAM, and the HF's staff immediately began caring for the little girl.

Amira received a daily nutritional supplement as part of her treatment, and her condition immediately improved as she began gaining weight and growing. Within three months, she recovered and is now a happy toddler who loves to play and get into mischief. Her parents, who had despaired of her life, are immensely grateful and are raising awareness in their community of childhood MAM.





## CLUSTER: PROTECTION

**The Need** Yemen's civil war has led to upwards of 50,000 children becoming orphans, in addition to 3 million people with disabilities and 3 million internally displaced persons (IDPs) who faced acute need in 2020. Globally, orphans, people with disabilities, and IDPs experience higher levels of marginalization and lower quality of life. Their prospects in Yemen are particularly dire, given the country's severe poverty and violence, along with the systemic collapse of social services. The Protection cluster implements projects that empower individuals who are particularly vulnerable to exploitation and abuse; in Yemen, our Protection activities in 2020 centered on orphans, people with disabilities, and IDPs.

**Project:** Support for Hajjah and al-Mahweet Orphanages

**Donor:** Private Donations to VHI

**Partner:** Hajjah and al-Mahweet Orphanages



With the government unable to provide orphanages with any money for essentials, including staff salaries and food, many orphaned children now live on the streets or with relatives who are too poor to care for them. The Hajjah and al-Mahweet Orphanages fell into severe disrepair, and children there with no living relatives to move in with had to leave school so that they could beg for food.

Vision Hope has been supporting the Hajjah Orphanage since 2017 by providing money for salaries and school fees, school supplies, clothing, food, hygiene items, and furniture, in addition to performing much-needed repair work on the building. The children, who had been forced to leave school so that they could beg for food, were able to stop begging and go back to school, and some who had been forced to leave the orphanage were able to return and receive the quality care that every child needs.

The partnership with the orphanage was so successful that in 2018, Vision Hope expanded its orphan outreach to include the al-Mahweet Orphanage, which received similar assistance. In 2020, Vision Hope was able to continue partnering with the orphanages and provide 127 children with enough of their basic needs that they can have a meaningful, dignified childhood.

**Project:** Professional and Economic Empowerment of People with Disabilities

**Donor:** Cornerstone Trust

**Partner:** Amal Channels Association



This groundbreaking project trains heads of household (HHs) with disabilities in vocational skills -- including sewing, cooking, and perfumery -- so that they can earn an income to support themselves and their families. A total of 60 HHs with disabilities, most of them widows, received training in 2020; despite interruptions due to Covid-19, more than 80% of their products were of a high enough quality to sell for a profit.

Additionally, this project provided 10 wheelchairs and 10 sets of hearing aids to 20 individuals who lacked the financial means to procure these life-enhancing devices.

Because people with disabilities are particularly vulnerable to Covid-19, we provided them with enhanced support to help protect them from the virus. 80 families with a member who is disabled received a Covid-19 prevention kit, which included much-needed sanitizing items, such as bleach, as well as hygiene items, including a water filter and soap.

### ■ "Disability Is Not Something On The Outside."

Samiya, who lives with her widowed mother, experiences a mobility impairment that has made earning an income nearly impossible. Additionally, her father's death left the family without the financial support that she needed in order to attend school for professional training. At 29 years old, she felt that her life was meaningless and that she was a burden, as she had to rely on others to help provide for many of her basic needs.

Everything changed for Samiya when Vision Hope selected her to receive six months of vocational training in sewing. Now, instead of needing other people to give her clothes and money, she sews her own clothes and earns a substantial income by sewing clothes for others. In her words, "Before the sewing course, I felt that my life was aimless, and my dreams had been shattered. Through the course, I realized that disability is not something on the outside, in my body, but something that people project onto me when they do not understand." When people like Samiya receive the necessary training that they need to support themselves, they become powerful agents of hope for others in the community.







## YEMEN

**Project:** Rapid Response Mechanism  
**Donor:** United Nations Population Fund



The Rapid Response Mechanism (RRM) provides a kit, containing critical emergency supplies for one week, to IDPs within 72 hours of displacement. RRM is not a long-term solution but rather a life-saving measure for families experiencing sudden and extreme need. Approximately 9013 families who fled violence and 3938 families who experienced severe upheaval due to flooding received an RRM kit in 2020.



## ■ “There Are Still Good People in the World.”

Heba was a young woman living with her family in Taiz Governorate until fighting in the war destroyed their home and belongings, leaving them destitute and afraid for their lives. Moreover, the violence and devastation that they had experienced made them despair that life could become better and that people would ever care for each other again.

The family fled to al-Mahweet Governorate, where they had no friends or relatives to help them and no money to begin a new life. The host community that received Heba’s family was very gracious and helped them find a small apartment, along with some food and clothing; however, the host community’s resources were already stretched so that, despite the hospitable culture, well-meaning people were unable to provide for the needs of Heba’s family.

Then the RRM team from Vision Hope came to Heba’s apartment and provided an emergency relief kit that contained food and other life-saving essentials. She said, “I did not expect that we would receive any assistance because we were in a new place and not registered anywhere. Vision Hope helped with our most basic needs and showed us that there are still good people in the world.”







## YEMEN

"I did not expect that we would receive any assistance because we were in a new place and not registered anywhere. Vision Hope helped with our most basic needs and showed us that there are still good people in the world."



## CLUSTER: REINTEGRATION OF REFUGEES & EDUCATION

**The Need** The Hope Kindergartens have been a profound success in helping Syrian and Jordanian children attain the emotional and academic skills that they need to do well in school. While the Jordanian government has an ambitious strategy to improve the quality of education, more than one-quarter of public schools need maintenance work and physical upgrades in order to support children's learning. Substandard facilities affect refugee children particularly hard; with a large influx of Syrian children into a school system that was already operating at full capacity, the lack of space and too few teachers have led to separate classes for Syrian children and less interaction between the two nationalities, reducing opportunities for interaction with their Jordanian peers. Our work in the Integration of Refugees cluster focuses on improving the educational outcomes of both Jordanian and Syrian children as a means of improving social cohesion in communities that host large numbers of refugees.

### JORDAN

**Project:** Improved Educational Services and Integration

**Approach:** Rehabilitation and Development

**Donor:** BMZ and private donations

**Partner:** Branches of Mercy, Karak  
Manshiyya Bani Hassan, Mafraq

Improved Educational Services and Integration is an ambitious project that partners with local humanitarian organizations and the government to provide educational support and raise public schools' capacity to provide quality educational outcomes for both Jordanian and Syrian children. To expand services to kindergarten children, in 2020 we partnered with four public kindergartens in which at least 30% of the student body is Syrian. The buildings received necessary maintenance work and upgrades, and children received training on how they can keep their facilities in optimal condition.

Home-Study Groups are a means to provide additional learning support to children by having tutoring and homework-help sessions in teachers' homes; whereas we previously offered this service only at the Family Centers, by hosting these sessions at decentralized locations, more children are able to participate. Additionally, Extracurricular Mobile Teams improve social cohesion by hosting extracurricular activities in the neighborhoods of children who live in more remote areas. Lockdowns made the work of Home-Study Groups and Extracurricular Mobile Teams particularly difficult, but as with the Hope Kindergartens, teachers expended tremendous amounts of energy to keep children engaged through virtual activities, home visits, and consistent communication with parents.



*Around 2.200 families benefited from our services.*

Through this project we have been able to help around 1.900 students, all enrolled in our programs in both governorates, Karak and Mafraq. Altogether around 2.200 families benefited from our services and our teachers provided more than 43.000 hours of lesson and learning support in our all of our program components, from Kindergarten to house and mobile learning groups.







Children of the Hope Kindergarten in Mafrq.

## ■ Lamees' Story

When converging armies brought the imminent threat of kidnapping and rape to Lamees' village near Syria's southern border, she and her husband realized that they must flee to Jordan if they wanted to live. They spent all of their money paying people who helped them cross the border before entering the Zaatari Refugee Camp, completely derelict and dispossessed.

Lamees and her husband managed to leave the camp to live with some extended family in Mafrq, where Vision Hope operates its Education and Integration of Refugees projects. She applied for a job and began working as a teacher at the Hope Kindergarten.

Teaching children whose families have faced similar traumatransformed Lamees' outlook on life. She became so passionate about her work that she began taking professional-development courses to help her best meet her students' needs. Lamees now works with the Extracurricular Mobile Teams to provide the educational and psychosocial support that refugee children need to succeed.

Whereas she previously despaired of having to leave her home, to which she may never be able to return, Lamees now proudly declares that all of her students have made As in their classes for the past two years; additionally, the top three students in the school have consistently been hers.





## CLUSTER: FOOD SECURITY

**The Need** Runaway inflation, a high refugee population, anti-government protests, and Covid-19 lockdowns were leading Lebanon to a precipitous crisis prior to the Beirut Port explosion in August 2020. The explosion crippled trust in an already-fragile government and heightened economic despair, particularly in areas immediately around the port. An increasing number of people in Lebanon -- refugees as well as locals -- are facing extreme poverty, homelessness, and gender-based violence; many families are resorting to child labor and child marriage to cope with their rapidly deteriorating circumstances. Our 2020 work in Food Security provided emergency aid to families suffering from the explosion.

### LEBANON

**Project:** Emergency Relief for Children and Families affected by the Explosion in the Port of Beirut



**Approach:** Relief

**Donor:** BILD hilft e.V. „Ein Herz für Kinder“ and Vision Hope International

**Partner:** New Vision Foundation

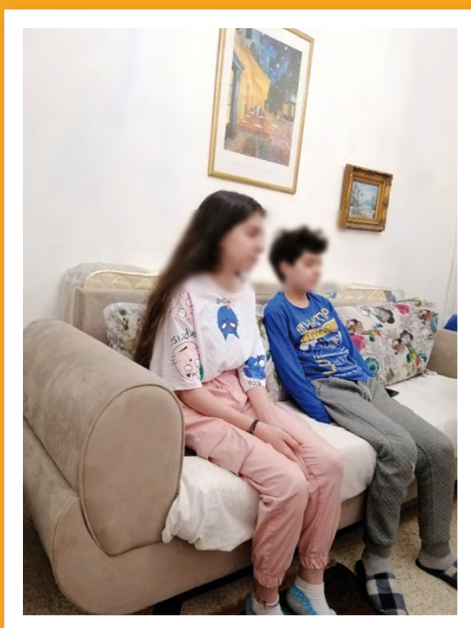
Following the explosion, Vision Hope partnered with the Lebanese humanitarian organization New Vision to provide an immediate crisis response to families with young children. Through the assistance of donors, we purchased 40 sets of bedroom furniture for families who lost their homes and 40 tablets to help children continue with online school. We also provided and still provide 160 children with monthly hygiene kits and food boxes from October through December, as well as a further 160 children with onetime hygiene kits and a one-month supply of food.



### ■ “Who Can Give Back My Daughter Her Eyesight?”

William, his wife Rama, and their two adolescent children, Miriam and Jad, lived in a small apartment near the Beirut Port. The explosion not only severely damaged the family's home and many of their possessions but also injured all four of them. William lost 80 percent of his hearing from the sound of the explosion, and Miriam, who was struck in the face with debris, permanently lost vision in her left eye. Rama and Jad sustained bodily injuries, Jad so badly that he required 60 stitches. “Whatever was destroyed can be rebuilt,” said Rama. “But who can give back my daughter her eyesight or my husband his hearing?”

To compound the family's struggles, hyperinflation reduced the value of William's salary from \$30 a day to about \$4 a day. Local humanitarian organizations rehabilitated the apartment building in which the family lived so that William, Rama, Miriam, and Jad could return home; however, on a devalued income, they could scarcely afford food. Through the local partner New Vision, Vision Hope began supplying the children with monthly food boxes and hygiene kits to help ease the family's financial burden. Jad also received a tablet so that he and his sister could continue online schooling. There is much work left to be done, as Lebanon's economy continues to deteriorate, and tens of thousands of families affected by the blast are still facing acute need. Yet William and Rama are grateful that their children have enough to eat and can continue their education.



*Miriam and Jad*





## LEBANON

We provided 160 children with monthly hygiene kits and food boxes from October through December, as well as a further 160 children with one-time hygiene kits and a one-month supply of food.



# INTERVIEWS

*"In this time of global upheaval, we are all struggling. But those marginalized from society or displaced from their home countries are always the ones that suffer most."*

**Eliza Davis** was coordinating the educational programs in Jordan when, on March 20, 2020, the government responded to Covid-19 with one of the strictest lockdowns in the world. Jordan's lockdown strained families, especially Syrian refugees, that were already experiencing complex trauma alongside financial and food insecurity; to complicate the situation, in-person services and psychosocial support were no longer available.

The additional challenges that faced the kindergarten program struck Eliza. "It's extremely difficult to engage 4-6 year-olds virtually. Most of our families have multiple children, limited internet, and only one internet-enabled device." Yet Eliza watched as local staff met the daunting crisis with unprecedented dedication and compassion. Teachers drove to students' homes to drop off worksheets and exchanged messages with parents well into the evening.

These efforts were inspiring, but the needs of our beneficiaries remain complex. On the future of our work, Eliza says, "In this time of intense global upheaval, we are all struggling. But those marginalized from society or displaced from their homes are always the ones that suffer most. At the time our beneficiaries have the most acute needs, programs like ours face funding shortages and uncertainty. It is a time more than any other that we, as a global society, must work together, and I encourage our donors and supporters to keep these communities in your heart."

Eliza Davis, Vision Hope's Deputy Representative in Jordan, began her humanitarian career in 2015, when she worked at a refugee camp during the height of the European Refugee Crisis.



**Eliza Davis**  
Deputy Country  
Representative  
Jordan



*"Why do I care about so many other people, when I could just worry about myself and my family?"*

**Mohammed al-Bahani's** home country of Yemen was already the worst humanitarian crisis in the world before Covid-19 caused a new wave of challenges. Yet because of his commitment to the work of Vision Hope and many others like him, we were able to continue with our life-saving projects in some of the most dangerous places on earth.

"The experiences in our lives determine why we do the things we do. I am from an area that was deprived of the barest necessities of life, and there were very poor families that no one cared about or even tried to help. I always wanted to help these people, and working for Vision Hope allows me to show that someone does care." Even though working in Yemen is hard -- many days, he feels stressed and overworked because the need is so great -- he sees his position as the Country Representative not as a job but as a way of life. He has invested his life in caring for the poorest families in Yemen because he knows that if he ignores them, his country will never find the peace and security that it so desperately needs.

Mohammed al-Bahani, Vision Hope's Country Representative for Yemen, has been working in the humanitarian sector since 2004.



**Mohammed al-Bahani**  
Country Representative  
Yemen



# WHO WE ARE

## Integrated Emergency and Transitional Assistance, and Sustainable Development

Vision Hope International is a humanitarian and development organization that partners with local communities and authorities in the Middle East and North Africa (MENA region) to transform societies experiencing the greatest need. We meet the challenges associated with war, gender-based violence, and systemic poverty by embracing local cultures and traditions, as long as they do not conflict with our values, and by implementing sustainable development that outlives our projects.

We aim to alleviate extreme poverty by providing food security for families, protection and education for orphans, community integration for refugees and persons with disabilities, and sustainable development that promotes human flourishing. To this end, we empower local people to become leaders, so that they can be part of the solution to the challenges they and their communities face.

Our projects and programs contribute to the achievement of the Sustainable Development Goals (SDG) 1, 2, 3, 4, 5, 6, 7, 16 and 17, as formulated by the United Nations Office for the Coordination of Humanitarian Affairs (UN OCHA).



Our vision is **empowered people who are enabled to transform the world.**

Many people — throughout the MENA region and all across the world — do not feel empowered to improve their own lives and the communities in which they live. Wars and systemic deprivation lead to the belief, especially among the poorest and most vulnerable, that their lives are largely outside of their control. Our work consistently shows that by empowering people, through implementing bottom-up humanitarian projects that begin with vulnerable individuals and helping beneficiaries see themselves as valuable human beings with agency, they can recognize and act out their potential as agents of change and transformation.

Because we value the dignity of every individual, we aim to provide them with motivation and new perspectives for their futures and the futures of their communities.

## Our Mission & Goals

Our mission is **working with local communities to create sustainable solutions that advance peace in a difficult region.**

The goal of our work is to restore relationships, community solidarity, and dignity at a local, grassroots level while advocating for meaningful policy changes that can address the root causes of poverty.

We advocate systemic change that promotes long-term and sustainable peace, in which not only is violent conflict no longer present, but in which people are able to live a dignified, fulfilling, and rewarding life.



# GOVERNANCE STRUCTURE

## Legal Form and Non-Profit Status

VHI is registered as a non-profit organization, in the legal form of association (registration number VR 270382), with the City Courts of Freiburg im Breisgau, Germany. VHI maintains a non-profit status and is tax-exempt by the Tax Authorities in Emmendingen, Germany. All donations to VHI are tax-deductable.

## Our Principles of Work

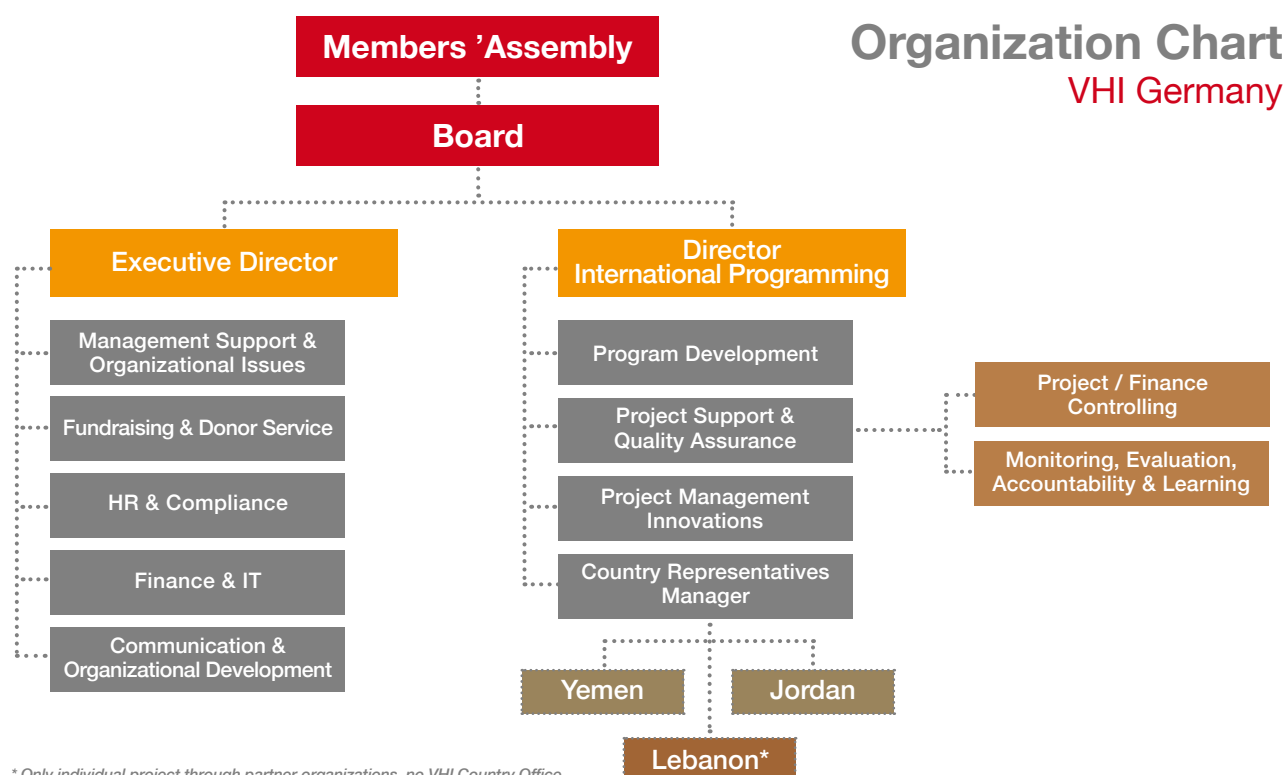
Our structure, work processes, and division of responsibilities at the organizational, project country, or program level are set up and organized in a way that empowers and enables leaders and co-workers to make decisions according to their tasks and responsibilities, without unnecessary delays and uncertainties. This structure provides for quicker reactions to the rapidly changing needs of our beneficiaries. The VHI Main Office in Germany supports capacity-building and competency-strengthening at the local level, while providing strategic support to maintain quality standards at the organizational level.

## Organizational Structure

For the implementation of projects, VHI engages a mixed-operational approach. This approach means that VHI implements projects directly through the engagement of its own local structures and staff, as well in cooperation with local partner organizations in the project countries. Where projects are implemented through local partners, VHI local staff in the project country or local staff at the VHI Main Office in Germany provide continuous supervision and assistance for a professional and efficient project implementation.

VHI works in the project countries primarily through its own Country Offices. The Country Office is led by the Country Representative; the Country Representative and senior managers at the Country Office form the Country Management Team (CMT). The CMT is responsible for the implementation of VHI's vision, mission, values, strategy, and policies in a particular country. The VHI Main Office in Germany provides support to the CMT in the areas of quality assurance, finance management, staff recruitment and development, and fundraising.

The Country Representatives report directly to the Director of International Programming at the VHI Main Office in Germany. To ensure implementation of VHI's strategy and policies as well as create a platform for the exchange of knowledge and experiences, the VHI Main Office in Germany organizes regular meetings with the CMT.





## Members' Assembly

The Members' Assembly is the highest collective decision-making body of the organization and is comprised of all registered members. The Assembly decides on VHI's global vision, mission, values, and annual financial plan, as well as elects and evaluates the work of the Board. By the end of 2020, there were 68 voting members, all eligible to participate in the Members' Assembly.

## The Board

The Board, the highest executive body of the organization, is responsible for the organization's management and functions, serving as the legal representative of VHI. The Board's responsibilities include appointment, supervision, and relief of the Executive Director; decision-making on matters of global strategies and policies, personnel, finances, communication and fundraising; and ensuring the implementation of the decisions made by the Members' Assembly.

**Our Board members (as of 31 December 2020) were:**



<b>Marcus Rose</b>	<b>Matthias Böhning</b>	<b>Silvana Höpfner-Osegbe</b>	<b>Lars Schärer</b>	<b>Rainer Weber</b>
Chairman	Deputy Chairman	Treasurer	Secretary	Member
<i>responsible for long-term organizational development and public relations</i>	<i>responsible for strategic stakeholder management, quality control, and organizational development</i>	<i>responsible for budget and finances, internal controlling, and HR</i>	<i>responsible for organizational development, internal quality assurance, and management</i>	<i>responsible for public relations, network management, and development</i>

## Staff

As of December 31, 2020, the VHI Main Office in Germany had 4 part-time staff. VHI worldwide staff counted 2.328, of which 3 were in Jordan and 2.325 in Yemen. In Lebanon, VHI works with a local partner organization and does not have permanent staff.

## Volunteers

Our volunteers provide valuable support, knowledge, and experience in various areas of our work. They contribute through fundraising, communication and PR, and working directly for and in specific projects. In 2020, the VHI Main Office Germany had – in addition to the 5 Board members, all of whom serve as volunteers – 5 volunteers who provided regular service. Many other volunteers, in Germany and in project countries, have provided services as they are able.



# ACCOUNTABILITY, TRANSPARENCY, AND QUALITY ASSURANCE

Accountability, transparency, and quality assurance are essential for the success of our work. We recognize that private and institutional donors entrust us with resources to carry out our work, and this trust places on us the responsibility of properly managing those resources in the most efficient way possible. To safeguard this trust, we have standards and policies across all projects that ensure funds are properly accounted for and spent according to the donors' wishes.

## ■ Transparent Civil Society Initiative

Vision Hope is a voluntary signatory to Transparency International's **Transparent Civil Society Initiative**, through which we make available key financial information regarding donations.

[Click here](#) to learn more.



## ■ Accountability Standards and Code of Conduct

To promote accountability and ethics in all of our projects, Vision Hope is a voluntary signatory and fully committed to the following international quality standards and codes:

- Code of Conduct of the International Red Cross and Red Crescent
- Core Humanitarian Standard on Quality and Accountability

Additionally, we follow the 12 Basic Guidelines of Germany's Coordination Committee for Humanitarian Aid.

## ■ Data Protection

We take our responsibility with respect to the collection, processing, and saving of personal data very seriously. To safeguard the personal data we collect and process in the EU, we follow the EU's Data Protection Regulations.

Protecting our beneficiaries' privacy is of the utmost importance, as mishandling their personal information can undermine their dignity and even lead to community tensions. To this end, we follow local legislation and humanitarian best practices in the processing of beneficiaries' personal data. When we report success stories, we take reasonable measures to maintain the beneficiary's dignity, such as obtaining consent and changing the names of those involved.

[Click here](#) to learn more about our Privacy Policy.

## ■ Children and Youth Protection

To protect children and youth from exploitation, we actively promote the interests of exploited children and support the United Nations Convention on the Rights of the Child, in addition to the quality standards to which we are signatory,

## ■ Internal and External Audit

According to our Statutes, two cash auditors – appointed by the Board – check our accounting and cash management annually. Our financial accounts are also verified by an independent external auditor.

## ■ Project Monitoring and Controlling

Regular monitoring of our projects helps us measure whether targets are being met and determine where additional support is necessary. To this end, project cycles begin with a baseline survey; include monthly, bi-yearly, and annual reports throughout the duration; and final evaluations. For each project, a framework contract with the respective government determines our cooperation with local authorities. Moreover, project agreements with institutional donors are approved by the Board in Germany.

We provide this information to stakeholders in the projects, including donors and the government offices of the project country.



# OUR SUPPORTERS AND NETWORKS

**Our work would not be possible without the valuable support and expertise of our partners.**

## ■ BMZ and bengo Engagement Global



Federal Ministry  
for Economic Cooperation  
and Development

**ENGAGEMENT  
GLOBAL**  
Service für Entwicklungsinitiativen



The Federal Ministry for Economic Cooperation and Development (BMZ in German) and bengo Engagement Global provide crucial financial and advisory support to development projects. BMZ and bengo Engagement Global continue to support Vision Hope in the implementation of recovery and development projects, such as the Family Centers in Jordan and the Agriculture Project in Yemen.

## ■ UN WFP



The World Food Programme, the food and nutrition assistance branch of the UN, has been present in Yemen since 2004 and supports the millions of people affected by the ongoing war. Vision Hope projects that save the lives of thousands of malnourished and food-insecure Yemenis are funded by WFP.

## ■ UNFPA



The United Nations Population Fund has scaled up its response since 2018 and developed preparedness plans to respond to any future large-scale displacement. Through the Rapid Response Mechanism (RRM) led by UNFPA, Vision Hope provides families with RRM kits to help them to survive.

## ■ BILD hilft e.V. „Ein Herz für Kinder“ (A heart for children)

BILD hilft e.V. „Ein Herz für Kinder“ is an internationally active aid organisation, the focus of which is the most vulnerable members of society – the children. Both in Germany and in other countries where children suffer in horrific wars, where children's homes are destroyed by devastating natural disasters, where children cannot receive qualified medical assistance in their own countries. BILD hilft e.V. „Ein Herz für Kinder“ supports generously our emergency help project for children affected by the explosion in the port of Beirut in Lebanon.

**As a member of the civil society, Vision Hope is part of various networks, which helps us to bring forward common causes:**

## ■ DEAB (Dachverband Entwicklungspolitik Baden-Württemberg e.V.)

DEAB is an umbrella organisation for development policy topics in Baden-Württemberg and gathers 170 members - development policy organisations, local initiatives, worldshops and local, thematic or country networks. DEAB informs, advises, networks, offers further training and represents the concerns of its members vis-à-vis politics and society.

**Our local partners in the project countries provide crucial support and expertise for the successful implementation of our projects.**

- The National Foundation for Development and Humanitarian Response (Yemen)
- Solidarity Social Foundation for Development (Yemen)
- Branches of Mercy (Jordan)
- Jama'iyya Bani Hassan (Jordan)
- New Vision Foundation (Lebanon)



# OUR FINANCES

## BALANCE SHEET AS OF DECEMBER 31, 2020

ASSETS (EUR)	2020	LIABILITIES (EUR)	2020
A. Fixed Assets	7,00	A. Capital	
I. Intangible Assets	13.712,00	I. Association Capital	50.000,00
II. Fixed Assets		II. Retained Earnings	966.557,58
B. Current Assets		B. Special reserves with an equity portion	
I. Receivables and other Assets		I. Designated Funds	3.863.298,91
1. Assured Project Funding	3.754.675,90	C. Accruals	
2. Money in Transfer	0,00	I. Accruals	4.000,00
3. Other Assets	16.922,45	D. Liabilities	
II. Cash and Deposits with Financial Institutions	1.098.998,62	I. Liabilities from Income and Church Tax	459,48
		II. Other Liabilities	0,00
<b>Sum Assets</b>	<b>4.884.315,97</b>	<b>Sum Accruals/Liabilities</b>	<b>4.884.315,97</b>

## BALANCE SHEET AS OF DECEMBER 31, 2020

A. Assets	2020	2020
1. Intangible fixed assets (Software)		7,00
2. Office assets		3,00
3. Vehicles		13.363,00
4. Commodities Summary		346,00
5. Balance in Cashbooks and Bank Accounts		
Cashbook Germany	142,51	
Postbank 624 520 751	424.179,30	
Volksbank Freiburg Euro	152.510,44	
Volksbank Freiburg USD	74.146,60	
Business Sparcard 3017929325	10.383,70	
Business Sparcard 3018491972	15.066,14	
Paypal	4.863,09	
Stripekonto	583,80	
Bank and Cashbook Jordan	53.105,42	
Bank and Cashbook Yemen	364.017,62	1.098.998,62
6. Money in Transfer		0,00
7. Secured Project Funding		3.754.675,90
8. Receivables Project Partners		13.719,00
9. Other Assets		16.922,45
<b>Sum of Assets</b>		<b>4.884.315,97</b>
B. Accruals/Liabilities		
1. Liabilities from Income and Church Tax		459,48
2. Grants/ Donations to Forward		3.863.298,91
3. Accruals		4.000,00
4. Trade payables		0,00
5. Other Liabilities		0,00
<b>Sum of Accruals/Liabilities</b>		<b>3.867.758,39</b>
C. Net Assets		
1. Sum of Assets		4.884.315,97
2. Sum of Accruals/ Liabilities		3.867.758,39
<b>Net Assets</b>		<b>1.016.557,58</b>



**INCOME FOR FISCAL YEAR 2020 (in EUR)****2020**

<b>A.</b>	<b>Income from donations and grants</b>	<b>Amount</b>	<b>Percentage</b>
1.	Donations from members	11.431,55	0,18%
2.	Donations from private donors	48.947,99	0,77%
3.	Earmarked donations from companies, associations, schools, churches, foundations	190.521,33	3,00%
4.	Institutional grants	6.081.216,36	95,74%
<b>Subtotal</b>		<b>6.332.117,23</b>	<b>99,69%</b>
<b>B.</b>	<b>Other Income</b>		
1.	Interest Income	0,25	0,00%
2.	Appropriation to other revenues	980,00	0,02%
3.	Liquidation to Forward Donations	18.621,42	0,29%
<b>Subtotal</b>		<b>19.601,67</b>	<b>0,31%</b>
<b>Sum Income</b>		<b>6.351.718,90</b>	<b>100,00%</b>

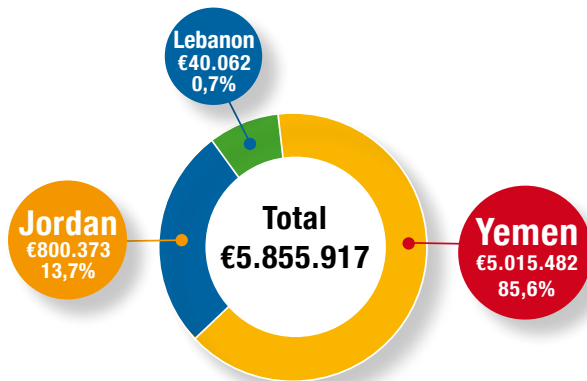
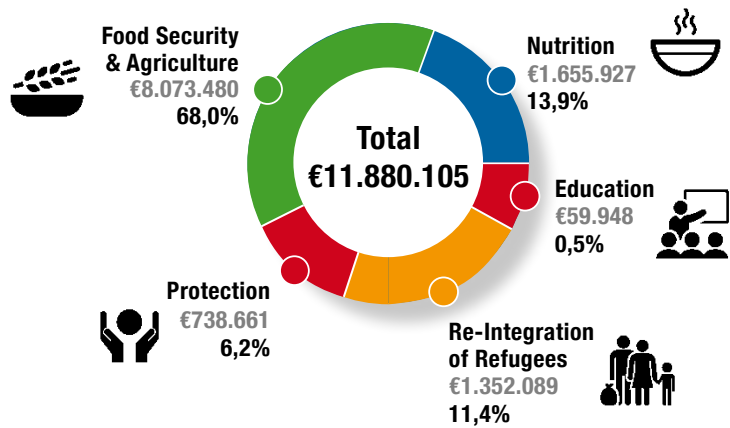
**DISPOSITION OF FUNDS IN FISCAL YEAR 2020 (in EUR)****2020**

<b>A.</b>	<b>Project Expenses</b>	<b>Amount</b>	<b>Percentage</b>
1.	Project funding Yemen	5.015.482,22	78,96%
2.	Project funding Jordan	800.373,09	12,60%
3.	Project funding Libanon	40.061,91	0,63%
<b>Subtotal</b>		<b>5.855.917,22</b>	<b>92,19%</b>
<b>B.</b>	<b>Expenses for Administration, Fundraising, and Public Relations at HQ</b>		
1.	Staff and Travel Expenses	81.272,43	1,28%
2.	Administrative costs	56.654,61	0,89%
3.	Fundraising and public relations	1.985,01	0,03%
<b>Subtotal</b>		<b>139.912,05</b>	<b>2,20%</b>
<b>C.</b>	<b>Other Dispositions</b>		
1.	Building to forward donations	179.702,08	2,83%
<b>Subtotal</b>		<b>179.702,08</b>	<b>2,83%</b>
<b>Sum Disposition of Funds</b>		<b>6.175.531,35</b>	<b>97,23%</b>
<b>Annual Result</b>		<b>176.187,55</b>	<b>2,77%</b>
<b>Sum Disposition of Funds + Annual Result</b>		<b>6.351.718,90</b>	<b>100,00%</b>
<b>Appropriation to statutory reserves</b>		<b>176.187,55</b>	
<b>Results carried forward</b>		<b>0,00</b>	



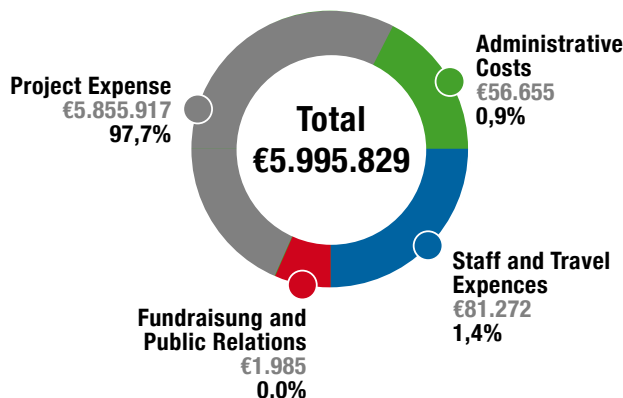
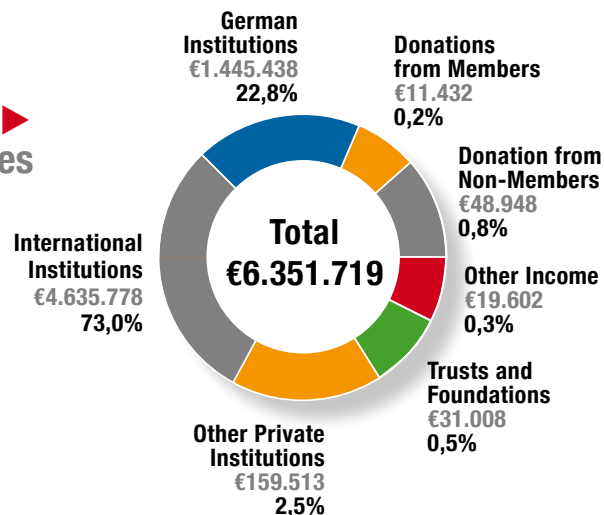
# GRAPHIC PRESENTATION OF OUR FINANCES

## Total Contracted Funding according to Clusters



## Project Expense in 2020 according to Countries

## Revenue in 2020 according to Sources



## Allocation of expenses in 2020 according to type of Expense



**Report of the Independent Auditor on the Financial Statements to the Board of Directors of  
Vision Hope International e.V., Emmendingen, Germany**

As independent auditor, I have audited the accompanying financial statements of Vision Hope International e.V., which comprise the Statement of Financial Position, Statement of Comprehensive Income, Statement of Changes in Equity, Statement of Cash Flows and notes for the year ended 31 December 2020.

*Management's Responsibility*

Management is responsible for the preparation and fair presentation of the financial statements in accordance with International Financial Reporting Standards (IFRS) and the requirements of German law. This responsibility includes designing, implementing and maintaining an internal control system relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

*Auditor's Responsibility*

My responsibility is to express an opinion on these financial statements based on our audit. I conducted my audit in accordance with International Standards on Auditing as well as German Auditing Standards. Those standards require that we plan and perform the audit to obtain reasonable assurance whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers the internal control system relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of the accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

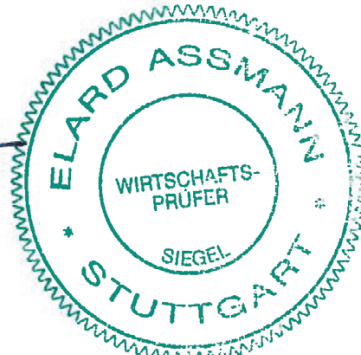
I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

*Opinion*

In my opinion, the financial statements present fairly, in all material respects, the financial position of Vision Hope International e.V. as of 31 December, 2020, and its financial performance and its cash flows for the year then ended in accordance with International Financial Reporting Standards (IFRS) and comply with German law.

Stuttgart, 31. May 2021

  
Elard Assmann  
Auditor





# THANK YOU TO OUR DONORS

We would like to express our gratitude especially to our donors:

## **Institutional and Governmental Donors**

German Federal Ministry for Economic Cooperation and Development

## **UN Agencies**

World Food Programme (WFP)

United Nations Population Fund (UNFPA)

## **Foundation and Other Private Organisations**

BILD hilft e.V. „Ein Herz für Kinder“ (A heart for children)

Gemeinnützige Stiftung Friedhelm Loh

La Loba Stiftung

Schublade 10 e.V.

gut.org Gemeinnützige GmbH

MUKIFO Musikalische Kinderförderung

## **Companies**

Schmidt Weissgruen GmbH & CoKG

Schneider GmbH & CoKG

Elkem GmbH

Martin Bürkle B + K Systeme

Credo Vermögensmanagement

Willis Towers Watson GmbH

## **Churches**

Immanuel Dienst Herbolzheim e.V.

Deutsche Evangelische Allianz

Den Evangelisk Lutherske Frikirke

Calvary Chapel Freiburg

## **Schools in Germany**

Förderverein der J.-P. Hebel Schule Wagenstadt

**And to many donors who wish to remain anonymous and,  
of course, to our hundreds of private donors.**







# Imprint

## PUBLISHER

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[www.vision-hope.org](http://www.vision-hope.org)

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Matthias Böhning, Deputy Chairman of the Board

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City Courts Freiburg am Breisgau

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Dr. Elis Tarelli

Matthias Leibbrand

Silvana Höpfner-Osegbe

## DESIGN AND LAYOUT

Henri Oetjen ([designbuero-oetjen.de](http://designbuero-oetjen.de))

## IMAGES

Vision Hope International or as indicated.

## FURTHER NOTES

Gender equality is a major concern for us worldwide.

We have therefore endeavoured to formulate all texts in a gender-sensitive manner. If we have forgotten to do so at any point, other forms are nevertheless equally meant.

## DONATION ACCOUNTS

Postbank Karlsruhe

IBAN DE69660100750624520751

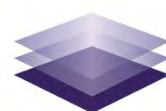
Volksbank Freiburg e.G.

IBAN DE44680900000038732307

Vision Hope International e.V. is recognized as a non-profit and charitable organization, recognized most recently with the notice of exemption from corporate income tax of the Tax Authorities of Emmendingen on July 15, 2020. Tax number 05015/05894.

All donations made to us are tax deductible.

© 2021 Vision Hope International e.V.



Initiative  
Transparente  
Zivilgesellschaft





People  
with hope  
change  
the world.



VISIONHOPE

VISION | HOPE | INTERNATIONAL

