



VISION**HOPE**



# ANNUAL REPORT

2025

PEOPLE WITH HOPE  
CHANGE THE WORLD



MORE THAN **20 YEARS**  
OF GIVING HOPE





TABLE OF CONTENTS

|                                                                                             |    |                                                        |    |
|---------------------------------------------------------------------------------------------|----|--------------------------------------------------------|----|
| Cover                                                                                       | 1  | Jordan                                                 |    |
| Table of Contents                                                                           | 2  | Education                                              | 28 |
| Foreword by the 1st Chairman (Marcus Rose)                                                  | 3  | Sustainable, AI-enabled learning systems               | 29 |
| Introduction - Executive Director (Stephan Krämer)                                          | 4  | Lebanon & Syria                                        |    |
| Year 2025 in Numbers                                                                        | 5  | Protection                                             | 30 |
| Project & Country Focus                                                                     | 6  | Community-based mental health and psychosocial support | 31 |
| From Emergency Aid to Resilient Futures                                                     | 8  | Germany                                                |    |
| AI in Jordanian Education                                                                   | 9  | Public relations and connecting                        | 32 |
| Results of Our Work                                                                         | 11 | Accountability, Transparency and Quality Assurance     | 33 |
| Yemen                                                                                       |    | Who We Are                                             | 34 |
| Food Security and Agriculture                                                               | 12 | Governance Structure                                   | 36 |
| Coffee cultivation and reforestation                                                        | 13 |                                                        | 38 |
| Piloting Farmer-Managed Natural Regeneration (FMNR)                                         | 14 | Financial Report in Progress                           | 40 |
| Thinktank Food security and FMNR                                                            | 15 |                                                        | 41 |
| Food security and sustainable agriculture                                                   | 16 | Our Donors and Partners                                | 42 |
| Employment Creation                                                                         |    | Imprint                                                | 43 |
| Strengthening the resilience of women through training and improving their income situation | 17 | Back                                                   | 44 |
| WASH                                                                                        |    |                                                        |    |
| Structural and sustainable improvement of WASH services                                     | 18 |                                                        |    |
| WASH Life-saving response                                                                   | 19 |                                                        |    |
| Protection                                                                                  |    |                                                        |    |
| Hajjah orphanage                                                                            | 20 |                                                        |    |
| Mental health for students and parents                                                      | 21 |                                                        |    |
| Rapid Response Mechanism (RRM)                                                              | 22 |                                                        |    |
| Nexus Projects                                                                              |    |                                                        |    |
| Integrated lifesaving support to acutely vulnerable people in Milhan district               | 23 |                                                        |    |
| Livelihood, Development, Cooperation and Peace (LDCP)                                       | 24 |                                                        |    |
| Improvement of livelihood and resilience strengthening (LDCP II)                            | 26 |                                                        |    |



FOREWORD BY THE 1st CHAIRMAN

Dear friends,  
readers,  
supporters,  
and members!

„We cannot give up!“ — this is the clear message from our staff in Yemen. On the contrary, they continue to work tirelessly with our partner organizations to develop new project concepts to address urgent challenges and empower people. They know the situation on the ground intimately and continue to find creative ways to support people, even in regions that are difficult to access.

„We cannot give up!“ is also the message our team in Germany lives by every single day. I am deeply impressed by the dedication and commitment of every individual. Over the past few years, we have succeeded in initiating and implementing completely new kinds of projects through strategic partnerships with other stakeholders. The positive spirit in our Berlin office encourages me whenever I am there — whether for meetings or simply a cup of coffee.

„We cannot give up!“ has become the almost defiant motto of every Yemen round table meeting. Twice a year, under the leadership of our Executive Director, Stephan Krämer, we host these gatherings for aid organizations and other actors who are working in Yemen or wish to do so. Each meeting is a great source of encouragement to me. The exchange of ideas, shared learning, and collaboration strengthen the work on the ground. We will see change.

„We cannot give up!“ — not even when it comes to fundraising. For several years, we have been communicating that, thanks to funding from the Federal Ministry for Economic Cooperation and Development, every euro donated results in ten euros of aid for Yemen. With more donations, the sustainable projects of recent years could be implemented on a much larger scale.

In the 2025 impact report, you will also be able to read about our projects in Jordan and Lebanon. Together with local partners, we are going to launch new projects in other countries across the MENA region. Unfortunately, the challenges in these countries have not diminished, and new crises have emerged. I am confident that the expertise that has supported our work in Yemen over many years will also help us elsewhere, enabling us to achieve a lot with very little.

Because we cannot give up, our projects give hope to the people we support in their time of need. In very practical ways, they experience that they, too, must never give up.



Marcus Rose  
1st Chairman



## INTRODUCTION BY THE EXECUTIVE DIRECTOR

### Dear friends and supporters!

We will not let hope be taken from us — and we will not remove it from our name, no matter what the world around us looks like, particularly in our focus region, the Middle East. That is because people with hope change the world.

It is an immense privilege for me to lead a team that brings this vision to life alongside the people on the ground: hope through access to clean drinking water, hope through new sources of income, hope through improved healthcare, hope through a better learning environment, hope through psychosocial support — and hope through the experience of not being alone.

In all of this, the role of our donors is crucial. Every contribution is a sign that the people of the Middle East have not been forgotten. Hope is made tangible.

Therefore, it is my hope that our annual report reflects this hope and encourages you. Once again, it is overwhelming to see all that Vision Hope was able to accomplish over the past year — together with our supporters, partners, and the people on the ground.

**Happy reading!**

Warm regards,  
**Stephan Krämer**  
Executive Director



## YEAR 2025 IN NUMBERS



**796,248** beneficiaries in total,  
of which more than  
half are female



**352** women trained to start  
their own small business



**5,012** people received food  
assistance through  
vouchers or unconditional  
cash transfers



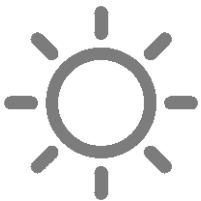
**1,350 m<sup>3</sup>** volume of rainwater storage  
constructed



**11,620** students benefiting from im-  
proved learning conditions in  
new or renovated and equip-  
ped schools



**492,443** people have  
access to  
functional  
health facilities



**220 kWp** of solar panels  
installed



**4,905** displaced families  
assisted with RRM  
kits



**3,752** children under  
5 screened for  
malnutrition



**285,368** people have access to  
clean water



**275** farmers trained in  
FMNR techniques  
and equipped with  
tools

YEMEN

Coffee cultivation and reforestation

Piloting Farmer-Managed Natural Regeneration

Thinktank on Food Security

Food security and sustainable agriculture

Strengthening the resilience of women through training and improving their income situation

Structural and sustainable improvement of WASH services

WASH Life-saving response

Hajjah Orphanage

Mental health for students and parents

Rapid Response Mechanism (RRM)

Integrated lifesaving support to acutely vulnerable people in Milhan

Livelihood, Development, Cooperation and Peace (LDCP)

Improvement of Livelihood and Resilience Strengthening (LDCP II)

JORDAN

Sustainable, AI-enabled learning systems

LEBANON

Community-Based Mental Health and Psychosocial Support

Sector/Multi-Sector

Food Security and Agriculture

Food Security and Agriculture

Food Security and Agriculture

Food Security and Agriculture

Employment Creation

WASH

WASH

Protection

Protection

Protection

Nexus (Nutrition, Food Security, Health & WASH)

Nexus (Food Security, Health, Protection & WASH)

Nexus (Food Security, Health, Protection & WASH)

Education

Protection

Approach

Development

Rehabilitation

Rehabilitation

Development

Development

Development

Rehabilitation

Relief

Development

Relief

Relief

Development

Rehabilitation

Development

Development

PROJECT & COUNTRY FOCUS



COUNTRIES WITH COMPLETED PROJECTS

CURRENT PROJECT COUNTRIES



## From Emergency Aid to Resilient Futures: Advancing Pathways for Sustainable Livelihood in Yemen

In 2025, Vision Hope and World Vision International convened a pioneering multistakeholder Think Tank initiative in Yemen. Its aim was to advance national dialogue on the transition from humanitarian assistance to resilience and recovery and to define pathways towards sustainable livelihoods, including the application of Farmer Managed Natural Regeneration (FMNR) as a low-cost approach. The initiative brought together 54 representatives of government entities, UN agencies, NGOs/INGOs, academia, and civil society, while also strengthening cross-sector coordination through ecosystem mapping that actively engaged 17 key agencies.

The initiative was based on an evaluation of more than 65 documents—including project and evaluation documents, case studies, policy and strategy papers, technical guidance, and academic publications—as well as 13 interviews with experts. Participatory design thinking workshops enabled stakeholders to agree on practical strategies to move “beyond emergency aid.” Two linked approaches emerged which are outlined in two technical papers:

### 1) Resilience/Transition Pathways

This paper outlines a shared “graduation” logic for moving households from General Food Distribution toward resilience through four interconnected pathways:

- (1) enhanced agricultural productivity for smallholder farmers, livestock breeders, and fishers through FMNR, climate smart agriculture, improved breeding and fishing practices;
- (2) skilled employment for youth and persons with disabilities through market-based vocational training linked to apprenticeship and job opportunities;
- (3) microenterprise development for women, youth and persons with disabilities through training in business skills and finance, access to seed capital, and links to Village Savings and Loan Associations and value chains; and
- (4) strengthened social protection for the chronically vulnerable through predictable, unconditional cash transfers to create access to essential services.

To avoid fragmented and isolated interventions, the paper recommends integrated ‘Resilience GeoBundles’ that coordinate complementary actions within the same geographic area—for example, combining Cash-for-Work to address immediate income needs with drought resistant inputs and FMNR training to rebuild long-term productive assets.

### 2) FMNR Best Practices

The second paper presents a five-year roadmap for expanding land restoration efforts through FMNR, emphasizing community engagement, adaptive management, and the integration of traditional knowledge with modern techniques. It highlights the importance of linking FMNR with complementary community priorities, such as water related measures and livelihood co-benefits.

## AI in Jordanian Education: Charting a Future-Oriented Path for Government Schools

The paper calls for a differentiated approach across Yemen’s coastal plains, central highlands, and southern drylands. It proposes a five-year roadmap structured around policy integration, governance, market linkages for FMNR products, integration with Cash-for-Work and Income Generating Activities and strengthened technical capacity—with the aim of restoring more than 500,000 hectares of land by 2030.

The Think Tank process and its two technical outputs provide a coherent, evidence-based framework for aligning humanitarian action with longer-term resilience and recovery in Yemen. By fostering multi-stakeholder consensus, promoting integrated geographic programming, and positioning FMNR as a cornerstone of sustainable livelihoods and land restoration, the initiative offers practical pathways for moving beyond emergency responses toward inclusive, climate-resilient development at scale.

**Fawaz Al-Qatwany**  
MEAL-Manager, Yemen



The global educational landscape is rapidly evolving, driven by the transformative power of Artificial Intelligence (AI). In Jordan, a nation striving for educational excellence, AI integration is recognized as a strategic imperative to equip students for the complexities of the 21st century. This project seeks to harness AI’s capabilities to personalize learning, enhance pedagogical practices, and cultivate critical skills for the future across governmental schools.

Jordan’s proactive stance in educational modernization provides fertile ground for AI adoption. The national vision is clear: leverage AI to transcend traditional learning barriers, fostering dynamic, student-centric environments where AI empowers deeper engagement and tailored educational pathways. AI-powered adaptive learning platforms can cater to diverse student needs, offering personalized content and feedback that addresses individual learning paces and styles. This is particularly vital in large classrooms, enhancing individualized attention. Moreover, AI tools can streamline administrative tasks for educators, freeing up valuable time for direct student interaction and curriculum innovation. Predictive analytics can also help identify students at risk, enabling timely interventions.



## RESULTS OF OUR WORK

Global insights highlight AI's impact; a World Economic Forum study projected AI creating **97 million new jobs by 2025**, emphasizing the urgency for AI literacy<sup>1</sup>. UNESCO indicates that AI-driven personalized learning can boost **student engagement and academic performance by 10-20%**<sup>2</sup>. While comprehensive national data for Jordan is still missing, localized pilot initiatives consistently show promising trends in student motivation and learning outcomes:

In Karak Government Schools, teacher training workshops enabled educators to experiment with AI-driven adaptive platforms that adjusted reading materials to varying student proficiency levels, resulting in noticeable gains in engagement and reading comprehension among struggling learners. Similarly, in Amman Government Schools, pilot sessions introduced AI tools for automated grading and predictive analytics, allowing teachers to identify students in need of additional support and to design targeted interventions—demonstrating AI's potential to enhance equity and overall learning outcomes.

However, widespread AI integration faces significant hurdles. **Digital equity and infrastructure remain paramount concerns**, with inconsistent internet access and outdated hardware in many schools, particularly in rural areas. Bridging this gap requires sustained investment. **Teacher preparedness is another critical area.**

While educators are keen to embrace technology, comprehensive, ongoing professional development is essential to equip them with the pedagogical skills to effectively integrate AI tools. Without this, AI's full potential may be untapped. Furthermore, **developing culturally relevant AI content** is crucial for local resonance. Lastly, **addressing ethical implications surrounding data privacy, algorithmic bias, and responsible use of student data** is vital to build trust and ensure equitable learning.

From my academic and project management vantage point with Vision Hope's AI project in Jordanian schools, the journey is one of immense potential and practical learning. We've witnessed firsthand the profound enthusiasm of teachers and students alike when exposed to AI's capabilities. Our experience underscores that while technological solutions are vital, the human element of comprehensive teacher training, continuous support, and a keen understanding of local educational contexts are of key importance for successful and sustainable AI integration. The challenges, though significant, are surmountable with strategic planning and collaborative effort, paving the way for a more equitable and effective educational future in Jordan.

### Yara Gossous

Project Coordination,  
Jordan



<sup>1</sup> World Economic Forum. (2020). *The Future of Jobs Report 2020*. Geneva: WEF.

<sup>2</sup> UNESCO. (2021). *AI and Education: Guidance for Policy-makers*. Paris: UNESCO.



# YEMEN

Vision Hope International has extensive access to different regions across Yemen. The organization operates through **6 field offices** located in several governorates supported by the country office. It has an experienced and dedicated team with over **70 staff members**, including department managers, technical specialists, and field staff, organized into sectoral teams under the leadership of the Yemen Country office.

This structure enables Vision Hope to reach even hard-to-access areas while ensuring strong technical, operational, and compliance oversight and support from the headquarters. In addition, Vision Hope collaborates with trusted **local partners** who serve as implementing partners under Vision Hope's supervision: NAHR, SSFD, BFD, FCDF and ADO. This allows Vision Hope to deliver impactful projects while **strengthening local capacities for long-term sustainability**.

The Yemen program currently prioritizes integrated humanitarian assistance, combining food security, agriculture, nutrition, health services and psychosocial support. There is a strong focus on community resilience, ensuring that interventions **address immediate needs** whilst also contributing to **long-term recovery and stability**. Additionally, the program focusses on empowering youth and women and rebuilding basic infrastructure in targeted areas.

Over the last years, institutional donors have reduced funding for Yemen significantly. For Vision Hope, the cuts were significant, especially for humanitarian relief projects like food distributions. On the other hand, Vision Hope was successful in securing funding for additional projects with the German Federal Ministry for Economic Cooperation and Development (BMZ). This requires 10% co-funding from private donations, which is an additional challenge.

This shift also led to significant changes to the role of our local Vision Hope team in Yemen from delivering assistance directly to more monitoring, capacity strengthening and coordination. **Sustainable Development has always been a core aim of Vision Hope.** At the same time, we hope that the continuing immediate needs for assistance of the Yemeni people will also be met. Despite these challenges, Vision Hope continues to deliver available assistance to beneficiaries in Yemen and maintains a presence in most areas of the country.

## Ghalb Mahdi

Country Representative for Programs and Technical Aspects, Yemen



## YEMEN

|                |                                      |
|----------------|--------------------------------------|
| Project:       | Coffee cultivation and reforestation |
| Approach:      | Development                          |
| Donor:         | BMZ & Private Donors                 |
| Partner NGO:   | NAHR & ADO                           |
| Budget:        | 2,500,000 €                          |
| Beneficiaries: | 1,250 individuals                    |
| Duration:      | 2024-2027                            |



### Results of 2025

- 16 solar powered water pumping systems built with a combined solar power capacity of 137,160 kW, benefiting 658 people
- 2 workshops held with about 75 members to build a national coffee network to foster collaboration and advocacy while addressing challenges of coffee and fruit cultivation in Yemen
- 3 agricultural community committees formed in the target districts

This project promotes sustainable farming methods and reforestation techniques (FMNR) to protect biodiversity in three districts in the governorates of Lahj and Al-Dhalee in southern Yemen. Coffee-farming households learn modern agricultural practices to increase yields and enhance environmental protection. Additionally, 1,250 coffee farmers receive training, equipment, and access to markets to secure sustainable incomes. Investments in infrastructure and water resource management improve production conditions and optimizing the coffee value chain improves quality and marketing. Local NGOs and cooperatives are strengthened to pass on knowledge.





## YEMEN

**Project:** Piloting Farmer-Managed Natural Regeneration (FMNR) Rehabilitation  
**Approach:** Rehabilitation  
**Donor:** World Vision  
**Budget:** 195,750 €  
**Beneficiaries:** 5,593 individuals  
**Duration:** 2024 – 2025

The FMNR Project in Manakhah District, Sana'a Governorate, tackled severe land degradation caused by unsustainable farming, fuelwood harvesting, and settlement expansion. Land degradation has led to soil erosion, reduced water retention, and declining ecosystem services vital for productivity and resilience. In response, the project promoted Farmer-Managed Natural Regeneration (FMNR) to restore native tree cover, improve ecosystem services, and strengthen livelihoods for 250 smallholder farmers across 10 villages.

Key activities included FMNR training for farmers, raising community awareness, and supporting practical on-farm tree management. The project also rehabilitated critical water sources to bolster agricultural sustainability.

The initiative has successfully enhanced local management of land and water resources, fostered greater community ownership of restoration practices, and improved farm productivity.



## Results of 2025

- ▶ 3,740 people have access to water through the rehabilitation of 5 critical water sources
- ▶ 10,000 thorny trees planted for natural fencing to protect 50 farms and reduce soil erosion
- ▶ 11 local experts trained to promote sustainable land management beyond the project's lifespan
- ▶ 250 smallholder farmers (including 40 women) equipped with FMNR skills to regenerate their own land
- ▶ Locally adapted FMNR manual created to ensure knowledge transfer and consistency



## Success Story

In Al-Sumayy, Nasser's coffee farm was on the brink of collapse due to overgrowth and disease. Believing his only option was to uproot the trees, Nasser instead joined the hands-on FMNR training program led by community trainers. Through the right pruning and soil care, he could restore his farm's health. Within two months, tree growth doubled and production increased by 5%. Today, Nasser's success has inspired neighbours to adopt these sustainable practices, proving that restoration is possible.



## YEMEN

**Project:** Thinktank on Food Security and FMNR Rehabilitation  
**Approach:** Rehabilitation  
**Donor:** World Vision  
**Budget:** 54,910 €  
**Beneficiaries:** 144 individuals  
**Duration:** 2025



## Results of 2025

- ▶ 2 technical papers were developed and finalized
- ▶ 2 webinars were delivered to present the findings
- ▶ 52 staff of INGOs, representatives of the Government and of Academic Institutions participated in the Think-tank workshops and the validation of the two technical papers
- ▶ 16 Vision Hope staff completed a 5-day FMNR Training of Trainers workshop
- ▶ 25 participants received training in FMNR techniques in a 3-day workshop in Aden

This project in partnership with World Vision International tackled the need to find ways to shift vulnerable households from emergency General Food Assistance to resilient, self-reliant livelihoods with a particular focus on Farmer Managed Natural Regeneration (FMNR). Activities included establishing a multistakeholder Think Tank; developing two cornerstone, peer-reviewed papers—Resilience Transition Pathways and FMNR Best Practices; running ideation and dissemination events; and building staff capacity in FMNR. Outcomes of the project included stronger coordination between different actors, ready-to-pilot transition models, and a five-year roadmap for scaling land restoration and livelihoods.





YEMEN

Project:

Food security and sustainable agriculture



Approach:

Development



Donor:

BMZ & Private Donors

Partner NGO:

NAHR

Budget:

666,000 €

Beneficiaries:

4,430 individuals

Duration:

2025 – 2029

This project is the second stage of the Food security and Agriculture project which was implemented in Hajjah and Hodeidah from 2017-2023 to enhance food security and improve income and livelihoods. Due to the project’s success, a new initiative is planned to address critical food insecurity in Labous, Lahj, where 92% of farmers lack irrigation water and 95% have never received formal agricultural training.

Key activities include rehabilitating solar-powered irrigation systems at two locations, equipping a district veterinary center serving 1,200 households, and training 430 farmers in sustainable farming practices. As part of the project 400 ruminants will be distributed to 100 women, 30 men will be equipped with beekeeping kits, and shared multi-crop threshing machines will be provided and managed.

Expected outcomes include a 25% increase in priority crop yields, improved nutritional quality through increased consumption of animal-based foods, and enhanced climate resilience through shared community infrastructure and climate-smart farming techniques.



**The Need:** Since the outbreak of war in 2015, fighting has devastated Yemen’s economy, creating severe food insecurity and destroying key infrastructure. 55% of the workforce lost their jobs, more than 25% of businesses were forced to close, and over 40% of women-run enterprises went out of business. The Yemeni currency has fallen to an all-time low, driving up food prices and increasing poverty. At the same time, humanitarian assistance to the country has declined despite the difficult conditions.

YEMEN

Project:

Strengthening the resilience of women through training and improving their income situation



Approach:

Development



Donor:

BMZ & humedica

Partner NGO:

NAHR

Budget:

500,000 €

Beneficiaries:

1,476 individuals

Duration:

2023-2026

In the conflict-affected regions of Hajjah, Sa’dah, and Al-Mahwit, the project offers women in rural areas training to expand their professional opportunities. The programs include sewing and embroidery, animal husbandry, beekeeping, and the production of incense and perfume, enabling participants to set up micro-enterprises based in local markets. In addition, healthy lifestyle and resilience training is offered to strengthen their physical and mental well-being. These measures not only promote women’s independence, but also contribute to the economic stability of their households and communities.



Results of 2025

► 84 women trained in sewing

► 51 women trained in incense making

► 45 women trained in beekeeping

► 78 women trained in animal husbandry

► 258 women trained in healthy lifestyle and resilience

► 258 women trained in business and marketing

► 30 female employees of local community organizations participated in a workshop on leadership in the humanitarian sector



**The Need:** Yemen’s prolonged conflict has destroyed infrastructure and public services, leaving at least 15.2 million people in urgent need of safe water and sanitation due to damaged systems, flooding, and poor maintenance. Economic collapse and soaring prices have made WASH services largely unaffordable, disproportionately affecting vulnerable groups such as internally displaced persons. Effective WASH interventions must combine emergency relief with development by rehabilitating infrastructure, introducing renewable energy solutions, restoring wastewater services, and strengthening local utility capacity for sustainable, climate-resilient services.

YEMEN

**Project:** Structural and sustainable improvement of WASH services

**Approach:** Development

**Donor:** BMZ & Private Spendende

**Partner NGO:** BFD

**Budget:** 3,600,000 €

**Beneficiaries:** 67,193 individuals

**Duration:** 2025-2029



The project tackles severe water insecurity in Yemen’s Tihama region, where communities in Al Mukha and Al Khukhah face high groundwater salinity, damaged infrastructure, and unreliable water supply. It targets 67,193 people, of whom 40% are internally displaced persons.

The project will rehabilitate 8 water supply systems and build 6 solar-powered reverse-osmosis desalination plants with environmentally friendly brine disposal through salicornia and fish-farming pilots. Diesel power will be replaced with photovoltaic systems. 8 water committees, with at least 30% women, will be established and trained on governance, operation, maintenance, and financial management. 6 district water associations will be established to run their operations and maintenance. These will be financed by water user fees and small business income.

Moreover, 16 public institutions (i.e. schools and health facilities) will receive upgraded WASH facilities, and 32 community volunteers will lead hygiene promotion and disaster risk reduction campaigns.

Expected outcomes include safe drinking water for 6,335 households, fully self-sustaining systems by 2028, reduced waterborne diseases, and climate-resilient, locally managed infrastructure.



YEMEN

**Project:** WASH Life-saving response

**Approach:** Rehabilitation

**Donor:** World Vision (Aktion Deutschland Hilft)

**Budget:** 203,310 €

**Beneficiaries:** 40,000 individuals

**Duration:** 2025



The WASH Life-saving Response project provided sustainable, improved access to safe water and sanitation for vulnerable individuals (IDPs, host communities, and people with disabilities) in Al-Khukhah district, Yemen. Part of the intervention was the construction and rehabilitation of water systems in Al-Khukhah and Al-Warah sub-districts, including tower tanks, solar power systems, pumping units & rooms, and expanded distribution networks. Community capacity was enhanced through the establishment of trained, gender-balanced Water Management Committees and hygiene promoters who conduct awareness campaigns on cholera prevention, handwashing, and water treatment practices. Basic hygiene kits were distributed to 576 households affected by severe malnutrition or cholera.

- Results of 2025**
- ▶ 2 elevated water tanks rehabilitated with a capacity of 500 m³
  - ▶ Piped water networks expanded by 5,203 m
  - ▶ 2 solar power systems installed with a capacity of 30.25 KW
  - ▶ 2 submersible pumping units installed with a capacity of 15 KWs and 18 KWs
  - ▶ 12 water distribution points constructed
  - ▶ 10 hygiene promoters (80% female) trained on water-borne diseases and hygiene practices
  - ▶ 4,032 individuals assisted with basic hygiene kits
  - ▶ 1 solar power system and equipment provided for the 22 May school in Al Khukhah subdistrict, benefiting 3,500 female students



**The Need:** Tens of thousands of Yemeni children have become orphans since the war began in March 2015, but the collapse of the country’s social services has left state orphanages unable to care for them. Many families had to flee their homes when their villages became war zones or were rendered uninhabitable by natural disasters, such as floods. They have joined the millions of Yemenis classified as internally displaced persons (IDPs) who often struggle to find stable food, shelter, and income. This population also faces increased risks of gender-based violence and labor exploitation while struggling to meet their basic needs. Given this context, our protection activities in Yemen center on caring for orphans and displaced families and strengthening children’s mental health.

YEMEN

Hajjah Orphanage

Orphaned children are particularly vulnerable to exploitation and trafficking. Providing them with shelter, daily meals, and education can help them rebuild their lives. Hajjah orphanage accommodates between 70 to 90 boys and serves as a safe haven for children who have lost one or both parents. It caters for the orphans most in need, providing care, protection, shelter and food and seeking to meet their educational, social, and psychological and health needs. Since 2017, Vision Hope has partnered with the Hajjah Orphanage to offer this much-needed security to dozens of boys. Thanks to the orphanage, the children are protected from neglect, abuse, and violence. They no longer have to beg for food or face harassment.

In 2025, Vision Hope developed a comprehensive project proposal aimed at strengthening food security and educational access for 85 orphans. The project plans to provide three nutritious meals per day, clothing, and educational supplies, aiming to ensure that all children receive adequate nutrition and are enrolled in formal education. Additional measures include healthcare support and the maintenance of safe and hygienic living conditions. Due to changes in funding priorities, the proposal could not be submitted to its intended donor. Vision Hope is therefore seeking partnerships with foundations committed to protecting vulnerable children and investing in sustainable, life-changing support for orphans in Hajjah.



YEMEN

**Project:** Mental health for students and parents  
**Approach:** Development  
**Donor:** BMZ & Dorcas  
**Partner NGO:** FCDF  
**Budget:** 366,667 €  
**Beneficiaries:** 3,760 individuals  
**Duration:** 2023-2026



In the conflict-affected regions of Aden and Lahj, this project aims to improve the mental health and psychosocial support (MHPSS) of 2,500 school-aged children and their parents. The project focuses on capacity building, providing specialized services, and raising awareness about mental health. Continuous fieldwork and effective coordination have allowed the project to reach target populations efficiently, laying the necessary groundwork for strengthening MHPSS systems within schools and communities across Aden and Lahj. The goal is to ensure sustainable access to quality mental health services, strengthen psychosocial support systems, and promote mental health awareness.



- Results of 2025**
- 541 children supported with individual psychosocial support sessions and case management
  - 186 psychosocial group sessions for children held
  - 1047 parents or caregivers trained on child psychology and parenting
  - 164 children and 39 parents referred for psychiatric treatment
  - 41 field visits to schools and refugee centers
  - 30 local NGO staff trained in MHPSS
  - 1 animated awareness video, 2 radio programs on mental health stigma and 6 social media campaigns produced and 1000 brochures and flyers printed

**Success story**

Adam (alias name) was a boy living in the aftermath of a nightmare. After being brutally assaulted in an alley, his family met his trauma not with comfort, but with mockery and shame. Shattered and humiliated, Adam retreated into a world of isolation, haunted by nightmares and the crushing weight of a broken spirit.

His path to healing began when he was enrolled in our project. Through a structured eight-session therapy program, Adam was provided with a safe space to process his trauma while simultaneously working with his family to replace hurtful insults with empathy and protection.

By the fourth session, Adam’s spirit began to be visibly lifted; he gradually transitioned out of his isolation. He is no longer hiding but is an active participant in his community, helping his mother with her small business and playing freely with friends.



YEMEN

**Project:** Rapid Response Mechanism (RRM)

**Approach:** Relief

**Donor:** UNFPA

**Budget:** 286,462 €

**Beneficiaries:** 31,591 individuals

**Duration:** 2025



Results of 2025

- 5 local warehouses established and equipped for response services
- 4,905 displaced households (31,591 individuals) supported with lifesaving RRM kits of ready-to-eat ration kits, dignity kits for women and girls, and basic hygiene kits, as well as referral pathway for cash assistance and food distribution
- 4,535 blankets distributed to 907 displaced households to protect them from cold in high-altitude areas



The first 72 hours after a disaster or displacement are critical to the long-term well-being of affected families. To prevent massive loss of life and mitigate the impact of crises, Vision Hope provides life-saving assistance to displaced people and families affected by natural disasters in 47 districts of Hajjah, Al-Mahwit, Al-Hudaydah, and Raymah governorates. This assistance includes the distribution of RRM kits containing essential supplies to meet the immediate needs of vulnerable families for up to 10 days after a crisis. These kits are especially vital for those who have been displaced, are seeking temporary shelter, or are stranded in hard-to-reach areas affected by natural disasters or conflict.

In 2025, the project assisted 4,905 families who lost their homes due to climate change related heavy rain and floods, particularly on the Westcoast of Yemen.

**The Need:** Yemen continues to face a severe and protracted humanitarian crisis. Classified as a Least Developed Country, its situation has further deteriorated due to years of conflict. Fighting and economic collapse have weakened essential services, damaged health and education facilities, and disrupted livelihoods. Today, millions of people in Yemen lack reliable access to healthcare, safe water, adequate food, and income opportunities. These overlapping risks call for integrated, multi-sector responses to sustainably reduce vulnerability.

YEMEN

**Project:** Integrated lifesaving support to acutely vulnerable people in Milhan district, Al Mahwit Governorate

**Approach:** Relief

**Donor:** OCHA (YHF)

**Budget:** 750,483 \$

**Beneficiaries:** 30,628 individuals

**Duration:** 2025 – 2026



Results of 2025

- 4,563 outpatient consultations provided; 132 safe childbirths supported; 415 children vaccinated
- 3,752 children under five and 670 pregnant and lactating women screened for malnutrition; 70 children with severe acute malnutrition treated (84% recovery rate)
- 7 health facilities supported with medicine, equipment, and remuneration for 52 health workers
- 212 vulnerable households registered and verified for cash assistance
- 4,753 community members reached with key health, nutrition, and hygiene awareness messages
- Rehabilitation process launched for four priority water sources; 550 hygiene kits and 952 water filters procured for distribution

With support from the Yemen Humanitarian Fund, Vision Hope is delivering an integrated life-saving response in Milhan District, Al Mahwit Governorate, where floods, food insecurity, and weak basic service provision have left vulnerable families at high risk. The project supports women, children, older persons, persons with disabilities, and internally displaced people through a combined approach covering health, nutrition, food security, water, sanitation and hygiene. By strengthening local health facilities, treating acute malnutrition, providing cash assistance to help restart livelihoods, and rehabilitating water systems, the intervention aims to reduce preventable illness and malnutrition while helping communities restore their dignity and resilience.





YEMEN

Project:

Approach:

Donor:

Partner NGO:

Budget:

Beneficiaries:

Duration:

Livelihood, Development, Cooperation and Peace (LDCP)

Development

BMZ & Private Donors

SSFD & BFD

10,000,000 €

500,000 individuals

2021-2025



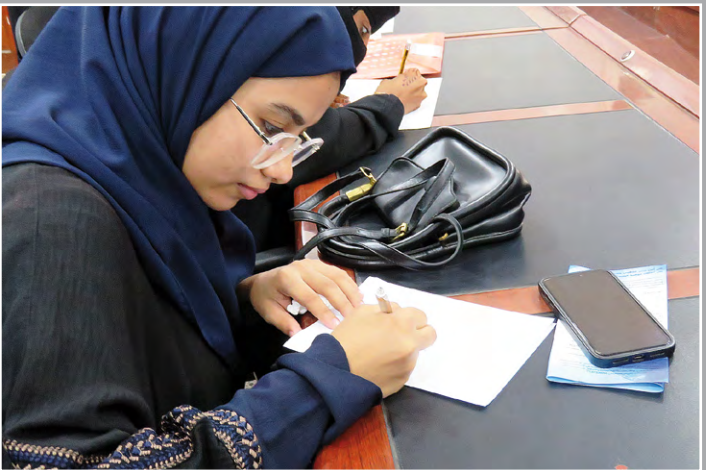
The LDCP Project (Livelihood, Development, Cooperation and Peace) was implemented in eight districts across eight governorates of Yemen to strengthen local governance, restore essential services and promote social cohesion in a fragile context. The project combined participatory decision-making with tangible improvements in water, agriculture, health, and education, strengthening both infrastructure and local ownership.

At its core, LDCP established sustainable **local structures for citizen participation**. Two Steering Committees, eight Integrated Development Committees and 42 Community Development Committees were formed and trained, enabling structured dialogue between civil society and authorities. Over 260 meetings facilitated regular exchange and joint planning processes. Women’s participation was actively strengthened through targeted workshops, empowering 160 women to advocate for their rights and community representation. Peace-building events and dialogue initiatives contributed to reduced tensions, with documented cases showing that rehabilitated shared infrastructure helped prevent local conflicts.

The **rehabilitation of infrastructure** had a visible impact. Nearly 570 kWp of solar capacity was installed to ensure reliable electricity supply for schools, health facilities, and irrigation systems. Access to safe water improved significantly: 20 water supply systems were rehabilitated or installed, providing nearly 240,000 people with sufficient water every day. In the area of agriculture, irrigation systems, wells and small dams increased storage capacity and enabled almost 30,000 small-holder farmers to cultivate over 350 hectares of land more reliably. Retaining walls now protect farmland from erosion and flooding.

Health and education services were also restored. Seven health facilities became fully functional again, serving almost half a million people, while WASH facilities were rehabilitated to improve hygiene standards. 21 schools were renovated, allowing more than 8,000 students to study in safer and better-equipped environments.

In 2025, the project concluded with the production of a **documentary video** capturing its impact, a closing workshop with partners to present and reflect on the achieved results, and a final endline assessment conducted by an independent third-party monitoring body to evaluate overall outcomes and sustainability.



Watch the video:





YEMEN

**Project:**

**Approach:**

**Donor:**

**Partner NGO:**

**Budget:**

**Beneficiaries:**

**Duration:**

**Improvement of Livelihood and Resilience Strengthening (LCDP II)**

**Rehabilitation**

**BMZ TDA & Private Donors**

**BFD & SSFD**

**5,555,556 €**

**55,601 individuals**

**2024-2027**



Through this project, resilience and social cohesion are strengthened and livelihoods stabilized in three districts of the governorates of Taiz and Al-Hudaydah in the north and south of Yemen. The following measures are being implemented to combat food insecurity, improve access to basic infrastructure and services, increase economic stability, and enhance disaster preparedness for sustainable development in conflict-affected areas:

**Peacebuilding:** Local communities are empowered through the establishment and training of Internal Mediators (IMs) and specialized Conflict Resolution Committees (CRCs) to independently resolve disputes.

**Essential Services:** Access to education, healthcare, water, and renewable energy is enhanced through the rehabilitation of critical infrastructure. This effort is supported by the formation and training of District-Integrated Development Committees (D-IDCs) and Community Development Committees (CDCs) to ensure sustainable management.

**Livelihoods:** Vulnerable households and smallholder farmers are directly supported through multi-cycle cash assistance, vocational training, and agricultural inputs, strengthening food security and economic opportunities, particularly for women.

**Disaster Risk Reduction:** Community resilience is strengthened by the formation and training of a specialized committee (DRR) to improve crisis preparedness and management.

Overall, the project has so far impacted approximately **20,380 individuals**, with a particular focus on women, persons with disabilities, and other vulnerable groups, laying a strong foundation for sustainable development.



Results of 2025

- **432 households** with a total of 3,134 family members supported with food baskets
- **40 smallholder producers** (18 men, 22 women) directly supported with agricultural inputs, livestock, and beekeeping kits, enhancing local food production and economic resilience
- **2.42 hectares of agricultural land** equipped with irrigation networks, improving local food production and economic resilience
- **4,374 linear meters** of community roads and irrigation channels rehabilitated, enhancing local access and mobility for residents and creating temporary jobs. 16,275 individuals are expected to benefit from these improved roads.
- **72 women** gained vocational skills and financial support through training in tailoring and pastry production
- **102 committee members** of the D-IDCs and CDCs trained to oversee the rehabilitation of schools, hospitals, and water supply systems, ensuring sustainable service delivery
- **38 community members** (22 men, 16 women) trained and organized into specialized committees to independently mediate and resolve local disputes



# JORDAN

Over the past years, Vision Hope's Jordan program has evolved from targeted community support into a comprehensive approach combining early childhood development, women's economic empowerment, and the strengthening of the education system. Through the partnership between Vision Hope and Branches of Mercy, kindergartens have been supported and expanded, while women in underserved communities—particularly in Karak—have gained skills and opportunities to enter the workforce or start their own initiatives. A powerful success story is that of a participant who attended the home-based childcare training and a business development course. She went on to establish her own childcare center, creating a safe environment for children while employing approximately four other women from her community. This reflects the program's long-term vision of empowering women as drivers of local development. We will continue our efforts to create employment opportunities for women in rural areas through another project that promotes sustainable, economically viable solutions within the circular economy.

Building on these achievements, our current collaboration with the Jordan Ministry of Education and ARDD (Arab Renaissance for Democracy and Development) focuses on strengthening schools through AI-enabled learning initiatives and teacher capacity building. This marks an important step from community-level interventions toward systemic educational support. While significant progress has been made, continued efforts are needed to expand successful models, reach more vulnerable communities, and to ensure sustainable opportunities for women and quality learning environments for children across Jordan.

## Heba Sunna

Project Coordinator at  
Branches of Mercy, Jordan



## EDUCATION

**The Need:** Jordan's education sector faces significant challenges, including high dropout rates driven by socioeconomic pressures, outdated teaching methods, and inadequate educational infrastructure. These issues are compounded by rapid urban expansion and the influx of refugees, which has strained educational resources, resulting in overcrowded classrooms and challenges in integrating students from diverse linguistic and cultural backgrounds. Many struggle to access quality education, while girls face additional barriers such as early marriage and household duties.

## JORDAN

**Project:** Sustainable, AI-enabled learning systems  
**Approach:** Development  
**Donor:** BMZ & Private Donors  
**Partner-NGO:** ARDD & BOM  
**Budget:** 555,556 €  
**Beneficiaries:** 2,626 individuals  
**Duration:** 2024-2028



### Results of 2025

- 37 teachers from 8 schools in Karak and Amman were trained on the pedagogical use of AI tools in the classroom and for lesson preparation
- 10 administrative staff members from the Amman and Karak Education Directorates were trained to act as AI Support Units for institutional readiness, technical support, and phased follow-up for AI integration in schools
- 8 schools were provided with high-speed internet and hardware such as projectors, tablets and smart-phones

To address these issues, the project leverages modern technologies, including AI-enabled learning, to provide a personalized and adaptive educational experience. The project aims to directly benefit 2,560 students aged 12-16, many from refugee families, in Karak and Amman. A crucial aspect is the comprehensive training of teachers in digital and AI tools to build their capacity to use innovative teaching methods effectively. Additionally, a robust network for AI-based learning is being established in the region, supported by the cooperation of educational authorities with universities and research centers. This initiative not only creates a sustainable model for AI-driven learning but also positions Jordan as a leader in educational technology within the MENA region. With an estimated 6 million people benefiting indirectly through long-term knowledge dissemination, the project has the potential to reshape the future of education in Jordan and beyond.





# LEBANON

Lebanon continues to face severe economic challenges, political instability, and growing social pressures, which have put a significant strain on communities. Access to essential services and opportunities remains limited, particularly for economically affected communities and vulnerable groups such as children, youth, and displaced people. Vision Hope has been active in Lebanon since 2020 following the Beirut port explosion and works closely with local partner organizations to respond to these challenges. Since 2023, Vision Hope has been collaborating with Tabitha, a Lebanese non-profit organization providing humanitarian assistance and community-based support to vulnerable communities across several regions of the country. Following the devastating earthquake in February 2023, for example, Vision Hope mobilized support for Tabitha's projects assisting affected communities in Lebanon and northwestern Syria. Given the close links between Lebanon and Syria, Vision Hope increasingly approaches these challenges within a broader regional context, seeking to support vulnerable communities and strengthen local resilience.

# SYRIA

In Syria, years of conflict, economic decline, and ongoing displacement continue to shape daily life. Across the country, communities face significant challenges, including limited livelihood opportunities, weak public services, and heightened protection risks. Women and girls are particularly affected by gender-based violence, while internally displaced people, returnees, and economically vulnerable households continue to struggle to rebuild stability and livelihoods.

Vision Hope has been engaged in Syria since 2012 and works in cooperation with local partner organizations to support particularly vulnerable groups.

Currently, Vision Hope is developing a **regional project aimed at supporting vulnerable communities inside Syria as well as Syrian migrants and vulnerable communities in Lebanon**. The project seeks to strengthen community-based protection structures, improve access to psychosocial support, and help families secure sustainable livelihoods in the long term.



**Mariam Heidari**  
Program Assistant,  
Germany

## PROTECTION

**The Need:** Overlapping socio-economic pressures have reduced the capacity of social and mental health services. The long-term effects of the financial crisis, the Beirut Port explosion, and intermittent periods of insecurity have increased stress among young people, schoolchildren, and vulnerable households. Access to Mental Health and Psychosocial Support (MH-PSS) remains limited, and many local actors lack the resources and skills needed to respond adequately.

## LEBANON

**Project:** Community-Based Mental Health and Psychosocial Support Development  
**Approach:**  
**Donor:** BMZ & Dorcas  
**Partner NGO:** Tabitha  
**Budget:** 399,600 €  
**Beneficiaries:** 2,688 individuals  
**Duration:** 2025–2027



Capacity building is a central part of the intervention and aims at establishing sustainable, community-based mental health and psychosocial support (MHPSS) services. Young people aged 17–25 are trained as Peer Supporters, enabling them to facilitate basic psychosocial support sessions and life-skills activities. Staff from Social Development Centers and Community-Based Organizations receive practical training either in Trauma Management or in WHO-approved approaches such as Self-Help Plus and Problem Management Plus. Community Focal Points support and identify individuals in need of assistance and guide them to appropriate services, while teachers are trained to recognize early signs of emotional distress and conduct safe referrals within schools.

Building on these strengthened capacities, the project activates community-based MHPSS networks in Aley, Batroun, and Achrafieh. These networks link social development centers, community-based organizations, schools, trained focal points, and youth groups to coordinate early identification, referrals, and information sharing. This enables timely and safe access to appropriate services while establishing structured referral and follow-up mechanisms that ensure support services across the target areas are sustained beyond the duration of the project.



## Public relations and connecting

In 2025, we used a variety of formats to raise awareness of the humanitarian situation in the Middle East—particularly in Yemen—and to strengthen exchange among committed organizations.

An important part of this work is the **Yemen round table**, a regular networking meeting in Berlin bringing together organizations that provide humanitarian assistance or support development projects in Yemen. As in previous years, we hosted two round table meetings in 2025, each time gathering around 20–30 participants in person and an additional 10–15 people online. Participation continues to grow from year to year. In light of increasingly limited funding opportunities and the deteriorating situation in Yemen, the exchange provides an important space to strengthen partnerships, coordinate collaboration, and share approaches and experiences. At the same time, it offers many NGO staff members working in Germany—who may never have been to Yemen themselves—the opportunity to connect with the Yemeni diaspora and gain valuable insights into the culture and context. We plan to continue holding these meetings twice a year and to collaboratively develop them further.

From March 6–8, 2025, we were also represented with a booth at the **Congress of Christian Leaders (KCF)** in Karlsruhe. With the support of a barista, we treated guests to coffee freshly prepared from Yemeni coffee beans while engaging them in conversations about our work. Before long, word spread that our booth was serving “the best coffee at the entire KCF,” which led to a steady stream of visitors.

A quiz featuring questions about Yemen, with daily prizes including items from our online shop, also invited attendees to participate. The congress provided a valuable opportunity to establish new connections with organizations and companies.

Additionally, we hosted our **Friends’ Day** in Berlin for the second time on June 14. In the morning, guests visiting our office received insights into various areas of Vision Hope’s work, as well as current developments and challenges, complemented by an online conversation with our team in Yemen. In the afternoon, we set up a pavilion at Platz der Republik in front of the Reichstag to raise awareness of the humanitarian needs in Yemen. Members of the Yemeni community took part in the program, and passersby as well as participants from nearby demonstrations also stopped by. Despite the seriousness of the topic, Yemeni coffee, snacks, music, and dancing helped to create a lively summer festival atmosphere.

Our Berlin office at **Oudenarder Straße 4** also continues to be a place for spontaneous encounters. Time and again, interested visitors stop by to learn more about our work. Anyone visiting Berlin is warmly invited to drop in and say hello.



## ACCOUNTABILITY TRANSPARENCY & 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 valuable resources to carry out humanitarian projects. This trust means Vision Hope has the responsibility of properly managing those resources in the most efficient and effective 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 this initiative, we make available key financial information regarding our internal management and finances. [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

We also follow the 12 Basic Guidelines of Germany’s Coordination Committee for Humanitarian Aid.

### Data Protection

We take our responsibility with respect to the collection and processing of personal data very seriously and follow the EU’s Data Protection Regulations and applicable German legislation.

Moreover, we observe local legislation and humanitarian best practices in the processing of beneficiaries’ personal data, to ensure individual dignity. When we report success stories, we take reasonable measures to protect those involved, such as obtaining consent and changing the names of beneficiaries.

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

### Children and Youth Protection

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. Our employees, partners, and volunteers are required to sign and adhere to our Child and Youth Protection Policies.

### Internal and External Audit

According to our Statutes, two external 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 our Board in Germany.

We make information about the achievement of project targets available to stakeholders in the projects, including donors and the government offices of the project country.



## 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 so that they can become 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

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

We work with **local communities** to create **sustainable solutions** that advance human flourishing in the world's most difficult regions.

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.

## OUR VALUES



### Hope

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 compassion, respect, acceptance, and reconciliation.



### 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 conditions to resolve upcoming problems and to find new solutions together.



### 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.



### 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.



# GOVERNANCE STRUCTURE

## Legal Form, Non-Profit and Tax Exemption 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 Bresgau, Germany and is tax-exempt by the Tax Authorities in Emmendingen, Germany. All donations to VHI are tax-deductible.

## Our Principles of Work

Our structure, work processes, and division of responsibilities at the organizational, project country, or program level are set up in a way that enables leaders and co-workers to make decisions according to their tasks and responsibilities, without unnecessary delays and uncertainties. This structure allows us to react quickly to the rapidly changing needs of the 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.

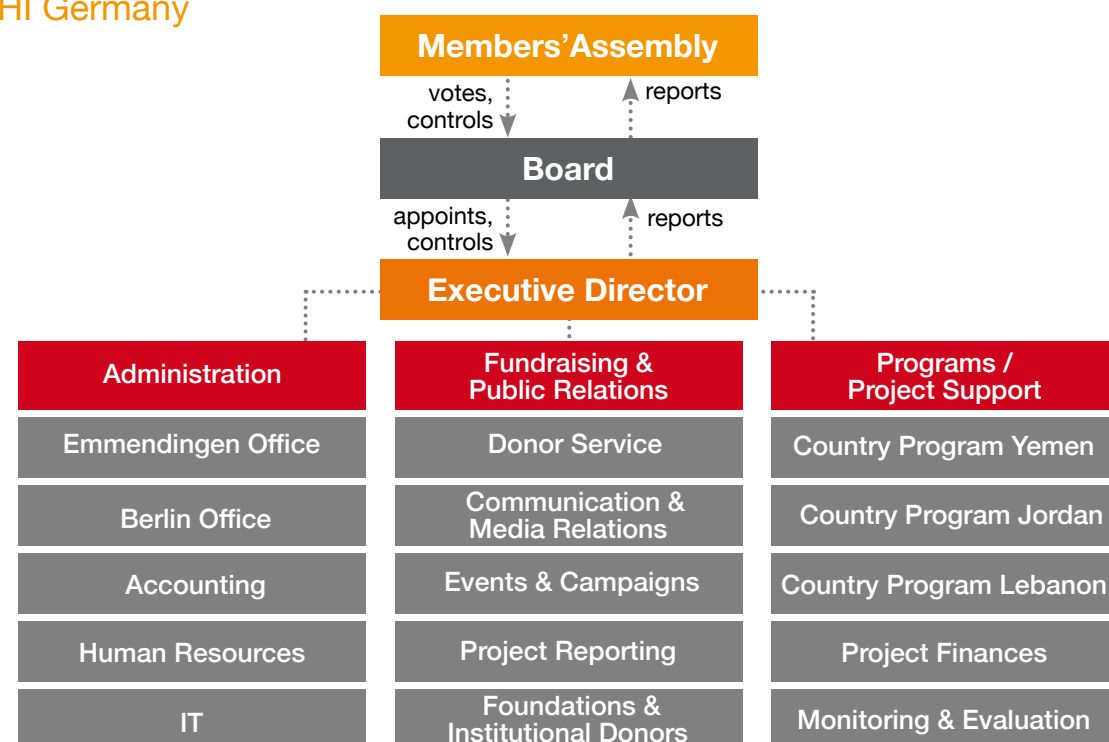
## Organizational Structure

For the implementation of projects, VHI engages a mixed-operational approach. This 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 implementation.

VHI works in the project countries primarily through its own Country Offices. The Country Office is led by the Country Representative, who together with 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 Executive Director 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.

## Organization Chart VHI Germany



## The Board

The Board, the highest executive body of the organization, is responsible for the organization's management and serves 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. The Board also ensures the implementation of the decisions made by the Members' Assembly.

## Members' Assembly

The Members' Assembly is the highest collective decision-making body of the organization and is comprised of all voting 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 2024, there were 65 voting members, all eligible to participate in the Members' Assembly.

## Board members

|                    |                         |                               |                     |                     |                         |
|--------------------|-------------------------|-------------------------------|---------------------|---------------------|-------------------------|
|                    |                         |                               |                     |                     |                         |
| <b>Marcus Rose</b> | <b>Matthias Böhning</b> | <b>Silvana Höpfner-Osegbe</b> | <b>Lars Schärer</b> | <b>Rainer Weber</b> | <b>Gerhard Redecker</b> |
| <b>Chairman</b>    | <b>Deputy Chairman</b>  | <b>Treasurer</b>              | <b>Secretary</b>    | <b>Member</b>       | <b>Member</b>           |

## Team members

|                           |                                    |                       |                            |                          |
|---------------------------|------------------------------------|-----------------------|----------------------------|--------------------------|
|                           |                                    |                       |                            |                          |
| <b>Stephan Krämer</b>     | <b>Eva Collet</b>                  | <b>Susan Younes</b>   | <b>Sam Barahim</b>         | <b>Mariam Heidari</b>    |
| <b>Executive Director</b> | <b>Donor Care Public Relations</b> | <b>Administration</b> | <b>Project Coordinator</b> | <b>Project Assistant</b> |

## Staff abroad

As of January 1, 2026, there are 43 employees working in Yemen and 2 in Jordan.



## THANK YOU TO OUR DONORS & PARTNERS

**Next to our individual donors  
we would like to express our  
gratitude especially to:**

### **Institutional and Governmental Donors**

German Federal Ministry for Economic  
Cooperation and Development

### **UN Agencies**

United Nations Office for the Coordination  
of Humanitarian Affairs (OCHA)  
United Nations Population Fund (UNFPA)

### **Foundations and Other Private Organisations**

Gemeinnützige Stiftung Friedhelm Loh  
World Vision International  
Humedica e.V.  
Dorcas Aid  
German-Yemenite Society e.V.  
La Loba Foundation  
Elisabethenheim Havetoft

### **Companies**

Viehoff GmbH  
Schneider GmbH & Co. KG  
mbi GmbH

### **Churches**

Calvary Chapel Freiburg  
Evangelical Parish of Satrup

### **Implementation Partners**

National Foundation for Development and  
Humanitarian Response (NAHR)  
Abs Development Organization for  
woman and child (ADO)  
Hajjah Orphanage  
Family Counseling and  
Development Foundation (FCDF)  
Solidarity Social Foundation  
for Development (SSFD)  
Building Foundation for Development (BFD)  
Yemen Art Base (YAB)  
Arab Renaissance for Democracy and  
Development (ARDD)  
Branches of Mercy (BOM)  
Tabitha for Relief and Development  
Cup of Color

## IMPRINT

### **PUBLISHER**

#### **VISION HOPE INTERNATIONAL e.V. Emmendingen main office**

Carl-Helbing-Str. 19, 79312 Emmendingen  
Phone: +49 7641 9676012

#### **Berlin office**

Oudenarder Str. 4, 13347 Berlin  
Phone: +49 30 286 289 00  
E-Mail: [info@vision-hope.org](mailto:info@vision-hope.org)  
[www.vision-hope.org](http://www.vision-hope.org)

#### **Legal Representatives:**

Marcus Rose, Chairman of the Board  
Matthias Böhning, Deputy Chairman of the Board  
Association Reg. No.: VR 270382,  
City Courts Freiburg am Breisgau

### **EDITORS**

Eva Collet  
Stephan Krämer  
Gerhard Redecker

### **DESIGN & LAYOUT**

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

### **IMAGES**

Vision Hope International e.V.

### **FURTHER NOTES**

Gender equality is a major concern for us,  
and we have endeavored 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 ACCOUNT**

#### **Sozialbank**

IBAN DE91 3702 0500 0001 8316 00

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 Vision Hope are  
tax deductible.

**Online-Store:** <https://vision-hope.myspreadshop.de/>

### **Networks and Memberships:**

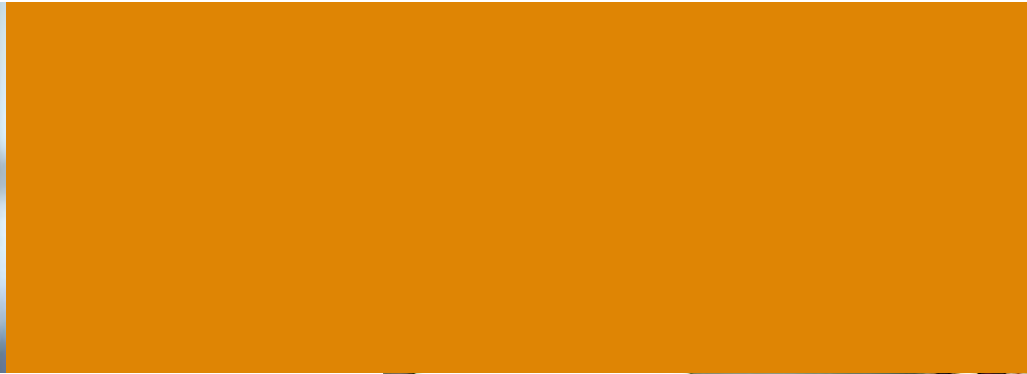
VENRO - Association for Development Policy and Huma-  
nitarian Aid  
WASH Network  
German-Yemeni Society  
Dachverband Entwicklungspolitik  
Baden-Wuerttemberg  
Eine Welt Forum Freiburg  
Kulturforum Freiburg  
© 2026 Vision Hope International e.V.



**VISIONHOPE**



VISIONHOPE



**EMPOWERED AND  
DIGNIFIED PEOPLE**

VISION HOPE INTERNATIONAL

