



Strategic Plan
Dorcac
Yemen

Building resilience in Yemeni communities **2026-2030**

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This public version of the Dorcas Yemen
Strategic Plan 2026-2030 is a concise version
of the internal document.

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Sustained commitment on the path to recovery

Dorcas Yemen in 2030

By 2030, Dorcas Yemen aims to become a recognised leader in integrated humanitarian and development programming across four governorates. We will bridge immediate relief with long-term solutions, combining expertise in food security, livelihoods, water, climate resilience, and social inclusion. Through strong partnerships with local actors

and government, we will build community resilience while championing the rights of groups in the most vulnerable situations. Our evidence-based approach, supported by technical specialists and robust monitoring systems, will demonstrate measurable impact. We will ensure local ownership drives sustainable change, creating pathways for communities to achieve dignity, self-sufficiency, and lasting recovery.

Foreword

Yemen faces one of the world's worst humanitarian and development crises. Ongoing conflict, climate shocks, weak governance systems, and high population growth have created unprecedented vulnerability for millions of people. Women, children and marginalised groups, including the Muhamasheen and displaced populations, bear the heaviest burden of this crisis.

Humanitarian assistance alone cannot address the myriad of challenges Yemenis face. The country requires integrated approaches that connect immediate relief with long-term recovery and development. This is where Dorcas makes a distinctive contribution.

Our 2026-2030 strategy responds to Yemen's complex challenges through an operational model that bridges humanitarian action and development programming. We focus on integrated interventions across food security, livelihoods, water, and climate resilience, while strengthening local governance structures and partnering with national NGOs. This approach builds community resilience and supports sustainable recovery. We recognise that lasting change

requires strong local ownership. We are investing in technical expertise in climate action, livelihoods, water and sanitation, and inclusion to ensure our interventions are evidence-based and responsive to evolving needs. By 2030, we aim to reach 384,000 individuals across four governorates. We will also significantly diversify our funding base. Our commitment extends beyond delivering services to advocating for those in the most vulnerable situations and contributing to Yemen's alignment with the Sustainable Development Goals.

This strategy reflects our understanding that Yemen's path to recovery will be neither quick nor simple. It requires patience, partnership, and sustained commitment. Dorcas stands ready to walk this journey alongside Yemeni communities, supporting their dignity, self-sufficiency and autonomy at every step.

Jose Salema
Country Director
Dorcas Yemen



What unifies and guides us

Our identity

Dorcas is a growing, dynamic and responsive organisation. Much has changed over the years, but our calling to support, our shared values, and our inspiration from Jesus have remained constant. This strong identity defines who we are and guides how we work, shaping an organisational culture rooted in compassion, collaboration, and commitment. As we enter the new strategic period leading up to 2030, consistently living out this identity across all levels and facets of our work is essential to deepen our impact and foster coherence between our offices and shops, enabling us to work together effectively as a united movement.

Our vision

We believe that every person is equal before God and has been given unique potential by Him. Yet we live in a broken world where people suffer due to poverty, exclusion, climate change and other crises. Still, we see the extraordinary resilience of people. We envision a world in which people unlock their potential and restore their dignity so that people and communities can flourish!

Our mission

We are called to stand up for people in need. We take action in the face of poverty, exclusion and crisis. We come alongside marginalised people and communities and together create opportunities for them to flourish. This is how we follow Jesus' example.

Our values

We are determined, ...

We act with conviction and do not give up. Where there is need, we take action and get things done. We go the extra mile to make a lasting impact.

...we act together, ...

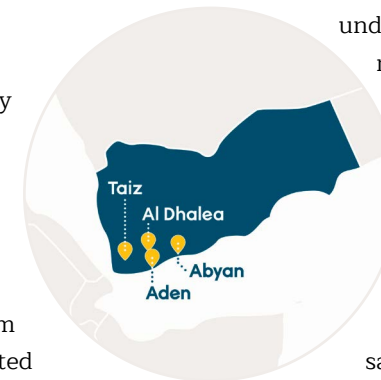
We are a movement that pursues sustainable change. We work alongside people in need and join hands with everyone who shares our mission. Only together can we make a real difference.

...out of love.

We are driven by compassion. We follow Jesus' example - out of love for our neighbour. We stand beside you - whoever you are.

Where we work

Currently, Dorcas Yemen operates in six districts in Taiz and Al Dhalea governorates. By 2030, we anticipate operating in two additional governorates, namely Aden and Abyan districts, based on humanitarian needs and heightened food security challenges. Data from assessments conducted



in Taiz, Al Dhalea and Abyan in September 2025 reveal that half of all households with children under five had at least one malnourished child during the last three months, while one in four households had at least one malnourished pregnant or lactating woman during the same period.

Yemen's complex crisis

Economic challenges and poverty

Yemen faces an acute economic crisis characterised by widespread poverty, liquidity shortages, and a deeply divided

banking sector. According to the World Bank, fiscal distress, protracted conflict, and institutional fragmentation threaten not only Yemen's recovery

but also long-term regional stability, exacerbating humanitarian suffering and undermining prospects for sustainable economic resilience.

Climate change

Delayed rainy seasons cause persistent drought and water scarcity, while intensifying floods destroy farmland and livestock. Extreme weather, including more prolonged droughts and torrential flooding, threatens rain-fed agriculture. Groundwater disruptions pose a risk of catastrophic consequences for water-dependent populations.

Social barriers and people in vulnerable situations

Ongoing conflict disproportionately affects women, children, and marginalised groups. Those in the most vulnerable situation include the Muhasheen, women-headed IDP households, displaced populations, people with disabilities, and marginalised youth facing limited opportunities and recruitment risks.

Donor and funding landscape

Yemen's donor landscape is shaped by the protracted humanitarian crisis and the increasing emphasis on localisation and integrated programming. The 2025 Yemen Humanitarian Response Plan is severely underfunded. Aid organisations reach just 3.7 million people per month, less than 35 per cent of the people

targeted. This forces impossible choices between competing urgent needs.

Technology

Yemen suffers from the world's worst internet access due to outdated infrastructure and security embargoes. However, promising initiatives are emerging, including Starlink pilots, space technology for water management, viral haemorrhagic fever hospital networks for emergency response, and humanitarian telecommunications services that are improving critical connectivity.

Governance and institutional capacity

Weak governance systems have contributed to Yemen's crisis. The strategy recognises that future peace negotiations will likely involve decentralised political power, security, and resource management. This process will require support for subnational authorities and building the capacity of local NGOs and institutions.

Conflict and humanitarian crisis

Ongoing conflict, combined with external and structural factors, has created one of the world's worst development and humanitarian crises. Different regions have experienced conflict in varying ways and are at various stages of development, requiring both life-saving humanitarian assistance and development interventions.

03 | Our strategic ambitions and focus

Ambitious goals

Strategic ambition

Dorcas Yemen's 2026-2030 strategy pursues ambitious goals across three dimensions: **growth** in scale and reach, **quality** in programme delivery and

evidence generation, and **position** as a recognised technical leader and trusted partner in Yemen's humanitarian and development landscape.



Grow

We will **expand our operations to four governorates**, including two new areas, thereby reaching significantly more individuals in vulnerable situations than we currently support. Our portfolio will grow substantially, aiming to more than **double total income while diversifying funding sources** from one to five strategic partners. This expansion requires strengthening our team to include additional technical specialists in climate action, innovation, water and sanitation, livelihoods, and inclusion. We will **balance direct implementation with partnership-based programming**, working equally alongside national organisations that we support through sustained capacity strengthening.

Quality

We will establish comprehensive monitoring, evaluation, accountability, and learning systems, including functional feedback and complaints mechanisms across all projects. Our local implementing partners will receive **training on humanitarian standards, capacity assessments, and project management**. Every project lasting over one year will undergo rigorous evaluation with **actionable recommendations that inform programme adaptations and organisational learning**.

Position

We will build **brand recognition as a specialist in livelihoods and climate action**, increasing our visibility substantially. Our focus on advocating for the Muhamasheen and other marginalised groups will distinguish our work. Active participation in coordination mechanisms and technical working groups will strengthen our profile amongst donors, partners, and government actors.

Strategic focus

1

Evidence and impact to have a compelling, evidence-based story

We will gain a better understanding of our impact by continuing to develop evidence-based programmes and building strong track records. By 2030, we will have established fully functional feedback and complaints mechanisms and trained local implementing partners on humanitarian standards and project management. We will use findings from impact studies to adapt programming and inform advocacy efforts.

2

Expertise and innovation to be relevant and strongly present

We will improve programme quality and impact by investing in the development of specialised technical expertise across programmatic themes. By 2030, we will employ technical experts in climate action, innovation, water and sanitation, livelihoods and inclusion. These

Dorcas Yemen can only achieve these ambitions if it excels in five interlinked key areas that form our strategic focus.

specialists will transfer their skills to national staff across various thematic sectors, thereby strengthening our capacity to design and deliver cutting-edge interventions that respond to Yemen's evolving context.

3

Fund diversification to increase our donor base

We will increase the use of impact stories and evidence-based track records to become more attractive to funding agencies, and we will target strategic partners. Through enhanced proposal writing skills, donor liaison, advocacy, and result-oriented consortium management, we will expand into new geographical areas based on humanitarian needs.

4

Positioning to be well-known and attractive to supporters and networks

We will strengthen our partnerships and diversify our funding by clearly positioning Dorcas Yemen as a leading partner in humanitarian and development cooperation. We will increase brand recognition as a specialist in livelihoods and climate action, advocating particularly for the Muhamasheen. We will also strengthen our profile and partnerships across four governorates by consolidating representation in coordination clusters and technical working groups.

5

Local power to increase local capacity

We will reduce dependence on international support by developing excellent national staff to run country operations. Temporary experts and consultants will provide training in climate change, protection and local economic development. Office operations and finance staff benefit from leadership training. Local implementing partners will receive capacity strengthening through the capacity self-assessment approach, enabling them to lead coordination, social inclusion and recovery efforts independently and plan initiatives from a local perspective.



04 | Our approach

Four programmatic themes

How we do things

As a faith-based organisation, Dorcas Yemen follows eight principles that enable us to help people and communities flourish:

- We focus on people who are most **marginalised** and believe in their potential.
- We facilitate the **flourishing and well-being** of individuals and communities.
- We implement community-based and **locally led** projects.
- We cooperate with local **community-based** organisations and strengthen their capacities.
- We realise sustained change through **long-term** commitments.
- We connect people and organisations around shared values for **partnerships** with impact.
- We seek to be **impartial** in who we hire, support, or partner with.
- We uphold a high level of **integrity** in all aspects of our work.

These principles guide all our programmes. Dorcas Yemen will focus on four key programmatic themes as we work toward 2030.

Our four themes

Dorcas Yemen will apply four programmatic themes to sharpen expertise, strengthen our track record, and define clear organisational positioning. By 2030, we aim to harmonise and standardise these programmes through a lens of inclusion and vulnerability, with community-based programming as our core approach.



Crisis Response



Water



Livelihoods and Food Security



Climate Adaptation





Crisis Response

We respond to acute and protracted crises through anticipatory action, lifesaving assistance and comprehensive recovery support.

In Yemen, families face collapsing livelihoods, and one in two children suffers from malnutrition. Dorcas works alongside its partners in Yemen to deliver humanitarian assistance, bolster local resilience and promote lasting stability so that Yemen move towards recovery and a future free from hunger.



Water

We provide communities with access to clean water and promote its sustainable use so everyone can flourish as environmental conditions change.

In Al-Rowaie'e Valley, floods once struck without warning. Dorcas built a protective bridge, a diversion wall with a smart gate, and a solar-powered water system. These interventions transformed fear into safety, thirst into abundance, and tears into smiles for an entire community.



Livelihoods and Food Security

We support people in finding sustainable livelihoods, increasing resilience and contributing to community well-being, with particular attention to food security.

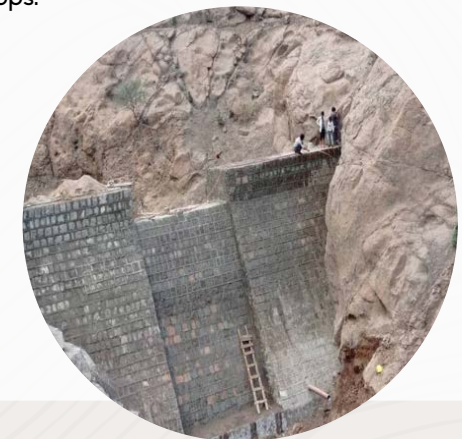
In Al-Dhale's drought-ravaged Gurna village, Khalid Abadi struggled with crushing debt, unable to feed his ten children or afford their education. Dorcas provided a greenhouse, seeds, drip irrigation, and training. Khalid could then transform his barren land into abundant harvests. This restored his dignity and gave his family a sustainable livelihood.



Climate Adaptation

We enable farmers and citizens to adapt, protect themselves, build resilience and flourish in the face of climate change impacts.

In drought- and flood-prone Obab village, climate extremes once destroyed water sources and livelihoods. Thanks to a stone floodwater barrier, rainwater is safely captured to replenish wells and springs. Now, families have a reliable water supply and can sustainably irrigate their crops.





Looking after people and the environment

Our people

By 2030, Dorcas Yemen will build strong professional capacity through continuous investment in staff development and leadership training. Operations and finance staff will benefit from targeted leadership initiatives supported by the international office, while national team members will receive local training in climate

change, protection and local economic development. Regional training opportunities in lobby and advocacy will strengthen partnership-building skills and programmatic maturity. Temporary expertise from the international office will support capacity development until full internal competence is achieved. Through these efforts, Dorcas Yemen will cultivate a skilled, confident and

motivated team capable of delivering high-quality programmes and advancing organisational sustainability.

Our capacity

By 2030, we will be less dependent on international support, with excellent national staff running country operations. We will build technical expertise locally through the engagement of temporary specialists and consultants in climate change and local economic development. Staff will benefit from knowledge exchange between country offices through regional learning initiatives. Our capacity strengthening extends to local implementing partners, who we will train on humanitarian standards and project management. We will develop networking skills, donor liaison capabilities, and proposal writing expertise in-country, while accessing international expert support and consultants to craft competitive proposals for institutional funders

and regional foundations. Although we will become less dependent on the international office for quality management and financial control, we will still require support for specific capabilities such as communication and programming.

Our environment

By 2030, Dorcas Yemen will strengthen its commitment to environmental sustainability by integrating climate action and resilience across all programmes. We will incorporate environmental considerations into long-term planning and support measures that prevent natural disasters and enhance community resilience. Expertise in climate action will be developed to guide environmentally responsible programming and promote sustainable resource use. Through these efforts, Dorcas Yemen will contribute to reducing environmental risks and building stronger, more sustainable communities.





Driving change

Dorcas Yemen will substantially increase its income between 2026 and 2030, aiming to more than double the portfolio while reducing its reliance on single funding sources. By 2030, external funding will constitute the majority of our total income, with core costs significantly reduced to cover only essential expenses not chargeable to projects.

This growth depends on the strategic diversification of the donor base. Starting with one funding source in 2026, we will expand to five by 2030 through targeted engagement with institutional funders and bilateral agencies. Building a strong track record and demonstrating impact through rigorous evaluations will be essential to attracting these partners.

Partnerships will drive both income generation and sustainable change. We will develop result-oriented consortia that combine complementary expertise and expand geographical reach. These collaborative approaches will enable us to compete for larger, multi-year funding opportunities while sharing implementation responsibilities and reducing individual organisational risk.

Strengthening relationships with national organisations is equally critical. By investing in partner capacity through training, technical support, and joint programme design, we will create stronger local ownership while building credibility with donors who increasingly prioritise localisation. Partners will implement approximately half of our programming by 2030, demonstrating our commitment to shifting power and resources to local actors.

Enhanced proposal writing skills, donor liaison, and advocacy capabilities will be developed in-country, complemented by international expert support for competitive institutional funding opportunities. We will actively participate in coordination mechanisms and technical working groups to raise our profile amongst potential funders while consolidating our reputation as a technical specialist in livelihoods and climate action.

We will gain accreditation with pooled funding mechanisms to open new financing channels, while maintaining strategic relationships with existing partners to ensure sustained income flows that support both immediate humanitarian responses and longer-term development programming.

We take action in the face of poverty, exclusion and crises. We come alongside marginalised people and communities and jointly create opportunities for them to flourish. This is how we follow Jesus' example.