



ANNUAL REPORT

2017-2018



مؤسسة بناء للتنمية
Building Foundation For Development



Vision

Ensuring that every person in Yemen has access to the most basic needs of daily life.

Objective

Being committed to contributing to the attainment of sustainable human development goals, and to the realization of the vision of peace and welfare for all through sustainable and effective development projects.

Values

- Justice & Equality.
- Loyalty & Hard work.
- Confidentiality & Commitment.
- Transparency & Credibility.
- Cooperation & Creativity.



About BFD

Building Foundation for Development (BFD) is a non-profit, non-governmental organization (NGO) officially established in 2015. It is a developmental national foundation which consists of a staff of professional, active, and independent men and women who are passionate about the development of Yemen.

We are committed to raising the quality of life for women, children, and youth through implementing development projects, doing research and studies, and creating partnerships with donors.

BFD seeks to implement its objectives through four major programs: Community and local development, capacity building, small and microenterprise development, and labor-intensive labor.

BFD implemented many emergency and development programs in various sectors such as Health, Nutrition, WASH, Food Security & Agriculture, Shelter, and Protection with high efficiency and quality. The prime factor behind our high quality of work is that our administration and financial system are based on universal standards.

Executive summary

All types of human suffering are terrible and dreadful, and should not be wished upon any human. Sadly, almost every kind of human suffering is present in Yemen. Innocent civilians including men, women, and children have been killed or injured as a direct result of the war and conflict. However, the consequences of war do not cease here, but rather continue to include the increasing difficulty of access to health care, decreasing mobility between different governorates, the collapse of the economy, ..., etc. As a result, millions of people in Yemen do not have access to the most basic daily-life needs due to their state of poverty or them being under siege with all roads blocked.

No crisis in the history of the world has been more severe and desperately critical than this ongoing humanitarian crisis in Yemen. The number of people who are in need or at risk is accumulating from year to year. Since 2017, the total number of people who need some sort of assistance has increased from 20.7 million to 22.2 million in 2018, and has reached 24.1 million in this year (2019), which is 80 percent of the population. This increase is evident that the work of philanthropic NGOs is not enough to make a substantial difference to the outcome of this conflict. Only with the complete cease of war and conflict would those numbers decrease, alongside the collaboration of local authorities to facilitate and support humanitarian assistance.

Moreover, the severity of needs is deepening and exasperating in all sectors. According to the United Nations Office for the Humanitarian Affairs (OCHA), food insecurity is affecting more than 20 million people in the country with 10 million of them suffering from extreme levels of hunger. And, 7.4

million need either treatment or prevention practices of malnutrition including 3.2 million people who suffer from acute malnutrition – 2 million are children under 5 and more than one million are pregnant and lactating women (PLWs). Additionally, 19.7 million people lack access to sufficient health care while 17.8 million people lack access clean water and sanitation. As a result, hundreds of thousands of people fell sick to waterborne diseases including cholera. Moreover, the number of IDPs has increased from 2.2 million (last year) to 3.3 million (this year), which includes 685,000 people who escaped from the war in Al Hodeida and the west coast. As a result of the escalating conflict, public and civilian infrastructures are damaged, and the severity of humanitarian needs is intensified. Furthermore, the institutional collapse and currency depreciation in addition to having the economy drastically contracted have led to a significant diminish of income opportunities compromising people's access to basic services.

In conclusion, the need for assistance has intensified across all sectors making one third of the population suffer from a convergence of several dire vulnerabilities. Furthermore, the increasing rates of hunger and morbidity -compared to last year- are forcing tremendous numbers of people to depend on humanitarian assistance which is increasingly becoming the only lifeline for millions of Yemenis. Consequently, BFD has been working and is still working relentlessly to attend to the needs of the Yemeni people. Hence, the reminder of this document shows BFD's achievements in helping conflict-affected people throughout the years 2017 and 2018 in different sectors.

Dr. Ali Ahmed Qasim Al Mandaleeq

Executive Director

Total Achievements in 2017-2018

12
PROJECTS

Men
697,927

Women
1,100,835

Boys
428,053

Girls
416,084

2,642,899
BENEFICIARIES



1,740

CHVs
TRAINED



70,081

AWARENESS
SESSIONS
CONDUCTED



162

HF
REHABILITATED



188

CHLORINATION
TECHNICIANS
TRAINED



1

TFCs
ESTABLISHED



14

MTs
DEPLOYED



1,103

HWs
TRAINED



36

TRAINING
COURSES

ACTIVITY

ACHIEVEMENT

TOTAL BUDGET

USD 10,703,714.49

VER 2,195,136,466.00



Integrated Health & Nutrition

By providing communities in YEMEN with access to critical, lifesaving, and sustainable health services, BFD aims to reduce mortality and morbidity among women and children, improve the nutritional status of children, and control as well treat communicable diseases. Moreover, BFD contributes to the sustainability of project goals after project completion by strengthening the capacity of health workers and rebuilding trust between the beneficiaries and providers of health services.

1. Lifesaving and preventive Integrated Health, Nutrition and WASH interventions.

Duration of project: From: July 2016

to: January 2019

Donor: UNICEF

516,700,391 YER

Targeted areas:



AL MATON



AZ ZAHIR



AL GHAYL



ALMASLOB



AL MATAMMAH



RAJUZH



AL KHALQ AND ALHAZM



KHARAB AL MARASHI



BART AL ANAN AND AL HUMAYDAT.

Objective:

The goal of project was to reduce the morbidity and mortality among PLWs, U5 and neonates in Al Jawf governorate during the period of project.

Activities:

- Rehabilitation of health facilities
- Deploying mobile medical teams.
- Providing medical and nutritional supplies.
- Building the capacities of health workers in the targeted health facilities.
- Conducting awareness raising sessions.
- Providing IMCI, EPI, MNH and nutritional services.

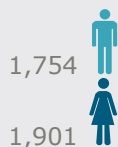
Training and capacity building:

3 separate training courses on CMAM, IMCI and CBMNC, in addition to CHVs training.

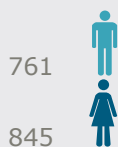
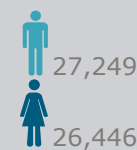
Gender

Indicator

Gender



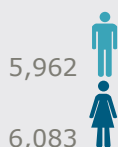
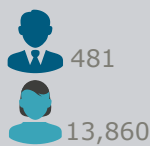
Achieved 3,655
of CU5 with SAM who were
admitted to OTPs .



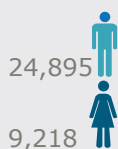
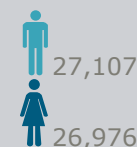
Achieved 1,606
of children with SAM who were
treated and received consumable
hygiene kits twice at community
level



Achieved 5,676
of CU1 who received
vaccination



Achieved 12,045
of CU5 who were treated of
childhood illnesses (diarrhea)



Achieved 34,113
of CU5 who were treated with
a single course of deworming



Achieved 158
of deliveries attended by qualified
personnel



Achieved 53,695
of CU5 who were screened for
SAM .

Achieved 15,949
of CU5 who received
micronutrient powder

Achieved 14,341
of beneficiaries who received
IYCF messages

Achieved 54,083
of CU5 who received IMCI
services

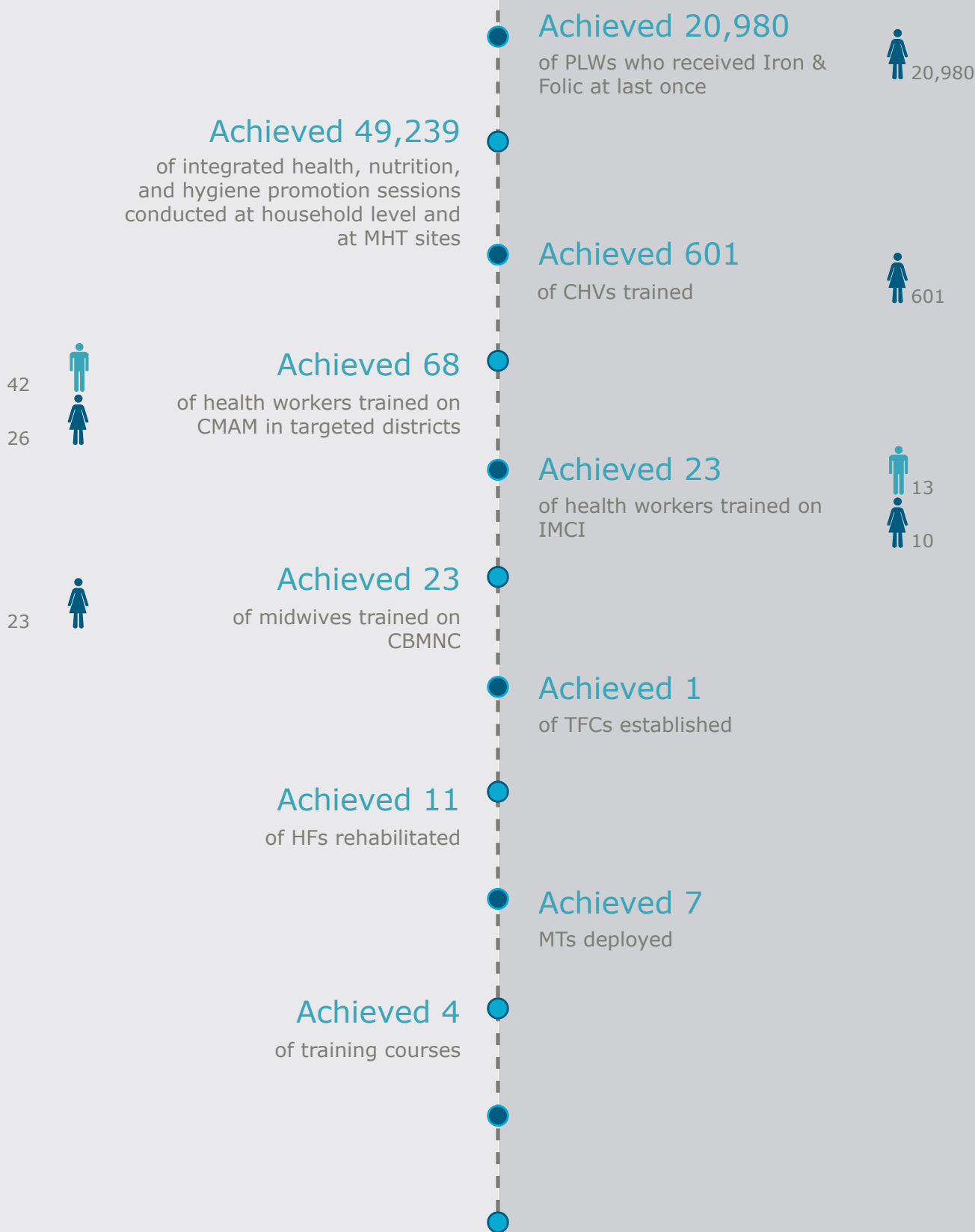
Achieved 16,467
of CU5 who were treated of
childhood illnesses (pneumonia)

Achieved 14,557
of PLW provided with at least
one ANC

Gender

Indicator

Gender









2. Scaling Up Health and Nutrition Services in Conflict Affected Governorates Marib & AlBayda

Project duration: From Dec 2016
Donor: UNICEF [243,224,575 YER](#)





to: Nov 2017

Targeted areas



-  MARIB
-  MARIB CITY
-  MAJZAR
-  BIDBIDAH
-  SIRWAH
-  HARIB ALQARMISH



-  MUKAIRAS
-  AR RYASHIA
-  ALSHYRIAH
-  RADMAN

Objective:























Provide improved and equitable use of high-impact maternal, newborn and child health specific and sensitive interventions to reduce the rates of mortality and morbidity among women and children in Marib and AlBayda.

Activities:

1. Rehabilitation of health facilities
2. Deploying mobile medical teams.
3. Providing medical and nutritional supplies.
4. Building the capacities of health workers in the targeted health facilities.
5. Conducting awareness raising sessions.
6. Providing IMCI, EPI, MNH and nutritional services.

Training and capacity building:

3 separate training courses on CMAM, IMCI, and IYCF, in addition to CHVs & C4D training.

Gender	Indicator		Gender
	Achieved 31,630	of CU5 screened for malnutrition.	<div>  16,448  15,182 </div>
<div>  730  967 </div>	Achieved 1,697	of CU5 with SAM admitted to OTPs.	
	Achieved 4,517	of CU5 with MAM who received SFPs services.	<div>  2,213  2,304 </div>
<div>  12,427  10,586 </div>	Achieved 23,013	of CU5 received IMCI services	
	Achieved 3,607	of CU5 received micronutrient powder	<div>  1,912  1,695 </div>
<div>  6,643 </div>	Achieved 6,643	of PLW provided with at least one ANC.	
	Achieved 205,655	of reached people in the community with key life H&N awareness sessions.	<div>  68,678  136,977 </div>
<div>  18 </div>	Achieved 18	of health workers trained on IYCF	
	Achieved 76	of health workers trained on CMAM.	<div>  45  31 </div>
<div>  35  13 </div>	Achieved 48	of health workers trained on IMCI.	
	Achieved 72	of community leaders sensitized on community intervention package	<div>  62  10 </div>
<div>  19  556 </div>	Achieved 575	of CHVs trained on CMAM and C4D package.	

3. Cholera Emergency Response

Project duration 15/6/2017 to: 31/12/2017
 Donor: UNICEF [2,500,000 USD](#)

Targeted areas:

GOVERNORATE	DISTRICT
Amran	Bani Suraim, Jabal Iyal Yazid, Harf Sufyan, Raydah, Shaharah, Amran, Maswar)
Al Jawf	Al Hazm, Khabb wa Sha'af, Al Humaydat, Al Khalq, Az Zahir, Al Maton, Al Matammah, Kharb Al Marashi, Rajuzah)
Al Mahwit	(Ar Rujum, Al Mahwait, Hufash, Al Mahwit City, Milhan)
Dhamar	Al Manar, Utmah, Anss, Maghrib Ans, Mayfa'at Ans, Wusab As Safil, Wusab Al Ali)
Marib	(Al Abdiyah, Al Jubah, Harib, Mahliyah, Marib, Marib City, Majzar)

Objective:

To reduce mortality rates related to cholera and prevent the cholera outbreak from spreading to high risk districts, and reduce fatality rate related to AWD to below 1%.

Activities:

- Rehabilitation of health facilities.
- Establishing ORCs.
- Providing medical supplies.
- Conducting Hygiene promotion sessions.

TRAINING AND CAPACITY BUILDING

598 health workers were trained in cholera case management infection control measures as follows:



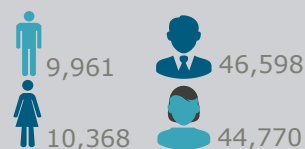
Gender

Indicator

Gender

Achieved 111,697

of treated cases of AWD.



Achieved 75

of HFs rehabilitated.

Achieved 1

of training courses

Achieved 598

of HWs trained on cholera case management and infection control measures.



4. Integrated Nutrition, Health, WASH Response in Sana'a – Yemen

Project duration: From: August 1, 2017 to June 30, 2018

Donor: Partner with R.I, Funded OCHA [200,000 USD](#)

Targeted areas:



Objective:

Reduce the mortality and morbidity rates related to preventable communicable diseases in targeted districts of Sana'a.

Activities:

- Providing health, WASH and nutrition awareness messages and promote community household and personal hygienic practices.
- Selecting and training CHWs.

Training and capacity building:

2 training courses for CHVs on how to carry out activities.

1 training course on WASH promotion and practices.

Project achievement:

Gender

Indicator

Gender



5. Lifesaving and preventive Integrated Health, Nutrition and WASH interventions in Al-Hodeida governorate.

Project duration: From: 20/8/2017 to: 6/2/2018

Donor: UNICEF (amount to be added)

Targeted areas:



AL TOHAITA AND BAJIL

Objective:

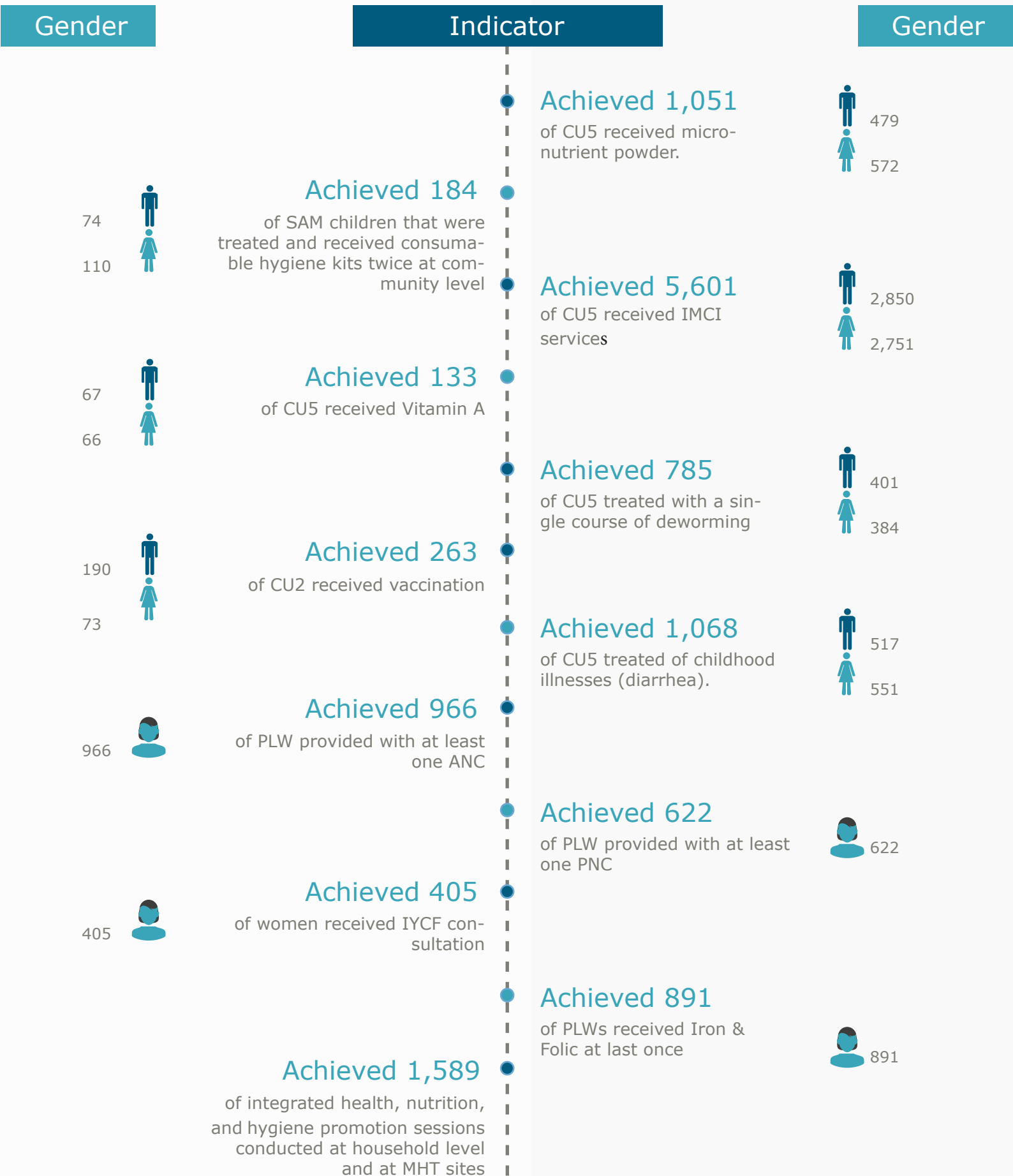
Improve the nutritional status among children and women in the targeted high priority districts of Al-Hodeida.

Activities:

- Rehabilitation of HFs.
- Conducting awareness raising sessions.
- Sub-national capacity building and training.
- Providing medical supplies.
- providing MNH, IMCI, Epi and nutritional services.

Training and capacity building:

3 separate training courses on CMAM, IMCI, and EPI, in addition to CHVs & C4D training.



Gender

Indicator

Gender



Project achievement:

Integrated Health and Nutrition Project [Al Hodeidah and Dhamar Governorates]

Project duration: January 2018- November 2018

Donor: OCHA (YHF) [USD 100,000,000](#)

Targeted areas:



- WESAB AL SAFIL
- WESAB AL ALI
- UTMAH



- (AT TUHAITA)

Objective:

Contribution in addressing the underlying causes of food security and malnutrition to the most vulnerable people in Al Hodeida and Dhamar governorates by delivering a package of quality and life-saving interventions.

Project activities:

Rehabilitation of HFs.

Conducting awareness raising sessions.

Sub-national capacity building and training by training HWs and CHVs.

Providing medical supplies.

providing RH, IYCF, IMCI, Epi and nutritional services.

Training and capacity building:

The project contributed in capacity building of GHO/DHO staff by conducting on-job training in all the 6 HFs in the following:

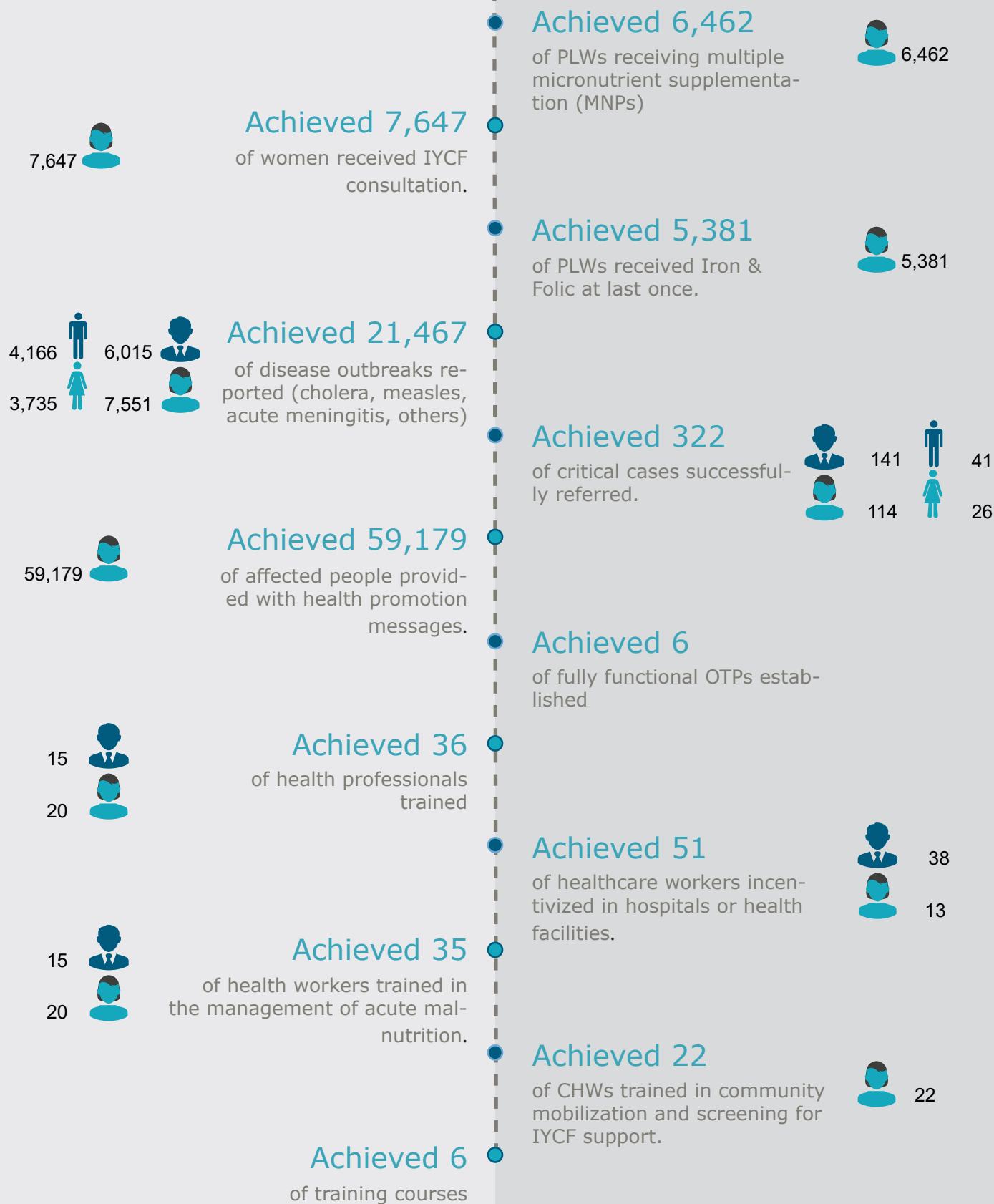
- Infection control procedures.
- Dealing with outbreaks (Cholera, Diphtheria, Malaria, etc.)
- Monitoring & Evaluation activities.
- PHC programs including (CMAM, IMCI, CBMNC and EPI).
- Reporting.
- Stock management.



Gender

Indicator

Gender



6. AWD emergency response project in Amran and Dhamar.

Project duration 15/9/2018 – 31/1/2019

Donor UNICEF [175,000,000 YER](#)

Targeted areas



Objective:

Reduce mortality and morbidity rates related cholera, and control the cholera outbreak in targeted districts of Amran and Dhamar.

Project activities:

1. Activation of 5 DTCs and 10 ORCs in both governorates.
2. Training of health workers working in targeted health facilities.
3. Training of CHVs.
4. Supplying health facilities with medications, intravenous solutions, solutions and cleaning supplies.
5. Rehabilitation of the targeted health facilities and supplying them with solar power systems.

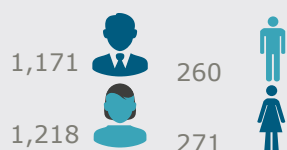
Training and capacity building:

HWs & CHVs were trained in both governorates on cholera case management, and on disease and outbreak control.

Gender

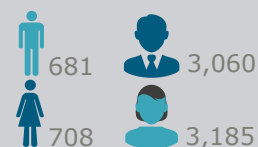
Indicator

Gender

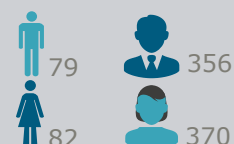


Achieved 2,920
of RDTs done

Achieved 7,634
of suspected cases
of AWD reported



Achieved 887
of Positive RDT cases



Achieved 5
of DTCs established

Achieved 10
of ORCs established

Achieved 75
of CHVs trained

Achieved 107
of HWs trained

Achieved 2
of training courses conducted.

7. Urgent Emergency Health Project in Ad Durayhimi and Zabid districts in Hodiedah Gov. and Wusab As Safil district in Dhamar Gov.

Project duration 1/7/2018-30/1/2019

Donor OCHA [USD 700,000](#)



Objective:

Providing immediate access to lifesaving emergency packages including minimum healthcare services for communities in priority geographical areas with the highest IDP/host community ratios.

Project activities:

- Operationalization and rehabilitation of health centers and hospitals with fully functional emergency rooms.
- Provision of Primary Health Care services and Minimum Service Package for provision of basic health services and reproductive health services and child health care (immunizations and integrated management of childhood illnesses).
- Provide emergency medical and surgical care to war wounded patients.
- Implementation of educational activities, awareness sessions, dissemination of public health information and distribution of educational materials through the community and through the facilities.
- Training of health staff in targeted health facilities on surveillance, case management, first aid, trauma care etc.
- Operation support for ambulances for immediate emergency referrals from trauma stabilization units in Al Doraihemi

Training and capacity building:

2 refreshment meetings were conducted.

26 HWs in Al Hodeida were trained:

Advance trauma life support (one course).

Basic life support (one course).

Gender

Indicator

Gender



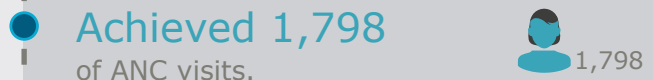
Achieved 2,920
of Suspected Cholera cases



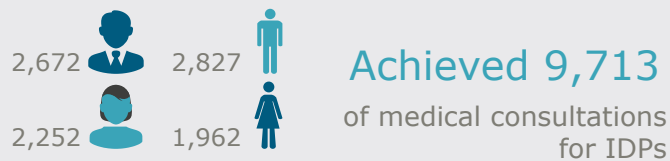
Achieved 47,641
of Medical consultations done



Achieved 825
of PNC visits.



Achieved 1,798
of ANC visits.



Achieved 9,713
of medical consultations for IDPs



Achieved 682
of deliveries assisted by a skilled birth attendant.



Achieved 1,378
of conflict-induced trauma cases received life-saving medical care

Achieved 2
of HFs rehabilitated

Achieved 2
of training courses conducted

Achieved 27
of referrals made

8. Emergency Maternal Obstetric Newborn Care

Project duration from October 2018 to December 2018

Donor UNFPA [USD 5,312,021](#)

Targeted areas:

Gov	Dis
Alhodeidah	Bajil, Alltohaita, Zabid, Jabal Ra'a, Ad Dahi
Almahweet	Shibam , Altawela, Alrujum, Mawheet City, Alkhabt, Bani Sa'ad, Hufash
Haja	Khairan Alnoharaq, Mabin, Kohlan Alsharaf, Aflah Yemen, Almoftah
Dhamar	Dhamar City, Dhwrn, Utma, Wusab
Marib	Marib City, Soroah
Aljawf	Almoton

Objective:

The Objective is to enhance access to maternal health and family planning services with a focus on underserved areas and humanitarian emergencies in targeted areas.

Project activities:

- Rehabilitation of health facilities.
- Supplying visibility Items and cleaning tools.
- Supplying medical equipment and supplies.
- Training of HWs and CHVs.

Training and capacity building:

- 1 training course on Information Systems for 25 participants in Higher Institute – Haja.
- 1 training course on GPs Implanon for 11 Participants in Alzahraoi Health Center – Sana'a.
- 1 training course on MWs Implanon for 11 Participants in Alolafi Health Center – Sana'a

Gender

Indicator

Gender

1,562


Achieved 1,562

of deliveries assisted by
a skilled birth attendant


Achieved 10,215

of ANC visits



10,215



Achieved 7,573

of family planning sessions



Achieved 18

of HFs rehabilitated



Achieved 15

of HFs which were provided
with solar power systems


Achieved 5

of CEMoNC HFs activated



Achieved 21

of BEMoNC HFs activated



Achieved 3

of training courses conducted

9. Integrated Health & Nutrition project in conflict affected governorates of Hodeida and Al Mahweet

Duration 2 Years (15 May 2018 to 15 May 2020)

Donor UNICEF [1,260,211,500 YER](#)

Targeted areas:

Gov	Dis
Al Hodaidah	Al Tuhayta, Ad Dahi, Al Mighlaf, Bajil
Al Mahweet	Bani Sa'ad, Hufash, Al Rujm

Objective:

Ensure access to primary health and nutrition activities for CU5 and PLW among the affected populations in the targeted districts through HFs rehabilitation and MTs, and improve the capacity to prevent and manage malnutrition among CU5 and PLW through CHVs' activities in hard to reach villages of the targeted districts.

Project activities:

- Rehabilitation of health facilities in the targeted districts
- Training & deploying mobile medical teams
- Supporting HFs with Medications, Lab solutions and Medical Equipment.
- Supplying HFs with plumpy nut and micronutrients
- Nominating and training CHVs in Al Hodeidah and Al Mahweet Governorates.
- HWs Training.

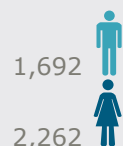
Training and capacity building:

- CHVs training.
- 1 training course on CMAM.
- 1 training course on IMCI.
- 1 training course on CBMNCA.

Gender

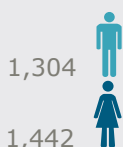
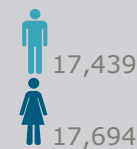
Indicator

Gender



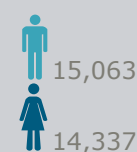
Achieved 3,954
of CU5 treated of SAM.

Achieved 35,133
of CU5 screened for
acute malnutrition.



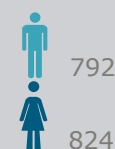
Achieved 23,013
of CU2 who received
measles vaccine.

Achieved 29,400
of CU5 who received
IMCI services.



Achieved 9,746
of PLWs who received
ANC services.

Achieved 1,616
of CU2 in communities
screened by CHVs to monitor
growth by weighing in on a
monthly basis.



Achieved 223
of CHVs trained

Achieved 11,493
of women who received IYCF
services.



Achieved 4
of training courses



Wash

BFD aims to increase sustainable and equitable access to water in order to improve health and hygiene conditions. This is converted through construction and rehabilitation of water infrastructures, capacity building for treatment and rationalization of water, improvement of sanitation facilities, hygiene promotion campaigns in schools and communities.

Comprehensive WASH Cholera Response at Households level in the three hotspot districts of Amran Governorate

Duration of project: From 12/07/2017 to: 31/12/2017

Donor: UNICEF [USD 991,693.49](#)

Targeted areas:



-  HABUR ZULAYMAT
-  AL QAFLAH
-  AMRAN CITY

Objective:

To contain the ongoing cholera outbreak and reduce excess mortality and morbidity rates related to cholera in the three hotspot districts of Amran Governorate.

Activities:

- a. Provide access to safe drinking water to all households in the three hotspot districts of Amran governorate.
- b. Promotion of safe practices and delivering hygienic messages to all households in the three hotspot districts of cholera in Amran governorate.
- c. Provision of essentials WASH NFI's for complementing safe practices.

Training and capacity building:

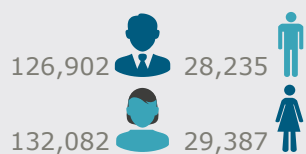
CHVs training.

Training technicians on chlorination.

Gender

Indicator

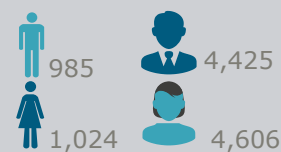
Gender



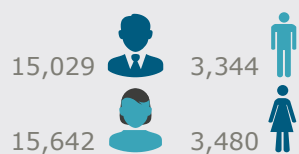
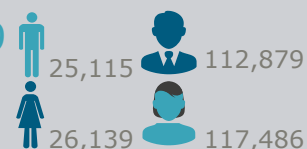
Achieved 316,606

of people practicing hand-washing with soaps

Achieved 11,040
of people provided with access to safe water



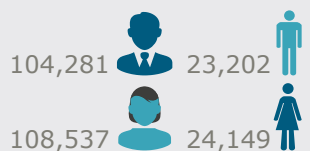
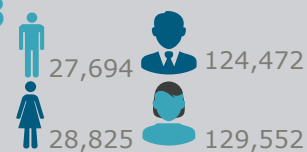
Achieved 281,619
of people practicing household water treatment (HHWT) and safe water storage



Achieved 37,495

of households which had their water storage tanks sanitized.

Achieved 310,543
of individuals reached with consumable hygiene kit (soaps and washing powder), Aqua Tabs and Jerry Cans.



Achieved 260,169

of individuals with higher awareness on cholera and food/water storing methods through IEC.

Achieved 52
of water tanks supplied to vulnerable communities.

Achieved 43,483
of hygiene kits distributed.

Achieved 2
of training courses

Achieved 94
of CHVs trained.

Achieved 188
of technicians trained on chlorination.

Protection

Every human has the right to a life free of sexual assault, abuse and exploitation; the right to good health, security and well-being. Therefore, BFD's protection activities focus on areas which have the highest levels of displacement where cases of children in need of protection due to separation from their families, association with armed groups, or having their basic human rights violated are very common. Assessment of IDPs needs and advocating for support was the first priority of BFD to intensify the efforts of partners trying to help and support all IDPs. In addition, BFD's volunteer network in various governorates seek to address the violence issues and all other issues concerning the rights of women and children.

Friendly spaces for women and children.

From 1/8/2018 To 30/7/2019

Donor: BFD

Targeted areas



AL- MADAN

Objective:

To create friendly and safe places for women and children to help them adapt and give them opportunities to utilize their energy.

Project activities:

2 schools were used to carry out project activities Al Iman school and Al Fath school.

Teaching Handcrafts (tailoring).

Establishing friendly spaces (storytelling, playing games, entertainment)

Project achievement

60 students (male & female) benefited from project activities.

70 women were trained on tailoring.



مؤسسة بناء للتنمية

Building Foundation For Development

The Strategic plan summary of 2018

Strategic objectives:

- 1. Building the institutional capacities of BFD.**
- 2. Developing and building BFD's financial capacity to ensure the continuation of implementing programs.**
- 3. Updating the logistics service system to ensure a fast and good quality response to the demands of different projects.**
- 4. Reinforcing relationships with partners in a manner that achieves the common interests of BFD as well as partners.**
- 5. Developing and implementing an HR system that meets standards of performance quality in humanitarian organizations.**

Building the institutional capacities of BFD.

SPECIFIC OBJECTIVES	PERFORMANCE INDICATOR	ACTIVITIES
Establishing the internal regulations of BFD	Jobs that have a job description guide (100%)	Conduct a workshop to determine job titles for different positions.
	Administrative operations that have executive procedures which achieve effectiveness and efficiency in performance (80%)	Prepare an executive procedures guide for all activities of BFD
	Updated administrative regulations in both Arabic and English languages (80%)	Update BFD's regulations and translate them to English language to meet the demands of most donors
	Administrative operations that use the computerized system in daily procedures (80%)	Change all systems related to finance (procurements- archiving- HR) from manual to computerized systems Integrate a computerized system to follow all administrative transactions
Capacity building of the middle and upper management levels of BFD	Courses focused on the administrative leadership and implemented in the duration of the plan (90%)	Develop and implement a policy for training the administrative leadership of BFD
	Administrative procedures that are related to the leadership and covered by the computerized system implemented in BFD (70%)	Develop a computerized monitoring and evaluation system for the different projects

Building the institutional capacities of BFD.

SPECIFIC OBJECTIVES	PERFORMANCE INDICATOR	ACTIVITIES
Enhancing planning and supervision of BFD's workflow	Having operational plans for primary and subsidiary activities of BFD (80%)	Having a strategic plan for BFD which covers the next 5 years
		Create an administration for quality control to improve the process of planning and monitoring
	Having a unified monitoring and evaluation mechanism for different projects and activities (80%)	Conduct a workshop to unify the tools for monitoring and evaluation in the different projects.
		Having a mechanism that enhances the quality of project reports as well as reports related to supervision and monitoring.
Capacity building of employees according to the strategic objectives	Employee-focused capacity building programs implemented according to the annual training plan (80%)	Develop and implement an employee focused policy of training and development
		Study the annual training needs of employees
	Leadership satisfaction with employee's performance in the different sectors (75%)	Hire employees according to standards of excellence and need

Developing and building BFD's financial capacity to ensure the continuation of implementing programs.

SPECIFIC OBJECTIVES	PERFORMANCE INDICATOR	ACTIVITIES
Increasing BFD's revenue to contribute in achieving the strategic objectives	Expansion in making partnerships with new donors in new sectors (5%)	Activation of BFD's involvement in the humanitarian clusters (Nutrition- health- protection- water- food security - shelter) in addition to subsectors and work groups derived from those clusters.
	Annual increment in creating partnerships with new or previous donors compared to past years (5%)	Preparation, development, and marketing of at least 5-7 projects. Activation of the finance unit
Regulation and rationalization of spending to achieve the strategic objectives	Efficiency in using BFD's capabilities in implemented projects (80%)	Issue a financial regulation which sets the mechanism of pay regarding (supervision-evaluation- salaries)
		Monthly spending plans for different projects and administrative units
		Conduct periodic meetings with project managers to review the spending level in budgets
	Financial transactions completed via the computerized finance system (90%)	Development and implementation of a computerized financial system in all financial transactions
	Not exceeding projects' budgets compared to last year (90%)	More budget regulation during project planning phase and implementation of periodic review of budgets to correct any deviation in the right time

Updating the logistics service system to ensure a fast and good quality response to the demands of different projects.

SPECIFIC OBJECTIVES	PERFORMANCE INDICATOR	ACTIVITIES
Updating the logistics service system	Having a guide and an advanced procurement system for BFD (100%)	Prepare annual procurement plans which include all purchases of BFD.
		Development and implementation of a computerized procurement system
	Updating the computerized storage system and connecting it to BFD's branches (100%)	Development of a computerized storage system
		Connect the computerized storage system in Headquarters to storage in branches
Reinforcing the relationship between project management and logistics	Having a clear mechanism that describes the relationship between the two administrations (100%)	Connect the computerized storage system to the computerized administrative system
		Conduct a workshop to determine duties of the logistics administration in different projects
		Create a clear work mechanism which specifies the work procedures of the logistics administration to enhance its ability to face emergencies.

Reinforcing relationships with partners in a manner that achieves the common interests of BFD as well as partners.

SPECIFIC OBJECTIVES	PERFORMANCE INDICATOR	ACTIVITIES
Enhancing the satisfaction level of clients (external, internal, beneficiaries)	External clients' and donors' satisfaction (80%)	set the meeting minutes for meetings with external clients (donors)
		evaluate the satisfaction level of parties with whom BFD interacts and review the output of this evaluation and implement recommendations for improvement
	Internal clients' satisfaction (80%)	conduct periodic internal meetings for BFD's employees
		set a tool for evaluating the satisfaction level among internal clients
		review outputs of the satisfaction level evaluation among internal clients by forms made for this purpose
	Beneficiaries' satisfaction (80%)	set a tool for measuring the satisfaction level of beneficiaries from different projects and services as well as for quality control based on principles such as respect, punctuality, professionalism, benefaction.
		distribution of the satisfaction level measuring tool among the beneficiaries of projects implemented by BFD
		review the outputs from the evaluation of the satisfaction level of beneficiaries, as well as the evaluation of performance

Reinforcing relationships with partners in a manner that achieves the common interests of BFD as well as partners.

SPECIFIC OBJECTIVES	PERFORMANCE INDICATOR	ACTIVITIES
Rising the level of promotion and marketing of BFD among governmental and private parties as well as donor organizations	Having a media unit that promotes BFD's work (brochures- profile- stickers- printed materials- ...etc.) (100%)	open a multimedia department in BFD
		update and activate BFD's website and social media pages.
	Annual increment in governmental and private parties who are informed of BFD's activities and with whom BFD has contracts (10%)	participation in the promotion of BFD among governmental parties and ministries of relations to our work
	Annual increment in donor organizations who are informed of BFD's activities and with whom BFD has contracts (10%)	implement field visits and coordinate with international organizations
	Periodic meetings that include BFD alongside with other organizations and governmental parties (80%)	Establish partnerships with civil community organizations of relations to our work
Reinforcing partnerships with local organizations and foundations	Partnerships with local organizations to build their capacities (5%)	Attend the periodic meetings which are held for the different entities involved in humanitarian work
		Contracting with at least 2 local organizations a year to build their capacities

Developing and implementing an HR system that meets standards of performance quality in humanitarian organizations.

SPECIFIC OBJECTIVES	PERFORMANCE INDICATOR	ACTIVITIES
Establishing a shown certified plan for the employment policy of BFD	New employments done according to the new employment policy (100%)	Develop and implement an employment policy that focuses on the quality of performance
		Take into consideration that the social diversity ratio in employment must be no less than 30%
		When hiring new cadre, give priority to people with excellent English
Developing an employee guide that ensures good quality of performance	Administrative leadership satisfaction with new employees who were hired according to the new policy (80%)	Design an employee evaluation tool that takes into consideration BFD's nature of work and the nature of different work positions
		Monthly evaluation of employees by the administrative leadership
	Having an advanced employee guide which includes everything related to the employee in BFD (100%)	Set and implement an employee guide which explains everything related to the employee and the job
Implementing employee focused social activities	Implemented employee focused social activities compared to past years (100%)	Set and implement a policy for attracting as well as selecting volunteers
	Employees who have social and health insurance (80%)	Set and implement a plan for social activities of employees
		set and implement social and health insurance plans for employees
		Contracting with an insurance company in agreement with the employment laws in Yemen

BFD's performance in 2018

LOGISTICS DEPARTMENT



STRENGTHS

- Several available storage areas in headquarters as well as branches that cover BFD's need.
- An electronic storage system is available.
- BFD has technical expertise in the logistics department.

Weaknesses



- Weak communications with the different programs.
- Weak procurement system.
- Weak movement plan (there is no administration for movement in the Foundation)
- There is no security unit.

CAPACITIES AND FINANCIAL RESOURCES



STRENGTHS

- BFD has several computerized accounting software that help producing accurate financial work.
- BFD has received several certificates of appreciation from several auditing firms.
- BFD has a number of projects that covers its institutional need for several years to come.

Weaknesses



- Lack of qualified staff in the financial department, especially regarding English language.
- There is no clear guide for procedures of all financial transactions.
- BFD's workflow is completely dependent on donors' support.

BFD's performance in 2018

HUMAN RESOURCES



STRENGTHS

- BFD has a cadre of skilled and experienced youth.
- A team including a range of specialties and experienced individuals.
- BFD has a convenient number of volunteers who are capable of building their skills and experience.
- Increasing percentage of female employee's integration; reached 50% of staff.

Weaknesses



- There is no administrative system that defines the mechanism of employment.
- A weak HR system regarding to employee's rights and duties.
- Weak employee focused social activities.
- There is no defined mechanism for building administrative and technical capacities of employees.
- Losing several qualified personnel.
- The salary system for some jobs is undetermined.
- Weak supervision and monitoring systems in the office as well as the field.
- Weak ability of finding access channels to targeted groups to measure the satisfaction level.

PARTNERS



STRENGTHS

- Having multiple partnerships with multiple donors and not depending on one donor.
- The Foundation has an effective involvement in most hubs of humanitarian clusters in Yemen.
- The Foundation has an ability to establish relations with different administrative authorities.
- The Foundation has an excellent reputation among local communities due to its ability to establish good relationships with local communities.

Weaknesses



- Insufficient media promotion of the Foundation among some donors (there are no promotional activities).
- Dependence on short term emergency projects.
- Weak communications with local communities as well as weak community activities.

Institutional Building

THE INTERNAL ENVIRONMENT

Institutional Building (leadership, structure, job description, strategic plans, work procedures)



STRENGTHS

- BFD has a clear vision, message and strategic plan.
- There is a clear administrative structure which meets BFDs' work needs.
- BFD works according to licenses given by concerned official parties.
- BFD has a main system and updated executive regulations.
- Great relationships between staff and leadership.

Weaknesses



- There are no operational plans that translate BFD's strategic plan.
- The job description is not used or applied much. Also, it is unclear regarding several jobs and some jobs are not included in it.
- There is no clear guide for some work procedures of some departments such as finance and logistics.
- BFD depends on paper based transactions system in daily work instead of an electronic system.
- Low interest in having indicators that evaluate success and measure the effect of each objective or plan.

THE EXTERNAL ENVIRONMENT



STRENGTHS

- The need for interventions in several hard reached locations which are reached by BFD.
- The continuation of conflict in the country and the deterioration humanitarian situation increase intervention opportunities.
- Low capabilities in the governmental sector to implement humanitarian interventions in local communities.
- Several donors are interested in testing BFD's success of previous projects.
- The international interest in the field of humanitarian intervention in Yemen has increased and is expected to continue increasing in the near future.

Weaknesses



- The continuation of conflict and political disorder in the country.
- Policies and administrative procedures of authorities in the targeted areas are constantly changing.
- A large number of international as well as national organizations are working in the same field.
- Expanding the interest of donors regarding supported sectors.



مؤسسة بناء للتنمية
Building Foundation For Development

Building Foundation for Development (BFD)

