SOUL Organization for Development

Annual Performance Report

2018

Contents

Introduction

This report highlights the achievements SOUL Organization made of the 2018 implementation plan, **Annex 1**, which was formulated based on a balanced scorecard planning method. The Organization focuses in the annual planning, as per the balanced scorecard, on the following dimensions along with the strategic goals and indicators set for each dimension:

- *Financial Dimension:* The strategic goal of this dimension is to ensure the financial sustainability of the Organization through achieving the following objectives: 1) Developing and attracting financial resources for the Organization and projects, 2) Controlling spending and rationalizing the financial resources of the Organization and projects under implementation. 38 degrees were allocated for the financial dimension which was considered the most important one in the plan.

- *Internal Processes :* The strategic goal of this dimension is to develop the institutional framework through achieving the following objectives: 1) Planning and overseeing the operation of the Organization as a whole, 2) Introducing the Organization locally and internationally and strengthening its local and international partnerships, 3) Upgrading, activating, and securing the technology infrastructure so that it facilitates access to data. The internal Processes dimension was ranked second in terms of importance and 36 degrees were allocated for it.

- *Learning and Growth Dimension:* The strategic goal of this dimension was: To build qualified staff in the areas related to the Organization's scope of work through focusing on the following objectives: 1) Improving the performance of staffers in all administrative units, 2) Developing the internal environment of the Organization, 3) Strengthening the Organization's institutional framework. 14 degrees were allocated for this dimension.

- *Customer Dimension:* The strategic goal of this dimension focused on: Improving the mental image of the customers through achieving the following core objective: Raising and measuring the level of customer satisfaction.

The Second Section Addresses the Following Aspects in Details:

1. The Organization's implementation ratio of the 2018 annual plan compared to the planned activities.

2. Implementation ratio according to performance indicators with the explanation of what has been implemented at the level of each dimension.

3. Implementation ratio of administrative units compared to the average of the planned activities at the level of each administrative unit.

4. Planned and implemented activities within the scope of each unit as per indicator and implementation percentage.

5. Percentage of the overall implementation of the Organization's plan of 2018 compared to the previous two years of 2017 and 2016 to assess the level of development and improve the Organization's performance.

6. Overall Status of Projects: Implemented projects in 2018.

7. Staff Turnover in 2018.

First: The Organization's Implementation Ratio of 2018 Annual Plan Compared to Planned Activities.

Organization's Implementation Ratio of 2018 Annual Plan Compared Planned Activities
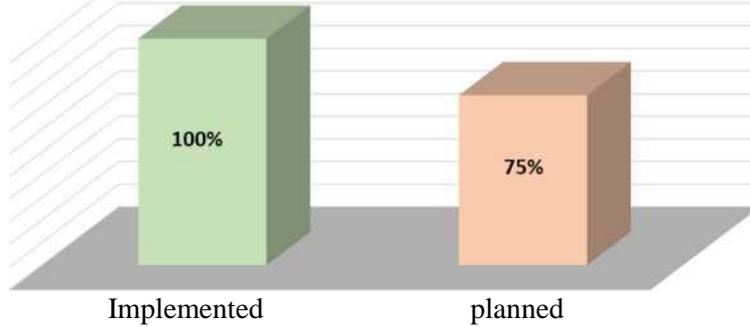
Chart No. 1

Second: Implementation Ratio according to Performance Indicators.

This percentage shows what has been achieved of the planned activities for and at the level of each of the four dimensions.

Implementation at the Level of the Four Dimensions and the Percentage of the Implemented in Each
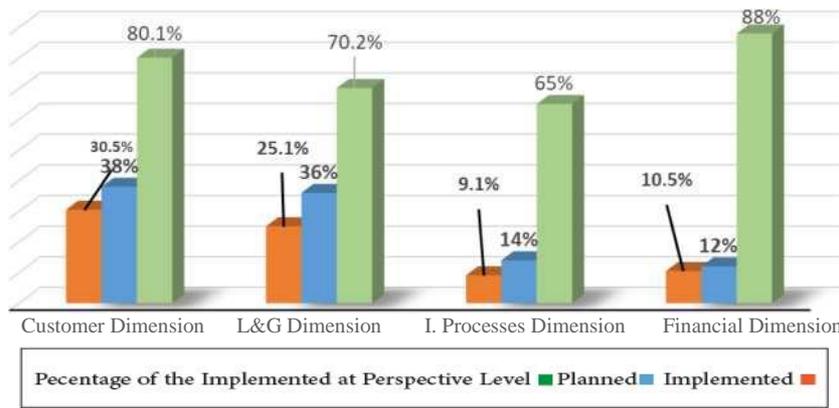
Chart No. 2

Third: The Average Level of Overall Implementation at the Level of Units and Dimensions.

In general, the average level of overall implementation of the annual plan of the Organization reached 75%, while the contribution of each unit ranged in the implementation of the plan between: 86% by the Unit of Project Implementation which was the highest percentage, and 50% having being the lowest percentage by the Chief Executive Officer as shown in the chart below:

Chart No. 3

Planned Performance Indicators at the Level of each Dimension

Financial Dimension - Major Activities Implemented.

The overall planned indicators were **38%** of the total indicators of the Organization's annual plan and **30.5%** of which were achieved. The average overall implementation of planned activities in this dimension reached **80.1%.** The general objective of this dimension was **to ensure financial sustainability for the Organization**, while partial objectives are to achieve it as follows:

1. Developing and attracting financial resources for the Organization and projects.
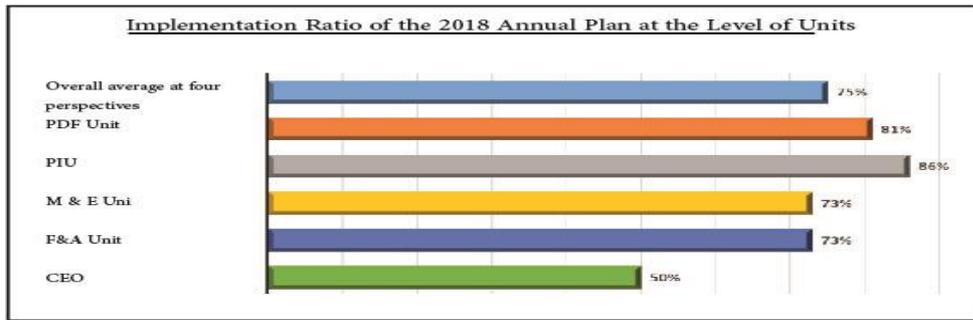2. Spending control and rationalization of the financial resources of the Organization and projects under implementation.

Table No. 1 below shows the major activities carried out by the Organization in the financial dimension in 2018 and the percentage of completion of each activity according to the specific indicators:

Performance Indicators	Activities	% Implemented Activities
Full coverage of the Organization's operating expenses for 2018 by including them in project budgets or charging them to income from project budgets.	Balancing budgets to ensure that project activities are covered without gaps, while providing contingency expenses of 3% of the total annual budget of the Organization to cover any emergency activities, including rising prices and currency exchange differences.	**100%**
SOUL Community Center covered full operational cost of 2018.	Providing support to the Center to set up its annual 2018 budget and contribution to the preparation of periodical financial reports on the budget and identify deviation in a timely manner.	**50%**
Continuing partnership with Azal Program through the implementation of at least one project a year	Joint development, marketing, and implementation of a project with Azal.	**50 %**
	Contribution of the joint project with an amount of 10,000 USD to the income of the Organization at least during 2018.	
Funding from donors for accepted and received projects should not be less than $10,000,000 during the year and not less than seven projects	Preparation and development of project proposals of not less than 11, 7 of which in relief and development areas.	**100%**
	Receiving funding for project proposals during the year with at least a total budget of $10,000,000.	
Performance Indicators	Activities	% Implemented Activities

The percentage of operating expenses charged to the Organization's income from projects shall not exceed 100% of the achieved surplus.	Preparation of every-four-month financial reports on the Organization's operating expenses of 2018, indicating deviations if any.	80%
	Monitoring project expenses and hold periodic meetings with the Project Implementation Unit to review the financial status of the projects and discuss the level of disbursement and custody delivered to project officers and requests for payments sent to the donor.	
Percentage of projects commitment to the donor approved budget is not less than 100%.	Preparation of every-four-month financial reports on project budgets and deviations, indicating observations and informing Project Implementation Unit.	100%
Adherence to the budgets of the Organization should not be less than 100% of the approved budget.	Preparation of annual budget for Soul Organization for the year 2018 and getting it approved by the Executive Management of the Organization.	62.5%
	Preparation of every-four-month financial reports on the Organization's budget of 2018 and deviations.	
	Preparation of Cash Flow Statement of 2018.	
	Preparation of 2019 annual budget for the Organization by December 2018 and getting it approved by the Executive Management of the Organization by January 2019 at most.	
The establishment of a single investment project that contributes to enhancing the financial sustainability of the Organization.	Enhancing the financial sustainability of the Organization through the establishment of investment projects outside Yemen that contribute to cover the operational expenses of the Organization.	Unimplemented
Social insurance and the salary tax of all employees of the Organization are delivered on time and at 100%.	Follow-up on the payment of both social insurance and the tax on salaries on a monthly basis and the Organization's receipt of clearances on an ongoing basis.	50%
Achieving Current Ratio 1:1.4	Reducing financial liabilities of the Organization for 2018 by 80%.	100%
	Completion of the payment of financial obligations for the past years by 73%.	
	Increasing the current assets and collecting at least 95% of project debts of the Organization.	

Table No. (1)

As for the contribution of each unit in this dimension compared to the indicators allocated to each, the Project Implementation Unit was ranked at 93%, as out of 11.3% of the activities allocated to it, 10.5% were implemented. The Project Development Unit (83%) was ranked second by the completion of 7% of the planned 8.6%. The Financial and Administrative Affairs Unit ranked third with 87% and implemented 13.8% of 17.8% of its activities. There were not indicators set for Monitoring and Evaluation Unit under this dimension.

Chart No. 4 below shows the implementation ratio of each unit within the scope of financial dimension through comparison of what has been implemented to the planned activities:
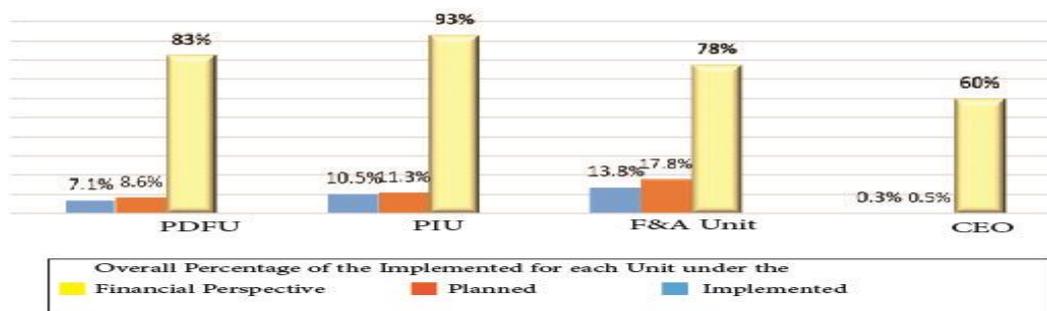

Chart No. 4

Internal Processes Dimension – Major Activities Implemented

The total indicators planned in the **internal processes dimension** accounted for **36%** of the total annual plan indicators of the Organization and 25.1% of which were completed. The average total implementation of the planned activities reached 70.1% in the dimension. <u>The overall objective</u> of this dimension was to **develop the institutional framework of the Organization**, while the partial objectives were to achieve it as follows:

1. Planning and supervising the progress of operation in the Organization as a whole.
2. Introducing the Organization locally and internationally and strengthening its partnership with local and international organizations.
3. Upgrading, activating, and securing the technology infrastructure to facilitate data access.

Table No. 2 below shows the major activities implemented by the Organization under the internal processes dimension for 2018 and the percentage of implementation for each activity as per specific indicators:

Performance Indicators	Activities	% Implemented Activities
4 plans of four administrative units for 2018 based on the implementation plan to be ready before the end of January 2018.	Preparation of plans of administrative units (development and financing - project implementation - monitoring and evaluation - financial and administrative affairs - SOUL Community Center) for 2018 before the end of January 2018.	100%
The Organization's implementation plan for 2019 to be ready and approved by December 2018.	Preparation of the Organization's implementation plan for 2019 by December 2018.	100%
Four plans of four administrative units for 2019 based on the implementation plan to be ready before the end of December 2018.	Preparation of plans for the administrative units (development and funding - project implementation - monitoring and evaluation - financial and administrative affairs - SOUL Community Center) for 2019 before the end of December 2018.	
All units submitted their every-four-month technical reports on time and were reviewed.	Preparation of every-four-month administrative, technical and financial reports and submitting them to the Monitoring and Evaluation Unit for review.	100%
Annual technical and financial report of all units to be ready by January 2019.	Preparation of one technical report for each unit of the Organization, covering all achievements during the year, to be delivered by mid-December 2018.	
Three technical and financial reports for the Organization's annual plan were prepared and reviewed during the year.	Development of technical and financial reports on the level of implementation of the annual plan of the Organization based on reports of the units.	100%
One annual report of the Organization's annual plan prepared and reviewed by January 2019.	Reviewing reports of the unit and preparing an annual report of the Organization's implementation plan to be reviewed and approved.	
Monthly reports on the estimated budget, revenues and receivables of the organization and bank reconciliations for all accounts of the Organization to be prepared, audited and delivered on time.	Development of monthly reports on any deviations in the operational budget of the Organization, its revenues, debts and bank accounts.	85%
The Organization's external audit report of 2017 to be ready and audited by the end of April 2018.	Completion of 2017 closures and fulfilling all requirements of the External Audit Office to complete the external audit of the Organization's accounts for 2017, in addition to obtaining the report of the External Auditor on 30 April 2018 with responding to all its observations for 2017.	
Monthly monitoring reports of projects implemented during 2018.	Follow-up of project implementation plans and provide monthly reports on performance level.	13%
Technical and financial reports of projects to be reviewed and delivered in accordance with their specified time frame.	Preparation of technical and financial reports via the templates of each project.	100%
	Reviewing of project reports and providing observations on them.	
Travel allowance system and procedures for projects and the Organization to be developed and enabled at 95%.	Development of travel allowance system and procedures for projects and the Organization.	40%

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Performance Indicators	Activities	% Implemented Activities
A detailed promotion system based on skills, qualifications and job position to be effective by the end of 2018.	Studying job positions, career sequences and determining the criteria for promoting from one rank to another within the same position.	38%
	Development, adoption, and introduction of the promotion system to the staff by December 2018.	
A complaint and feedback system for relief projects to be developed and operational by April 2018.	Develop a complaint and feedback system for relief projects that conforms to the norms of humanitarian assistance projects.	86.2%
	Introduction and application of the system in the Organization and its offices in the governorates (Projects' offices).	
All recruitment and end of service administrative procedures are in place by 100%.	Appling the Organizations' procedures in respect of expiration of any employee's contract: 1) receiving written handover report signed by the line manager of the concerned employee 2) Signing clearance with the Organization's staff after they receive their dues 3) Writing handover notes for all tasks that need to be followed-up and the titles of project files and their retrieval locations.	100%
	Applying the Organizations' procedures of hiring a new employee including advertising, testing, interviewing, job offering, contract signing and employee orientation sessions.	
	Preparing and developing Check List forms to help comply with the Organizations' procedures.	
Procurement procedures for field projects to be modified and activated by 100%.	Review of procurement procedures that is based on the proposal submitted by the Project Implementation Unit to facilitate procurement procedures for projects in the field.	50%
	Amending, adopting, and applying procurement procedures by April 2018.	
Manual and electronic archiving system to be adopted and activated by 100%.	Follow-up the application extent of the electronic and manual archiving system in all units of the Organization.	80%
A strategic plan for a period of three years to be updated by December 2018.	Evaluation of the previous Strategic Plan (2014-2018).	72%
	Updating the strategic plan of the Organization (2019-2021) for three years with only focusing on updating the Organization's areas of work.	
	Developing a summary of the updated strategy in Arabic and English and publishing it on the Organization's website and pages on social media platforms.	
Identify the insurance opportunities available in the market by August 2018.	Conducting a study on types of insurance available and analyzing their prices and possibility of the Organization to introduce health insurance system to its employees.	56%
	Develop a plan to provide health insurance to staff of the Organization in 2019.	
Marketing plan to strengthen partnership with international organizations is ready and operational by February 2018.	Developing a plan to introduce and market the Organization for donors.	40%
	Effective presence of SOUL's staff in all clusters and briefing other units on these sessions.	
	Preparing and publicizing a profile of the Organization's achievements and work on its website and social media pages by March 2018.	
Enhancing the Organization's online presence and activating its social media pages by 25% higher than 2017.	Contracting a website specialist to activate the Organization's website in both Arabic and English versions.	60%
	Increasing the Organization's Facebook page followers by 18%> with a total of 3,196 < (Current number is 17,753) and followers on Twitter by 15% (current number is 497).	
	Preparing quarterly reports on the rate of media activity and the level of activation of the Organization's website and social media pages.	
The database of all the Organization's files is uploaded and stored online (MEGA site) by October 2018.	Uploading all the Organization's files online using the same used archiving system.	45%
	Apply online filing system for all new projects - almost 100% of new projects were uploaded online by the end of 2018.	
The Organization's IT infrastructure is up to 70% updated by the end of 2018.	Upgrading and developing hardware devices and software.	100%

Performance Indicators	Activities	% Implemented activities
	Equipping an integrated meeting room using Zoom Video Communications program.	
	Preparation of a proposal to provide solar energy for the server room and approving it by the management.	
	Updating and restructuring the network and the Organization's website to improve speed of the Internet connection.	
The implementation rate of ERP system in projects is not less than 75%.	Activating the use of ERP system full tools in new projects.	Unimplemented
	All new projects of the years 2017-2018 are achieved in the system.	
	Evaluating the effectiveness and efficiency of the system at the end of 2018.	
The Organization's assets database is updated by 95%.	Upgrading, developing and organizing the electronic assets database and their movement in the Organization / projects.	90%
	The preparation of the Organization's assets coding system and following up their movement by the codes used.	
	Development and activation of the Organization's stationary store mechanism.	

Table No. 2

As for the contribution of each unit in this dimension compared to the indicators allocated to each, the PIU achieved 83%, implementing 5% out of 6% of the activities allocated to it under this dimension. The Financial and Administrative Affairs Unit ranked second with 72%, implementing 13% out of 18% of its activities. It was followed by Project Development Unit (6%), 2% out of 3% of planned activities. Chart No. 5 below shows each unit's contribution percentage.
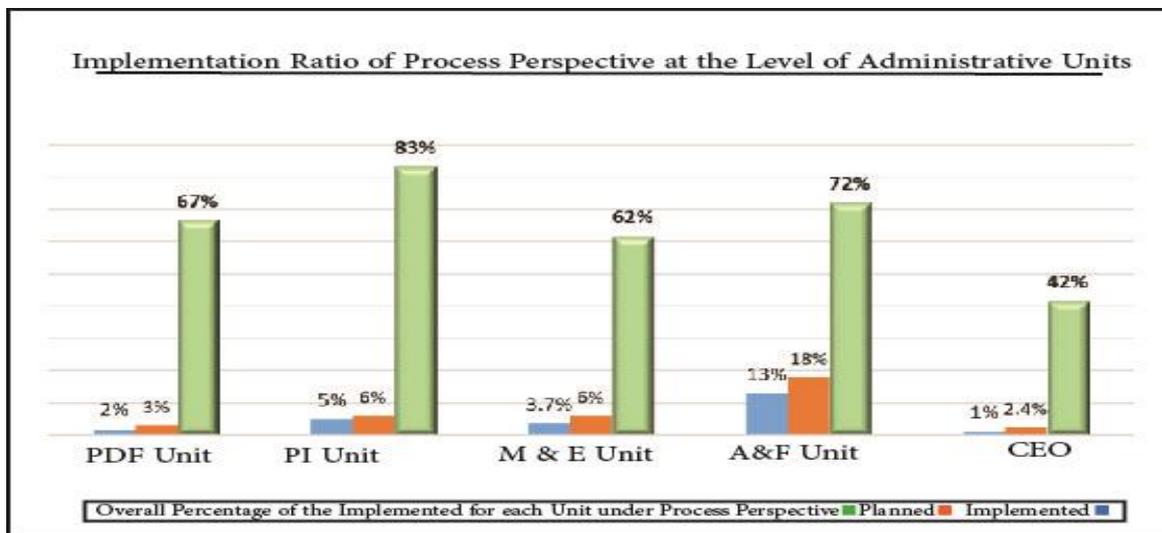

Chart no. 5

Learning and Growth Dimension - Major Activities Implemented

The total indicators planned under the Learning and Growth Dimension were 14% of the total annual plan indicators of the Organization and 9.1% of which were completed, with an average of 65% being the implementation rate of the planned activities in this dimension. The overall objective of this dimension was to **build qualified staff in areas related to the work of the Organization**, while the partial objectives were to achieve it as follows:

1. Improving the performance of the staff in all administrative units.
2. Development of the internal environment of the Organization.
3. Strengthening the institutional structure of the Organization.

Table No. 3 below shows the major activities implemented by the Organization under learning and growth dimension of 2018 and the percentage of implemented activities according to specific indicators:

Performance Indicators	Activities	% Implemented activities
The performance of all staff of the Organization are evaluated for 2018 by the end of December 2018.	Submission of final staff performance reports during 2017. All the Organization's staff are evaluated in 2018 through updated/ developed evaluation system. Meetings for reviewing final evaluation results are held with units / departments managers by mid-December 2018. Final staff performance reports are submitted during 2018 by the end of December 2018.	70%
At least 60% of the Organization staff attended training sessions based on the results of training needs assessment which are based on performance reports.	Training needs of the staff are built on staff performance assessment. Deciding the attendance of the Organization's staff for training sessions based on the results of the needs developed which are based on performance evaluation reports. Making a list of training sessions attended by staff in 2017 to be used in the selection of staff to attend 2018 courses and including in the Organization's annual report.	100%
Enhancing the knowledge and skill of the staff on ERP system and how to use it.	Conducting a training course for the concerned staff of the Organization on using ERP system in their work. Holding two refreshment courses for the staff on ERP system, using the electronic material available with the help of staffers with experience in it. Evaluation of the use of the system and its effectiveness by August 2018.	15%
An internal environment reflecting the institutional culture, values and principles of the Organization.	Holding events and social activities (three ones during the year). Application of 10% of the Organization's incentive plan. Selection of the employee of the month (from the headquarters and projects offices)	35%
An updated accounting system in line with donor reports.	The introduction of an accounting system that contributes to the generation of quarterly financial reports according to numbers of budgets lines for new projects to facilitate the preparation of financial reports on time and track current positive and negative deviations.	50%

Table No. 3

As for the contribution of each unit in this dimension compared to the indicators allocated to each one, Development and Funding Unit has achieved the highest percentage of 100%, followed by the Chief Executive Officer with 80%, while the Project Implementation Unit ranked third in the completion of activities under this dimension with 72%. The Monitoring and Evaluation Unit ranked the lowest in the percentage of activities implementation, where only 14% were implemented. The chart below shows the percentages of the units' contribution to the achievement rate of this dimension:
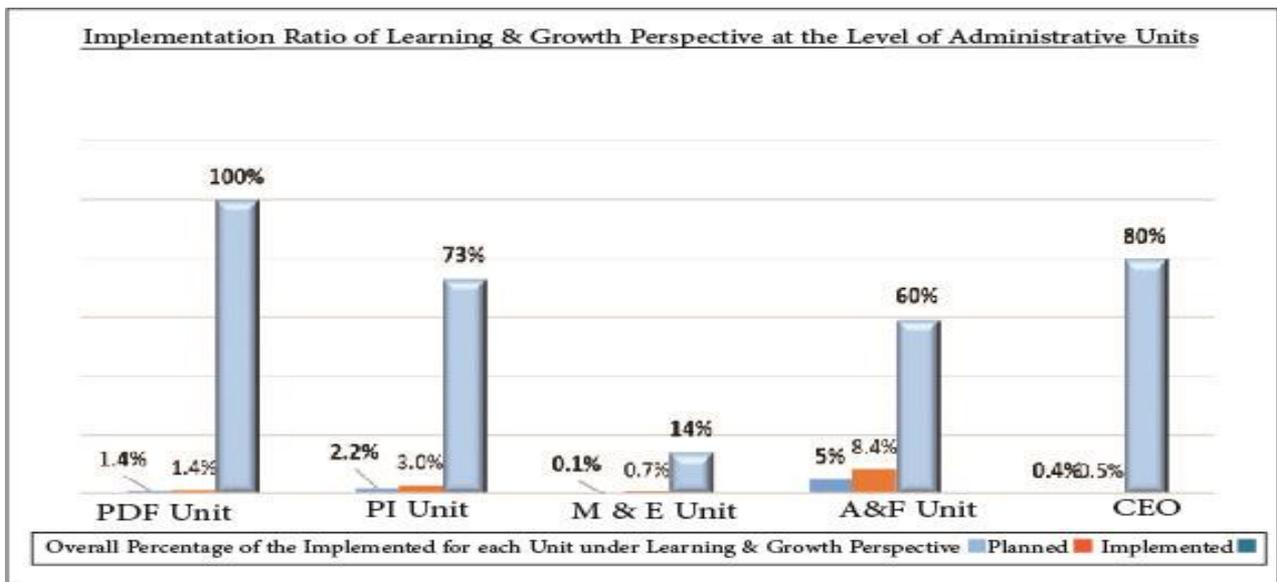
Chart No. 6

Customer Dimension - Major Activities Implemented

The total indicators planned under the customer dimension were 12% of the total indicators of the annual plan of the Organization, 10.5% of which were completed, and the average completion of planned activities in this dimension was 88%. The overall objective of this dimension was to improve the mental image of customers, while one partial objective was set to achieve the overall goal of: Raising and measuring customer satisfaction.

Table No. 4 below shows the major activities implemented by the Organization under customers dimension in 2018 along with the rate of implementation of each activity according to specific indicators:

Performance Indicators	Activities	% implemented activities
Customer satisfaction rate is not less than 95%.	Continuing to receive on-site donors' assessments.	25%
	Development of a comparative assessment of donors' satisfaction by December 2018.	
Local partners satisfaction is not less than 95%.	Updating partners assessment based on 2016 assessment and publishing it online.	100%
	Implementing local partners assessment by the end of July 2018.	
	Development of a comparative report on the results by the end of November 2018.	
Beneficiary satisfaction is not less than 90%.	Adjusting the assessment mechanism of beneficiary groups satisfaction with main focus on relief projects.	100%
	Providing the assessment online in MS Word format to facilitate implementing it at the level of all projects by the end of each one.	
	Development of assessment results report with a comparison between the results of each project by the end of December 2018.	

Table No. 4

As for the contribution of each unit in the achievement of indicators of this dimension, the Project Implementation Unit was ranked first with 100%, and the Monitoring and Evaluation Unit came second with 86%. However, the indicators and activities of this dimension were limited to these two units only and the average implementation of planned activities of this dimension was 88% as shown in figure (7) below that explains units' contribution to the implementation rate in this dimension:

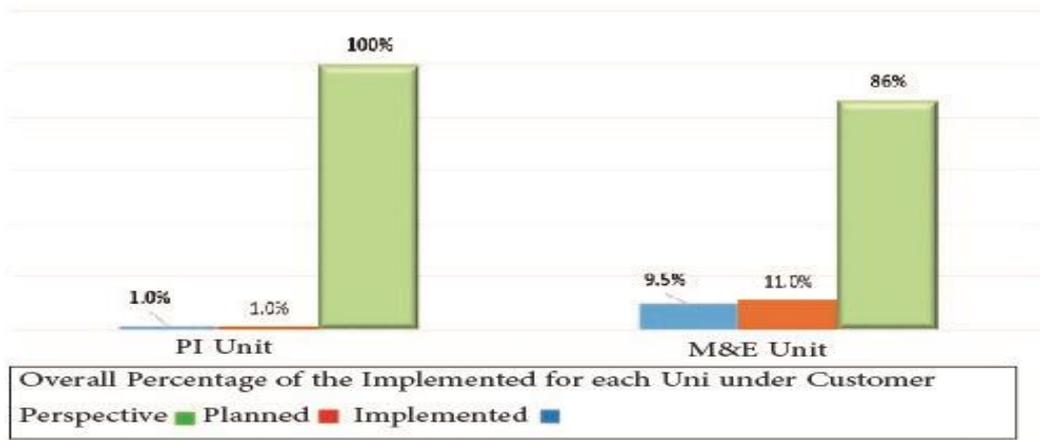## Implementation Ratio of Customer Perspective at the Level of Administrative Units

Chart No. (7)

Chart No. 8

Seven projects were developed and accepted in 2018 in the following areas: Health and Nutrition (2), Food Security (1), WASH (1) Cholera Control (1), Social and Economic Empowerment (1) Reproductive Health in Emergencies (1).

5.1 Continued Projects from 2017
The Organization continued in 2018 to implement four projects that commenced in 2017 which are:

1. Community Based Health & Nutrition Interventions (CBHNI) - Taiz Governorate (11 Districts) July 2017 - December 2018.

2. Community Based Supplementary Feeding Programme through TSFP (for U5 children& PLW) affected by MAM in vulnerable Taiz communities - Taiz Governorate (3 districts) September 2017 - August 2018.

3. Support Yemeni Youth Entrepreneurship to combat malnutrition (Hodeida and Taiz), October 2017 - September 2018.S

4. Comprehensive WASH Cholera response at households Level - Sana'a Governorate (11 Districts) - August 2018 - October 2018.

5.2.   Projects started in 2018

Among the projects that were accepted in 2018 and started to be implemented in the same year are the following projects:

1. Community Based Supplementary Feeding Programme through BSFB for (U2 children & PLW), and TSFP for U5 children affected by MAM in vulnerable Taiz communities - Taiz Governorate (2 districts), September 2018 - April 2019.

2. Community Based Nutrition Intervention Project - Dhamar Governorate (5 districts), August 2018 - February 2020.

3. Provide Emergency Food Assistance for Vulnerable Families (FSAC) - Amanat Al Asimah (Old City), October 2018 - August 2019.

4. Emergency WASH Project in 3 Taizz districts; Mawiyah, Dimnat Khadir, and At Ta'iziyah - Taiz Governorate (3 districts), October 2018 - September 2019.

5. Sexual & Reproductive health and Rights in Emergencies - Taiz governorate (3 districts), November 2018-January 2020.

6. Integrated Model of Social & Economic Assistance and Empowerment - Yemen - Sana'a Governorate (11 districts), November 2018-November 2019 (for more details see: List of projects (Annex 2).

Sixth: Human Resources: Staff Turnover during 2018

79 new employees were recruited during the year, accounting for 23% of the Organization's total staff, while 64 employees left the Organization. The main reason of exit for the vast majority of them (53) or 83% is due to the end of projects periods they were working for according to the turnover report of 2018 – Chart No. 9 shows the rates of exit of employees by reason.
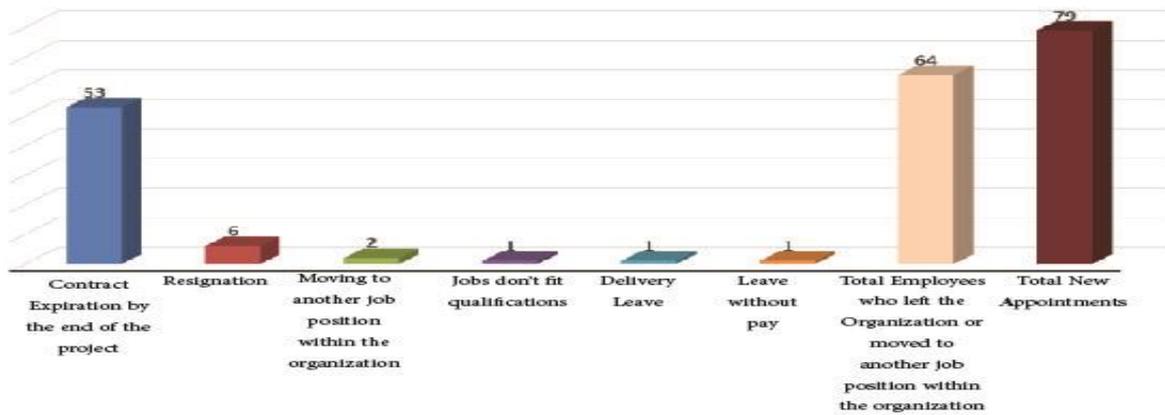
Chart No. 9

Staff turnover of 2018 reached 73%, with contracts of the largest percentage of employees finished as a result of the completion of four projects during the year, and this justifies the high rate of exit.

Recommendations

- Study and analyze unimplemented activities of 2018 and bring some of which forward to 2019 to be rescheduled on the basis of their importance.

- It is best to submit quarterly reports by each unit on the level of completion of the implementation plan to follow up on the completion of activities on a timely basis and address any late activities in time.

- Increase the number of project proposals submitted and accepted during 2019.

- Activate the role of monitoring and evaluation in project plans and the Organization in particular.

- Put into effect and upgrade the ERP system to facilitate project planning and follow-up.

- Examine the possibility of integrating INSPIRE into ERP to avoid duplication and reduce workload in two different systems.

- Start implementing the complaints system and circulate it to all branches of the Organization.

- Promote media presence of the Organization and improve its media identity on social media channels.

- Adopt an online cloud archiving system to ensure keeping the Organization's files and facilitating access to them.