

**Final Evaluation for the Technical and Advisory Support
to the Further Organizational Development of the
Yemen Women Union Program (TAP)**

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Abbreviations

ADSL	Asymmetric Digital Subscriber Line
AO	Administrative Office (implementing body of the YWU at the branch, that is, usually governorate level)
CARE	Cooperative Assistance and Relief Everywhere, an international humanitarian organization for fighting global poverty
CEDAW	Convention on the Elimination of all forms of Discrimination Against Women
COCA	Central Organization for Control and Audit (Government of Yemen)
CSO	Civil Society Organization
CSSW	Charitable Society for Social Welfare, one of the largest volunteer organizations in Yemen, which is also affiliated with Al Islah Party
EC	European Commission
EKN	Embassy of the Kingdom of the Netherlands in Sana'a
ECOSOC	Economic and Social Council (of the United Nations)
EO	Executive Office
FGD	Focus Group Discussion
FGM	Female Genital Mutilation
ICR	Indirect Cost Recovery
IDP	Internally Displaced Person
IFAD	International Fund for Agricultural Development
IGA	Income-Generating Activity
INGO	International Non-Government Organization
IT	Information Technologies
KG	Kindergarten
MFI	Micro-Finance Institution
MoLA	Ministry of Local Administration (Government of Yemen)
MoSAL	Ministry of Social Affairs and Labor (Government of Yemen)
NGO	Non-Government Organization
ODS	Organizational Development Specialist
PIU	Project Implementation Unit (of TAP)
PSG	Project Steering Group
SCB	Strengthening the Capacity Building Project, 2002 to 2005 EKN-funded project between the YWU and CARE
SFD	Social Fund for Development
TAP	Technical and Advisory Support to the Further Organizational Development of the Yemen Women Union Project
TOT	Training of Trainers
YR	Yemeni Rial

YWU	Yemeni Women Union
YWU-HQ	Yemeni Women Union's Headquarters
UNDP	United Nations Development Programme
UNFPA	United Nations Population Fund
UNICEF	United Nations Children Fund
UNIFEM	United Nations Development Fund for Women
USAID	United States Agency for International Development
WIDA	Women in Development Aden, a 1998-2001 EKN-funded project to build capacity for YWU branch in Aden

Executive Summary

The most recent partnership between CARE International Yemen/CARE Netherlands and the Yemeni Women Union (YWU) with funding from the Embassy of the Kingdom of the Netherlands (EKN) in Sana'a, Yemen, the **Technical and Advisory Support to the Further Organizational Development of the Yemen Women Union (TAP)** project sought to enhance the capacity of the YWU from 2006 to 2010. TAP closely followed an earlier project known as **Strengthening the Capacity Building of the Yemen Women Union (SCB)**, implemented between 2002 and 2005.

This phase of cooperation sought: (a) to implement a number of activities that were not implemented in the earlier capacity-building project known as SCB; (b) to consolidate the achievements of the SCB project; and (c) to focus more efforts on institutional and financial-management and sustainability. Upon the SCB, the TAP project was formulated.

TAP targeted interventions at the YWU national or headquarters office in Sana'a as well as 11 governorate branches and twenty district centers. In broader terms, in addition to the 400 YWU staff, the project aimed to benefit a minimum of 10,000 women "clients" (members and non-members) of the YWU, throughout the life of the project and beyond. The TAP interventions had four anticipated results to support the Yemen Women Union. They were:

- ▶ strengthening YWU's organizational management;
- ▶ ensuring financial sustainability of the YWU;
- ▶ improving service delivery; and
- ▶ advocacy.

Although the period of performance was expected to be from December 2006 to May 2007, TAP began May 1, 2007 and ended September 30, 2010, for a total of 42 months plus a four-month no-cost extension. In spite of some unanticipated start-up delays as well as security issues that affected the project implementation time line, the four aforementioned expected project results remained the same throughout the life of the project. Through a snapshot survey, periodic external field visits, and later an impact assessment on beneficiaries, some specific activities were modified to take into account the loss in time as a result of difficulties in identifying qualified staff for the TAP Project Implementation Unit (PIU) as well as ensuring appropriate counterparts in the YWU. Nevertheless, TAP provided training to 942 women more than meeting that quantitative project objective. TAP also provided demonstrable investments to 11 branches and 17 centers. In total, more than 14,000 women benefitted from TAP.

In terms of the management structures of TAP, these were also in line with the project's amended proposal where oversight was provided by CARE Netherlands and where both CARE International Yemen and the YWU jointly implemented activities through the Project Steering Group (PSG). At the same time, the project start-up delay seems to have had some impact on the

efforts of both the PIU and YWU to implement a clear advocacy plan for the YWU-HQ, the branches and centers. Thus, a comprehensive mid-term evaluation conducted in summer 2009 was conducted, revealing that while significant progress had been made towards all of the anticipated results, more targeted activities would achieve more comprehensively the anticipated results. Primary among the recommendations forwarded in the mid-term evaluation, included enhancing the advocacy plan. While many recommendations were applied subsequent to the report's issuance and the subsequent all stakeholder feedback session, in at least that case of advocacy, there appears to have been insufficient time remaining on the project to implement developing a viable advocacy plan in the YWU branches and centers in that short time frame.

This final evaluation examines the impact of the project according to the four anticipated results and finds that, overall, TAP conducted activities for each objective and made use of strategic interventions to achieve those objectives. TAP succeeded primarily in developing and applying a more sophisticated organizational structure for the YWU in the branches; this was made evident through the application of by-laws. An unanticipated result was the ad hoc networking that took place among branches and centers affiliated with different branches as a result of TAP's more developed management structure and its successful IGAs. This sharing enhanced the ability of targeted branches and centers in delivering mission-driven services now as well as in the future.

TAP also achieved some successes in improving financial awareness among the YWU membership, which is galvanized and understands the importance of identifying sources of revenue. However some reconsideration may need to be given to ensure local revenue streams that are acceptable to the communities in which the YWU seeks to operate. This will ensure that the sustainability of existing branches can be fully achieved. Financial sustainability in rural areas in particular has an impact on service delivery as well as advocacy, and both are areas that TAP made significant strides in supporting the YWU but did not always achieve in a manner that was expected. At the same time the unanticipated achievements, such as the growth of advocacy activities through local projects in the branches indicates the overall positive impact by TAP on the YWU and bodes well for its future in particular if further support and inputs are provided.

Finally, in terms of the new project management role TAP ensured for the YWU, there are more projects at the YWU-HQ. There is also clearly a strong relationship between headquarters and branches and centers. An active branch leadership in many sites also seeks to ensure the longevity of the YWU organization. The TAP project resulted in developing a core group both at YWU-HQ and the branches, who are also now ready to engage rural areas through centers and play a greater role in joint decision making. In terms of the financial outlays on the part of the EKN in Sana'a for this initiative, the project remained within its budget and had clearly defined manuals on finance and administration. These demonstrate sound business practices for both implementers, CARE and the YWU-HQ. The YWU-HQ should be credited for their efforts towards the process of professionalizing their staff, and CARE's support in this regard should also be acknowledged as well as their support for further professionalization in many branch locations and centers.

1. Introduction

This report presents the findings and recommendations of a final evaluation of TAP, commissioned by CARE International Yemen. The evaluation was undertaken from September 18 to September 30, 2010 and from October 5 to October 7, 2010 with the purpose of looking at TAP project outputs, results and impacts to strengthen the YWU's organizational capacity at the executive, governorate (branch) and center levels in the following three areas: financial self-sustainability; service provision to poor women (through the provision of equipment and furniture to YWU facilities); and advocacy capacity.

Given the extensive 2009 mid-term report assessing project activities, this evaluation provides a quick review of various TAP activities in relation to their contribution to meaningful results and impact. This evaluation also considers project management efforts including decision making and monitoring of activities. The evaluation summarizes successes and challenges, compiles lessons learned and provides recommendations on how to improve future cooperation between the three key parties—the EKN in Sana'a, CARE International Yemen and the Yemen Women Union.

1.1 YWU: Project Background and Context

The YWU represents the natural offspring of some of the oldest volunteer women's associations and loosely-organized groups in Yemen, some of which date back to the 1950s. Today it is likely among the top three largest volunteer civil society organizations (CSOs) in Yemen. The YWU "serves all Yemeni women regardless of affiliation"¹ through its mission to improve the social and economic status of women, and thereby Yemen as a whole. Donor support like that provided by the EKN in Sana'a for the YWU has been critical to supporting Yemeni women and the society as a whole.

1.1.1 Yemeni Women Union

Today's YWU was formed in 1990, as a result of a merger between the General Yemen Women's Union and the General Union of the Yemen Women, following the unification of the former North and South Yemen states respectively. The values of the unified YWU are based on the promotion of women and women's interests in line with Islamic teaching.

Beginning with only 11 branches shortly after unification, presently, the YWU now has 22 operational branches (almost one in each of Yemen's 21 governorates—one governorate does not yet have an active branch, and Hadhramaut has more than one branch given its geographical size).

¹ Interview, Ramzia Al-Eryani, YWU Chairperson. It is particularly important to stress that the YWU does not discriminate based on political or religious background.

The YWU also has 67 active centers which offer services to the YWU membership and to beneficiaries in each governorate. Although all branches and centers are located in provincial cities and towns, some YWU centers have had success in reaching out to women in rural areas at the district level of Yemeni administrative governance.

The YWU is a well-known CSO in Yemen and the majority of its members which number over 48,000 women are found in all of Yemen's major cities and provincial towns. Members represent all sectors of society—some are housewives, some are para-professionals (like midwives, literacy volunteers, and volunteer teachers), and others are professionals who can be found in administrative and managerial positions in local government entities or within the private sector. This wide base of volunteers, particularly outside the capital and in some of the more populated rural areas, gives the YWU great potential towards contributing to Yemen's development.

With support from the SCB project, in September 2003, a nation-wide election was held (after a thirteen-year hiatus without elections) at all of the YWU's branches and centers. A new administrative body was elected under the leadership of a 10-member Executive Office (EO). Elected as Chairperson in 2003 and re-elected in 2008 was Mrs. Ramzia Al Eryani. Not only did these elections reform the once loosely-organized association of women (and former women association members) into a more cohesive entity [historical women figures like two assistant deputy ministers were organized into consultative roles which have been a particular boon to the YWU], but also the significance of these election activities is that they formalized the legal status of the YWU under the Ministry of Social Affairs and Labor (MoSAL) registry of Yemeni non-governmental organizations.

Through periodic membership drives, the YWU demonstrates it is an important voice in women's issues in Yemen. Today the EO has a staff of thirty-two members who support several key activities (from media to financial monitoring to training). Further, increasingly YWU is recognized outside of Yemen as well. In 2007, the YWU participated in the second Convention on the Elimination of All Forms of Discrimination against Women (CEDAW) Shadow Report which assessed the implementation level of CEDAW in Yemen.² In 2008 the YWU achieved consultative status as an NGO with the Economic and Social Council of the United Nations (ECOSOC). YWU Chairperson Ramzia Al-Eryani is active with ECOSOC's Civil Society Network (CSO Net) and is also currently the Secretary General of the Arab Women Union.

1.1.2. Cooperative Assistance and Relief Everywhere (CARE) International

CARE International has been working in Yemen continuously since 1992, implementing a varied portfolio of projects. CARE's development efforts are focused on five strategic directions that include strengthening civil society and empowering women, with a focus on community self-help and gender equity. Over the past fifteen years CARE has been active in several Yemeni

² See information about CEDAW in Yemen at <http://www.wluml.org/node/3920>.

governorates, implementing interventions in partnership with government, civil society organizations and local communities in Amran, Al-Mahwit, Hajja, Sana'a, and Abyan. CARE's operations in Yemen are currently funded by several bilateral and multilateral donors as well as by CARE International members.

1.1.3. CARE and YWU Cooperation

CARE and the YWU have worked extensively together since 1998. This cooperation has evolved from a project manager-project beneficiary relationship (CARE as an international non-governmental organization project manager and YWU as a local project beneficiary) to a relationship characterized as one of project implementing partners. That is, the current CARE-YWU relationship involves a joint implementation role, and it is clear that there is a plan that the CARE-YWU can still further evolve into project management and implementation partners.

CARE's partnership with the YWU specifically dates back to 1998 when it first engaged with the YWU's Aden branch in the **Women in Development Aden (WIDA)** project, funded by the EKN and implemented and managed by CARE from 1998 to 2001. The WIDA project established a branch advisory committee in Aden. This committee then participated in the implementation of the project, together with the CARE project coordinator and local CARE project staff. The capacity of the branch was noticeably increased through the provision of buildings, equipment, and training. Organizational capacity was strengthened through market studies and from there, it was enhanced by developing a kindergarten (KG), the Income-Generating Activity (IGA) proposed by the branch. Further WIDA enhanced the branch's capacity through articulating a branch strategic plan. These WIDA activities and outputs gave the YWU Aden branch both a vision for the future and the means to sustain activities once the project concluded.

The WIDA project, a sort of pilot activity with one YWU branch, was followed by another CARE-YWU project—the **Strengthening of the Capacity Building of the Yemen Women Union (SCB)** that was also funded by the EKN. The SCB aimed to support YWU headquarters (YWU-HQ) in Sana'a as well as 20 branches (approximately 9 branches were opened during this project) over a period of five years from 2002 to 2007. However, due to an unavoidable budget reduction at the EKN, the SCB's duration was cut back to three years; this resulted in cancelling several project activities and decreasing the number of targeted branches and centers to support.

1.2 The TAP Project

Following an external assessment of the SCB project that highlighted a number of its significant achievements, CARE and the YWU once again cooperated to implement the recently-completed **Technical and Advisory Support to the Further Organizational Development of the Yemen Women Union Program (TAP)** project (2006-2010). The TAP continued the relationship between CARE and the YWU through significant EKN investments to achieve this project

objective: The TAP project objective was “to strengthen the YWU's organizational performance, impact and continuity.”

TAP funded activities which were incomplete under SCB and launched an array of additional activities. In this way, TAP consolidated the achievements of its predecessor SCB project and focused on further institutional and financial sustainability. Moreover, TAP adopted a highly participatory approach to capacity-building where the YWU had a self-determination role in the process and became a managing project implementer.

Upon completion, TAP completed activities that promoted and enhanced best practice in organizational management practice and systems; assessed and reinforced the Union’s financial self-sustainability; advised and supported improvements to service delivery to the YWU members and other women; and strengthened the YWU’s advocacy role and its impact on influencing policy in the future. The project targeted project interventions at YWU national office in Sana’a, eleven branches; and 17 centers. More than 940 YWU members were trained and the project benefitted 14,000 women clients or beneficiaries of the YWU.

1.3 Final Evaluation Methodology

To achieve the desired results, this final evaluation relied on four primary sources for qualitative data as specified in the terms of reference.

- **Key Informant Interviews:** A total of 15 interviews were conducted. Of that number all were women, except for one male former employee of the project. Key informants are listed in Appendix 1 and their first names are included in footnotes of direct quotes.

Interviews were conducted in person and by phone in only one case. Most interviews were held on a one-on-one basis but three key informants chose to meet in a group setting with other branch leadership or active membership present. Theoretically, this arrangement allowed for the interviewee to elicit collegial feedback as well. It ensured a degree of transparency among those who were chosen or selected to be interviewed as well as the site’s other members and beneficiaries. Those three group interviews are noted as “group interviews” in the appendix and participants of the group are listed parenthetically.

- **Focus Group Discussions (FGDs):** Eighty-four (84) women participated in structured FGDs, and these women represented almost all of the seven locations that were recommended by the CARE Project Implementation Unit (PIU) of TAP.³ Nineteen (19) individuals and one male took

³ The PIU recommended locations were Mukalla Branch, Shehr Center, Al-Hauta Branch, Al-Qafr Center, Ibb Branch, Al-Beidha Branch and Beit Baws Branch.

part in two informal focus group discussions.

The structured FGDs were held in six of the seven locations proposed; one branch (Al-Hauta of Lahej Governorate) declined participation in the assessment due to the security situation (ongoing secessionist demonstrations and subsequent prohibitions against assembly). It was recommended by the TAP PIU to substitute Aden (branch) in its place. The time line for the FGDs is found in Appendix 2.

FGDs involved a minimum of 8 participants. Although the standard maximum number for FGD participants (ten) was frequently exceeded, the most vocal number of respondents usually ranged from three to four women no matter the group size. Of particular note, in at least two FGD sites (Ibb Branch and Beidha Branch), half of the primary respondents (that is, two of the most vocal) were beneficiaries. In the other sites, at least one beneficiary was a primary respondent. In one case, one active staff participant of the FGD indicated that she was previously a beneficiary.

Each FGD site was provided with a brief introduction on the FGD objectives as well as reassurances about confidentiality.⁴ Then they were all provided the same set of questions asked in the same order. Appendix 3 includes the FGD questions. Appendix 4 compiles the responses from all sites for each of the FGD questions.

Each FGD included participation by branch or center staff members (usually less than half of the participants) and beneficiaries (but usually more than fifty percent of the FGD participants). A total of 34 women identified themselves as staff and 50 identified themselves as beneficiaries.

No branch managers participated in the FGDs to ensure that participating women could express themselves fully. Branch managers were interviewed at the conclusion of the FGDs and where they were illustrative or provided further details, their comments were included in the summary conclusion section for each FGD.

It should also be noted that all FGD participants were also asked to provide information on the length of their connection with the YWU branch or center. This information was collected on a survey sheet and was used to clarify participants' comments. Some centers had only recently received TAP inputs and some participants were thus less familiar with the mechanics of the project yet they had volunteers with significant experience. In fact, a quarter of the respondents had an affiliation with the YWU for four or more years.

Following the FGDs, two informal group discussions were held. The first provided initial feedback from the project evaluation to the key stakeholders—the EKN in Sana'a, CARE's PIU, and the YWU-HQ. The second discussion reviewed YWU-HQ's project management and

⁴ FGD discussants who provided unique insights, were asked if their first names could be used in reporting for the YWU. When they agreed, their first names are included.

structure with the various project or section heads. These informal group discussions involved 11 and 8 women participants respectively. One male participant took part in the project management discussion. Appendix 5 provides a list of attendees in each of the informal group discussions.

- **Field visits:** Four intensive field visits were conducted although only three were recommended by the PIU. The four intensive field visit locations were all branches: Socotra Branch, Mukalla Branch, Al-Mahwit Branch, and Beit Baws (Sana'a Governorate) Branch. Brief site visits were conducted in five additional sites—EO Sana'a, Shehr Center), Aden Branch, Ibb Branch, and Al-Qafr Center.

The differences between the intensive and the brief visit is that intensive field visits usually entailed traveling to the site (usually a branch), touring the facilities, trying available equipment, and meeting key personnel. Brief site visits entailed touring the facilities (usually a center) and meeting the center manager after a FGD to place participants' comments in context.

It should be noted that given the short time frame of the final evaluation and the fact that it was bracketed on one side by the religious holiday of Eid Al-Fitter and then half way through by Yemen's most important national holiday (September 26 Revolution Day), some key personnel were not readily available for the site visits. Additionally, as noted above, one brief site visit and FGD was substituted with another nearby locale due to the security situation. A list of the site visits and time line is found in Appendix 6.

- **Documentation review:** Finally, a thorough review of the available documentation was conducted over a four-day period. Documentation included a wide array of items related to the TAP Project. A list of the documents reviewed can be found in Appendix 7.

2. Summary of Findings and Analysis

This evaluation demonstrates that the TAP project was highly successful. There is clearly extensive cooperation between CARE International and the YWU that has resulted in supporting the YWU. In a number of cases, there were achievements that were both anticipated and directly attributed to TAP; in other cases there were indirect achievements of the project. It is often the indirect achievements that are remarkable and demonstrate the value of TAP to the YWU.

At the same time, there were some challenges with the project that required further attention and were addressed at varying levels. Some of these challenges should be addressed in future interventions. With additional and very targeted support, more of both the SCB and TAP projects' anticipated results can be realized and the YWU will remain a sustainable, key and active development partner in Yemen.

This evaluation looked at the project impacts in light of four pivotal questions outlined below.

- Were the right people in place?
- Were the inputs well organized and timely?
- Were reports and evaluations done and were they used?
- Did the implementation process interfere with or advance the achievement of stated objectives?

• *Were the right people in place?* In the majority of locations, the answer was yes, the right people were in place. Staffing was a concern at the beginning of the project, particularly with the PIU, and as the project got underway, there was some concern about staffing at the YWU-HQ as well. CARE identified appropriate staff for the PIU, and through recommendations from the PSG, the YWU-HQ eventually staffed up and brought in talent to manage the IGAs for the long term.

Outside of YWU-HQ, a number of branches and centers reported satisfaction with the YWU management systems and their YWU managers. According to YWU-HQ staff, elections in 2008 ensured proper representation in most field locations. This seems to be in line with the general satisfaction with management remarked upon by most FGD participants. Also, according to the YWU-HQ, in field locations where less-qualified people were in place, efforts were made to mitigate their roles. In one notable case, a branch manager was replaced according to the YWU's by-laws.

• *Were the inputs well organized and timely?* The original plan had as expected several broad activities, and these were not always implemented in a timely manner. There was some concern about the level of activities in certain YWU sites (either branches or centers) regarding its service delivery. There was also the security issue that impacted some planned inputs. However, many project weaknesses were as a result of the loss of time at start up. In one case, one key informant noted that an assessment should have been held earlier in the project. "The impact assessment

should have happened in the inception phase but only took place in the middle of project and this did not allow for any special activities to be developed to improve services. [In spite of this] training services did improve within the YWU.”⁵

- *Were reports and evaluations done and were they used?* Again the answer is yes. Reports and evaluations were done and in a timely manner for the most part. It is clear that the snap-shot was used to get the project back on track after the start-up delays. The mid-term evaluation also played an important role in refining the activities of the last few months of the TAP Project. However, implementation of some recommendations was slow, as it seems to have taken some time to be accepted by all of the PSG. For example, more work on the advocacy strategy was not undertaken even though the strategy is clearly too broad. After the mid-term evaluation the YWU-HQ decided that the advocacy strategy should rather be included into YWU’s overall strategy. In early 2010 the overall strategy was made operational for 2010-2011. Advocacy was addressed but in a broad manner that indicated a need for more follow up.

- *Did the implementation process interfere with or advance the achievement of stated objectives?* Implementation of project activities clearly advanced the objectives of TAP and achieved verifiable results. More description will be provided in the next section.

In summary, this evaluation finds that the TAP-implemented interventions identified continuing institutional weaknesses and areas for additional capacity building support and addressed them. The evaluation demonstrated that the TAP project continued the level of motivation of the YWU through the development of an improved structured and a more efficient administration. It also further demonstrated the importance of IGAs for increasing income to support activities and services for Yemeni women, although not always the targeted Yemeni women groups. This evaluation finds that IGAs were viewed as important for Yemeni women under TAP and many YWU women (staff and beneficiaries) believed more activities or activities similar to other branches in rural areas would be appropriate in expanding the base of the YWU. This will be addressed further in the Conclusions section.

2.1 Detailed Findings

This evaluation first examined the documentation related to the ten interventions proposed for the TAP project.

A chart follows listing the proposed activities, the extent of completion as well as notes about the intervention.

⁵ Interview, Kitty Bentvelsen.

Proposed Activity (per amended proposal)	Completion	Notes
<p>1. Review and support YWU staff to upgrade and diversify Income-Generating Activities (IGAs) at branches and centers.</p>	<p>IGAs started under SCB were assessed by the TAP PIU IGA Officer to determine whether they are performing according to the assumptions of the feasibility study to include considering aspects of depreciation, and whether the locations were appropriate.</p> <p>Intensive training was conducted on feasibility studies for sites proposing new IGAs.</p>	<p>Where the IGAs were clearly not successful, the TAP IGA Officer recommended closure.</p> <p>In keeping with TAP objectives, it appears that no additional financial or material support was given to old IGAs. Some technical support (that is, training) was received.</p>
<p>2. Review with the YWU-HQ the potential for increasing organizational income and revenue from other established sources, including membership subscriptions and government subscriptions, while exploring alternative support.</p>	<p>After YWU staff received training on feasibility studies, they proposed IGA ideas and then implemented studies for the ideas. TAP proposed and budgeted for 31 possible IGA schemes.</p> <p>22 new schemes were implemented and made operational at branches and centers. 7 of 22 are successful.</p> <p>One IGA is currently directly administered by the YWU-HQ - the Socotra restaurant. This IGA was established in lieu of other branch locations that did not succeed.</p>	<p>Each branch was encouraged to consider more than one IGA. The PSG made decisions regarding some IGAs and cancelled them for a number of reasons. The primary reason for cancellation was due to the adverse security situation in the concerned area.</p> <p>In the mid-term evaluation, TAP received recommendations from the EO and the branches on establishing IGAs at the EO. In turn, the EO has also undertaken a number of new projects with new donors.</p>
<p>3. Monitor, update and advise YWU trainers on their implementation of “refresher” training for YWU personnel, as well as on new practice and management development modules.</p>	<p>Management training was mentioned in most branches visited during the evaluation.</p> <p>The YWU-HQ Training Unit also benefitted from capacity building.</p>	<p>Some branch- and center-level training was done by CARE PIU directly, some by YWU Training Unit and some were contracted outside demonstrating the growing professionalism of YWU staff as well as its networking with other associations.</p>
<p>4. Support the YWU 2008 election process.</p>	<p>Project monetary support was provided to specific elements of the</p>	<p>The intervention emphasized the importance of continuity of</p>

	<p>election process to include stationery and media.</p> <p>Elections brought in new AO members in many locations. Thus, the TAP project team focused on the handing-over process.</p> <p>.</p>	<p>management and organizational direction and focus. Institutional sustainability at YWU HQ level, in particular addressing the issue of EO members taking up other positions and continuity after elections, was also successfully addressed by the TAP project team</p>
5. Examine YWU-HQ management.	TAP assisted the YWU-HQ in examining appointments of employed and salaried managers, who would be responsible for the implementation of the plans developed by the YWU-HQ and members.	Specifically, both a salaried Executive Director position and a salaried IGA Officer position were established at the YWU-HQ to ensure monitoring and supervision of IGAs.
6. Facilitate the review of key management, decision making and communication practices by the Union's senior members and office holders, with a view to achieving greater organizational efficiency and effectiveness.	Project expenditures were made to update the by-law governing the YWU's formal status.	
7. Support improving service delivery by centers and branches.	<p>Emphasis was placed on advising and supporting YWU trainers in capacity-building linked to improvements in service delivery.</p> <p>Through a survey of services (2009) TAP reviewed the results and effects of conducting sewing and handicraft classes and whether these “service delivery” models, have an empowering effect on women, and can also lead to meaningful and sustainable income generation.</p>	New skills training for women (for example, computer skills) were also suggested and implemented in some areas.
8. Provide certain facilities and equipment which some branches did not receive in the SCB project, after confirming the continuing	Provided furniture, computers, and training to 11 branches and 17 centers.	Because of security considerations surrounding some locations, some old IGAs received updated training.

need or assessing branch proposals.		
9. Identify and encourage appropriate micro-credit opportunities,	TAP encouraged a link with SFD in Mukalla.	No other governorates reported the same success.
10. Follow-up on the YWU's advocacy activities.	TAP's advocacy-related activities supported the YWU in assessing their capabilities in increasing their effectiveness at policy influencing. An operational plan was developed in February 2010.	Local level strategies will need to be assessed.

The following sections reviews the stated achievements vis-a-vis challenges and lessons learned for each anticipated result of the TAP project.

Anticipated Result #1 Strengthening the capabilities of the YWU's EO, YWU's AO and the YWU staff in general so they can perform their duties and contribute to the overall objectives of the organization. (Management)

In this anticipated result, the program identified a number of inputs, including an organizational development specialist who contributed to the natural debate among stakeholders, leading to a consensus to implement highly successful activities.

The direct successes for this anticipated result included:

- ◆ *Membership drives achieved results in every branch by increasing the number of active members.*
- ◆ *The tracking of membership was improved in all locations.*
- ◆ *The successful implementation of elections resulted in updating AOs and the effective turnover of some AO membership in each of the affected governorates was ensured.⁶*
- ◆ *Highly successful membership drives led to more accurate information about the YWU members and this resulted in AO staffing in branches that focused on*

⁶Interview, Ramzia Al-Eryani.

new, young members. Notably, nearly three-quarters of FGD discussants had less than four years' experience with the YWU.

- ◆ ***Greater coordination was established between HQ and the branches and between the branches and their centers.*** All sites reported knowing the YWU-HQ either through regular field visits (by EO staff), through training opportunities, and through regular phone calls, reporting, and follow-up.
- ◆ ***There are now better trained, professional staff at EO and in many branches.*** The hiring of an IGA Officer at the YWU is “one success story of ensuring proper management structures at the EO.”⁷
- ◆ ***The updating of a YWU monitoring and evaluation (M&E) manual.***
- ◆ ***The development, approval and actual implementation of by-laws is one of the most key achievements in the TAP.***

The indirect success for this anticipated result:

- ◆ ***As the YWU has become more organized, recognition of its partnership value is growing, which has resulted in the EO undertaking a number of projects funded by a wide array of donors.*** “The number of projects for other donors has increased significantly and it is clear that the YWU has grown as an organization.”⁸
- ◆ ***Greater coordination between the EO and the branches has also brought about new coordination between branches and between centers administered by other branches.*** “We learned how to cooperate with each other and with other centers.”⁹ This type of cooperation “is working exactly in line with the YWU’s vision of developing a women’s network throughout Yemen.”¹⁰
- ◆ ***The YWU increased its own in-house training sessions using its own membership and talent as a result of its improved membership tracking.*** Almost

⁷Interview, Kitty Bentvelsen.

⁸ Interview, Kitty Bentvelsen.

⁹ Focus Group Discussion (FGD), Mukalla Branch, Yasmeen, YWU Member.

¹⁰ Informal Focus Group Discussion, Fawzia Noman.

all key informants cited the financial training provided as “the most useful” capacity-building exercises under TAP.

The challenges in implementing activities towards this result:

- ◆ ***One key perceived challenge was that training was provided to individuals who did not or could not undertake the objectives of the training.*** Some EO staff reported that although field visits were conducted prior to training in order to assess field skills, “some women who were provided training should not have been given the training. They were new members and some didn’t stay with the YWU.” In general, there will always be a percentage of trainees who are not the most appropriate candidates for capacity-building activities. However, it is not always possible to determine this at the beginning of a training program. The EO Training Unit might want to look into developing another tool to assess trainee-readiness. Alternatively, selection processes should be established with more extensive feedback in the selection and training, and more sophisticated monitoring and evaluation of the results.
- ◆ ***In areas where TAP reached active members, TOT is still lacking.*** A few talented young women felt that they “should receive TOT so that they will be able to train others who will work in more rural centers or preferably in new centers.”¹¹
- ◆ ***There needs to be more input from YWU staff in financial monitoring once the financial management system is in place.*** At the time of this evaluation, “the electronic system was not in place in most branches and use in the few locations it has been implemented in is still underway.”¹²
- ◆ ***Reporting remains weak.*** Reports would benefit from more clarity and timely submission. For example, a number of sites reported having difficulty (and thus not really using) the web-based membership database. This limits the ability of the YWU to reflect its membership accurately.

¹¹ FGD, Mukalla Branch, Yasmeen, a YWU Member.

¹² A manual system was in place but the electronic system was delayed for many sites because of a lack of equipment. Interview, Horia Al-Eryani, TAP PIU Project Manager.

Result #2 Implementing activities that can lead to the establishment of new centers with income-generating activities which can improve women's skills and also improve women's income in the selected areas. (Financial Sustainability)

In terms of financial sustainability the IGAs overall are doing well and providing the YWU with a strong source of income. There are variations with some IGAs performing better than others. One key factor in IGA performance is the level of contribution provided by MoSAL. The MoSAL subsidies to the YWU are provided to branches and centers on a scale as follows:

Full subsidy: 360,000YR for branches and centers without any income-generating activities and with annual property leases;

Partial subsidy: 240,000YR for branches and centers with income-generating activities but annual property leases; and

Partial subsidy: 120,000YR for branches and centers with income generating-activities but no annual property leases (that is rent free properties).

No subsidy: 0YR for branches and centers with income-generating activities and no annual property leases.

As is clear from the above, the subsidy favors the branches and centers without income and with property leases. Thus a key factor in determining the establishment of an IGA for either a branch or center is to determine whether revenues can exceed the subsidy. There are other factors which are highlighted in the successes and challenges the TAP Project faced towards this result.

The direct successes for this anticipated result included:

- ◆ ***TAP ensured more even performance of IGAs to contribute to major operational expenses.*** According to PSG minutes and other staff notes, the TAP Project reviewed both old IGAs (established under the SCB project) and new IGAs. The TAP Project provided recommendations for improvement or ending of less successful IGAs. Cancellations of IGAs were viewed as “lessons learned”¹³ that were applied to the feasibility studies process. This review process resulted in more even performance among the IGAs. There are still some that are performing better than others; in general the high performers have been operating longer and usually have free rental space provided by local authorities.

¹³ Interview, TAP PIU IGA Officer.

- ◆ ***Successful IGAs established by TAP encouraged YWU membership to reach out to communities to identify unique revenue streams in their communities and thereby further raise the profile of the YWU as a viable development partner.*** Several beneficiaries learned about the YWU when they heard about the kindergarten (the first of its kind) in many areas of the country.¹⁴ Knowledge that the YWU was involved in communities and providing services for fees that could further enhance its image serves as a multiplier for encouraging greater participation among women with the YWU.

The indirect success for this anticipated result:

- ◆ ***Through sharing of lessons learned on implementing successful IGAs, the building of a network of members who are looking to offer services that will help the branch achieve its ultimate goals in more rural centers.*** “Channels have been opened in the country that would not have been opened in any other way. A woman from Hodeida develops a direct connection with a women in Hadhramaut. This is not a theoretical connection like we may talk about. This is a real and direct connection.”¹⁵
- ◆ ***Exposed to these successful IGAs, momentum has gained and women members and beneficiaries now have greater confidence and are willing to try new ideas to develop services for fees.*** The TAP PIU IGA Officer specifically noted that the IGAs “made all the difference on TAP. With their new ideas and the opportunity to attempt them, the YWU membership developed confidence that they can handle anything. This is the real impact when we say that many IGAs were successful and that’s more than enough for me.”¹⁶
- ◆ ***There was sustainable job creation in a number of centers which enhances the relevance of the YWU in those communities.*** See Appendix 11 on Job Creation Efficiency on TAP.

¹⁴ Learning about the YWU through its IGAs was noted by beneficiaries in FGDs in Shihir, Aden, Mahwit, and Beit Baws.

¹⁵ Informal FGD, Fawzia Noman.

¹⁶ Interview, Mused Al-Taheri.

The challenges in implementing activities towards this result:

- ◆ ***The urgency attached with developing income streams can at times drive the creation of some IGAs that are not clearly linked to the mission of the YWU or the community.*** When the focus is income generation only without consideration of the local culture regarding women, a series of problems can occur which beg the question of what exactly is the YWU. This question confuses donors, members and beneficiaries alike. The driver should not be income generation only but a balanced approach that ensures the full support of all stakeholders.¹⁷
- ◆ ***The need for professional staff in the management of IGAs in order to maintain competitiveness and sustainability.*** The TAP PIU IGA Officer noted that most IGAs “do not offer high enough incentives” and that “without salaries and employment offers no one will work unless they are inexperienced and this is not the people that are needed for many of the IGAs.”¹⁸ The YWU IGA Officer also noted that “at the EO we have interns and people who want to learn new skills but in the field, there is no professionalism in the IGAs and there are no people who want to work as volunteers.”¹⁹
- ◆ ***Renting spaces for IGAs proved a challenge for YWU and some IGAs are unable to contend with this challenge due to the situation with local authorities.*** Some IGAs are located in buildings for which the rents are very high. In other cases, rents were increased as landlords noticed that the IGA was successful.²⁰ This is one of the most challenging areas for the IGA because it requires membership to advocate on their behalf for free space which may be at a premium in some areas of the country. However, the benefits are Noticeably, the most

¹⁷ For an example of generating income streams as the main driver in IGA selection, see “Site Visit Report on the Socotra Branch and the IGAs Located in Socotra, September 21-22, 2010.”

¹⁸ Interview, Mused Al-Taheri.

¹⁹ Interview, Nuha Al Eryani.

²⁰ Interview, Head of Finance and Administration, Yemen Women Union-HQ.

successful IGAs are usually those located in rent free areas—the facilities as in Abyan and Mahwit have been provided by local authorities.²¹

- ◆ ***Branding of IGAs and tying it to women’s needs in some areas could be improved.*** Even if an IGA is successful in terms of income generation, the IGA should still be a location that is “safe” for women to come together so as to at the very least announce some of the objectives of the YWU.²²
- ◆ ***The need for better decision making processes where ideas over a certain dollar value are fully studied or require more than the traditional review process.*** The point in case is again Socotra which offered two innovative ideas—a hotel and a restaurant. These were two significant investments. For sites that become involved in significant infrastructure investments (such as the hotel and restaurant in Socotra and even kindergartens), a clear understanding of the cost of maintenance and repair. These do not seem to have been factored. Further in one case (Socotra) no operational budget is in place with the project managers. In Shehr, there was a budget but revenue not achieved.
- ◆ ***There needs to be consistent and regular follow-up of IGAs and the understanding that this is a requirement for the IGA as well as future support.*** The lack of updated financial reports suggests that follow-up is difficult with some sites. “A system of follow up does not exist for IGAs even though I suggested this idea for the SCB activities but we found it a challenge without a system. . . . There is also no auditor.”²³ It was evident during the evaluation that some IGAs were not as well managed and thus did not provide information to the YWU-HQ in a timely manner.

²¹ As a related aside, it should also be noted that once a building in Yemen is classified as commercial property, utilities for that property are charged at the commercial rate which is 70 percent higher than the residential rate. It would be advantageous for the YWU to consider hiring an individual who would be responsible for property management on behalf of the YWU to review rental agreements and secure properties according to the local associations or NGO law.

²² The “Site Visit Report on the Socotra Branch and the IGAs Located in Socotra, September 21-22, 2010” describes in more detail how a YWU location can use its IGA creatively to offer services to the community.

²³ Interview, YWU-HQ, Noha Al Eryani, YWU IGA Officer.

Result #3 Implementing activities that can enable the YWU to provide more services to its members and outsourcing the further services that can be provided by other organizations at national and regional levels. (Service Delivery).

The direct successes for this anticipated result included:

- ◆ ***All centers appear to be offering services that include traditional activities and new ones.*** Some centers are offering traditional services such as sewing and handicrafts, and almost all are offering literacy courses. However, others are now adding courses in computer use like in Al-Mahwit and Beit Baws.

The indirect success for this anticipated result:

- ◆ ***The growth of ad hoc sharing between branches and centers.*** By allowing women to come together to talk about their IGAs, a sort of informal network began to form where women from different areas of the country not only discussed how to implement a similar IGA but also discussed the services they provide and how they can provide better services. They had the opportunity to share ideas on what the YWU is and does. “We brought together other women and girls to places we never even thought about on TAP.”²⁴ In another location it was noted, “we had not thought about micro-credit but now we want to try because we heard from the women directly who have already done it.”²⁵
- ◆ ***TAP has brought about a changing mindset among YWU membership of being providers of charity to providers of services.*** As a clarification, most YWU locations raise funds to distribute food and clothes to the needy, particularly during the month of Ramadan. This charitable work is in line with Islamic principles that guide the YWU’s mission.

While the socially important and traditional role of charity work during the month of Ramadan continues, there is still a sea change in the mindset of YWU membership about its role as service providers. Some services are still traditional and some are traditional with a twist of creativity. This creativity is seen to the extent that a few branches and centers offer some of its traditional services for a

²⁴ FGD, Mukalla Branch, Yasmeen, YWU Member.

²⁵ Interview, Al-Mahwit Branch, Ibtissam, Branch Secretary.

fee—for those who can pay. These traditional services for fees can include sewing and handicraft courses. Additionally, a few branches and centers are looking at creative ways to use their IGA spaces—for example, turning its day-time KG IGA into a center for services that can reach out to targeted women in the evening hours.

However, some concern was raised that a large number of YWU branches and centers also offer handicrafts or sewing courses as services (although some offer them for a small fee). According to some development experts “such courses are charitable work not service work” since they do not generate adequate income towards operational costs of a YWU location.²⁶ It is true that such courses are usually offered at little to no charge. (In Mahwit Branch, the courses are offered for 1,500YR, or approximately \$7, for three months.)

To clarify these services, somewhat tangentially it had been suggested that these courses are services that will benefit women beneficiaries of the YWU financially. It is the opinion of this consultant that these courses infrequently succeed in generating income for the women beneficiaries. Demand for most of these products is limited. Unfortunately Yemen is a net importer of both new goods and services and often local products and old handicraft styles cannot compete. (For example, women’s handicrafts sold as souvenirs in the Old City of Sana’a are priced three to four times higher than Chinese or Indian mass-produced products that look similar and are also found in the souk. It is more typical to find these mass-produced items in the homes of even well-off Yemeni families than to find handicrafts.) The likelihood is that at most sewing and handicraft courses equip women with the ability to save money in some instances where they can make products that they might use in place of commercial goods or to maintain clothing and thereby limit more frequent purchase of replacement clothing.

While it is true that handicrafts and sewing courses provide little direct benefit towards the operations of a branch or a household income, these types of services are useful in bringing women together because they are socially acceptable. During course gatherings, it is possible to conduct awareness-raising activities and other newer services may be arranged. According to the TAP ODS Kitty Bentvelsen, these activities, when successfully undertaken, also “develop self-esteem” among

²⁶ Interview, Mussed Al-Taheri, TAP PIU IGA Officer.

beneficiaries. These services reassure the community that women are productively engaged.

Although further research should be conducted in this area, from some comments made by women FGD discussants, it appears that women beneficiaries who engage in handicraft and sewing courses are more likely to remain connected to the YWU branch or center, than those who only attend for an awareness programs. “We started looking at sewing and handicrafts. We can’t do that anymore because our facilities are in such poor shape . . . But without the TAP project, there would not have been a shift to awareness raising activities that we do in Mukalla.”²⁷

- ◆ ***Marketing skills and self-esteem developed from some services.*** As noted above, women develop a number of other skills in some of the service courses like sewing and handicrafts. These skills like marketing are indirect successes of the TAP Project’s anticipated goal of improving services. As an example, the head of the Radda Branch had a challenge to attract girls to a computer lab established as its Yareem center. She went to the mosque imam, and asked him to announce the YWU’s computer center during the Friday sermon. The imam noted in his Friday sermon, “Now we do not need to be worried anymore about our girls going to computer centers and mixing with boys, the YWU has just opened a computer center for girls only.” In less than one month, the computer center is full of young women and is generating income “from the get-go.”²⁸

The challenges in implementing activities towards this result:

- ◆ ***Directly supporting the YWU services proved a challenge although there were indirect successes as noted above.*** The ODS notes and this consultant concurs, “Although the TAP project did not implement any direct activities for improving YWU’s services, field visits and discussions with YWU leadership demonstrate that during the course of the TAP project YWU services and activities have expanded and improved, shifting from the more traditional activities as handicrafts and sewing to awareness raising on rights issues and (reproductive) health, services related to legal protection, etc. Even where the more traditional activities are being provided, there is a trend to involve the women beneficiaries also in

²⁷ Interview, Salma Al-Kathiri, YWU Mukalla Branch Secretary.

²⁸ Interview, Horia Al-Eyrani, PIU Project Manager.

awareness raising activities. The overall capacity building by the TAP project appears to have been an enabling factor in this development as well as the support by other donors for the specific subjects of awareness raising.”²⁹

- ◆ ***There should be more effective training in the area of micro-finance and fund raising.*** Only two branches reported having experience with micro-finance—Mukalla and Abyan. Many other branches and centers have heard about their successes and are generally eager to participate in such services in the future.³⁰ Although Mukalla is a highly successful branch with a cadre of young well-educated members, the manager and others reported: “We found that the training in fund raising was at too high a level for our beneficiaries. There should be more basic training in this area with a possible refresher course to a mid-level form of micro-finance and also fund raising.”³¹
- ◆ ***The need for more efforts to support literacy for women, particularly rural women, to empower them on many levels.*** “TAP got out us to reach out to women in villages and to get them out of the village; now we have centers in Al-Tawilah and Rujum. We give women basic numeracy and life skills training and encourage them to raise goats. We also give them a chance to sell goats and if they can’t go to the markets in their areas we bring the goats to them so that they can raise them and sell them from home.”³² Also of great importance: “Illiteracy among women in almost all rural areas of Yemen is one of the most significant areas to address. If we follow this closely in all of our services, we can empower women.”³³

²⁹ “Back-to-office Report on Support Mission to the project: ‘Technical and Advisory Support to the Further Organizational Development of the Yemen Women Union.’” Kitty Bentvelsen. November 3 to 11, 2009.

³⁰ Interestingly enough, the majority of FGD participants of only the Shihri Center (of Mukalla Branch) reported that they did not agree with micro-finance programming. Many of the women indicated that it would be very difficult for women to pay back loans or even find acceptable areas to start work in this most conservative area of the country.

³¹ Interview, Mukalla Branch, Salma Al-Kathiri, Branch Secretary.

³² Interview, Ibtissam.

³³ Interview, Salma Al-Kathiri.

Result #4 Implementing activities that can enhance the YWU's advocacy role in strengthening women's position in society, in particular influencing the related policies and regulations concerning women in Yemen. (Advocacy)

The direct successes for this anticipated result included:

- ◆ ***A YWU advocacy strategy was created.*** TAP assisted the YWU in developing its first strategy.
- ◆ ***A YWU operational plan was created (February 2010).*** Following some discussion on the advocacy strategy, an operational plan was developed and outlined the priority advocacy areas under three broad objectives.
- ◆ ***Advocacy recommendations are being considered for the future using a wide range of resources from the de facto YWU Network that has been created.*** Numerous participatory sessions were held on future recommendations. "We are developing citizenship and more importantly a national consciousness about the important role of women in Yemeni society. We have a direct connection even if we don't do the work directly."³⁴

The indirect success for this anticipated result:

- ◆ ***The value of participatory planning activities is it identified a unified target area of women's rights and legal protection.*** "If the YWU doesn't do this work [of protecting women's rights], who will do it? The YWU is the only CSO that is working for women and their rights and it accomplishes. There are so many women's associations but they don't succeed because they have poor management and lack funding. We faced a lot of obstacles opening too [in 2003] but we went around and did a lot of convincing. We've worked as a team and the obstacles like poor decision-makers, corruption and harassment we overcame them. The existence of the YWU is the existence of women in Yemen."³⁵

The challenges in implementing activities towards this result:

³⁴ Informal FGD, Fawzia Noman.

³⁵ Interview, Ibtissam.

- ◆ ***The mid-term evaluation identified challenges with the advocacy plan although at that point there was insufficient time remaining on the project to address all issues.***
- ◆ ***The lack of advocacy specialists within the YWU-HQ and even branches suggests some absorptive capacity issues.***
- ◆ ***In spite of the clear gains to be made through cooperation, there was little evidence of active efforts at cooperation with other associations working in rural areas.*** Only one rural YWU branch (Mahwit Branch) reported working with Oxfam and a variety of other donors, as well as the Yemen Ministry of Health, in areas that are important to the advocacy role of the YWU. (As a matter of note, the Mukalla Branch also reported successful cooperation with Oxfam, but it can be classified as an urban branch.) It is noteworthy that Oxfam has been working in Socotra, and there were other organizations like the CSSW working in the other rural areas.
- ◆ ***In locations where there is limited or no funds from IGAs, there needs to be a strategy for alternative project funding to be able to focus advocacy activities.*** “The two most important things we can address as the YWU is education and training. We do not have to engage in all IGA activities directly. We can work under the surface. We should develop a new approach to literacy because literacy courses can be used to address a wide array of issues regarding women’s rights. This is important in areas where legal protection is a phrase that provokes people.”³⁶

³⁶ Informal FGD, Fawzia Noman.

3. Conclusions

The evaluation of the TAP project demonstrates its success in meeting its four anticipated results. The findings highlight that the YWU emerged with an improved and more nuanced understanding of management both at HQ and in the branches, with much improved leadership and communication skills, with more professionalism, and with a sense of empowerment that they can affect change in their communities and beyond.

It is clear that there are now strong management structures in place at the YWU HQ and branches. The application of by-laws in removing a branch manager, while an unfortunate experience, provides one demonstrable example of the integrity of a protocol that the membership has agreed upon. The application of policies and procedures ensures a stronger structure for the YWU in general and reassures constituents that *wasta*³⁷ is not the prevailing mode of operation. Some additional management structures can be considered for the future; for example, the YWU may wish to consider a legal office that would review all rental leases a branch or center seeks to enter into in order to assist the membership in identifying appropriate spaces.

In terms of financial management, there is enhanced communication between the EO and the branches, although there is still a weakness in terms of computerizing financial information. The enhanced communication, as a result of a clear management structure, impacts the other areas of the TAP project as well as the overall effectiveness of the YWU. There are open discussions on problem IGAs and that sort of communication ensures that successes and lessons learned will be shared among the YWU. Branch and centers are providing services through IGAs that they can share lessons learned.

Some IGAs are providing the financial wherewithal to the YWU to meet some of its operating costs while increasing the YWU's exposure in different governorates in Yemen. The IGAs supervised by the TAP Project are overall producing revenue for the YWU. More significantly, TAP also achieved some successes in improving financial awareness among the YWU membership; in general membership understood the importance of IGAs to help them provide more services. YWU membership has learned to become less reliant on MoSAL subsidies. However some reconsideration may need to be given to ensure IGAs or revenue streams that are appropriate for the communities in which they YWU intends to operate. Sensitivity to the local community will ensure that the sustainability of existing branches can be fully achieved.

³⁷ *Wasta* is the Arabic term for personal connections, usually family connections.

This issue of financial sustainability in some locations, primarily rural areas, has an impact on service delivery as well as advocacy, and both are areas that TAP made strides in supporting the YWU but did not always achieve in a manner that was expected. In particular there was limited data on the wide range of services that are offered by YWU branches and centers and services. Some services like legal protection are widely known, but others are not well broadcasted in the incipient YWU Network. Further advocacy was considered by many branches and centers to equal only legal protection services. (There was no other definition for what is advocacy.) Yet there was little information about how this governorate-level work translates into advocacy at the national level. The YWU needs more effective ways to show its local work on a national level.

Interestingly, IGAs are also, somewhat inadvertently, providing the YWU another outlet to be relevant to communities across Yemen—not only are they raising funds to help the YWU provide services but in a number of cases (with the exception of the Socotra Branch) they are providing acceptable spaces for those services. ***IGAs ensure that YWU services are being expanded across the country both by providing financial resources to the YWU and by providing relevance to the community***, and these services are successful, particularly in more urban areas or in the provincial capitals.

Developing safe places in more urban areas has a trickle-down effect for provincial towns and so on. Each time a space becomes acceptable—for example, a hair salon which in some areas of the country has not always been considered an appropriate place for women—the door opens a little further for providing more acceptable spaces for women to come together, giving them more chances for building self-confidence, and thereby their own empowerment. ***In successfully implementing IGAs and using those spaces to announce the expanded services offered by the YWU, it is clear that the YWU membership has gained confidence that they as the YWU can make a difference.***

The potential longer-lasting impact of the TAP Project is illustrated by the finding that EO and several branches have undertaken more professionalism in their activities. While it is still a challenge for the YWU to reach out to its target group of rural women for service delivery, through TAP initial inputs, these services will now become easier to provide. The YWU's long-time work in literacy and its growing expertise in legal protection, alongside well-placed and successful IGAs that are accepted in communities, will ensure that the benefits of the TAP Project will be visible well into the future.

To recap, the key achievements of the TAP program are significant and in line with proposed interventions. Working together, CARE and YWU, ensured that the TAP project:

- ◆ *provided training on an as-needs basis of YWU members and leadership at all levels—over 940 women were trained which is more than double the numbers projected in the TAP proposal;*
- ◆ *enhanced the YWU-HQ training unit and identified trainers in branches—this step also furthered between HQ and the branches;*
- ◆ *trained women in the YWU centers to reach more locations outside of provincial cities and towns through both the HQ Training Unit and the recently-qualified Branch trainers;*
- ◆ *supported the YWU's 2008 elections which were highly successful in terms of process and outcomes indicating a significantly improved capacity in comparison to the 2003 elections;*
- ◆ *ensured a comprehensive participatory development of the YWU Strategic Plan for 2008-2011;*
- ◆ *supported the review of YWU's bylaws;*
- ◆ *improved bylaws and worked with the YWU's Central Council to approve and implement them;*
- ◆ *conducted a Strategic Plan review in early 2010;*
- ◆ *created the two-year YWU Operational Plan of 2010-2011;*
- ◆ *developed a financial system for the YWU to be implemented at the national level and in some branches;*
- ◆ *established ongoing IGAs in 7 branches and 8 centers;*
- ◆ *reviewed and assessed more mature IGAs (those from the previous project for example) to increase their financial sustainability*
- ◆ *reviewed and assessed the organization's overall sustainability;*
- ◆ *ensured more even performance of IGAs to contribute to major operational expenses;*

- ◆ *conducted a study on the impact of YWU services on women beneficiaries which found that there is a need to focus more on rural women;*
- ◆ *implemented ad hoc sharing opportunities among branches and centers of different governorates; and*
- ◆ *established micro-finance services in a YWU branch (Mukalla) with funding provided by the Social Fund for Development.*

In the final analysis of the intended and unintended achievements this report finds that TAP did produce significant valuable, though at times, unintended results such as ad hoc sharing which should be further capitalized on, greater number of women getting loans and seeking other avenues if not available in YWU.

4. Recommendations

YWU membership in the branches and centers understand the mission of the YWU. They would like to address important issues for women such as health-related issues like safe marriage age and child spacing, as well as literacy, and other issues. However, it is not entirely clear to branches and centers how these local needs fit within the national level advocacy plan. More stories illustrating the challenges and successes women face and achieve need to filter up to the national level. “The YWU’s strength is its experience at the grassroots level and its local knowledge on the issues and constraints faced by women in communities. There are compelling stories and the YWU membership can bring community stories to light. It can allow for local women to share their village problems on a national level.” Addressing these will require a clearly-defined and targeted approach to ensure that YWU will remain a strong organization; this will involve tapping into the national network that is now forming among the branches and centers.

Thus the mantra repeated at many levels of the YWU Network has been to scale up intended project interventions to serve more poor rural area women, one of YWU’s main objectives. YWU key informants all indicated an interest in seeing significant capacity building in rural areas of all governorates. Clearly, not all rural areas can be assisted in the immediate term and most likely not at the financial or even programmatic levels expected in some areas of the country,³⁸ however, *as a first recommendation, the objective to target more rural women is an important one to pursue in selected pilot areas with some caveats.*

There should be an extensive selection process for the pilot areas because there will be challenges in those areas. While the YWU branches and centers are connected with and understand their communities, it is still important to think carefully about each rural area in terms of its resources and in terms of cultural issues which individuals may not be able to express clearly.³⁹ As the case of Socotra-based IGAs (hotel and restaurant) demonstrates, there are also lessons to be learned from those experiences vis-a-vis running activities in rural areas. Socotra, traditionally isolated from much of Yemen even under the former south’s Marxist regime, is a challenging environment in which to operate. The lack of skilled labor, the significant cost of transporting supplies given the lack of resources (this is also a consideration in areas that are conflict-ridden), and its distance from other branches and centers (travel to Socotra is less desirable, if not impractical, during the

³⁸ It should be noted that a number of respondents in both branches and centers thought that additional projects should provide more support for developing IGAs.

³⁹ Until one experiences another culture, it is difficult to comment on one’s own culture.

summer months), coupled with its historical isolation, meant ramping up investments to a significant level (actually to levels much higher than the \$12,000 per IGA that was proposed and adhered to as an average investment in the TAP Project). Unfortunately the investment did not meet the expected results and the Socotra Branch AO admitted that it is not currently able to engage in many services as some funds have been diverted to support the IGA rather than the Branch itself and its centers.

In order to serve more rural area women, lengthier feasibility studies should be done and more careful consideration should be made to two important investment factors: management and logistics which include appropriate location. There need to be trained individuals who can and will be managing the interventions in those rural areas. As noted in the FGD reports, one rural site (Al-Qifr) was distinctly negative in its comments about management and the availability of qualified staff to conduct its IGAs (as well as any YWU advocacy activities). While Al-Qifr (and likely other rural areas) are operational, it is unclear if they would remain so without further financial investments that would not be funded by the IGA itself, which was suspended at the time of this evaluation, but rather from the YWU-HQ or another donor.

Further the dilemma of location needs to be addressed. Beit Baws Branch, Ibb Branch and Al-Qifr Center noted that many women could not take part in their activities because they live too far away from their locations. To bring women to the centers, they will need transportation money and some resources like an ADSL line which may not be readily available in some areas.⁴⁰ Further, certain areas of the country are tribal and locating a center near one confederation of tribes but not another set can reinforce conflicts. Thus, new and more locations should be considered carefully. These proposed new locations, either district- or village-based centers, are YWU's front offices to reach poor women. These centers better understand rural women, and obviously the more centers, the more Yemeni women there will be to benefit from YWU's services. However, centers require ongoing inputs of resources to keep them operational, especially at the outset. These inputs will mean diminished resources, less supervision, or fewer opportunities for upgrades for old or other on-going IGAs or other activities. Further, without strong monitoring and evaluation systems, which currently are not fully available within the YWU, any of these activities (whether mature IGAs or new ones) can cease when resources dry up. If a center closes participating women will be disappointed and this can have an impact on the YWU's reputation.

Related to the point above, ***the second recommendation for ensuring the YWU's position as an important development partner is to focus more of its efforts on the effective use of***

⁴⁰ This concern of ADSL access was specifically raised by the Beit Baws Branch.

monitoring and evaluation systems. Performance and the measurement of qualitative and quantitative impacts should be an enhanced function of the EO. It is making solid progress in this regard but further efforts are needed. Systems and policies should be fully implemented in the EO, and then should be applied in a consistent manner. Systems should be consistent so that some sites do not appear to be treated less favorably than others. In one notable example, a management structure applied was inconsistent with operations in other locations. During the site visit to Socotra, it was noted that there was no clear line of communications for the IGAs in Socotra and thus a situation developed whereby reports of significant financial losses (as well as reports about the lack of funds for branch operations⁴¹) were delayed by over two months and collected only during the final evaluation visit. Concrete actions towards investments (old, current or new) must be taken by the YWU branches with self-generated oversight and reporting. While inputs from the CARE-YWU team according to the work plan should be detailed yet flexible enough for any unusual circumstances, managers of branches should not be tasked with running IGAs for any significant amount of time.

While pilot investments are being made in more rural areas, it will likely be difficult to provide support from the branches for the EO, which has seen its own income decrease as a result of the economic and budget situation in Yemen. Thus, ***a third recommendation is to work with the EO to ensure that it has the absorptive capacity to undertake multiple projects.*** While there is evidence of more even financial sustainability among branches and centers, it is unlikely that IGAs in the branches will be able to cover the costs of new centers alongside an annual branch payment to the EO each year. One suggestion has been that the EO should engage in its own IGA. This may be possible but an EO IGA should not be at the expense of the main duties of the EO; thus appropriate professional staff should be considered for an EO IGA from the outset. Additionally the EO should ensure that its IGA activities are centered on Sana'a to avoid confusion regarding lines of responsibility with nearby branches. Ideally, the EO IGA would be seen to support one of its main functions. One possible effective IGA is in the form of projects that are funded by other donors and that support its advocacy role. When developing these projects, the EO should include an administrative fee above and beyond the actual costs of implementing the project.

At the same time, the EO will need to look carefully at its absorptive capacity vis-a-vis the YWU mission. As it expands its work with donors, INGOs and other local associations, currently the

⁴¹ The Socotra Branch did not have electricity at the time of the consultant's visit. The electricity bill had not been paid in over two months and thus the government cut the line. Not only will the Branch have to pay its previous months' bill but will also have to pay a fee to reconnect the line.

EO is addressing this issue of capacity by hiring project managers specifically for projects. These project managers seem to be aware of their positions and when interviewed, all indicated that they understood that they are on time-limited projects. Absorptive capacity is however more than just hiring professional staff. It also requires on-going evaluation and reporting. This also allows for transparency in the EO's work for all levels of the YWU organization.

Another oft-repeated mantra among branches and centers was the need for micro-finance opportunities. The needs of Yemeni families is greater than just the ability of a few members to save money. Yemeni families need to find ways to earn money. Micro-finance can meet that need; however, the community and women in rural areas will need to be guided towards micro-finance opportunities. Micro-finance institutions like Al-Amal are currently only available in Sana'a and Aden, although Al-Kuraimi Exchange offices are now operating as Islamic micro-finance institutions. Thus, ***a fourth recommendation is to develop linkages with the few existing micro-finance institutions as well as the Social Fund for Development, which has been a significant contributor to micro-finance projects.*** Training should be provided in the branches and centers on this area and there should also be a best practices manual designed for the YWU and its branches. Contacts with the SFD and other international NGO projects should be made.

However before this step can be undertaken, it is important to offer services that bring women together both to develop trust in the YWU among community members and then to provide places to learn about these opportunities. This is important because in places like Shihr, YWU women had heard about the loans that some women in Mukalla had taken but many were very skeptical and wondered why the YWU was involved in this issue. Sewing and handicrafts courses can bring women together, and there are other ways to bring women together. This is particularly important because free space is at a premium, and many of the YWU branches and centers are required to pay rent. This financial reality thus requires an AO that will try to identify free sites, but also one that will be realistic about the challenges in identifying free spaces and thus willing to be creative in the use of any of its sites. That creativity means looking at multiple uses for any given location.

In other words, an IGA does not have to be only a source of income for the YWU; an IGA location can also be a safe and acceptable area for women to meet and where women beneficiaries can receive services, especially in more rural areas. For example, children of poor women may not be able to attend a YWU KG, but it does not mean that those women are unable to come to the KG for services. The KG can serve as a meeting place for those women in the hours when it is not operating as a KG (usually mid-afternoons to evenings). The KG, once accepted by more well-off members of the community as an educational facility, can serve as a place for women to meet

after hours to benefit from a number of services, primary among them could be literacy or life skills courses. During these gatherings and workshops it can be possible to introduce issues about women's rights and legal protection in a manner that may be more acceptable to members of rural communities. ***Hence, a fifth recommendation is to encourage creative use of spaces that permit services in the rural areas to include safe places for addressing literacy and life skills or other YWU services.***

Appendix 1: Key Informant Interview Schedule

September 15: *Nathalie Tapiés*, Deputy Country Representative, CARE International Yemen

September 18: *Wafaa Al-Faqih*, Head of Training and Projects, Yemen Women Union-HQ

September 18: *Bilquis Al-Rabahi*, Head of Finance and Administration, Yemen Women Union-HQ

September 20: *Horia Al-Eryani*, Project Manager, CARE International Yemen Project Implementation Unit

September 21: *Bedwi*, Yemen Women Union Socotra Branch, Deputy Secretary-General

September 21: *Noor Mubarak*, Yemen Women Union Socotra Branch, Health and Social Services Head (group discussion with Finance Officer Namoos Ali, Study and Research Head Ibtihal Saad Ali, and Rural Women Development Head Ahlas Nader Ahmed.)

September 22: *Bedwi*, Yemen Women Union Socotra Branch, Deputy Secretary-General (group discussion with IGA accountant Sallam Hassan Ba-Abbad, hotel receptionist Sallam Said Abdullah, and restaurant accountant Ali Masood)

September 22: *Salma Al Kathiri*, Yemen Women Union Mukalla Branch, Secretary

September 24: *Kitty Bentvelsen*, Organizational Development Specialist, Femconsult

September 25: *Ramzia Al-Iriani*, General Secretary, Yemen Women Union-HQ

September 26: *Mussed Al-Taheeri*, CARE International Yemen Project Implementation Unit

September 27: *Nuha Al-Eryani*, IGA Officer, Yemen Women Union-HQ

September 27: *Ibtissam*, Yemen Women Union Al-Mahwit Branch, Branch Manager (group discussion Amat-al-Sallam Al Haidari, Elham Al Nuzaili, Fatima Ali, Saba Showba, Hayat Al Sanani, Tahani Mohamed, Amat-al-Elah)

September 29: *Amna Mohsen*, Yemen Women Union Abyan Branch, Branch Manager

September 29: *Horia Jarallah*, Yemen Women Union Sana'a Governorate Branch, Branch Manager (later group discussion Noria Al-Harazi, Nejawal Ferali, Hanan, and Eman)

September 30: *Marta Colburn*, CARE International Yemen, Country Representative

Appendix 2: Structured Focus Group Discussion Schedule

September 22:

Location: Mukalla Branch, Hadhramaut Governorate

Participants: 19 (7 staff; 12 beneficiaries)

Length of Mukalla FGD Participants' Affiliation to YWU:

>3 months	>6 months	> 1 yr	> 1.5 years	>2 years	>2.5 years	>3 years	>3.5 years	>4 years	4+ years
	7	1	4	1			1		2

September 23:

Location: Shehr Center, Hadhramaut Governorate

Participants: 11 (5 staff; 6 beneficiaries)

Length of Shehr FGD Participants' Affiliation to YWU:

>3 months	>6 months	> 1 yr	> 1.5 years	>2 years	>2.5 years	>3 years	>3.5 years	>4 years	4+ years
			5	1		1			4

September 25:

Location: Aden Branch, Aden Governorate

Participants: 13 (2 staff; 11 beneficiaries)

Length of Aden FGD Participants' Affiliation to YWU:

>3 months	>6 months	> 1 yr	> 1.5 years	>2 years	>2.5 years	>3 years	>3.5 years	>4 years	4+ years
			4			2			7

September 26:

Location: Al-Qifr Center, Ibb Governorate

Participants: 12 (5 staff; 7 beneficiaries)

Length of Al-Qifr FGD Participants' Affiliation to YWU:

>3 months	>6 months	> 1 yr	> 1.5 years	>2 years	>2.5 years	>3 years	>3.5 years	>4 years	4+ years
1			3	8					

September 27:

Location: Ibb Branch, Ibb Governorate

Participants: 13 (7 staff; 6 beneficiaries)

Length of Ibb FGD Participants' Affiliation to YWU:

>3 months	>6 months	> 1 yr	> 1.5 years	>2 years	>2.5 years	>3 years	>3.5 years	>4 years	4+ years
2	2	1	3		3				2

September 28:

Location: Al-Beidha Branch, Al Beidha Governorate

Participants: 8 (4 staff; 4 beneficiaries)

Length of Al-Beidha FGD Participants' Affiliation to YWU:

>3 months	>6 months	> 1 yr	> 1.5 years	>2 years	>2.5 years	>3 years	>3.5 years	>4 years	4+ years
		1	1		1				5

September 29:

Location: Beit Baws Branch, Sana'a Governorate

Participants: 8 (4 staff; 4 beneficiaries)

Length of Beit Baws FGD Participants' Affiliation to YWU:

>3 months	>6 months	> 1 yr	> 1.5 years	>2 years	>2.5 years	>3 years	>3.5 years	>4 years	4+ years
			5		1		1		1

Appendix 3: Structured Focus Group Discussion Questions

1. What has been the impact of TAP on YWU management systems at the governorate/branch level?
2. What has been the impact of TAP income generating activities? How has TAP impacted the income generating activities implemented under earlier/new projects??
3. How did the TAP-supported YWU strategic planning process and implementation proceed at the various levels of the organization?
4. From the beginning of TAP, how did YWU services to targeted beneficiaries change to attract more women?
5. What are the lessons learned from TAP to date in your opinion?
6. If you could have shared one idea to strengthen TAP for your branch or center what idea would you have shared?

Appendix 4: Combined Focus Group Discussion Responses

Key

MB = Mukalla Branch; **SC** = Shehr Center; **AB** = Aden Branch; **QC** = Al-Qafr Center; **IB** = Ibb Branch; **BB** = Al-Beida Branch; **SBBB** = Sana'a Governorate Beit Baws Branch

The impact of the TAP project is best illustrated by the words of the beneficiaries themselves:

1. What has been the impact of TAP on YWU management systems at the governorate/branch level?

MB: "TAP project brought the attention of high authorities on YWU activities."

MB: "The project impacted poor families and some gain incomes now as a result of it."

MB: "Many women take benefits from YWU projects especially in legal protection project and increased women awareness about their rights."

SC: "Yes there is a good impact for this project on YWU systems and management. Before there were no reports for any projects but now we all started to write reports about our activities and we think more carefully about opening new projects according to our reporting."

SC: "The impact is now the YWU has started to raise awareness among women in Shehr about their legal rights, health, early marriage....etc."

AB: Na'amah, kindergarten manager: "The YWU management system was poor before the TAP project was implemented, but now it has become strong: The YWU started to expand their projects and open new projects."

AB: Eman, a lawyer and volunteer, noted: "After the project YWU had a good management system, a database, an electronic website and an archive system. So our work became more organized."

QC: "The management system is arbitrary and we see no improvements in it."

IB: Hana, computer teacher: "The management system in YWU changed to the better. Now there is a system for every project."

SBBB: Huria: "I was trained in project planning and implementation and preparing reports and writing; after that experience, I have become a trainer in planning. This shows the good impact of the YWU management system."

2. What has been the impact of TAP income generating activities? How has TAP impacted the income generating activities implemented under earlier/new projects?

MB: “There is a positive impact of this project and we took benefits from the income-generating project.”

MB: Yasmeen Abdullah, one of the staff in the YWU computer center: “I took computer courses at YWU and I got a lot of confidence and very good in my work. Now I run the computer center with four others.”

MB: “Many of us beneficiaries have taken loans to buy computers and make small income-generating projects like typing for others.”

MB: “I took a loan to buy a computer and start my own project paying back the installment every month. I feel very happy with my success and I have more confidence too.”

MB: “I took a loan to make a small project in Yafe’a which was to sell clothes from my house.”

IB: Jamila, sewing and computer teacher: “Most women receive the greatest benefits from sewing courses.”

BB: Kholood: “The TAP Project supported us with a hair salon. The salon had a very good profit at the beginning; however, as a result of the competition we started to lose our customers. We realized that we had to improve ourselves. We presented ourselves as the best by doing excellent work and by delivering quality products.”

3. How did the TAP-supported YWU strategic planning process and implementation proceed at the various levels of the organization?

SC: Ala’a Salem: “The previous management plans were for short periods of time like one month or so but now we think more long term. Through this, we can trace the work of our small dreams to make them become big realities.”

AB: Eman, a lawyer and volunteer: “Before the project the training workshops were arbitrary but after the project the YWU started to put plans for all different kinds of workshops that have good strategies to implement training to all women in all areas in Aden.”

AB: Barakah, one of the beneficiaries: “The plans and the strategies were developed with all of us and this led to increased women participation and targeting more women.”

QC: “We see no plans. The management operates in an arbitrary way. There are no experienced people in the management.”

IB: “With the TAP, we started to make plans and strategies for all of our activities and we started to make projects in the branch and the center.”

BB: Fatima: “There were plans and strategies before the project but after TAP, these plans became more developed in the branch level and in our Mukairas center. Unfortunately that center was lately stopped because of conflicts in that area.”

4. From the beginning of TAP, how did YWU services to targeted beneficiaries change to attract more women?

MB: “TAP is attracting women to YWU! Because some of us got micro-finance, now more women come to take loans and have started their own small projects. Additionally, we are eager to expand their small projects into big ones or open other projects to help themselves and their families. We feel comfortable coming to the YWU.”

MB: Yasmeen: “I know new things, I know how to deal with other people and to work with others in groups. I am helping to bring more women to the YWU.”

SC: Ala’a noted: “Through questionnaires, group discussions and meeting families, our kindergarten project is known by families and, in particular, most of the women in Shihri know about it. This has led to attracting families and we increased the number of the participants from 15 to 25 now.”

SC: “We talk to our relatives, neighbors, friends about the project's benefits.”

AB: Eman: “Through good cooperation and relationships between YWU and with Sheik Al-Harah and religious leaders, we attract more women. Also we offer legal consultations.”

AB: Na’amah: “YWU's good services and reputation was one of the reasons that the number of the children increased in the kindergarten. These brought more mothers to the branch”

AB: Um Al-Khair, media department, noted: “Through the advertisements in the local newspapers, women started to know about YWU activities.”

AB: Mawahib, a teacher in the kindergarten: “Everyone knows that this project provided good services not found in any other organizations.”

AB: Um Al-Khair: “The location of YWU is suitable for all women to come and attend all workshops.”

IB: Rowaidah: “I studied hairdresser courses here. Then I bought all the required supplies and started to work from my home. I am now a trainer in the center”

IB: Rana: “Through us, the successful participants in the YWU, we could attract more female.”

BB: Reem: “We communicated with Sheik Al-Harah and members of the local council about the benefits of this project for women. We talked about its good services and talked to these leaders to help attract more women especially from the nearby villages.”

BB: Maria: “TAP supported the YWU with good quality equipment that isn’t found in any other hair salons in the area.”

SBBB: Qabool: “Through awareness lectures, women sessions, our activities have become well known among women.”

SBBB: Kareema: “We have five centers for eradicating illiteracy and this has brought us into contact with more women.”

SBBB: “Through distributing brochures, posters, and our cooperation with schools and field visits to different rural areas, we manage to target more of the beneficiaries.”

5. What are the lessons learned from TAP to date in your opinion?

MB: “TAP is simple to describe. It is 100% excellent.”

MB: “TAP is most successful when it encourages the poor families and it has. We have now started to achieve our dreams.”

AB: “When you do a project think about the salaries of the people. Right now, the kindergarten needs to be expanded because the teachers rely on student’s fees and this is not enough.”

QC: “There needs to be good management in place. No available experienced staff are available and no one can run the YWU center. Also, the training workshops are only for the staff so there is no incentive to come.”

SBBB: “The project is successful but there is only one problem with it and that is the transportation. The location is far away from many of the rural areas we are trying to reach, and it is also far from the public transportation.”

6. If you could have shared one idea to strengthen TAP for your branch or center what idea would you have shared?

MB: “A new project should offer more loans to help more women.”

MB: “We need a project to have internet centers only for women all over Yemen.”

MB: “We want support to open special places for women like a women's clothes store with only women working in it.”

MB: “We would like to have an orphans’ and widows’ homes and we should build training

centers to train and qualify these groups in order to help them help themselves and their families.”

SC: “We need illiteracy eradication programs.”

AB: “We need micro-loans and savings training projects.”

AB: “We should have more say in re-opening activities like the KG in Mansoura that we had to close.”

AB: “Programs in preventing idleness in women are important.”

QC: “At the beginning there were a lot of women who came to the YWU but after a short time the women attendees started to decrease in number for many reasons, such as the long distance to the center, the expensive training fees, the course times, their heavy workload on their farms, and lack of interest because the YWU offers them nothing to do and has few facilities. We need computers, sewing machines, and qualified management and trainers.”

SBBB: Asia: “I learned from the computer courses in one center, and now I have opened a small center in my house in my village. 300 women have come to my house for training. Provide transportation to women and we can do a lot more for ourselves.”

Appendix 5: Informal Focus Group Discussions

Informal FGD One

- Location:** YWU-HQ Library **Date:** October 5, 2010
- Participants:** 11 **Purpose:** Initial Feedback on Evaluation
- Marta Colburn*, CARE Country Director
 - Connie Westgeest*, First Secretary Gender and Civil Society Development, EKN
 - Horia Al-Eryani*, CARE Project Implementation Unit Director
 - Dheya Fadel*, Psychology and Social Worker Officer, YWU
 - Dr. Maryam*, Head of Legal Unit, YWU; and Gender Studies Professor, Sana'a University
 - Nuha Al-Eryani*, IGA Officer, YWU-HQ
 - Wafaa Al-Faqih*, Head of Training and Projects, Yemen Women Union-HQ
 - Bilquis Al-Rabahi*, Head of Finance and Administration, Yemen Women Union-HQ
 - Fawzia Al-Muraisi*, Head of Health and Social Services Unit, YWU-HQ
 - Altaf Al-Kholani*, Head of Media Unit, YWU-HQ
 - Fawzia Noman*, formerly Deputy Minister of Girls Education and Literary Programs, Ministry of Education

Informal FGD Two

- Location:** YWU-HQ Library **Date:** October 6, 2010
- Participants:** 9 **Purpose:** Project Management Review
- Adel Saleh*, Yemen Women Union Coordinator and Head Support Team for World Bank Project called Strengthening Powerless Groups Through Family and Community-Led Programs
 - Samar Al-Harazi*, Project Coordinator for IDPs
 - Eman Al-Hamzi*, Coordinator for Reproductive Health and Saada Programs (EU)
 - Sawsan Al-Shadadi*, Saada Hygiene Promotion for IDPs (Oxfam) and FGM in Mahra

(UNICEF)

-*Bushra Al-Asbahi*, Project Head for Safe Age of Marriage (BHS, a USAID health project)

-*Nuha Al-Eryani*, IGA Officer and Social Accountability for local levels (Civicus/CARE Egypt)

-*Najla*, Coordinator with Nuha

-*Mai Abdelmalik*, EC Women Obtain Their Rights

-*Wafaa Al-Faqih*, Head of Training and Projects, Yemen Women Union-HQ

Appendix 6: Field Visit Schedule

September 21, 2010: Socotra Branch

September 22, 2010: Mukalla Branch

September 27, 2010: Al-Mahwit Branch

September 29, 2010: Beit Baws (Sana'a Governorate) Branch

October 5, 2010: Executive Office, YWU HQ

Appendix 7: TAP Documentation Reviewed (in alpha order)

“Amended YWU2 Project Budget 3rd September 2007,” CARE International Yemen.

“Acquittal to 21st September 2010,” CARE International Yemen.

“Back-to-office Report on Support Mission to the project: ‘Technical and Advisory Support to the Further Organizational Development of the Yemen Women Union.’” Kitty Bentvelsen. October 19 to 28, 2008.

“Back-to-office Report on Support Mission to the project: ‘Technical and Advisory Support to the Further Organizational Development of the Yemen Women Union.’” Kitty Bentvelsen. January 30 to February 10, 2009.

“Back-to-office Report on Support Mission to the project: ‘Technical and Advisory Support to the Further Organizational Development of the Yemen Women Union.’” Kitty Bentvelsen. May 10 to 18, 2009.

“Back-to-office Report on Support Mission to the project: ‘Technical and Advisory Support to the Further Organizational Development of the Yemen Women Union.’” Kitty Bentvelsen. November 3 to 11, 2009.

“Draft Proposal for Reorganizing the Training Units and the Training Team of the YWU,” Horia Al-Eryani, January 2008.

Folder 1.5 TAP-YWU: YWU Database System. CARE PIU.

“IGA Financial Report 30-09-10 Final 1.F.” CARE PIU. October 10, 2010.

“Inception Period Review of the project ‘Technical and Advisory Support to the Further Organizational Development of the Yemen Women Union (YWU).’” Kitty Bentvelsen. August 2007.

“Mid-Term Evaluation Report,” Colburn Consulting, LLC. October 22, 2009.

“Progress to date - February 2009: TAP Project Monitoring Plan,” TAP M&E Framework, YWU, February 2009.

“Report on Field Visit to Al-Mahweet Branch and Rujum Centre (Thursday, 14 May 2009).” Kitty Bentvelsen. May 14, 2009.

“Report on the first phase for the consulting task for the consultant technical project to support the institutional capacities for Yemen women federation, Yemen 5 - 24 April 2008,” Roa for Consultation and Training,

“Report on the National Strategic Plan for the Yemen Women Union,” Dr. Mohamed N. Sallam,

March 2008.

“Report YWU Actions Impacts on Women Beneficiaries,” Dr. Maggy Grabundzija. June 27, 2009.

“Site Visit Report on the Socotra Branch and the IGAs Located in Socotra, September 21-22, 2010,” Sabrina Faber, September 30, 2010.

“Snap Shot Report: Progress review of the project: ‘Technical Advice to the Further Organizational Development of the Yemen Women's Union.’” Kitty Bentvelsen. May 2008.

“TAP Interim Progress Reports.” CARE:

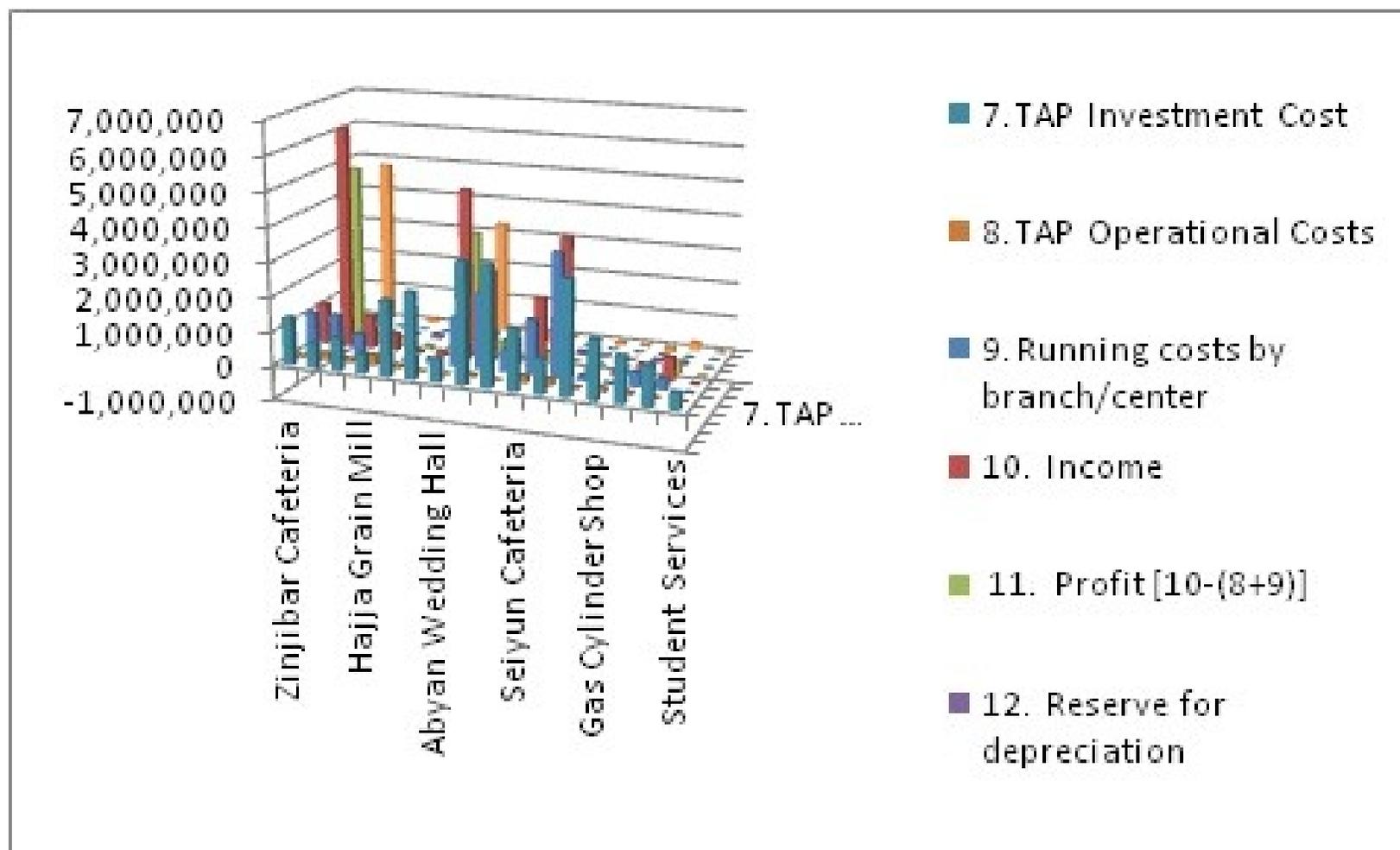
- 1st: December 1, 2006 to June 30, 2007;
- 2nd: July 1, 2007 to December 30, 2007;
- 3rd: January 1, 2008 to June 30, 2008;
- 4th: July 1, 2008 to December 31, 2008;
- 5th: January 2, 2009 to June, 30, 2009;
- 6th: July 1, 2009 to December 31, 2009; and
- 7th: January 1, 2010 to September 24, 2010.

“TAP PSG Meeting Minutes.” CARE:

- 1st: May 26, 2007;
- 2nd: June 25, 2007;
- 3rd: July 30, 2007;
- 4th: August 27, 2007;
- 5th: October 22, 2007;
- 6th: December 2, 2007;
- 7th: January 13, 2008;
- 8th: February 3, 2008;
- 9th: March 11, 2008;
- 10th: April 13, 2008;

11th: April 13, 2008 (this is the date listed on the document);
12th: N/A;
13th: September 16, 2008;
14th: September 16, 2008;
15th: October 19, 2008;
16th: November 29, 2008;
17th: January 17, 2009;
18th: March 16, 2009;
19th: April 21, 2009;
20th: May 16, 2009;
21st: June 24, 2009;
22nd: August 11, 2009;
23rd: October 20, 2009;
24th: December 20, 2009;
25th: January 27, 2010;
26th: March 17, 2010; and
27th: May 5, 2010.

Appendix 8: IGA Return on Investment



Appendix 9: IGA Average Cost

Date: September 30 2010							
#	1. Location	2. Project Name	6. Establishment Cost	7. TAP Investment Cost	8. TAP Operational Costs	Total (in YR)	Average in USD (215:1)
1	Zinjibar Center	Zinjibar Cafeteria	700,858	1,384,400	43,880	2,129,138	\$ 9,902.97
2	Rada'a Center	Sweet Factory	329,688	705,250	208,760	1,243,698	\$ 5,784.64
3	Rada'a Center	Sewing & Handicraft Center	0	962,600	119,375	1,081,975	\$ 5,032.44
4	Hajja Branch	Hajja Grain Mill	253,269	561,070	305,000	1,119,339	\$ 5,206.23
5	Hajja Branch	Telecom Center	298,144	2,182,830	95,220	2,576,194	\$ 11,982.30
6	Khanfar Center	Computer Center	348,837	2,487,950	0	2,836,787	\$ 13,194.36
7	Abyan Branch	Abyan Wedding Hall	0	667,970	0	667,970	\$ 3,106.84
8	Al-Qaten Center	Ice Cream Parlor	1,020,120	3,502,050	80,200	4,602,370	\$ 21,406.37
9	Al-Shaher Center	Kindergarten & Nursery	227,657	3,456,560	0	3,684,217	\$ 17,135.89
10	Seiyun Branch	Seiyun Cafeteria	299,812	1,762,200	200,000	2,262,012	\$ 10,520.99
11	Socotra Branch	Socotra Holiday Fun Hotel	6,070,833	995,250	200,000	7,266,083	\$ 33,795.73
12	Yareem Center	Computer lab	628,773	3,282,500	60,000	3,971,273	\$ 18,471.04
13	Tour Al-Beha	Gas Cylinder Shop	0	1,700,600	125,000	1,825,600	\$ 8,491.16
14	Sana'a branch	Computer Center	372,633	1,338,700	84,000	1,795,333	\$ 8,350.39
15	Al-Beidha Branch	Ladies beauty Salon	590,826	1,157,450	20,150	1,768,426	\$ 8,225.24
16	Seyoun Branch	Student Services	60,000	500,000	0	560,000	\$ 2,604.65
Total			11,201,450	26,647,380	1,541,585	39,390,415	\$ 183,211.23

Appendix 10: IGA Net Profit

TAP YWU IGAs Projects Summary											
Date: September 30 2010										Currency: YR	
#	1. Location	2. Project Name	6. Establishment Cost	7. TAP Investment Cost	8. TAP Operational Costs	9. Running costs by branch/center	10. Income	11. Profit [10-(8+9)]	12. Reserve for depreciation	13. Other Reserve [5% of (11-12)]	12. Net profit [11-(12+13)]
1	Zinjibar Center	Zinjibar Cafeteria	700,958	1,384,400	43,880	1,122,790	1,178,985	12,315	110,701	-4,919	-93,467
2	Rada'a Center	Sweet Factory	329,688	705,250	208,760	1,125,416	6,441,797	5,107,621	60,970	252,333	4,794,318
3	Rada'a Center	Sewing & Handicraft Center	0	962,600	119,375	644,825	970,250	206,050	24,065	9,099	172,886
4	Hajja Branch	Hajja Grain Mill	253,269	561,070	305,000	33,577	506,460	167,893	41,234	6,332	120,317
5	Hajja Branch	Telecom Center	298,144	2,182,830	95,220	46,086	44,260	-97,046	124,834	-11,094	-210,786
6	Khanfar Center	Computer Center	348,837	2,487,950	0	145,000	91,000	-54,000	46,741	-5,037	-95,704
7	Abyan Branch	Abyan Wedding Hall	0	667,970	0	1,426,230	4,923,000	3,496,770	55,665	172,055	3,269,050
8	Al-Qaten Center	Ice Cream Parlor	1,020,120	3,502,050	80,200	2,218,220	2,662,140	363,720	203,770	7,998	151,953
9	Al-Shaher Center	Kindergarten & Nursery	227,657	3,456,560	0	632,005	605,000	-27,005	201,633	-11,432	-217,206
10	Seiyun Branch	Seiyun Cafeteria	299,812	1,762,200	200,000	1,579,080	2,004,740	225,660	201,633	1,201	22,826
11	Socotra Branch	Socotra Holiday Fun Hotel	6,070,833	995,250	200,000	3,557,171	3,790,700	33,529	80,696	-2,358	-44,809
12	Yareem Center	Computer lab	628,773	3,282,500	60,000	142,435	156,840	-45,595	41,064	0	-86,659
13	Tour Al-Beha	Gas Cylinder Shop	0	1,700,600	125,000	8,000	102,300	-30,700	0	0	-30,700
14	Sana'a branch	Computer Center	372,633	1,338,700	84,000	399,805	417,300	-66,505	86,547	0	-153,052
15	Al-Beidha Branch	Ladies beauty Salon	590,826	1,157,450	20,150	311,383	680,200	348,667	101,458	12,360	234,849
16	Seyoun Branch	Student Services	60,000	500,000	0	0	0	0	0	0	0
Total			11,201,450	26,647,380	1,541,585	13,392,023	24,574,972	9,641,364	1,381,011	426,538	7,833,815

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Appendix 11: IGA Job Creation Efficiency

TAP YWU IGAs Projects Summary									
Date: September 30 2010									
#	1. Location	2. Project Name	3. Start Date	4. Jobs created (female)	5. Jobs created (male)	7. TAP Investment Cost	8. TAP Operational Costs	Total TAP Investment in YR	Cost/Job in YR
1	Zinjibar Center	Zinjibar Cafeteria	11/2008	4	0	1,384,400	43,990	1,428,280	357,070
2	Rada'a Center	Sweet Factory	2/2009	5	8	705,250	208,760	914,010	70,309
3	Rada'a Center	Sewing & Handicraft Center	12/2008	35	0	962,600	119,375	1,081,975	30,914
4	Hajja Branch	Hajja Grain Mill	1/2009	1	1	561,070	305,000	866,070	433,035
5	Hajja Branch	Telecom Center	1/2010	1	2	2,182,830	95,220	2,278,050	759,350
6	Khanfar Center	Computer Center	11/2008	3	1	2,487,950	0	2,487,950	621,989
7	Abyan Branch	Abyan Wedding Hall	8/2008	2	1	667,970	0	667,970	222,657
8	Al-Qaten Center	Ice Cream Parlor	5/2009	8	3	3,502,050	80,200	3,582,250	325,659
9	Al-Shaher Center	Kindergarten & Nursery	5/2009	6	1	3,456,560	0	3,456,560	493,794
10	Seiyun Branch	Seiyun Cafeteria	3/2009	4	1	1,762,200	200,000	1,962,200	392,440
11	Socotra Branch	Socotra Holiday Fun Hotel	2/2009	2	3	995,250	200,000	1,195,250	239,050
12	Yareem Center	Computer lab	5/2009	6	1	3,282,500	60,000	3,342,500	477,500
13	Tour Al-Beha	Gas Cylinder Shop	6/2009	3	1	1,700,600	125,000	1,825,600	456,400
14	Sana'a branch	Computer Center	12/2008	2	4	1,338,700	84,000	1,422,700	237,117
15	Al-Beidha Branch	Ladies beauty Salon	4/2009	3	0	1,157,450	20,150	1,177,600	392,533
16	Seyoun Branch	Student Services	-	0	0	500,000	0	500,000	0
Total			3 month	85	27	26,647,380	1,541,585	28,188,965	251,687

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Appendix 12: TAP IGA Raw Data

TAP YWU IGAs Projects Summary																		
Date: September 30 2010															Currency: YR			
#	1. Location	2. Project Name	3. Start Date	4. Jobs created (female)	5. Jobs created (male)	6. Establishment Cost	7. TAP Investment Cost	8. TAP Operational Costs	9. Running costs by branch/center	10. Income	11. Profit [10-(8+9)]	12. Reserve for depreciation	13. Other Reserve [5% of (11-12)]	12. Net profit [(11)-(12+13)]	13. 2007 Baseline income (Quarterly)	14. % Increase	Income from MoSAL	Remarks
1	Zinjibar Center	Zinjibar Cafeteria	11/2008	4	0	700,858	1,384,400	43,880	1,122,790	1,178,985	12,315	110,701	-4,919	-93,467	12,000	-879%		Security Issues
2	Rada'a Center	Sweet Factory	2/2009	5	8	329,688	705,250	208,760	1,125,416	6,441,797	5,107,621	60,970	252,333	4,794,318	0	100%		Requires auditing
3	Rada'a Center	Sewing & Handicraft Center	12/2008	35	0	0	962,600	119,375	644,825	970,250	206,050	24,065	9,099	172,886	0	100%		Requires auditing
4	Hajja Branch	Hajja Grain Mill	1/2009	1	1	253,269	561,070	305,000	33,577	506,460	167,883	41,234	6,332	120,317		100%	240,000	
5	Hajja Branch	Telecom Center	1/2010	1	2	298,144	2,182,830	95,220	46,086	44,260	-97,046	124,834	-11,094	-210,786	120,000	-276%	240,000	
6	Khanfar Center	Computer Center	11/2008	3	1	348,837	2,487,950	0	145,000	91,000	-54,000	46,741	-5,037	-95,704	12,000	-899%		Security Issues
7	Abyan Branch	Abyan Wedding Hall	8/2008	2	1	0	667,970	0	1,426,230	4,923,000	3,496,770	55,665	172,055	3,269,050	89,000	3573%	120,000	
8	Al-Qaten Center	Ice Cream Parlor	5/2009	8	3	1,020,120	3,502,050	80,200	2,218,220	2,662,140	363,720	203,770	7,998	151,953	15,000	913%		
9	Al-Shaher Center	& Kindergarten Nursery	5/2009	6	1	227,657	3,456,560	0	632,005	605,000	-27,005	201,633	-11,432	-217,206	15,000	-1548%		
10	Seiyun Branch	Seiyun Cafeteria	3/2009	4	1	299,812	1,762,200	200,000	1,579,080	2,004,740	225,660	201,633	1,201	22,826	15,000	52%	240,000	
11	Socotra Branch	Socotra Holiday Fun Hotel	2/2009	2	3	6,070,833	995,250	200,000	3,557,171	3,790,700	33,529	80,696	-2,358	-44,809	75,000	-160%	360,000	
12	Yareem Center	Computer lab	5/2009	6	1	628,773	3,282,500	60,000	142,435	156,840	-45,595	41,064	0	-86,659	0			Need electric generator
13	Tour Al-Beha	Gas Cylinder Shop	6/2009	3	1	0	1,700,600	125,000	8,000	102,300	-30,700	0	0	-30,700	0			Moved to Tuban
14	Sana'a branch	Computer Center	12/2008	2	4	372,633	1,338,700	84,000	399,805	417,300	-66,505	86,547	0	-153,052	90,000	-270%	360,000	Project location changed 3x
15	Al-Beidha Branch	Ladies beauty Salon	4/2009	3	0	590,826	1,157,450	20,150	311,383	680,200	348,667	101,458	12,360	234,849	120,000	96%	240,000	
16	Seyoun Branch	Student Services		0	0	60,000	500,000	0	0	0	0	0	0	0	0			No updated information
Total				85	27	11,201,450	26,647,380	1,541,585	13,392,023	24,574,972	9,641,364	1,381,011	426,538	7,833,815	563,000	1291%	1,800,000	