GRASSROOTS

PROGRESSIO Evaluation

CSO's Capacity-Building Project – Hodeidah and Aden

May 2012

Participatory workshop with partner CSOs in Aden ©At-Tadhamon Association

TABLE OF CONTENTS

LIST OF ABBREVIATIONS

CAP: Capacity Assessment of Partners

CPLGP: Citizens' Participation in Local Governance Project

CSO: Civil Society Organisation

DW: Development Worker

EU: European Union

KSA: Knowledge Skills and Attitudes

LNGO: Local Non Governmental Organisation

NGO: Non Governmental Organisation

OD: Organisational Development

PAR: Participatory Action Research

PATT: Participation and Transparency Tool

PIC: Project Implementation Committee

PRA: Participatory Rural Appraisal

RICA: Regular Impact and Capacity Assessment

EXECUTIVE SUMMARY

The present twofold evaluation is assessing two projects implemented by Progressio, the Civil Society Organisations' Capacity Building project in Aden and Hodeidah governorates (2006 -2011) and the Citizens' Participation in Local Governance project in Aden governorate (2009 – 2011). This part is focusing on the former, whereas recommendations on merging them under "Effective Governance and Participation" theme are common to both projects. The methodology used includes review of available documents (project proposals, logical frameworks, and reports), participatory workshops, focus group discussions, self-administered questionnaires and key informants interviews.

Conclusions

The Civil Society Organisations' Capacity Building project is fully relevant in the Yemeni context. It was particularly cost-effective. The objective can be said to have been reached, as all associations capacities were built up, although the partner CSOs benefited at different levels. Establishing and legally registering networks was a very ambitious goal and is an achievement in itself in Yemen, although the two established networks are still in their infancy stage and still need to clarify their identity, ways of working and strategy. As a conclusion, the project reached its objective and made a significant difference in the lives of both partner organisations as such and their members.

Experiences that may be replicated

Posting DWs within partner CSOs, organising exposure visits, promoting participatory approaches, linking associations with donors and accompanying their resource mobilisation efforts, are among the ways of working that were particularly relevant and most appreciated by the partners

Exploring beyond mere training courses, Progressio used a variety of methods and of practical exercises to help partner CSOs gain more skills in fundraising. Acquainting them with current debates in the international development field, training them with the concrete perspective of getting grants, providing them with specific advice and direct assistance, introducing them to donors through workshops or visits were among ways of working adopted by Progressio and which explain the success of partner CSOs in mobilising more resources.

Other lessons learned

- This project would have benefited from setting **more realistic objectives**, taking into account that changing minds in depth is a challenging and slow process and that capacity-building action has to adapt to partners pace. **Sharing them with partner organisations and local counterparts** is instrumental in getting all stakeholders to develop a shared vision of the project and a clear understanding of what is aimed at. Updating the logical frameworks can be a way to be flexible

and to adapt to changes in the broader environment. However, such changes have to be discussed with all partners to make sure that all stakeholders are aware of the revised reference documents.

- **Equal access to the DW work** should be ensured to avoid feeling of "bias" among partners. Similarly, the **transparency of the Project Implementation Committee** should be enhanced.
- Reasons for the **DW turnover rate** should be assessed further in order to explore solutions. For instance, in case of foreign DWs, **Arabic-speaking DWs** should be preferred, in order to facilitate their social integration and their communication with partners and other stakeholders.
- **In-kind support related to the content of the training course** could be a significant added value in cases where associations have no resource or material to put into practice the training course.
- **Intensive capacity-building on advocacy skills** may come before setting-up networks, and will facilitate it. Beside, starting networking through **thematic clusters** seems more appropriate as a first step towards established proper networks.
- In the future, **documenting other similar initiatives and sharing experience** with other organisations operating in capacity-building of civil society organisations could be done at the stage of designing projects and may be fruitful to improve them through complementary approaches.
- **Undertaking an in-depth baseline** with a solid methodology may help Progressio measure progress against indicators better in the future, and could be used to promote tools and ways of working that did work efficiently.
- Tools used for assessing partners' capacities (such as PATT) were prescriptive and too sophisticated, resulting in misunderstanding of various stakeholders. **Designing measurement tools jointly with partners** could be an opportunity of discussing and debating on the role of civil society and a way to make sure that all stakeholders fully understand these tools.
- Capacity-building should also include the **CSOs responsibilities towards their staff**. CSOs managers should be made aware of the risks implied by not paying social insurances and tax.

Recommendations

Finally, it is hoped that such a promising partnership and common work will be built upon in the future with a strong emphasis on advocacy work, especially in favour of poor and underprivileged groups. Recommendations for future projects emphasise the need to build on what has been achieved during these two projects while widening partnership mechanisms to include local authorities and youth, who should be full-fledged participants rather than mere beneficiaries. The projects should be a model of internal democracy and transparency, encouraging participants to be responsible and accountable for the development of their districts, as a way for all stakeholders to experience concretely the meaning of "good governance".

INTRODUCTION

The present twofold evaluation is assessing two projects implemented by Progressio, the Civil Society Organisations' Capacity Building project in Aden and Hodeidah governorates (2006 -2011) and the Citizens' Participation in Local Governance project in Aden governorate (2009 – 2011). This part is focusing on the former. It aims at evaluating the relevance, efficiency and effectiveness of the project, assessing the partnerships, documenting lessons learned and suggesting recommendations for future planning within the theme "Effective Governance and Participation" under which the former projects will be merged into one. A few case studies are also documented in order to illustrate the main findings.

The methodology used includes review of available documents (project proposals, logical frameworks, reports), participatory workshops, focus group discussions, self-administered questionnaires and key informants interviews. The list of people met and interviewed for this task is in annex 1.

We would like to thank all participants who gave us their time and provided us with valuable input on the way the projects were implemented and the related challenges, but who also suggested a number of ideas for future projects that were included in the "Recommendations" section. We also want to thank Progressio staff, both in Sanaa and on the field, for sharing their experience with us and providing us with much needed documents. Finally, Dr Abdullah Al-Syari, former Progressio Country Representative, kindly accepted to meet with us, presenting us the background and main ideas of the projects design, and we would like to thank him as well.

DESCRIPTION

It has to be underlined that this project was still being implemented when the political crisis erupted in Yemen, and therefore was affected by it, as it will be detailed below. Designing this project was a long process started in late 2003, early 2004 with workshops assessing the needs of the local associations. However, activities started formally in 2006. It was initially supposed to end in 2010 but was extended until December 2011.

Objectives of the project

It has to be noted that specific objectives appear to have changed over time. The first project proposal, in March 2006, aimed at developing capacity of 31 NGOs in Yemen to enable them to engage more effectively in the development process, whereas in 2010, and then in 2011, the specific objectives are defined very differently. Although such updates in the definition of the objectives certainly allowed for more flexibility, harmonisation is needed in order to have one reference document agreed upon by all partners. In the lack of such reference documents and logical framework, as agreed with Progressio office in Sanaa, this evaluation is based on the logical framework attached in annex 3, and based on what is considered as the base project proposal (September 2006), without taking the indicated dates into consideration, as the project got extended until December 2011. The desired outcomes are quoted here:

Result 1

1. By 2010, built the capacity of at least 15 LNGOs in Aden and Hodeidah governorates in Organizational Management, Participatory project development and implementation

Indicators of Success

1.1. No. of LNGOs engaged in community based participatory programs addressing poverty issues and clear integration of tripartite partnership of CSOs/LNGOs/Community Residents, Government and Private Sector to respond these community issues.

1.2. Number of core LNGO cadres with high level KSA on participatory leadership. Advocacy, training, organizational development and management, and gender sensitivity

1.3. Number of effective LNGOs with enhanced institutional capacities in development management in the areas of organizational planning, resource mobilization, financial management/transparency, project development and management, monitoring and evaluation, human resource management and sustainability planning.

Result 2

2. By 2010, catalyzed greater cooperation among LNGO partners in Aden and Hodeidah to advocate for pro-poor policies, programs and practices.

Indicators of Success

2.1. Two (2) LNGO networks formed with clear basis of unity and development agenda

2.2. Break isolation among development LNGOs in 2 Geographic areas as reflected by increasing joint/collaborative initiatives to address and/or dialogue with the government and private sector on development issues.

Result 3

3. A cohesive and strong Yemen Country Program on CSO Capacity Building with established complementation and collaboration with other development stakeholders that is engage in increasing participation of CSO in the development of Yemen.

Indicators of Success

3.1. Number and nature of partnership mechanisms or collaborations established by Progressio Yemen that complements our program implementation at the governorate and national level

3.2. Number of case studies, Manuals and process documentation of the strategies and approaches in CSO Capacity Building in Yemen shared locally and internationally

Development workers

The project relied heavily on international Development Workers (DWs) posted in host organisations in order to build up the associations. The turnover rate of DWs was relatively high, and due to recruitment difficulties there were periods without DWs as well.

In Aden, four development workers were posted, one after the other. There was a one year gap between June 2009 and June 2010. In Hodeidah, the first DW worked from June 2006 to December 2007, while the second was in position from October 2009 to July 2011. Both DWs had to leave the country earlier than expected in 2011, due to political unrest.

The cause of this high DW turnover could not be established during the evaluation mission. One of the interviewees, however, stated that the low salaries paid to DWs might be a reason. Indeed, it seems that a number if DWs stayed in Yemen after they left Progressio, working for other organisations in higher positions and with higher wages. For DWs who left Yemen when they left Progressio, one can wonder whether adaptation to the local culture was the main issue.

Partner associations

While the first list of partners in Hodeidah included 16 associations, a gradual selection was done, leaving 9 associations at the end of the project, whereas 8 associations are involved in Aden governorate, for a total of 17 partner organisations. The list is attached in annex 2.

FINDINGS

1. Relevance

Are the projects objectives relevant to the problems these projects were supposed to address?

The objective of building up CSOs' capacities is relevant to the Yemeni context where civil society is relatively weak. The overall project objective is to contribute to reducing poverty and inequality in Yemen through strengthening the capacity of its civil society organisations for engagement, critical reflection and action for positive change for the poor and excluded. Such a strategy seems appropriate as it encourages local NGOs, rather than INGOs to tackle their own community issues, and therefore paves the way towards increased ownership and sustainability. Furthermore, many local NGOs in Yemen are charity-oriented and this may be partly due to lack of experience and knowledge on development and advocacy practices. Capacity-building of these associations in the development and advocacy fields is relevant in order to better address poverty and inequality problems: such associations might become better service providers but may also request authorities to improve their policies and practices.

On the other hand, whereas specific objectives are relevant to the context and to the problems the project is supposed to address, a number of expected results and indicators are too ambitious given the context. Indeed, the partner organisations were at a very early stage of development when the project started, not only in terms of structure, organisation, resources, but also in terms of strategy, approaches, and ways of thinking. Contributing to improving their organisational skills, resource mobilisation capacities, while shifting their approaches towards more strategic thinking, are very ambitious objectives *per se*, given the limited time period. Therefore, it might have been more sensible to limit this first project to what was considered here as the first expected result (By 2010, build the capacity of at least 15 LNGOs in Aden and Hodeidah governorates in Organisational Management, Participatory project development and implementation) and this result could have been further divided into specific components such as improving the internal organisation, improving the strategy and used approaches, improving resource mobilisation. The two remaining expected results might have become future projects as second steps. A tendency to be over optimistic is however extremely common among NGOs, first because of their enthusiasm and willingness to achieve a lot, and

second because donors also tend to reward ambitious projects even though they may not be realistic. Therefore, this comment goes beyond Progressio's case.

Like most NGO capacity-building projects, this project would have benefited from setting more realistic objectives, taking into account that changing minds in depth is a challenging and slow process and that capacity-building action has to adapt to partners pace.

One of the components of the project is establishing networks. In Hodeidah, it appeared to at least one major stakeholder as the main and overall objective of the project. Indeed, in the Yemeni context where civil society remains weak in terms of advocacy, more and stronger networks of CSOs, able to raise cases and hold the state accountable are obviously needed to advocate for pro-poor policies, programmes and practices (see expected result 2). However, it was quite ambitious to set them up in such a limited period of time, given that none of the associations had thorough experience in networking and given the variety of topics, fields of intervention and political/religious orientations of the partner organisations. While the diversity of associations chosen by Progressio guarantees a rich variety of views and topics, it may hamper networking at such an early stage. It seems likely that associations sharing similar views and priorities would find it easier to raise cases and advocate together rather than associations working on very different themes from with very different perspectives. Indeed, during the fundraising training course, for instance, in which they were encouraged to design a common project, associations were reluctant to work on a subject that was not directly linked to their core themes. Women associations would advocate for women-related issues, environmental associations would suggest that the network should undertake projects for environment protection, and so on. It might look confusing to ask these associations to design strategies and keep focused on their field of intervention, rather than engaging in any directions according to the availability of donors funding, and then to suggest they should work in network in subjects that are totally different from their main focus. Building small thematic networks might have been a useful first step towards establishing networks on the governorate level with wider scopes.

Changes in the formulation of the logical framework might be considered as proving Progressio's capacity to adapt its objectives and strategy over time to keep them relevant with changing context and partners. However, it may also lead to confusion. Furthermore, the mission found very surprising the fact that the logical framework had not been shared with the local counterparts and partners, therefore limiting their understanding of the project. For instance, in Hodeidah, the overall aim was understood by a number of stakeholders as "establishing a network", whereas this was merely an indicator for the second expected result "By 2010, catalyzed greater cooperation among LNGO partners in Aden and Hodeidah to advocate for pro-poor policies, programs and practices".

Are tools relevant to the context?

Because progress made by an organisation as well as an increase in citizens' participation in local governance are difficult to grasp and measure, Progressio chose to design its own measuring tools. The approach is relevant and the tools are very complete and are instrumental in understanding what Progressio considers a "fully developed NGO". However, one can wonder whether these tools, Capacity Assessment of Partners (CAP) and Participation and Transparency Tool (PATT), may be too sophisticated and time-consuming. A baseline using these tools was not found, making it difficult to measure progress towards the objectives. While the 2010 reports using PATT proved to provide a good snapshot of the associations, the mission did not get access to any fully completed CAP form. According to the Hodeidah current DW, however, a few associations did complete this form, but that was a time-consuming process as the whole matrix was translated orally.

While designing these tools, Progressio clarified its own expectations about what a "mature NGO" should look like. The Participation and Transparency Tool (PATT) for instance may guide DWs' and partners' work. Its various columns include Improvement in governance processes, Involvement in corporate structure, Organisational development, Community/constituency building, and Engaging with international and corporate sector bodies. However, what a "good and developed" civil society organisation (CSO) should be is obviously a subjective question. PATT gives us an idea of Progressio's definition of the "dream CSO", but what about local associations' definitions? Surely, what is defined as the ideal level of "transparency" greatly depends on the cultural and social background of an organisation.

Besides, the idea of "Involvement in Corporate Structure" was not fully understood by all stakeholders. The Participatory and Transparency Tool form indicates various criteria such as "*CSOs gather evidence of problems for women and men of different ages and presents to companies or other responsible bodies*" for the first stage of "Evidence presented" and "*Companies responding promptly to cases and proactively seeking options and information from communities or female / male workers. Joint decision-making structures with participation of women and men. Changing of procedures, policies or standards at a national and global level with some evidence of implementation of these. Where appropriate, free, prior and informed consent by affected communities respected and adhered to*", as fort the last stage of "active engagement". Such criteria seem indicating that "involvement in corporate structure is understood by Progressio as a measure on to what extent CSOs advocate towards corporate sector, hold it accountable for its social responsibilities and manage to make it change its policies accordingly. However, it seems that stakeholders, including one of the DWs may have understood this as getting financial support from the private sector. Indeed, in the summary report on RICA tools, this DW writes about Wedyan association: "*The area of engaging with corporate structure of the organization is very week* [i.e. weak]. *In 2003 only Yemen Tobacco Company*

provided them with few sewing machines to establish a training centre for women to generate income.[1]" It seems clear, then, that the DW understands "engaging with corporate structure" as "getting funds from the private sector", although that was supposed to mean something else from Progressio's perspective. He also writes about Al-Rahma association: "*The organization is presenting its timely needs to corporate sector as well. They wrote to different companies on their individual requirements and got their support. Like, the Yemen Tobacco helped the organization repair its school boundary wall, doors and window, Suzuki and Al-Qasim companies helped them financially, although a meagre amount but it helped some in operation cost. The Saba Pharmaceutical company provided them the medicine for children and an individual donor in Aden help to build a shade in the lawn of the school. The organization is working with corporate sector but it needs to strengthen it these efforts.*"[2] The DW is not questioning the fact that two associations got support from a tobacco company, whereas one could wonder whether a CSO should accept support from a business that harms people's health. This example shows that the used tools and the model CSO they were supposed to promote were understood differently by local associations, the DWs and Progressio headquarters.

Are project design and strategic orientations relevant to the context?

Progressio approaches seem particularly well designed and relevant for addressing the CSOs' needs. The presence of international Development Workers (DWs), for instance, was very much appreciated and appeared from the discussions with the partner organisations as a unique experience for them. In Hodeidah, they would actually name the project as "Lisa's project", from the name of the first DW. When asked about the various periods of the projects it clearly appeared that periods when an international DW was working with them were particularly mind-opening and stimulating, whereas enthusiasm decreased significantly during the periods without a DW. They would call them "Lisa's time" or "Joseph's time". Similarly, the Local Counterpart would compare the DW with an asset. The DW's presence would give the association more recognition from the government as a sign that they are active, well-managed and transparent enough to get foreign support, while putting some pressure on the association itself that may feel it has to prove it is working well and in a transparent way to avoid losing this support. DWs would also go beyond mere training courses and would work with associations through "on-the-job" capacity-building, which has more lasting impact on the way the associations may think and work. However, it seems that language was an issue for the second DW in Hodeidah. Partner organisations highlighted how language skills could facilitate the communication between the DW and themselves, local authorities or the

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[1] RICA Summary report (for Aden associations), November 2010, p.7.
[2] RICA Summary report (for Aden associations), November 2010, p.9.

communities. Whenever the DW needed to rely on translation, it implied double work for the local counterpart, but also hampered the DW relations with others. Therefore, Arabic-speaking DWs may be preferable in the future.

Another issue was the lack of rotation of the DW. Indeed posting the DW in only one association gave other partner organisations the feeling that they were not supported as much as the host association or even those that they were neglected by Progressio, leading to potential tensions among partners.

The report for June-December 2010 to Irish Aid, for instance, mentions that "the partners have a feeling of not being supported by the Progressio, they think Progressio is only supporting the implementing partners of the project", meaning the host organisations. In Aden, that feeling appeared less strong than in Hodeidah, possibly due to the fact that the first DW had a separate office (in the same building as the Aden Association for Families Development).

The local counterpart concept is relevant as well in terms of transferring the DW's skills to the local CSOs. However, the local counterpart was posted in the host association only, reinforcing the perception that the host organisation is benefiting much more than others, as the posting place of both the DW and the local counterpart. Such perception may have been reduced by posting a local counterpart in all partner associations, chosen among the members in order to make sure the person will have a sense of loyalty and ownership towards the association hosting him or her.

Furthermore, the extension of the project duration allowed Progressio to adapt itself to the partner organisations pace. Indeed, one of the aims was to establish a network of CSOs but this requires time for organisations to know each other and build trust and cooperation among them before. Rather than imposing its idea on the partners while they were not ready for it yet, Progressio agreed to extend the project by gradually working towards establishing the network. In Hodeidah, partner organisations appreciated this approach, noting that the DWs and Progressio encouraged them to work as civil society regardless of their political position. One of them said: "we started working together whereas we used to work in isolation". In Aden, however, the established network does not have a clear strategy yet, as it appears in a few interviews. One may wonder whether associations fully understood the specificities and added-value of a network. As it will be explained below, networks tend to be considered as a way to attract more funding, but its potential in terms of advocacy is not fully grasped. Indeed, it seems that capacities in advocacy need to be further built-up, as detailed below.

On the whole, Progressio adopted a flexible position, trying to adapt to the organisations' needs and emerging issues. The Organisational Development component, for instance, was conceived as a flexible set of activities that would be defined with each association according to its needs. Such a tailor-made approach

was very much appreciated by the partner organisations and seems, indeed, particularly relevant for a capacity-building project.

Progressio also aimed at raising awareness among civil society leaders on topics such as gender, participatory leadership or advocacy. This was done not only through trainings or workshops, but also through the presence of DWs that would bring ideas from their countries on such topics, and through exposure visits. This wide range of various approaches allowed for a deeper and a longer-term impact on partner organisations and on local counterparts as this quote from the former local counterpart and current DW in Hodeidah shows: "*If I'd never encountered Progressio, I would be a very different person now. I'd be much more conservative, just spending time with a narrow group of friends engaging in a fairly limited exchange of views. I think we'd not have come up with solutions to any of the problems that currently beset Yemen. I'd probably vote, but not in an informed way. I'd think women should stay at home caring for children, and believe them to have inferior minds and un-entitled to lead*"[3].

Is the choice of the partners relevant to the project objectives?

The mission would like to emphasise the innovative choice of working with Islamic associations (more especially in Hodeidah) as particularly relevant to the current Yemeni context, as it certainly reduced risks for Progressio of being accused of hidden agendas, improved DWs' integration in society and eased overall acceptance of the project by the society.

Similarly, working in both Aden and Hodeidah was crucial in terms of paving the way for joint initiatives between North and South governorates. Including such considerations back in 2006 proves an excellent understanding and analysis of Yemeni politics and society.

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[3] Progressio, *An Inter-Cultural Encounter*

2. Efficiency

Progressio' efficiency appears as nearly optimum. Indeed, although DW and partners may have complained from time to time about the lack of resources and equipment, it seems that a lot was achieved under these financial limitations.

The report to Irish Aid for the period between June and December 2010 gives good examples of Progressio and its partners' positive attitude under financial constraints. The DW of Aden, for instance, encouraged collective action among partners in order to reduce costs, while in Hodeidah, the DW "encouraged partner organisations to work extra hard to mobilise resources from alternative sources", which resulted in various new projects: Abo Musa Social Charitable Association got funding from GTZ for a food security intervention and from other development partners for a community water project, Half of Society association launched a project on food security and women's empowerment with external funding, and all partners saw their joint project proposal for building capacity of female inmates approved and funded by the EU.

The project relied heavily on training courses, the cost of which were kept low, and on DW working for low wages as Progressio HR policies strive to encourage voluntary work. Therefore, the money spent was minimum compared to the impact and we can conclude that Progressio's action was particularly cost-effective.

Still, a few comments should be made on DW location and turnover rate. As DWs are the main input of Progressio to build up partners' capacities, their welfare and appropriate posting appear to be crucial factors for the best possible efficiency (best use of available human resources). One of the DWs in Aden raised relevant questions on the most efficient ways to use human resources in his March to August 2010 report. First, he states that posting the DW within one association results in this association being more empowered than the others. This observation appears in other reports as well, and other partners complained about it, feeling they were not benefiting from the DW presence as they should have. They were also hoping to get the financial compensation given to hosting organisations. However, it seems the decision of not rotating the DW was due to security concerns, as well as to contracts that were signed at the beginning of the project with hosting organisations, that gave less flexibility for the project. This is why such observations could not be taken into consideration before the end of the project.

Furthermore, the first DW in Hodeidah, complained about being under "a lot of stress", and feeling "a great injustice" was done to her. Obviously, her problems were solved, as she stayed longer in Hodeida, and then in Aden. Still, one can see from this quote that being a foreign DW in Hodeida, posted in an Islamic association, and in her case being a woman in a male office, can be a serious challenge. Giving more orientation details (including a cultural awareness session) at the beginning of the DW posting may help the DW to understand the society more easily and to integrate more smoothly.

3. Effectiveness

Before assessing the project effectiveness compared to the expected results and indicators, a comment may be made on the overall management of the project. The project documentation gives the impression that there was little core management of the project and that it heavily depended on the DWs' work. Indeed, it seems activities were very much reduced when there was no DW. More revealing is the fact that each DW is said to have come with his or her own ways of thinking and working. This is inevitable to a certain extent, but in this case, it seems there were no common agreed methodologies, approaches and ways of working. The fact that project documents are somewhat scattered, that there are various competing logical frameworks for the same project and that no list of planned and implemented activities can be easily found reinforce this impression.

Specific objectives and their indicators

Specific objective:
Building 18 CSOs capacities in managing their affairs and advocating for the poor and marginalized sectors in their areas of operation

Indicators:
- No. of NGO leaders who have received training and are managing their organisations more effectively

After gradual selection of partners, a total of 17 associations took part in the project, 8 in Aden and 9 in Hodeidah. All leaders (17) attended training courses and are now managing their organisations more effectively, as will be evidenced in detail below. Besides, second-line managers also attended training courses as well as other members in some cases.

- No. of NGOs participating in networks

The 17 NGOs are now part of a network. More details will be given about these networks in the section below.

Expected Result 1

Expected result
1. By 2010, built the capacity of at least 15 LNGOs in Aden and Hodeidah governorates in Organizational Management, Participatory project development and implementation

Indicator
1.1. No. of LNGOs engaged in community based participatory programs addressing poverty issues and clear integration of tripartite partnership of CSOs/LNGOs/Community Residents, Government and Private Sector to respond these community issues.

Almost all of the 17 NGOs are engaged either in community-based participatory programs or in partnerships with government and/or private sector. However none of the projects seems to combine all these elements. Indeed, in both Hodeidah and Aden, there is hardly any LNGO that would meet all these requirements. However, a

distinction can be made between LNGOs engaged in community-based participatory programs on the one hand and those who are working in partnership with government and/or private sector on the other hand.

Abo Musa association, for instance, conducted a PRA in Al Sharkiya village with Progressio's support and then implemented there a community water project based on the PRA findings. It can be considered a community-based participatory programme. Similarly, in Aden, the Citizens' Participation in Local Governance Project in which both Wedyan and At-Tadhamon associations are involved is a result of a PRA in Al Khaisa village, using participatory approaches, and involving local authorities. In Hodeidah, the Yemeni Environmental Protection Association is also working through community mobilisation, conducting awareness and cleaning campaigns with school pupils.
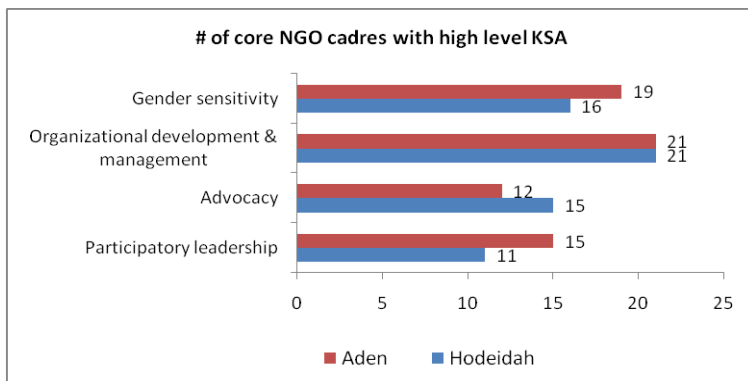
On the other hand, the Reach Out Foundation worked in partnership with government and UNICEF for its project on child trafficking in 2010. It should be noted as well that the Physically Handicapped Association has a project in partnership with both government and private sector for integrating disabled children into schools that was running even before the CSOs' Capacity-Building Project. Similarly, the Yemeni Association for fighting Illiteracy and for Women's Education has been almost entirely funded by the private sector since well before the project began. In Aden, At-Tadhamon emphasised that the private sector is occasionally supporting them for financing school uniforms or Ramadan distribution of food. The Aden Association for Families Development managed to market its sewing products to CAC bank and thus got a 5 million YER contract for producing CAC bags, a project that benefited 236 women.

1.2. Number of core LNGO cadres with high level KSA on participatory leadership. Advocacy, training, organizational development and management, and gender sensitivity

Many training courses were organised on these issues, among which three courses on participatory leadership that were replicated for women as well, workshops on violence against women, etc..

The assessment of this indicator was done through self-administered questionnaires, thus this section reflects self-assessment of the associations themselves. The questionnaire is in annex 5.

In Hodeidah, all associations answered, whereas in Aden seven out of eight associations responded. Therefore, figures mentioned here reflect the views of 16 associations out of the 17 that took part in the project.

# of core NGO cadres with high level KSA

Category	Aden	Hodeidah
Gender sensitivity	19	16
Organizational development & management	21	21
Advocacy	12	15
Participatory leadership	15	11

■ Aden ■ Hodeidah

Table 1: Number of core NGO cadres with high level KSA

As shown in Table 1, there is an average of at least one cadre per NGO with a high level of knowledge, skills and attitudes in all mentioned fields.).

The number of core cadres with high level KSA (Knowledge Skills and Attitude) is particularly high in the field of organisational development and management (Aden and Hodeidah are at the same level: 21 in each case) and in terms of gender sensitivity (19 in Aden and 16 in Hodeidah). Indeed, all partner associations are ready to include both men and women on their board. One can observe that gender balance is well respected in their activities. Many women leaders had positive comments on the women's leadership training courses. It seems also that the number of activities targeting women increased. For instance, while a DW's reports described Abo Musa association office as run by men only, there is now a whole floor dedicated to the women's department, with female staff and beneficiaries. Of course, this is a first step and one can argue that associations still have a traditional way of thinking on what women are supposed to do (Quran, sewing, hairdressing…), but we would rather like to emphasise the mind shift operated through the project among organisations that are now willing to address women's issues, that is well embodied in the new Hodeidah network project, "Female Inmates Capacities Enhancement".

Advocacy however seems to be a concept that may require further capacity-building, as the number of cadres with high level KSA is lower (12 in Aden, 15 in Hodeidah). This impression is confirmed by a number of interviews with partners who stated that although they learned a lot and will continue learning through practicing, they feel they would need to get more guidance on advocacy. The fact that all partner LNGOs seem to be more aware of the importance of advocacy is actually a first crucial step. Hodeidah network claims its main goal is advocacy through a rights-based approach. Actually, registering a network in Yemen was already a challenge that required advocacy on the right of civil society to get registered and legally acknowledged as networks. Furthermore, cleaners got support from the network in negotiating higher wages and employment. The network also comprises Tamkeen foundation, which works with a rights-based approach, among its members. Similarly, Aden network advocated for protecting the wetlands. The physically handicapped association is willing to advocate for better access to governmental buildings, and managed to get 25 employment vacancies for the disabled in the government (in Hodeidah governorate), after a training on disabled people's rights. Other associations stated that they are advocating for their rights as registered associations, such as getting

lower rates for electricity and water. However, they were not able to get this, but at least they paid household rates rather than company rates.

Even though the number of core cadres with high level KSA in participatory leadership may look slightly low (15 in Aden, 11 in Hodeidah), it needs to be compared with the previous situation. In Hodeidah, the 5 associations that attended the evaluation workshop stated that there was no participatory leadership at all in their organisation before the project. Management decisions used to be based on individuals only. Now they all consider that there is significant improvement in terms of participatory leadership within their associations: they discuss plans and projects more often than before.

1.3.   Number of effective LNGOs with enhanced institutional capacities in development management in the areas of organizational planning, resource mobilization, financial management/transparency, project development and management, monitoring and evaluation, human resource management and sustainability planning.

The assessment of this indicator was conducted through the above-mentioned self-administered questionnaires, thus this section reflects self-assessment of the associations themselves. In Hodeidah, all associations answered, whereas in Aden seven out of eight associations responded. Therefore, figures mentioned here reflect the opinions of 16 associations about themselves, out of the 17 that took part in the project.

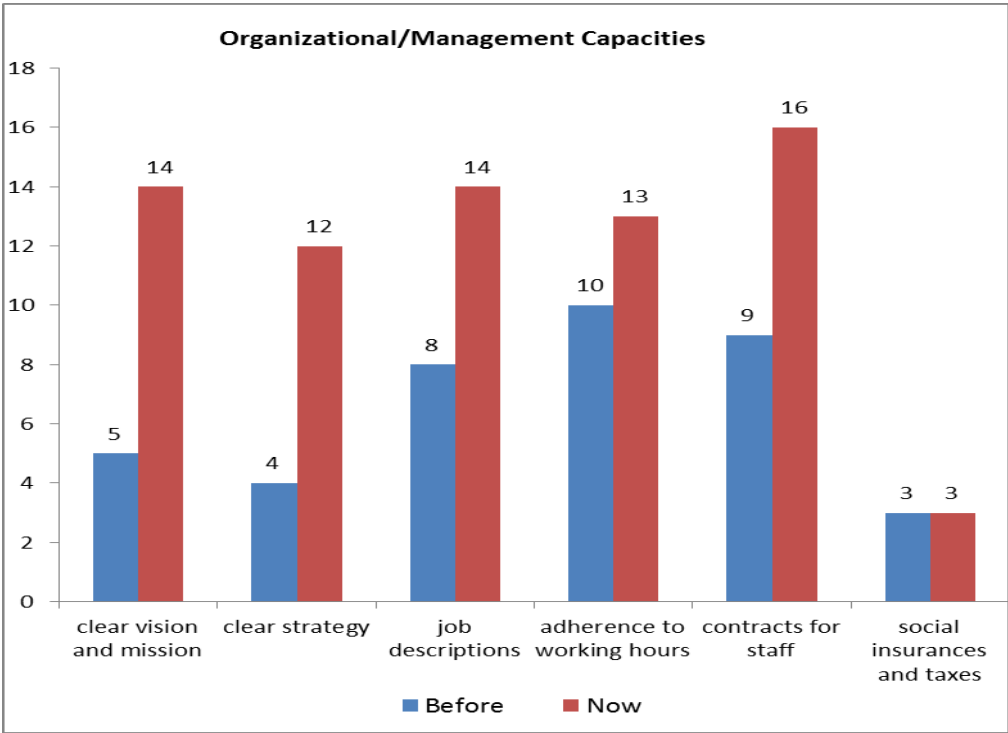- **Organisational / managerial capacities**

Table 2: Organisational and Management Capacities

As evidenced in Table 2, 11 partner CSOs said they were not used to have clear and written vision and mission statements. Some of them had such statements but they were not clear and specific enough. Now, most of the organisations state they have clear and written vision and mission statements.

Similarly, in Hodeidah workshop, 4 partner CSOs stated that plans and ideas used to be based on individuals and that they did not have any strategy. Now they have one, but it is still basic and not revised regularly. Association members are still depending a lot on revising the annual plan, and focusing on activities, opportunities, donors, calls for proposals, rather than strategies. Although members say they have a strategy and more clarity about objectives and direction, our observation is that they find it difficult to select their specific area of intervention. Even when they do direct intervention, it is not clear for them whether it is rights-based, direct assistance for poor people or another approach. Furthermore, NGOs are willing to join any network assuming it will be an opportunity to get funds. Therefore, although strategy is said to be better designed, it does not seem totally clear yet, and still appears to be quite "donor-oriented".

This specific feature of Yemeni civil society might be partially due to the fact that a number of NGOs are run by people who are both members of the Board and of the staff. As they consider their commitment in the association as a personal income, they tend to accept to develop any project that can be funded as they see it as a way to ensure their income. If there was a clearer distinction between Board members and executive staff, one would expect Board members to be keener in maintaining consistency between the activities and the strategy they agreed upon, while still trying their best to ensure sustainable employment to their staff. Even though Progressio did explain such issues to the partner organisations and provided details on the Yemeni law, it is quite difficult to interfere in CSOs' internal affairs more deeply.

In terms of human resources management, only 8 associations declared they used to have job descriptions in the past. Now, 14 organisations have written job descriptions and 13 agreed on working hours. While about half of the associations (9 out of 16) did not use to have contracts for their staff, now all of them are using contracts. A few of them also take the behaviour of the employee into consideration. We noted an increased interest in training the staff, but on the whole, the human resources policies are still very basic.

Referring to social insurances and tax, no progress can be observed between the previous situation and the current one. Partner CSOs tend to say "we are civil society, we don't have resources, so we don't have to go through these details". One of them gave the example of its bus driver who had an accident, while not being covered by any insurance, so they had to collect money from their own pockets.

- **Finance**

Table 3: Financial Procedures and Accountability
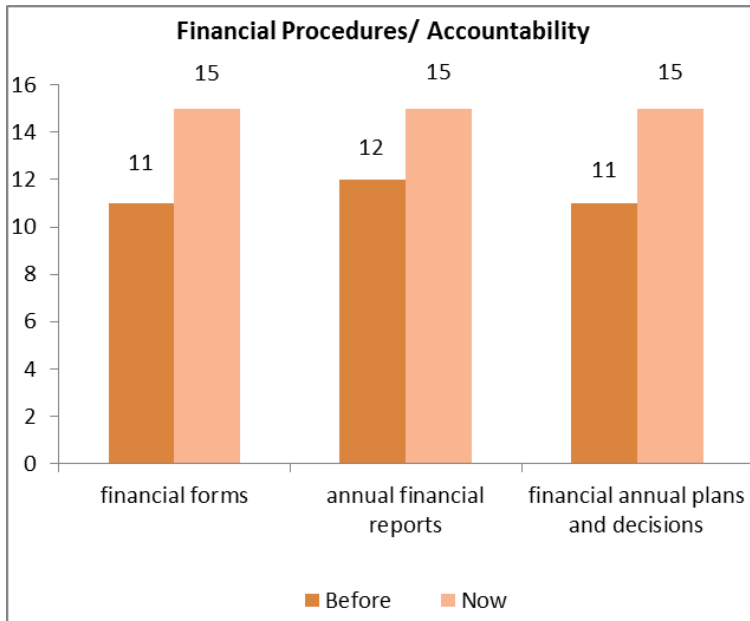
As shown in the table, progress was made in terms of the availability and use of financial forms and in terms of writing financial reports. Most importantly, almost all associations stated that financial plans and decisions are discussed internally, which means that not only financial management has improved, but internal democracy as well.

Here, Hodeidah and Aden cases have to be distinguished from one another. Indeed, in Aden, all associations were already using financial forms, writing annual financial reports and discussing financial annual plans and decisions before the project, whereas hardly half of the associations in Hodeidah were doing so, as evidenced in the table below.
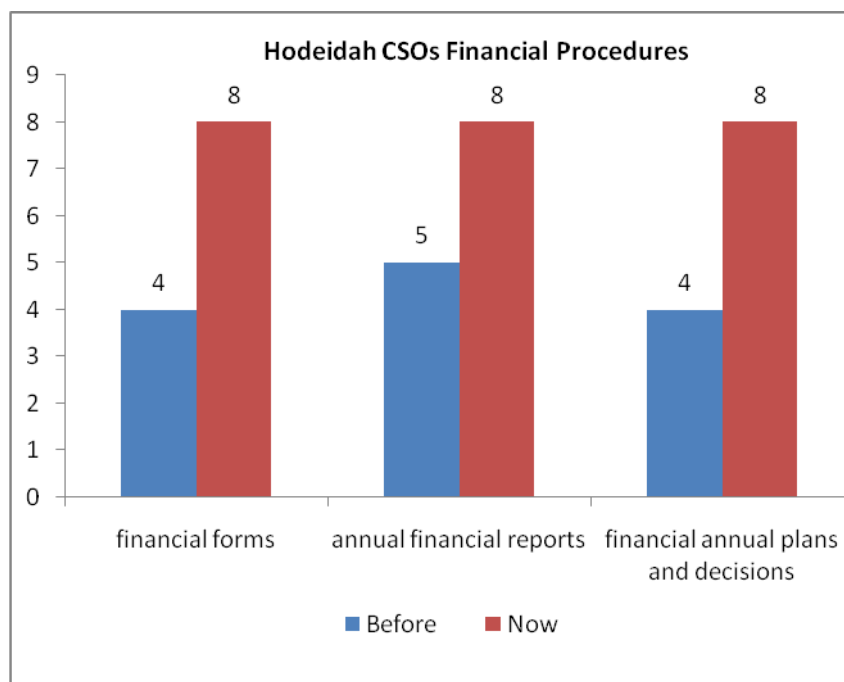

Table 4: Financial procedures and Accountability among Hodeidah associations

- **Resource mobilisation**

The role of Progressio in assisting partner organisations in mobilising resources and learning how to do it was strongly highlighted in both Aden and Hodeidah. The presence of the DW in itself was an asset as the DW would discuss the main current themes, ideas and debates in the international development field with the partners, raising their awareness on quality and sustainability issues, and making them more able to understand donors' points of view and priorities. DWs often provided direct assistance in writing proposals. Training courses in fundraising were organised, and a few associations were able to get grants from Progressio for the project proposal they had submitted. Cases of grants given by Progressio to support partner organisations include HIV/AIDS project for Abo Musa association, project for raising awareness on water issues with the Yemeni Environmental Protection Association, support of initiatives for three weaker NGOs, grants for each network after the fundraising training. Progressio was also instrumental in linking partner organisations and donors (including the private sector). Workshops were organised in order to get associations and donors to know each other better, as well as an exposure visit of Hodeidah network to donors' offices in Sanaa.

The number of projects that received financial support thanks to direct or indirect intervention of Progressio is very high, and only a few examples will be mentioned here:
- The community water project in Al Sharkyia (as a result of PAR), run by Abo Musa association
- The physically handicapped association project that was submitted to and got funded by both the Disability Fund and the SFD
- Half of Society association said they applied the principles they learned during two fundraising workshops to its relation with businessmen and got money for its sewing activities,
- The Water and Environmental Sanitation Group mentioned a variety of projects that were funded thanks to indirect or direct Progressio intervention: environment friends club funded by the US Embassy; sewing training centre funded by the Canadian Fund (although here, the fact that an environmental association runs a sewing centre shows that partner organisations' strategies remain quite blurred and need to be more clearly defined) ; water project that includes tank and distribution network funded by a Japanese fund. About this project, one of the association representatives said: "*before the training we tried to fund this but we could not. After PRA and training, we managed to get funds*", emphasising the role of Progressio
- Al Zahra association told the mission that they used to get funds from companies and businessmen only. Based on the initial communication with the DW and the Progressio, and trainings they attended, they realised they should go to international donors and they started on their own with an UK-based organisation

called Isra'a and started pushing for more cooperation with Al Awon Islamic Cooperation in Hadramaout. Besides, they imitated the exposure visits they had done with Progressio by visiting other organisations, Al Awon and Emirate Relief Foundation and they got support from them. In addition, they targeted MTN as a private institution for health activities they are managing in Hodeida and Aden and recently, they opened a branch there thanks to MTN support.
- EU-funded project on Female Inmates Capacity Enhancement, in 9 districts of Hodeidah governorate
- Reach Out Foundation launched the "cow bank" project (detailed in the case study), as an innovative way to link both international development and Islamic charity principles
- Aden Women's Association for the Family signed a contract of 5 million YER with the government to produce students' uniforms, following training courses and consultation with the DW[4]
- Strengthening relations between partner NGOs contributed to a kind of internal fundraising: for instance, Reach Out Foundation, Abo Musa and Al Zahra associations distributed food, school material and *zakat* (end of Ramadhan financial support) to the beneficiaries of the physically handicapped association.

# of CSOs funded Projects from different resources-Hodeidah

After Fundraising Training/ Coaching — 61

Before Fundraising Training/ Coaching — 37
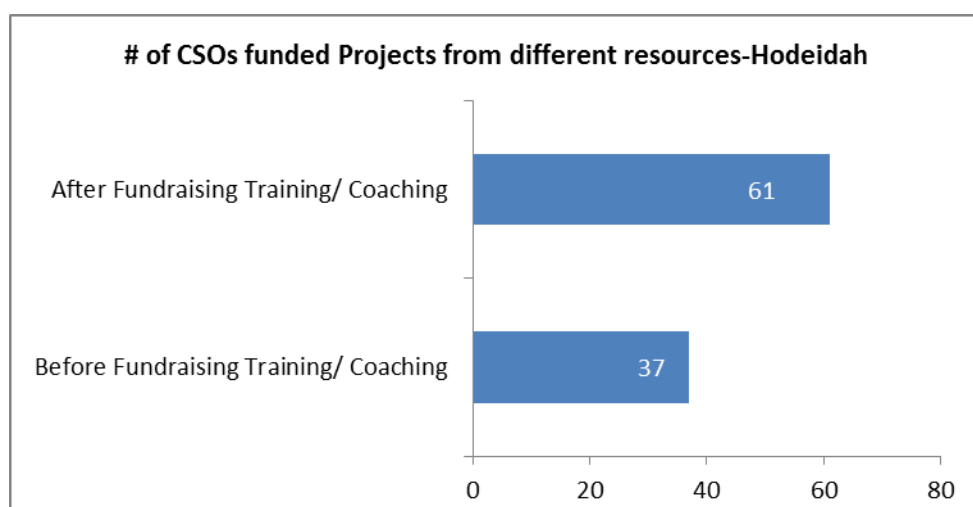
Table 5: Comparison between the number of projects funded by other donors than Progressio before and after fundraising training and coaching

The case of Hodeidah associations is particularly telling. As shown above (Table 5), before fundraising training and coaching activities, they had a total of 37 projects funded by donors other than Progressio. While now they have a total of 61 such projects.

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[4] DW*, Report September 2007 – January 2008.*

Hodeidah CSOs Projects Budget from different resources. USD

After Training on Fundraising: 1978000

Before Training on Fundraising: 940000
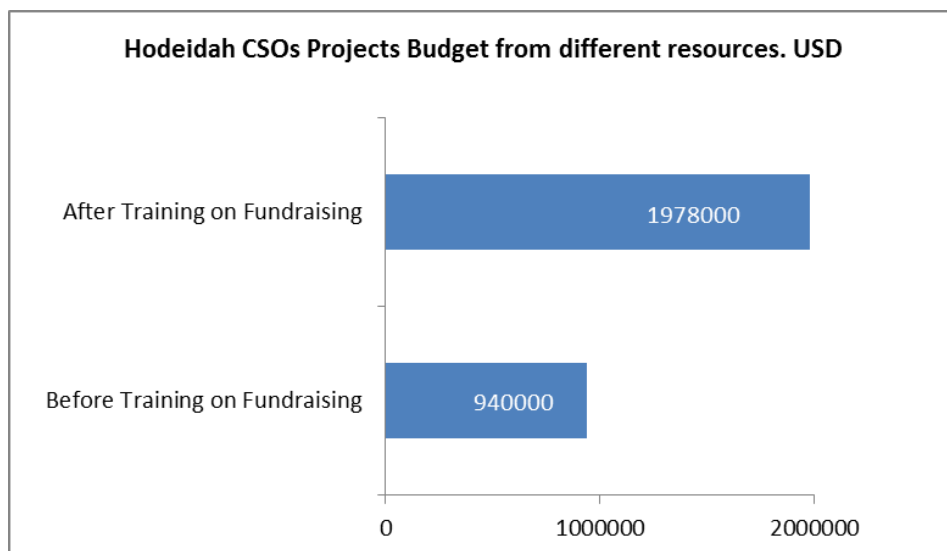
Table 6: Comparison of the amount provided by other donors than Progressio before and after the training and coaching in fundraising

Not only did the number of projects funded by other donors increase, but the budget of these projects did so as well. Indeed the total amount of the grants coming from donors other than Progressio to Hodeidah partner organisations more than doubled between the time before the fundraising training (total amount was then 940,000 YER) and after the training course (to a total amount of 1,978,000 YER).

- **Monitoring and evaluation**

Awareness on the importance of designing and using monitoring and evaluation tools increased significantly: before the project, more than half of the associations were not aware of such issues, while they all are now. More importantly, they claim that not only do they acknowledge the importance of these tools but almost all of them also use such tools and have the skills and knowledge required for setting up and using monitoring and evaluation systems. However, this is based on declarations by the partner organisations, who may be slightly overestimating their capacities. Checking the relevance and consistency of the monitoring and evaluation tools used by the partner organisations was beyond the scope of this evaluation, but may require a deeper analysis.

Monitoring & Evaluation

Awareness on Importance of M&E — Before: 7, Now: 16
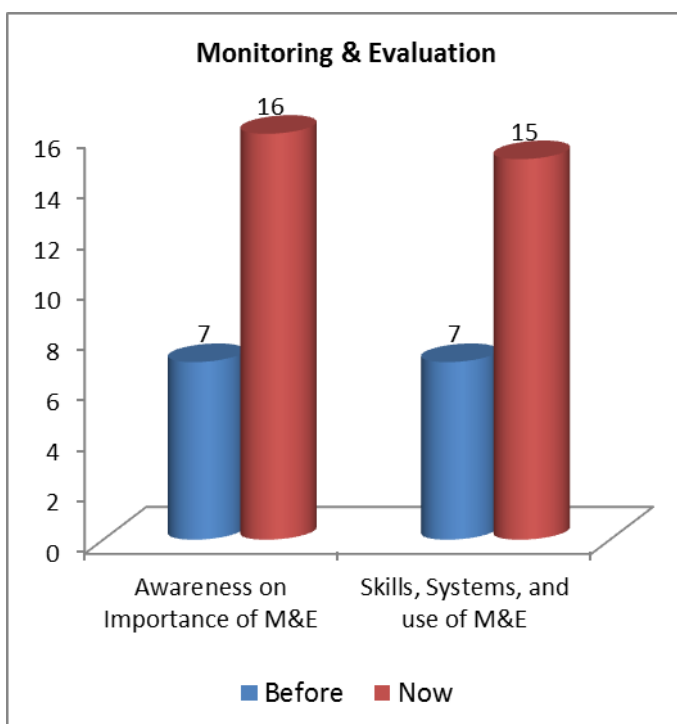Skills, Systems, and use of M&E — Before: 7, Now: 15

Table 7: Monitoring and evaluation among partner CSOs before and after the project

- **A shift in the way the associations are working: an added value of the project**

Through the project, the partner associations' capacities were enhanced and their level of knowledge, skills and attitudes on various topics increased and/or changed. This has an impact on the way they are working. This change is more obvious among organisations that used to be charity oriented and who seem to be in the process of slowly shifting towards more "development-oriented" work, with an innovative mix of international development and Islamic principles. The "cow bank" project launched by the Reach Out Foundation is an example of such ways of working. The HIV-AIDS project and the Female Inmates Capacity Enhancement project are other examples of the partner associations' capacity and willingness to widen their scope and include new social issues. Indeed, they demonstrate that topics and themes being dealt with have diversified, and partner organisations are now intervening in much more sensitive issues, such as HIV/AIDS and prison, and with new groups of partners and beneficiaries, such as people living with HIV/AIDS or female inmates. Hodeidah current DW "believes that Progressio has enabled Abo Musa to become much more developmental in outlook. Before, it was more of a service provider, in his judgement. Now it's taking a stand on issues such as Female Genital Mutilation, and there's a women's section. The thinking is advanced and progressive. There's a project on Gender and Islam and the organisation has become very welcoming of people of all faiths"[5].

This is a very promising start in terms of getting Yemeni civil society to include international development principles into culturally wise ways of working, paving the way for more relevant and better adapted responses to sensitive social issues, an encouraging foundation that could be built on in future projects.

Expected Result 2

2. By 2010, catalyzed greater cooperation among LNGO partners in Aden and Hodeidah to advocate for pro-poor policies, programs and practices

Indicators

2.1. Two (2) LNGO networks formed with clear basis of unity and development agenda

Networks were established both in Aden and Hodeidah, but they remain at an early stage of development (especially in Aden) and still in the process of defining their identity, rules, strategy, etc.

The Hodeidah network has a joint project and a joint publication. Criteria for becoming a member are: being legally registered, having an office and available reports, and being active. The current network members are planning to make these criteria more precise. The network was registered as such and has its own Board and

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[5] Progressio, *An Inter-Cultural Encounter*

executive team. Of course, this network is still in its infancy and may need further exposure to other networks and capacity-building in order to clarify its strategy and to function as a real network rather than as a new NGO or an umbrella organisation. It seems that among a number of member associations, there is still some confusion about the aim of a network and that some see it as an avenue to attract donors' funding and distribute money among the members. Such a misleading view, if not corrected, may lead to tensions among members on sharing of funds and may jeopardize the network future.

In Aden, the network is registered as well and has its own Board. Until now, it could not afford to employ an executive team, so the Board is also working as executive. The strategy and internal rules are not clearly defined yet. However, Wedyan association is now supporting local associations in Dar Saad and is planning to assist them in establishing a network, which means Wedyan association is fully convinced that organising associations into networks can be instrumental in making them stronger to voice communities' needs towards the government.
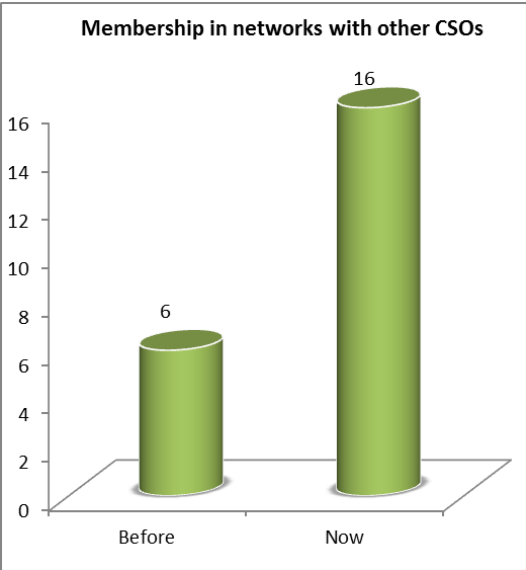

Table 8: Number of CSOs member of networks before and after the project

Finally, the mission was surprised by the small number of association members in both networks, whereas a large number of members is a crucial point to have more powerful networks. Hodeidah network did accept six new members and is planning to have more, based on the above-mentioned criteria. In Aden, no new member was accepted. It may reveal that associations did not fully understand the role of networks. Rather than experience-sharing and advocacy tools, networks seem to be considered as avenues for raising more funds, which may explain why the network members are reluctant to include more members.

This is clearly linked to lack of previous experience in networking and to low advocacy skills. Indeed, as underlined above, although willingness to engage in advocacy work can be observed in most of the partner organisations, skills to do so are not yet fully developed. Although a training course was organised in advocacy, this topic is difficult to grasp and to put into practice and therefore requires long-term and extensive capacity-building, both at the network level and at the association level. Furthermore, as the table shows, only 6 associations used to be part of a network before the project, so networking is a very new experience for most of the partner organisations.

The relative weakness of the networks may also be due to the fact that member associations are working in different fields of intervention. It might be difficult for them to find common ground to build an advocacy strategy, and a common subject that all of them would find crucial to advocate for and get involved in.

> 2.2. Break isolation among development LNGOs in 2 Geographic areas as reflected by increasing joint/collaborative initiatives to address and/or dialogue with the government and private sector on development issues

This point is still at an early stage. Joint exposure visits were organised by Progressio in Hadramout and Somaliland, as well as joint training courses, which were well appreciated and useful. Training courses in other areas would help all participants get more focused on the content of the course, but also join each other in informal settings and get to know each other better. However, joint / collaborative initiatives to address and/or dialogue with the government and private sector on development issues were not developed as such. That was probably far too ambitious for the scope of this project, as underlined in the "relevance" section. Still, partner LNGOs in Aden and Hodeida developed joint approaches in terms of involving the private sector. As underlined above, this indicator seems too optimistic for a five-year project, given the limited capacities of the associations at the beginning.

Expected Result 3

> 3. A cohesive and strong Yemen Country Program on CSO Capacity Building with established complementation and collaboration with other development stakeholders that is engaged in increasing participation of CSO in the development of Yemen.
>
> **Indicators:**
>
> 3.1. Number and nature of partnership mechanisms or collaborations established by Progressio Yemen that complements our program implementation at the governorate and national level

In order to build on the promising Progressio made by the partner organisations within the CSOs' Capacity-Building project, Progressio established further collaboration and launched new projects with a number of them. These projects are the following:
- Water awareness project with the Yemeni Environmental Protection Association
- The Female Inmate Capacities Enhancement Project with 9 of the associations among the Hodeidah network
- HIV/AIDS project with Abo Musa association

- The Citizens' Participation in Local Governance Project with At-Tadhamon and Wedyan associations

Such complementary work with the same partners did enable Progressio to strengthen the partnership, have more consistent programmes, and continue accompanying the capacity-building process of its partners through practical implementation. The consistency and relevance of such an approach should be emphasised.

3.2. Number of case studies, Manuals and process documentation of the strategies and approaches in CSO Capacity Building in Yemen shared locally and internationally

Various training courses manual were produced and shared among associations. Three of them were mentioned to the mission:
- PRA
- Participatory Leadership
- Gender

Although one of the DW assignment responsibilities was to "Assess the different national initiatives involving capacity building with local civil society organisations in Yemen"[6], no such assessment seems to have been done yet. As already mentioned above, this third expected result seemed slightly too ambitious given the limited time of the project. However, documenting other similar initiatives and networking with other organisations operating in this field may indeed be fruitful to improve future projects through complementary approaches.

Activities

As evidenced in the list of planned and implemented activities in annex 4, not only all planned activities were implemented, but other and unplanned activities were carried out as well in order to better adapt to the specific needs of the partner organisations.

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[6] DW, *Report for September 2007- January 2008*

4. Partnership assessment

Mutual respect between Progressio and the partner organisations was obvious in all meetings and discussions. Partners expressed feelings of gratitude most of the time. They appreciated Progressio flexibility and the fact that Progressio tried to adapt itself to their needs. The DWs' work was highly praised and the exposure visits were often mentioned as a mind-changing experience.

Similarly, on the whole Progressio is enthusiastic about the project outcomes and praised its partners. One of the DW, for instance, in her November 2008 – February 2009 report states that "Aden partner CSOs are also very active, developmental (beyond charity work) and willing to improve their organizations" (p11). The office staff also emphasised the dynamism of Hodeidah network and coined their EU-funded project as a major achievement.

However, a few misunderstandings occurred, leading to a perception of "ambiguity" and "bias". A number of local CSOs claim they did not understood what the criteria used for the partners' selection were. It is possible that Progressio did communicate on this, but that the information was not well understood. As the mission did not find a written list of criteria, it is difficult to draw clear conclusions on this. Besides, associations were expecting the DWs to rotate whereas the DWs mostly stayed in one host organisation, while visiting other partners. These other partner associations felt the reason why the DW was not rotating had not been clearly explained to them, although, as explained above, it was due to contractual and security issues. Besides, although the Project Implementation Committee (PIC) was considered as a promising mechanism, partners felt that it was not transparent enough and that the representatives seating in the PIC should have been renewed more often.

A small number of partners seem not to have been strongly involved: as they were not hosting the DW they mainly benefited from the training courses but not from the deeper capacity-building process. Some of them needed training courses in more specific topics (environment issues, disabled children education…) which were not provided, therefore they became less active in the project.

Hosting organisations were involved in the recruitment of the DWs, but a few other partner CSOs said they would have liked to be involved in this recruitment as well. Involving as many as eight or nine associations in addition to Progressio may complicate the process, but involving the members of the PIC might be a solution.

In Aden (and Hodeidah but to a lesser extent), the network appears as Progressio's idea, with limited sense of ownership from the associations.

Reassessing the partnership mechanisms for future projects could help clear previous misunderstandings. More detailed comments are given in the "Recommendations" section. Finally, it has to be emphasised that the Women Future Association in Aden did not attend the participatory workshop. The meeting with its chairwoman was cancelled due to security reasons, as the situation in Aden was volatile the day this interview was planned. Progressio should probably reassess its partnership with this association.

CONCLUSIONS

This project is particularly needed in the Yemeni context and was quite innovative at the time it was launched. Its objectives are fully relevant given the need of the Yemeni civil society for more capacity-building. Nowadays, many NGOs and donors are shifting their action towards more capacity-building of the civil society and could probably learn from Progressio experience. One of the partner associations, Wedyan, decided to accompany weaker local CSOs as well, using similar approaches, with is a very telling sign of how relevant and appropriate Progressio action appeared to that association. Posting DWs within local associations, organising exposure visits, promoting participatory approaches, linking associations with donors and accompanying their resource mobilisation efforts, are among the ways of working that were particularly relevant and most appreciated by the partners.

The objective can be said to have been achieved, as all associations capacities were built up, although the partner CSOs benefited at different levels. Organisations that hosted the DW generally flourished while a few small associations developed at a slower pace, in a less striking way. Establishing and legally registering networks was a very ambitious goal and is an achievement in itself in Yemen. However, this goal was maybe slightly too ambitious for the scope of this project, and one can wonder whether the partner associations gathered because they strongly felt they needed it or because they felt that Progressio was guiding them to do this. Indeed, there is no strong sense of ownership of the network by Aden associations, and in Hodeidah, although associations are proud they got a grant from the EU for their project, the actual concept of what a network is has not been fully grasped yet. The network should not be considered as a way to attract and distribute grants among associations, but as a crucial advocacy tools. The two established networks are still in their infancy stage and still need to clarify their identity, ways of working and strategy.

To conclude, the project reached its objective and made a significant difference in the lives of both partner organisations as such and their members. It should be hoped that such a promising partnership and common work will be built upon in the future with a strong emphasis on advocacy work, especially in favour of poor and underprivileged groups.

LESSONS LEARNED

What could be replicated

1) Capacity-building through a variety of tools

Capacity-building of the civil society is particularly relevant in Yemen. A number of other organisations have started working in this field as well, as many stakeholders believe that this could make a difference for Yemen. Progressio specificity stands in its use of various approaches where other organisations often rely mostly on training courses. In the evaluated project, posting DWs within partner CSOs, organising exposure visits, promoting participatory approaches, linking associations with donors and accompanying their resource mobilisation efforts, are among the ways of working that were particularly relevant and most appreciated by the partners. It is certainly this variety of ways of working that allowed for a greater impact on local CSOs and for them being in the process of slowly shifting towards more "development-oriented" work.

2) Capacity-building in fundraising through various means and practical exercises

Progressio was very successful in assisting partner organisations in fund raising, thanks to the wide variety of means and approaches used. Learning how to mobilise resources is a long process and one training course is not sufficient for this. Progressio explored wider approaches, beyond mere training courses. Indeed, the presence of the DW in itself contributed to a greater awareness among partners on current themes, ideas and debates in the international development field, making them better understand donors' points of view, priorities and language. This issue is crucial when drafting a project proposal, as it needs to be linked with overall concerns of the development fields and of donors. DWs also provided direct assistance and advice in writing project proposals. When training courses in fundraising were organised, they were designed with the perspective of small grants from Progressio, in order to stimulate the trainees and to have an immediate practical exercise. Finally, Progressio helped local associations to better know donors thanks to workshops, as well as an exposure visit of Hodeidah network to donors' offices in Sanaa.

1) Realistic and shared logical frameworks

Logical frameworks should be as realistic as possible. Sharing them with partner organisations and local counterparts is instrumental in getting all stakeholders to develop a shared vision of the project and a clear understanding of what is aimed at. It is also a way of improving the partnership by putting the partners in a position of responsibility towards achieving the objectives, rather than considering them as mere beneficiaries. Updating the logical frameworks can be a way to be flexible and to adapt to changes in the broader environment. However, such changes have to be discussed with all partners to make sure that all stakeholders are aware of the revised reference documents.

2) Equal access to the DW work

It has been observed that the associations did not benefit from the project at the same level and some of them complained about the non rotation of the DW. In future projects, equal access to the DW's work should be ensured whenever the capacity-building project is primarily based on the DW work.

3) Transparency of the Project Implementation Committee (PIC)

The Project Implementation Committee would gain more credit if the representatives seating in it were renewed more often. It also seems that there was a perception of non transparency about it. In future projects, rules about representatives' renewal and transparency of the meetings should be clarified and shared from the very beginning. Work plans and budgets to be discussed during PIC meetings should be sent in advance to all partners so that they have the information and can send comments to their representatives who will transmit these comments during the meetings.

4) Reducing the high DWs turnover rate

Questions may be raised on the high DWs turnover rate. Reasons for such turnover rate should be identified. Is it due to difficulties to integrate into a new culture (lack of language skills in Arabic, lack of cultural orientation when arriving in the country), to difficult working conditions (feeling of isolation, being a woman in an all male office…), to low wages compared to other job opportunities in Yemen, to difficulties to adapt to the associations' state of mind and needs? Former and current DWs may be interviewed to answer these questions. Such analysis may help Progressio in finding appropriate solutions. For instance, more orientation could be given to the DWs both

about Yemen itself and about the partner NGOs. In a few interviews, the fact that a few DWs stayed in Yemen after they left Progressio was highlighted, proving that in certain cases, the availability of better job opportunities with higher wages may be a reason for the DWs turnover rate. In case of international DWs, experience shows that Arabic–speaking candidates should be favoured: as said above, partner organisations highlighted that Arabic-speaking DWs were able to communicate much better with them, with the local authorities and with the communities.

5) In-kind support related to the training courses

It seems that training courses were better applied when the organisation had the resources or material to do so. Indeed, computer training course may be difficult to put into practice if the association has no computer or only one computer to be shared among all members. In such case, in-kind support related to the content of the training course could be a significant added value.

6) Capacity-building on advocacy skills and thematic clusters as first steps towards establishing "owned" networks

CSOs tend to look at networks as avenues for raising more funds. Their sense of ownership of the network seems rather low. They usually say it is a good idea, but still seem at a loss about what to do with it. One reason may be that while networks are often a powerful means to put pressure on government for policies change, local CSOs acknowledge that they still need more capacity-building on advocacy skills. Then, one may conclude that once associations gain better knowledge and abilities on advocacy work, they might start working better in networking. In this case, intensive capacity-building on advocacy skills may come before setting-up networks, and will facilitate it. Furthermore, the few associations willing to work on advocacy are usually focused on their own field of interventions. Associations for disabled people want to advocate for a better access to governmental offices for them. Environmental groups wish to advocate on the protection of wetlands or mangrove swamps. This is why starting networking through thematic clusters seems more appropriate as a first step towards established proper networks.

7) Documenting similar initiatives and networking with other organisations

As already mentioned above, one of the DW assignment responsibilities was to "Assess the different national initiatives involving capacity building with local civil society organisations in Yemen"[7]. No such assessment seems to have been done due to the lack of time. In the future, documenting other similar initiatives and sharing experience with other organisations operating in this field could be done at the stage

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[7] DW, *Report for September 2007- January 2008*

of designing projects and may be fruitful to improve them through complementary approaches.

8) An in-depth baseline done at the very beginning of the project

Capacity-building process is hard to measure. Undertaking an in-depth baseline with a solid methodology may help Progressio measure progress against indicators better in the future, and could be used to promote tools and ways of working that did work efficiently.

9) Designing measurement tools jointly with partners

Involving partners in designing the tools that will measure their progress may be an opportunity of discussing and debating on the role of civil society. Thus, the definition of the "dream CSO" and its action may be decided upon jointly. This could increase the partners' sense of ownership on the project, as they are the ones that set their own objectives as the CSOs. Self-evaluation would then be easier: if CSOs contribute in defining the criteria, they know where they stand more precisely. Then, they can include mid-term and long-term capacity-building objectives in their strategy, deciding together where they would like to stand in the future and which fields they want to improve in priorities.

10) Fostering the responsibility towards staff

Partner CSOs tend not to give attention to social insurances and tax, considering that being civil society, therefore being with limited financial resources, exempts them from these. Raising the issue may therefore be necessary to make them aware that, as CSOs, their management of human resources should be exemplary. Such awareness sessions could build upon practical cases that occurred in the associations. Indeed, when one person of the staff is sick or has an accident, this usually costs money to all members, who often contribute to the medical expenses for solidarity. Bearing that risk at the institutional level, by paying social insurances and tax is another option that may be discussed collectively.

RECOMMENDATIONS
Capacity-building and local governance merging under "Effective Governance and Participation" theme

From now on, Progressio is planning to tie and combine both components, capacity-building and local governance, under a single overarching programme theme, "Effective Governance and Participation". Apart from the first one, recommendations listed here are broad in scope and can be used for the whole programme. A number of them might not be relevant for the upcoming project but might be applied within a later project, depending on the priorities and strategic orientations of Progressio.

A. Recommended approaches, actions, themes

1. Adopting a clear position in Al Buraiqa district

The **Al Buraiqa case** has to be given extra care and special attention, due to its very specific and complex context. It seems that very strong pressure should be applied at central government level to get guarantees on the land use, and financial support for at least part of the submitted projects. Progressio should take this responsibility, either by working on it in Sanaa directly with the government, or by trying to gather support from other international organisations to get more weight in the negotiations, while involving members of the community and People's Committee in this action. If Progressio feels that this responsibility is beyond its mandate, it may decide to withdraw although this would probably result in strongly disappointing the community of Al Khaisa village, leaving them with feelings of abandonment. In any case, the mission recommends not to continue organising participatory planning workshops if no pressure and lobbying work is exercised at central government level whenever necessary, as community members might be losing their motivation when being confronted with disappointment after raising their expectations. Finally, before the construction of the auction bazaar resumes, a written agreement on its appropriate location should be found with the community members and local authorities. As expressed in the focus group discussion in Al Khaisa village, involving fishermen cooperatives may help in such negotiations. If the facility is built on a place that is considered as disputed, polluted and/or not adequate, people may not use it and neglect it, and that would be a considerable waste of money, time and energy.

2. Thematic clusters within the networks

Because the networks are now including very different associations with very different topics, it seems difficult to gather all of them around one case they would all want to be advocating for. Hodeidah network initiated **thematic clusters** that may be a hint to get these associations working on various topics and advocating for issues related to their own centre of interest. Some topics are present both in Aden and

Hodeidah, and could form a link between the two governorates, as a first step towards establishing joint initiatives. Associations working with disabled children and adults are included in both networks and might be willing to work together to advocate for better integration of disabled children in schools, better access of handicapped people to governmental buildings, etc.

3. Sharing experience and learning from other initiatives

Documenting similar projects and meeting organisations working in the same fields would be an opportunity to benefit from lessons learned by other stakeholders. Such organisations include Oxfam, Civic Democratic Initiatives Support Foundation, Civic Development Foundation among others.

4. Orientations and themes

4.1 Advocacy

The networks action should be focused on advocacy. People's and Youth committees should take part in advocacy work.

As organisational capacities of partner organisations were enhanced through the previous project, the next project should focus on the capacities that still need to be further developed, such as advocacy skills. Use of **media** as an advocacy tool should be included in this capacity-building process.

Each network will probably suggest issues that should be advocated for, and youth committees will probably come up with other recommendations. However, a few topics are suggested here, that should be discussed with the partners.

- **Advocacy on the decentralisation process**

A large part of the partnership between communities, local authorities and local associations should be devoted to **advocacy work on the decentralisation process**. The decentralisation law has limitations and is not currently fully applied, mostly due to lack of political will. The central government and local authorities are reluctant to relinquish power, either to the local district for the former, or to citizens for the latter. The decentralisation law might be revised under the new constitution, meaning that the decentralisation process is still limited, as explained before. There is a need for changing policies, and this should be carefully considered while designing the next phase.

- **Advocating for the civil society rights**

In addition to social issues, the mission recommends that the networks also start advocating for issues specific to the civil society regulations and access to funds. The law provides for associations paying lower rates for electricity and water, which could help them significantly as it is often difficult to raise money for this kind of costs, however this is generally not implemented. If many associations advocate all together on such a specific point rather than negotiate separately, they may increase their chances of success.

- **Advocacy on civic education**

Including civic education, information and awareness in the school curriculum could be advocated for by the networks.

- **Lobbying towards donors**

Lobbying towards donors may be done as well. The fact that a number of donors continue demanding project proposals written in English in a country whose language is Arabic should be questioned. Calls for proposals that put international and local NGOs in a situation of competition, whereas both have very different level of resources and available capacities, are not helping the local civil society develop itself. Donors could discuss more with local associations, accompany them towards designing and writing better project proposals, but also listen to them and learn from their field experience about the actual needs, the kind of innovative approaches that would seem to work better and should be promoted, etc. Such information and feedback from the field may help donors when designing their objectives, selecting their priorities and preparing their guidelines.

4.2 Capacity-Building

Progressio should continue to make use of **a variety of capacity-building methods**. Training courses are not sufficient to ensure that new ways of working are adopted. DWs' posting and common work with local counterparts enable **on-the-job training** that have more long lasting effects. Partners should be able to take part in **international exposure** visits and participate in international conferences in order to be more familiar with current debates in the international development field and share experience with other similar organisations. Innovative methods such as **the use of media** should be explored as well.

- **Capacity-Building for local associations**

Further capacity-building activities for CSOs should focus on **technical and specific skills**, since managerial and organisational capacities have been already enhanced in the former project. Training programmes should be adapted to each organisation fields of work and will therefore include a very wide range of subjects such as micro-credit, water, sanitation, environment, or education for mentally and/or physically handicapped children and youth.

- **Capacity-Building for networks**

Capacity-building for the two networks should focus on **advocacy skills**. Understanding of what networking means and what it could be used for should be improved.

- **Capacity-Building for Youth**

Youth should be able to access **civic education** courses and material to get a more thorough understanding of terms that were constantly repeated during the last months, such as "democracy", "civil state", "accountability"…
Introductory courses to economics might be thought of as well for the youth in order to better understand the economic situation of their country, the unemployment rates, the effects of corruption on the overall situation, and so on. Unemployed young men and women who are struggling to get a job should have a better knowledge on

economics, such as how the government is managing the economy, what it could be doing or not in terms of jobs creation, or what kind of mechanisms exist in other countries to help people get jobs.

Hints about what young men and women can do to develop their communities should be given as well, through **encouragement to volunteerism, capacity-building of their committees or organisations, involvement in strategic planning of the districts, or involvement in advocacy campaigns of the networks**.

- **Capacity-Building for local authorities**

During the mission, various stakeholders mentioned that there is **very little coordination between governmental offices, public works projects, Social Fund for Development action, donors, and the local authorities**. Capacity-building for local authorities should be directed towards empowering them enough to be able to **coordinate other institutions' local programmes** and eventually to **manage basket funds** through which the government, other organisations and donors would be working on local development. Such an ambitious and long-term aim will obviously require a **very high level of transparency and accountability and excellent financial and technical skills**, but may also be a source of motivation for the local authorities.

- **Capacity-Building on cross-cutting issues: transparency / accountability and participatory development**

The capacity-building activities should include topics on quality issues in development, such as **transparency, accountability, participation, sustainability**… Associations and local authorities should get a clear and deep understanding of what is expected from them in terms of **internal democracy, transparency and accountability**. Improving local governance requires more transparency from all stakeholders. When local associations request the local authorities to make their plans and budgets public, they should be ready to do the same. Such transparent practices would contribute to building trust among the various actors of local governance and development. The Aden Association for Families Development publishes budget details on its website, but it is an uncommon practice among associations that should be more widely spread.

Participatory methods should continue being used and promoted, not only towards the local CSOs, but also towards local authorities, youth and Community-based Organisations. These new partners should also be trained in using participatory methods. Local council members should continue being involved in participatory needs assessments and participatory planning processes.

5. Facilitating fundraising opportunities

In terms of fundraising, **diversity of sources and donors** should continue being strongly encouraged, for instance through **introductory workshops** involving donors, associations and local authorities. Various donors should be encouraged to explain their objectives, priorities and guidelines to both associations and local authorities with a view to helping them understand better what is expected in a project proposal for each donor. At the same time, a few associations could present one of their projects or their overall strategy in order to appeal to the donors but also

to provide them with more information on the field experience of local associations. Finally, such workshops could be an opportunity for the associations to advocate towards donors and raise issues related to the language of project proposals, competition with international NGOs, adapting project management and monitoring procedures to associations' capacities, etc.

Local council members sometimes tend to feel that associations are getting funds easily, while they have no access to such sources of income. **Involving local authorities in such workshops** would help them better understand how difficult fundraising is and what level of transparency and accountability is required. It will also contribute to making them feel they have access to the same level of information about donors and to getting them acquainted with available funding opportunities for local authorities' projects. These workshops could be organised by theme, or by type of donors and support: private sector, Islamic foundations, small-scale grants, large-scale grants, embassies… **Visits to donors** could also be organised to complement these workshops.

Local authorities should be able to go on **exposure visits** to districts that are managing a donor-funded project in order to get a deeper understanding of the challenges faced and possible solutions to overcome these.

Linkages and contacts should be developed in advance with potential funding partners (local or international) whenever projects are aiming at implementing participatory planning approaches. This would significantly reduce the risk of unmet expectations and could also help address the obstacles raised by conflicting interest groups.

B. Recommended mechanisms and nature of partnerships

1. Partners

1.1 Involving partners from the very first stage

All partners, associations, fishermen cooperatives, other community-based organisations, youth committees and local authorities, should be involved in the project from the very beginning, participating in its design and in writing its logical framework as part of the capacity-building process. They also should take part in **joint activities** in order to **build trust** among them as part of both the advocacy work and of the component on governance. **Common training courses** including local associations, members of the people's and youth committees, representatives of the governmental executive offices in the district, and local authorities can be useful opportunities to deepen the linkages between these various stakeholders, **improve communication and understanding** among them, and **encourage experience sharing**.

1.2 Involving local authorities

Local authorities should be involved **in all stages of the project**, from its design to its evaluation, in order to increase their ownership.
Part of the advocacy work will be targeting them so they should normally not be taking part in it, however they may participate in **a few advocacy activities towards central government**.
They also should be included **in the whole capacity-building process**. Indeed, building the capacities of the related government departments in subjects such as monitoring capacities of Social Affairs, or monitoring transparency with local councils and the private sector, would facilitate common work on these topics.

1.3 Involving youth

Effective participation and governance requires the participation of the young citizens who are willing to build a new Yemen. The **active involvement of youth in the project** should be prepared at an early stage in order to make them not mere passive recipients of the activities, but **partly responsible** for their implementation. Wedyan association is already mobilising the youth in its activities, such practices may be extended. Wedyan's previous experience should be used and built upon, and this association could become a resource in terms of involving youth in the project.
Youth willing to get mobilised, to organise themselves into committees, and to get involved in their communities' development should be encouraged to do so and involved in the project activities, not only as beneficiaries, but also **as participants and stakeholders**.

1.4 Involving new local CSOs and Community-based Organisations

Other CSOs could get involved in the project, as well as Community-based Organisations. For instance, in Al Khaisa village, the local association Al Fardous is active and could be a resource when working with Al Buraiqa local council and with the villagers. Similarly, the fishermen cooperative could be a crucial partner for mobilising fishermen in solving problems that are directly related to them, such as the

location of the auction bazaar. In Hodeidah, rural organisations such as Al Mustakbal, al Amal and Al-Salif associations, could get involved as well to ensure the rural outreach of the project.

2. Two Project Implementation Committees to foster partnerships

The **"Project Implementation Committee"** mechanism should be deeply changed in order to **include new partners** and to distinguish between the two main components of the project, **advocacy and capacity-building**.

Establishing a steering committee that will represent Progressio's partners/beneficiaries and form a link between Progressio and them is of course needed. But this committee should include not only local associations' members, but also representatives of the local authorities and of the youth in order to make sure that these stakeholders also feel part of the project and responsible for its success. However, advocacy work will partly target the local authorities themselves. If their representatives are in a position where they can influence the advocacy activities towards themselves, they may try to downsize or hamper such activities. This is why it would seem more adequate to set up **two separate Project Implementation Committees** with two separate budgets and working plans, one for the **capacity-building process**, the other for the **advocacy component**.

People who sit in these steering committees should be selected in a **transparent and democratic way**. A mechanism should be created to get one youth representative elected by all the youth organisations and committees of a district, and enabling each involved district council to elect its representative. Similarly, representatives of the partner associations should be elected. New elections should be held every year to ensure **renewal of the representatives** and to avoid the perception that only few of the partner associations are involved in the decision-making process.

Members of the PIC in charge of the capacity-building process could be involved in the recruitment of the DWs, as hosting organisations used to be.

As Progressio is accountable towards its donors on the way the money is spent, it should retain its position as the final decision maker. However, financial plans should be prepared, discussed and agreed on by the steering committees in order to ensure a **bottom-up approach**.

Such Project Implementation Committees would also be an opportunity for the various stakeholders to put theoretical concepts such as internal democracy, transparency and accountability into practice and experience what it means concretely in terms of debate, negotiations, compromises.

C. Recommended management reforms

The **current political context** and its related risks and challenges should be seriously taken into consideration not only in the project design, but also in terms of managerial orientations. For instance, Yemeni DWs may be less constrained by security issues than foreigners, and therefore may be favoured in the future.

1. DW posting

A **DW** could be posted within each network (one in Hodeidah and one in Aden) in order to build up the advocacy capacities of the network as such and of its member organisations. This DW would focus his or her work on the network but could also provide advice and guidelines to the member associations willing to advocate for a specific case.

Partner associations are working on topics that require specific knowledge and skills, like education for mentally and/or physically handicapped children and youth, environmental issues, water and sanitation programmes, management of income-generating activities, so the selected DWs, either Arabic-speaking foreigners or Yemenis, should be as far as possible experts in the field of their host organisation. Although this implies posting as many DWs as there are specific fields, which may be costly, it seems an adequate way to deepen the capacity-building of the partner organisations.

Posting DWs within youth committees may also be considered.

2. Local Counterparts

If hired DWs were fluent in Arabic, local counterparts would not need to be fluent in English any more and would be relieved from the translation workload. In this case, rather than being considered as Progressio staff, they may be members of the partner organisations who benefit from the DW skills as volunteer "focal points". This would allow having more local counterparts, not only within current partner associations, but also within youth committees and possibly local councils.

3. Consolidating core management

Having various DWs working on the same project will require a **consolidated core management** that can ensure the consistency of the action, be responsible for consolidating reports, monitoring and evaluation, and propose common work plans, methodologies and approaches for joint agreement.

4. Geographical scope

In Aden, working at the governorate level with all 8 districts can be a target to keep in mind, but it might be difficult to reach in a first phase. Objectives should be realistic. Extending the project to six new districts would imply very intensive capacity-building activities with new partners. It may be more achievable to set up the project in just the **few districts** in which partners organisations are already located, like Khur Maksar. In Hodeidah, **rural organisations** could be involved in order to widen the scope of the network.

ANNEXES

ANNEX 1: List of Participants in the Evaluation
ANNEX 2: List of Partner CSOs
ANNEX 3: Logical Framework
ANNEX 4: List of Planned and Implemented Activities
ANNEX 5: Self-Administered Questionnaire

ANNEX 1: List of Participants in the Evaluation

Hodeidah		
CSOs/Leaders	Al-Tawasul (Reach Out) Foundation for Development	Mohammed Ahmed Alkhaiwani
	Azzahra Social Charitable Foundation	Bokari Ibrahim Bokari
	Yemeni Association for Women Education and Eradication of Illiteracy	Nemah Othman Maagam
	Yemeni Child Rights Association for Mentally Handicapped	Ayshah Hashabrah
	Half of Society Female Developmental Association	Hunan Omer Ahmed
	Water and Environmental Sanitation Group	Hatim Mosleh Farag
	Yemeni Environmental Protection Association	Nashwan Abdulmanan
	Physically Handicapped Association	Ali Al-Hadhrami
	Abo Musa Alasha'ary Social Charitable Association	Abdo Ali Mansoub
Local Authorities	Planning Office and International Cooperation	Mohammed Aldobaee – General Manager .
	Social Affairs and Labor Office	Mohammed Abdullah Hagar - General Manager
		Hayder and Hani Mohamed Abdulmageed
	Local Council of the Hawak District	Basheer Saeed Al-Qadasi-Chairman of the LC
		Gumaee Salim- Secretary General
	MOPIC Office	Mohammed Al-Dubai
Networks visited	Hodeidah CSOs Forum - supported by Progressio	
Other networks explored	CSOs Poverty Eradication Network-supported by Oxfam	
Communities/ Committees	Al-Sharqiah	
CSOs visited by main evaluation team	Physically Handicapped Association - Yemeni Environmental Protection Association - Abo Musa Alasha'ary Social Charitable Association - Al-Tawasul (Reach Out) Foundation for Development	
CSOs covered by data collectors	All CSOs listed above	
Local Counterpart	Abdullah Abdulwahab Ahmed-Abo Musa Association	
DW	Saeed Mohammed Seif	

Aden		
CSOs/Leaders	Al-Tadhamon (Solidarity) Development Society	Khadiga Al-Harsi, & Nema Ali
	Aden Association for Families Development (Irtiqa'a)	Salwa Shawalah
	Women Sustainable Development Society (WASD)	Ismahan Qubati
	Mabarat Aden Association for Cooperation and Solidarity	Ahmed Ali Al-Mihdar
	Al-Rahma/Mercy Association for Mentally Handicapped Children	Rahima Qasim
	Child Rights Society	Abdullah Noaman
	Wedyan Association for Community Development	Tameem Abdulrakeeb Al-Namery
Networks visited	Aden CSOs Network supported by Progressio	
Other networks explored	Al-Irada CSOs Poverty Eradication Network-supported by Oxfam	
CSOs visited by main evaluation team	Aden Family Development Society (Irtiqa'a) - Al-Tadhamon (Solidarity) Development Society - Al-Rahma/Mercy Association for Mentally Handicapped Children - Wedyan Association for Community Development - Women Sustainable Development Society (WASD)	
CSOs covered by data collectors	All CSOs listed above	
DW	Khadiga Al-Harsi	

Others	
Progressio Core Team	Abeer Al-Absi (Country Representative/Director) -- Sania Al-Aswadi (program) --- Kaid Al- Sureihi (Finance)
Oxfam - Sub-office in Hodeidah	Lydia
IOM	Abdullah Al-Sayari (Progressio ex-director)

ANNEX 2: List of Partner CSOs

In Hodeidah

- Al-Tawasul (Reach Out) Foundation for Development
- Azzahra Social Charitable Foundation
- Yemeni Association for Women Education and Eradication of Illiteracy
- Yemeni Child Rights Association for Mentally Handicapped
- Half of Society Female Developmental Association
- Water and Environmental Sanitation Group
- Yemeni Environmental Protection Association
- Physically Handicapped Association
- Abo Musa Alasha'ary Social Charitable Association

In Aden

- Al-Tadhamon (Solidarity) Development Society
- Wedyan Association for Community Development
- Aden Association for Families Development (Irtiqa'a)
- Women Sustainable Development Society (WASD)
- Mabarat Aden Association for Cooperation and Solidarity
- Al-Rahma/Mercy Association for Mentally Handicapped Children
- Child Rights Society
- Women Future Association

	Intervention logic	Objectively verifiable indicators of achievement	Sources and means of verification	Assumptions
Overall objectives	To catalyze meaningful involvement of CSOs in Yemen in bringing about greater change in the policy and practice that will result in a positive difference to the poor and excluded in Yemen	· Improvement in standard of living through development of capacity of civil society organisations	- Participatory evaluation meeting - DW Reports - Reports to Irish Aid	
Specific objective	Building 18 CSOs capacities in managing their affairs and advocating for the poor and marginalized sectors in their areas of operation	• No. of NGO leaders who have received training and are managing their organisations more effectively • No. of NGOs participating in networks		• High level of willingness from the NGOs to receive an effective capacity building program. • The NGOs are willing to work together as network in the favor of the community needs. • The political situation and security conditions allow the project to be run smoothly
Expected results	1. By 2010, built the capacity of at least 15 LNGOs in Aden and Hodeidah governorates in Organizational Management, Participatory project development and implementation	1.1. No. of LNGOs engaged in community based participatory programs addressing poverty issues and clear integration of tripartite partnership of CSOs/LNGOs/Community Residents, Government and Private Sector to respond these community issues. 1.2. Number of core LNGO cadres with high level KSA on participatory leadership. Advocacy, training, organizational development and management, and gender sensitivity 1.3. Number of effective LNGOs with enhanced institutional capacities in development management in the areas of organizational planning, resource mobilization, financial management/transparency, project development and management, monitoring and evaluation, human resource management and sustainability planning.		• NGOs are willing to help their communities. • NGOs are willing to participate in the development process. • The concerned Governmental entities as well the other stakeholders are cooperative with the NGOs.
	2. By 2010, catalyzed greater cooperation among LNGO partners in Aden and Hodeidah to advocate for pro-poor policies, programs and practices.	2.1. Two (2) LNGO networks formed with clear basis of unity and development agenda 2.2. Break isolation among development LNGOs in 2 Geographic areas as reflected by increasing joint/collaborative initiatives to address and/or dialogue with the government and private sector on development issues		
	3. A cohesive and strong Yemen Country Program on CSO Capacity Building with established complementation and collaboration with other development stakeholders that is engage in increasing participation of CSO in the development of Yemen.	3.1. Number and nature of partnership mechanisms or collaborations established by Progressio Yemen that complements our program implementation at the governorate and national level 3.2. Number of case studies, Manuals and process documentation of the strategies and approaches in CSO Capacity Building in Yemen shared locally and internationally		

ANNEX 4: List of Planned and implemented activities

Planned Activites	Implementation
Forum on Development Partnership	Implemented
Organizational Assessment and Profiling	Implemented
Initial organizational assessment/organizational diagnosis	Implemented
Basic NGO Management Training – Module 1	Implemented
Training on Gender and Development Community Advocacy	Implemented
Basic NGO Management Training –Module 2 (Strategic Planning)	Implemented
Participatory Leadership Training	Implemented
Seminar on Women's Rights in Islam	Implemented
Focus Group Discussion on Gender in Yemen	Implemented
Leadership Training for NGOs	Implemented
Project Development and Management	Implemented
PRA (Theoretical Part)	Implemented
PRA (Practical visit)	Implemented
Workshop for mid-term evaluation	Implemented
Training on Conflict Management and Resolution and Network	Implemented
Workshop on CSO Leadership Skills	Implemented
Workshop on Women Leadership	Implemented
The first advocacy workshop on violence against children	Implemented
Crashed Management Course for Second Level Managers	Implemented
Publication of Manual	Implemented
Process Documentation	Implemented
Organizational Development	Implemented
Training on Women Empowerment	Implemented
Monitoring and Evaluation	Implemented
Issues Discussion	Implemented
Support of CSO Initiatives	Implemented
Cross Learning to Somaliland	Implemented
Community Partnership	Implemented
Workshop on Gender – Based Violence	Implemented
Workshop on Violence Against Children	Implemented
RICA Reflection Forum	Implemented
LNGO Networking Forum	Implemented
Cross Learning Visit to Hadramout	Implemented
Support to OD Process	Implemented
CSOs' Networking Forum	Implemented
Environmental Awareness Campaign	Implemented
Sensitization Workshop on OD Process	Implemented
Training course in Strategic Planning	Implemented
Worskhop on Advocacy	Implemented
Training course in networking	Implemented
Establishment of the network	Implemented
Furniture and equipment for the network office	Implemented
Support to the office of some NGOs (furniture and equipment	Implemented

ANNEX 5: Self-Administered Questionnaire

Name of organization: _____

Year established: _____

Respondent: _____

Position:_____

Q#	Issues/ capacities	BEFORE the Project	NOW	Any additional comments
		YES / NO	YES / NO	
A:	**Organizational/management issues**			
1	Availability of clear and written vision and mission statements			
2	Availability of clear and written strategy			
3	Availability of job descriptions			
4	working according to internally agreed working hours			
5	employment contracts for staff			
6	Payment of social insurances and taxes for employees			
B.	**Financial procedures/accountability**			
1	Availability and use written financial forms			
2	writing and sharing annual financial reports			
3	discussing financial annual plans and decisions within the association			
C.	**Monitoring and Evaluation**			
1	Awareness of the importance monitoring and evaluation			
2	Availability of skills and knowledge required for setting up and using monitoring and evaluation systems			
3	using monitoring and evaluation tools			
D.	**Other issues:**			
	Membership in networks with other SCOs			
	Writing sound project proposals for fundraising			
	Received fund for projects from different sources after using skills learnt by the direct or indirect training by Progressio	**Before training on fundraising:** No of projects before fundraising training:_____ Funded by:_____ Total cost of these projects:_____ **After using fundraising training skills:** No of projects funded: _____ Fund from:_____ Total budget of these projects:_____		
	Number of core NGO cadres with high level KSA on:	Participatory leadership: _____ Advocacy:_____ Organizational development & management_____ Gender sensitivity_____		