



World Education

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**World Education/SWAY Project Workplan**

**Year II**

**1 May 1992 - 30 April 1993**

**Support to Women's Association of Yemen**

**USAID/Sana'a Project Number 279-0080-C-0003-00**

The Sway Project  
World Education  
P.O. 55880  
Taiz, Yemen

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**WORKPLAN : SWAY PROJECT  
YEAR II**

**Tasks 1 , 2 and 5**

**Task 1 : Develop individual YWA's management, financial, planning and implementation capabilities.**

**Task 2 : Improve the quality and marketability of products from the women's associations and demonstrate increased income for individual producers and for the associations.**

**Task 5 : Increase selected associations' abilities to meet income generating needs of rural memberships through productivity projects employing savings groups and new business start-up.**

1. Provide follow-up to Year I YWAs on implementation of Action Plans through regular field visits and consultation on individual YWA goals and objectives. Provide on-going management training and training on financial management to YWA leadership and membership. Set up YWA reporting system and provide training to all Year I YWAs on use of reporting forms/formats. Provide training in on-going, internal evaluation techniques to Year I YWAs. Provide additional training in program and project management to both leadership and membership of Year I YWAs. Provide assistance in revision of Action Plans as necessary.

Time frame: May 1992 - April 1993. Technical: 2.25 PM;  
Support: 1.5 PM.

**INPUTS**

- 1.1. Assistance provided to YWAs on implementation of year I of each YWA Action Plan.
- 1.2. Regular field visits carried out ( currently weekly may move to every two weeks as number of year II YWAs increases).
- 1.3. Additional management training provided on monitoring and evaluation, on program planning and program/project management, on financial management and on reporting to SWAY.

**OUTPUTS**

- 1.1 Training in planning and program management: are used in developing realistic Action Plans which are then implemented.
- 1.2 YWA's trainee's are using, participatory adult education methodology and training materials with all Year I YWAs in individual YWA activities for their membership.

2. Provide additional systematic training to Year I YWAs basic income generation techniques and skills such as feasibility studies, needs assessment, market analyses and credit. Organize and conduct a series of two practical, field oriented workshops on basic income generation skills. Organize and conduct training of orientation to SWAY Credit Program. Hold proposal development review meetings to work with YWAs on credit applications. Time frame: October 1992 - December 1992. Technical: 5.00 PM; Support 2.50 PM.

#### INPUTS

- 2.1 Series of two workshops organized, conducted and evaluated.
- 2.2 Training materials developed on specific income generation skills in Arabic. Materials field tested and ready for production.
- 2.3 Training/orientation sessions on SWAY credit program developed, delivered and evaluated.

#### OUTPUTS

- 2.1 YWA Trainers and membership using specific income generation skills(e.g feasibility studies, needs assessment and market analysis) in income generation project formulation and implementation.
- 2.2 YWA business plans drafted, reviewed and prepared in proposal form and submitted to SWAY credit program staff for review. Loans awarded based on realistic business plans submitted by YWAs.

3. Set up, administer and supervise credit program for YWA members. SWAY staff visit to Jordan to gain more information about credit programs in neighboring countries. Field team of consultants to study credit program possibilities

in Yemen. Develop credit program based on recommendations of consultants. Recruit credit specialist and orient to SWAY Program, YWA activities and process of organizational development used with YWAs. Develop all internal procedures for YWA access to credit. Organize and deliver orientation programs for YWAs. Assist YWAs with development of loan application /proposals. Time frame: May 1992 - April 1993.  
Technical: 10 PM; Support: 2 PM.

### 3. INPUTS

- 3.1 Team of consultants recruited to carry out study of credit program possibilities in Yemen and develop recommendations for consideration and approval by SWAY staff and USAID/Sana'a.
- 3.2 Full time credit specialist providing advise to SWAY and YWAs.
- 3.3 Credit and procedures developed.
- 3.4 Orientation (to credit program) designed and prepared for presentation to YWA leaders and trainers.

### 3. OUTPUTS

- 3.1 Recommendations for credit program presented to USAID by design team.
  - 3.2 Credit program developed and operational; reviewing loan applications from YWAs and granting loans.
  - 3.3. Full time credit specialist evaluating and facilitating loan proposal process.
  - 3.4 All internal credit application procedures developed and in use in training activities; and loan applications in use.
  - 3.5 Loan applications processed and loans being awarded to YWAs.
  - 3.6 Credit specialist providing TA to YWAs in use of loan funds.
4. Provide opportunities for technical training on

targeted income generation activities for Year I YWAs. Organize and conduct training on specific areas identified in Year I Action Plans: kindergartens, bakery, catering, sewing, gardening, secretarial skills, milling and others. Where possible fill YWA training needs by collaborating with other training providers (Dutch project, IBM for example). In other instances, training organized and implemented by SWAY staff or SWAY consultants. Time frame: May 1992 - April 1993.

Technical: PM; Support: PM.

#### 4. INPUTS

- 4.1 Technical training on targeted income generation activities provided to Year I YWAs
- 4.2 Joint training organized with other training providers like Dutch program, or commercial vendors like IBM.

#### 4. OUTPUTS

- 4.1 SWAY staff implementing training programs related to targeted income generation activities with assistance from consultants and other training providers.
- 4.2 Training materials for targeted income generation activities developed, field tested and in use.

**Task 3: Improve and increase associations' capabilities to earn income through the provision of quality kindergarten programs.**

Technical: 2.55 PM; Support: .5 PM.

1. YWAs involved in pre-school education programs as an income generation strategy continue to be identified during institutional assessment activities begun during first year of project and those undertaken in Year II with new YWAs from Ibb and Taiz as with YWAs from Aden and Hadhramout. Time frame: May 1992 - April 1993.

2. Site visits to other YWA kindergartens carried out for new YWAs interested in starting up kindergartens as income generation activities. Time frame: on-going.

3. Kindergarten in Ibb further strengthened through provision of commodities and training opportunities for Ibb YWA leadership and membership. Time frame: May 1992 - April 1993.

4. Training for YWA leadership and members in early childhood education concepts. Time frame: May 1992 (in collaboration with Dutch assistance program to YWAs in Taiz.)

5. Pre-school Education Task Force established in collaboration with SWAY Project to serve as a resource for participating YWAs, to advise SWAY Project on the development of short term training programs for current and potential staff of YWA pre-school education programs, to provide advice in the formulation and selection of child development messages for mothers and participate in the development of simple materials for conveying the messages. Time frame: May 1992 - April 1993.

### **TASK 3 INPUTS**

- o SWAY staff visit YWAs and research interests and needs of individual YWAs for assistance with early childhood and pre-school education activities.
- o Early childhood education training opportunities identified/developed for YWA leadership on basis of SWAY Project needs assessment activities.
- o Commodities lists related to early childhood education activities developed, reviewed and procured for participating YWAs.
- o Site visits arranged to functioning kindergartens for interested YWAs.

### **TASK 3 OUTPUTS**

- o Site visits implemented for interested YWAs to functioning YWA kindergartens.
- o Additional YWAs engaged in planning activities related to setting up and managing kindergartens.
- o Ibb kindergarten capability strengthened through technical assistance. Materials and equipment procured and in use.
- o Creation of Early Childhood Education Task Force further investigated and decision taken on objectives for and functions of the task force, frequency of meetings, and make up. Needs, interest level, training available, interest and resources available; submits

reports on improvements, and expanding of existing kindergarten and establishing new ones.

**N.B** The SWAY Project will need to decide in Year II how it plans to proceed with the Kindergarten/Early Childhood Education Task Force. The original idea was to set up a task force, made up of either volunteer consultants of paid consultants, who could provide guidance on Early Childhood issues to the staff thus avoiding direct contact with the Ministry of Education on this issue. To date, nothing has been done. The issue has been discussed with SWAY staff and should be dealt with in Year II, especially as there area number of YWAs wanting to head in this direction.

**Task 4: Assist Associations in improving secretarial training and in promotion of employment for graduates from their program. Technical: 2.55 PM; Support:.5 PM**

1. Continue to identify YWAs with existing secretarial training programs and assist with analysis of programs as viable income generation activities. Time frame: May 1992 - April 1993.

2. SWAY would prepare and submit a proposal to the Dutch requesting a survey a bout job opportunities in Taiz, Ibb, Time frame: June 1992.

3. Existing YWA secretarial vocational training programs only in Taiz will be upgraded by providing a computer unit to the Taiz center. Time frame: June - July 1992.

4. Assist Taiz YWA in setting up and operating a placement service for graduates of vocational training programs. Time frame: June 1992.

#### **TASK 4 INPUTS**

- o Additional YWA secretarial training programs identified and SWAY Project assistance provided in determining economic viability of programs.
- o Strategies for program improvement developed with SWAY assistance.

- o Survey of employment opportunities for women carried out in Taiz and Ibb with model for survey seen as replicable in Aden and Hadramout (as well as other areas of the country).
- o Assistance provided to Taiz YWA in setting up placement service for graduates of YWA vocational programs.

#### **TASK 4 OUTPUTS**

- o Taiz and Ibb membership provided training in secretarial skills by staff trained in TOTs..
- o Survey completed and data analyzed. New secretarial skills added to existing /or new training courses, (e.g WP, LOUITS.)
- o Placement service for graduates of YWA vocational program operating in Taiz .

**N.B** Of the foregoing tasks, we might want to think about how we could get a Yemeni consultant(s) on-board to design the survey(4.2) and carry it out in consultation with Magda and staff. In designing the survey we should probably think about its replication in Aden, if not in both Aden and Hadramout. its feasible to think that the same consultants could work with Taiz YWA to design and set up placement service based on the results of the survey.

**Task 6:** Develop and implement a training of trainers approach to adult education for both formal and non-formal education programs and employ appropriate training materials to support the TOT approach. Technical and support: All inputs subsumed under Tak 1, 2, 5, and 12.

1. All workshops planned and implemented by SWAY Project model participatory training and training of trainers techniques. Time frame: May 1992 - April 1993.

2. Yearly TOT on participatory Adult Education organized and delivered to leadership and membership of YWAs. Time frame: May 1992. Technical: 3 PM; Support: 2 PM.

3. Continued development of appropriate training materials to support training of trainers activities and other SWAY Project training. Time frame: May 1992 - April 1993.

**TASK 6 INPUTS**

- o Continued refinement of SWAY TOT approach to project training activities and especially to the replication of SWAY training in new areas and with Year II YWAs.
- o Design and develop annual TOT on Participatory Adult Education for YWA leadership and membership.
- o TOT manual developed for use by SWAY staff and staff of participating YWAs.
- o Introductory section which explains participatory adult education methods in abbreviated form developed for inclusion in all SWAY training materials.

**TASK 6 OUTPUTS**

- o Annual TOT on participatory adult education delivered and principles in use in participating YWAs.
- o TOT manual in use by SWAY staff and YWA trainers.
- o All SWAY trainers comfortable with and using principles of participatory adult education.

**N.B** We will need to be sure that the external consultant who is hired to work with the SWAY staff on the TOT on Participatory Adult Education has Arabic language capacity, if at all possible.\* Adult vice pre-school (Kinder's) small business

**Task 7:** Assist the Associations in procuring equipment and supplies for their centers and branches and train leadership in fund-raising for necessities. Technical: 2 PM; Support: 4 PM.

1. Priority equipment procured during Year II for first year YWAs and for Year II YWAs from Taiz and Ibb for YWAs  
Time frame: May 1, 1992 - April 30, 1993.

2. Procure computer equipment for Taiz central YWA and arrange for delivery. Work with Taiz YWA on the development of a detailed management plan for assuring proper care and use of the computer equipment. Time frame: May 1992.

3. Finalize transfer of AID vehicle through MOLSA to Ibb

YWA. Work with Ibb YWA to develop detailed management plan for maintenance and use of vehicle. Time frame: May - June 1992.

4. Continue to work with YWAs on development of their capabilities to identify projects (and commodity needs) of interest to donors, prepare proposals according to donor specifications, and seek funding for those proposals. Time frame: May 1, 1992 - April 30, 1993.

#### TASK 7 INPUTS

- o Computer equipment, early childhood education, and income generation commodities (e.g. sewing machines) identified and procured by SWAY Project in collaboration with YWAs.
- o Assistance provided to YWAs as necessary on the development of management plans for use of commodities and equipment.

#### TASK 7 OUTPUTS

1. Computer equipment installed at Taiz YWA. Management plan developed and in use.
2. Vehicle (donated Toyota) transferred to Ibb YWA for professional development use. Management plan developed and in use.
3. Commodities (like sewing machines) in use in YWA income generation activities.

**Task 8:** Assist Association in implementing a management information system for their respective activities and beneficiary groups and provide training as necessary. Technical: 2 PM; Support: 1.75 PM.

1. Continue assessment of information needed by YWAs, the SWAY Project, USAID and other donors. Assess current record keeping at level of participating YWAs and needs of new information including membership profiles, financial accounts and fund-raising activities. Further develop list of data needed by SWAY Project for management, monitoring and reporting, including work plans, accounting and research. Continue to discuss information needed by USAID from the SWAY Project for monitoring purposes and for the further development of a broader data base on women in Yemen. Time frame: May 1, 1992 - April 30, 1993.

2. Continue to develop SWAY Project MIS and provide on-going training for SWAY staff and YWAs as necessary. Time frame: May 1, 1992 - April 30, 1993.

3. Computer training focusing on word processing and spread sheets provided by IBM to SWAY staff and YWAs. Time frame: June 1992.

4. Collect baseline data on Year II YWAs from Ibb and Taiz in conjunction with Task 1, 2, 5, and 12 and update and input data into SWAY MIS on a regular basis. Time frame: May 1, 1992 - April 30, 1993.

5. Review and analyze data with project staff and participating YWAs to identify training and technical assistance needs, assess progress and identify problems in achieving goals and objectives stated in YWA action plans, and use data for setting new goals and objectives in the context of YWA action plans. Time frame: May 1, 1992 - April 30, 1993.

#### **TASK 8 INPUTS**

- o Year II YWAs in Ibb and Taiz engaged in institutional assessment process with creates necessary data base for SWAY Project planning, implementation and evaluation.
- o Data from institutional assessments analyzed as it comes in, SWAY MIS updated and information shared with participating YWAs, USAID and other donors.
- o Training organized for SWAY Project staff and YWAs in word processing and computerized data management techniques and programs. Software programs adapted for YWA and SWAY Project information collection, analysis and storage needs.
- o Information generated through YWA institutional assessment and organizational development interventions analyzed and entered into SWAY database for use in planning and other project interventions.
- o YWA training and technical assistance needs for Years II and III identified.

#### **TASK 8 OUTPUTS**

- o SWAY project staff and participation YWA leadership (Taiz and Ibb) using word processing skills and computerized data management techniques.
- o New software packages/programs in use in Ibb and Taiz as well as SWAY Project office.
- o Improved internal monitoring and reporting procedures and formats in use by YWA leadership and SWAY staff.
- o Ongoing assessments of individual YWA progress in meeting goals and objectives specified in action plans carried out by SWAY staff and YWA leadership and membership in the field and in organized management training activities.

**Task 9: Assist YWAs in the development of a plan to attract volunteers and increase volunteer participation in individual YWA activities. Technical: PM; Support PM. (N.B. Many of the inputs for this task in Year II are subsumed under Tasks 1, 2, 5 and 12.)**

1. Ongoing effort to identify YWAs participating in SWAY Project which have volunteer programs or policies on how to use volunteers in an effective way. Time frame: May 1, 1992 - April 30, 1993.

2. Organize and conduct workshop for YWA leadership on costs and benefits of volunteers, on volunteer program models, on volunteer recruitment and on volunteer management. Time frame: March 1993 - May 1993.

3. Investigate possible study Tour (visits) for YWAs to observe voluntary organize activities in other countries. Time frame: January 1993 - April 1993.

#### **TASK 9 INPUTS**

- o Workshop on issues related to use and management of volunteers organized and delivered for YWA leadership.

#### **TASK 9 OUTPUTS**

- o YWAs prepare and implement strategy for using volunteers in their day to day operations

based on training received.

**Task 10: Enhance YWA capacity to provide training and technical assistance to their membership and other YWAs.**

**Technical: 2.50 PM; Support: 1.50 PM.**

1. Translate and produce a TOT guide which is based on the training design and materials developed in Year I for the YWA planning and organizational development process. Time frame: May 1992 - April 1993.

2. Continue with field testing and adaptation of Arabic translation of FAIDIKA! with new YWAs from Ibb and Taiz. Finalize FAIDIKA! in Arabic, produce and disseminate to all YWAs in Yemen. Time frame: May 1992 - April 1993.

3. Continue to develop list of topics for future kits and begin development of kits based on SWAY Project training activities carried out in Year II with participating YWAs. (High probability of a training kits on YWA management kits on YWA management practices and accounting for YWAs.) Time frame: May 1992 - April 1993.

#### **TASK 10 INPUTS**

- o TOT training kit developed and procured in Arabic for YWA use.
- o FAIDIKA! produced in Arabic and distributed to all YWAs.
- o Developmental work underway on at least two other kits.

#### **TASK 10 OUTPUTS**

- o TOT training kit in use by YWAs to plan and conduct training activities for membership.
- o FAIDIKA! in use by YWAs in income generation training activities for YWA membership.
- o Other kits being developed are field tested with YWA membership and revised accordingly.

**Task 11: Coordinate project activities with other WID projects.**

Technical: .5 PM; Support: .6 PM.

1. To insure the participation of SWAY in the WID donors meeting held by USAID. Time frame: (as scheduled by USAID)
2. SWAY continue individual contacts with firms, organizations (local and international) Ministries etc.. Working in WID field. Time frame: on-going.
3. Distribute YWA Directory and SWAY Directory of Training Resources to interested donors, all YWAs and staff of other WID projects in Yemen. Time frame: on-going.

#### TASK 11 INPUTS

- o Annual meeting organized, WID network promoted, project experiences shared, and greater interest exhibited in WID issues in Yemen.
- o SWAY resource materials shared with larger audience.

#### TASK 11 OUTPUTS

- o SWAY materials in use by a larger audience outside of the participating YWAs.
- o WID network actively demonstrates its commitment to improving the status of women in Yemen through lobbying, through inclusion of Yemeni women in project formulation and design, and through encouraging greater involvement of women in the development process.

**Task 12: Expand SWAY Project coverage to add 8 additional YWAs in Ibb and Taiz governorate.**

1. Carry out needs assessment in each geographic area. Organize and meet with MOLSA/Women's Union and other necessary parties to discuss proposed expansion. Negotiate texts of memos of understanding between all parties. Time frame: May 1, 1992 - October 15, 1992. Technical: 4 PM; Support: 3 PM.

#### 12.1 INPUTS

- o Needs assessment carried out in Ibb and Taiz (Year II YWA) in collaboration with government authorities.

- o Meetings held with MOLSA/Women's UNION and SWAY staff to discuss proposed expansion.
- o Texts of memos of understanding developed and signed.
- o Meetings held with additional governmental staff to introduce them to the SWAY Project.

#### **TASK 12.1 OUTPUTS**

- o SWAY staff implement expansion of program to Ibb and Taiz using same procedures, technical approach, training materials and training designs

**2. Identification of Year II YWAs in Ibb and Taiz Governorate. Hold meetings with potential participating YWAs in Ibb and Taiz Governorate. Meet with appropriate government authorities. Make selection and formally invite new Ibb and Taiz YWAs to participate in SWAY Project. Time frame: April 1992 - May 1992. Technical: 1 PM; Support: 1 PM.**

#### **12.2 INPUTS**

- o Year II New Ibb and Taiz YWAs identified for participation in second year of SWAY Project.
- o Meeting held with Ibb and Taiz YWA and government authorities to brief them on expansion plans for Year II of the SWAY Project.
- o Final selection of new YWAs from Ibb and Taiz made.
- o New Ibb and Taiz YWAs formally invited to participate in Year II SWAY Project activities.

#### **12.2 OUTPUTS**

- o Program expansion activities underway in Taiz and Ibb governorate with new YWAs having responded to letters of invitation to participate in Year II SWAY activities.

**3. Plan for Planning Activity I: Organizational Assessments for new YWAs from Ibb and Taiz Governorate. Training design and training materials developed in Year I of SWAY Project staff. Identify site for Planning Activity I and make**

all logistical arrangements. Develop criteria for selection of YWA participants and circulate information to YWAs along with letter of invitation. Finalize agenda and finalize workshop documentation. SWAY staff TOT planned and delivered.

Time frame: May 20, 1992 - June 1992. Technical: 1.5 PM; Support: 1 PM.

### 12.3 INPUTS

- o Year I training design and materials reviewed in light of new group of YWAs.
- o Training site identified and logistical preparations made.
- o Criteria developed for participant selection and circulated to YWAs with letter of invitation.
- o Workshop planned and ready to implement with staff TOT planned and delivered.

### 12.3 OUTPUTS

- o SWAY staff trained in TOT procedures.
- o Selection criteria used to choose participants for Year II training.
- o Training materials and training site ready for Planning Activity I.

Training seminars implemented.

4. Conduct, evaluate and document Planning Activity I for new YWAs from Ibb and Taiz. SWAY Project staff implement five day workshop for participants from select Ibb and Taiz YWAs. Workshop focusses on organizational assessments of current YWA activities, design assessment tools in collaboration with participating YWAs, provides training for baseline data for use in out assessments which result in the collection of baseline data for use in improving existing YWA management structures, existing income generation activities and planning for new income generation activities, as well as programs in other sectors. Planning Activity I introduces YWAs to SWAY grants process. Time frame: June 20 - 25, 1992. Technical : 1.5 PM; Support: 1 PM.

#### 12.4 INPUTS

- o Five day initial planning activity carried out by SWAY Project staff.
- o Organizational assessment format, procedures, training in use of procedures, and schedule for implementation and follow-up in the field developed as part of planning activity.
- o Grants mechanism for SWAY Project explained.
- o Evaluation of planning activity carried out and workshop documented.
- o Schedule for SWAY Project staff field site visits developed.

#### 12.4 OUTPUTS

- o YWA membership using organizational assessment procedures in the field to complete assessments of individual YWAs.
- o Schedule of follow-up field activities used by YWAs to help manage the overall organizational assessment process.
- o SWAY staff make site visits and provide technical assistance to new YWAs in a timely fashion.

5. Conduct necessary follow up to Planning Activity I. SWAY Project staff made site visits to each new participating YWA in Taiz and Ibb to assist with institutional assessment process and do preliminary data analysis activities with participating YWAs on-site. Data from participating YWAs is entered into SWAY Project MIS and Directory of YWAs is updated on basis of this data. On-going identification of training needs training resources and project linkages takes place. Time frame: June 27, 1992 - July 1992. Technical: 1 PM; Support: .5 PM.

#### 12.5 INPUTS

- o Report on Planning Activity I for new YWAs in Ibb and Taiz delivered to USAID/Sana'a and debriefing held by SWAY Project.

- o Site visits to all new YWAs carried out, with preliminary analysis of data conducted at each site with YWA membership.
- o YWA reports on results of Planning Activity I field work prepared for presentation at Planning Activity II.
- o Initial data from YWA assessments entered into MIS and YWA Directory updated.
- o Data on training resources up-dated.

#### 12.5 OUTPUTS

- o New version of YWA Directory in use by SWAY and donors to identify training resources.
- o Data from site visits with new YWAs analyzed.
- o Results of report and debriefing with USAID used by SWAY staff to make changes in projected activities.

6. Plan and organize Planning Activity II: Income Generation Project Review and Development for new YWAs from Ibb and Taiz Governorate. Year I design and materials reviewed in light of results of Planning Activity I and new YWAs participating in training. Design and materials modified as necessary. Site identified for workshop and all logistical arrangements made. Staff TOT planning and implemented. Time frame: July 1 - July 15, 1992  
 Technical: 1 PM; Support: 1.75 PM.

#### 12.6 INPUTS

- o Planning Activity II planned, site identified, materials and training design modified as necessary.
- o Staff TOT planned and conducted.

#### 12.6 OUTPUTS

- o SWAY staff demonstrate abilities to use training materials and design for Planning Activity II.
- o Training materials and site prepared for Planning Activity II.

7. Conduct, evaluate and document Planning Activity II. SWAY Project staff carry out five day workshop for new YWAs

from Ibb and Taiz. Skills in designing and carrying out feasibility studies developed through workshop sessions, with a focus on examining and improving existing YWA income generation activities. Time frame: July 15 - July 30, 1992. Technical: 1 PM; Support: 4 PM.

#### 12.7 INPUTS

- o Five day workshop implemented, evaluated and documented by SWAY Project staff.
- o YWAs trained in income generation project development, with special focus on development of skills to design and carry out feasibility studies.
- o Planning carried out for SWAY Project staff visits to field to follow-up on Planning Activity II and to assist as needed with feasibility studies and new income generation project development.

#### 12.7 OUTPUTS

- o Participating YWA staff use feasibility study concepts and tools from Planning Activity II to examine existing income generation activities and make recommendations for improvements.
- o YWAs use income generation concepts and tools to begin work on preliminary design for income generation activities.
- o Schedules for field visits by SWAY staff are circulated to all participating YWAs.

8. Conduct necessary follow-up to Planning Activity II. Follow-up visits to all new YWAs to assist with planning and carrying out feasibility studies. Initial analysis of data collected in feasibility studies carried out in field with YWA membership and draft reports prepared by each YWA for discussion in Planning Activity III. Time frame: August - September, 1992. Technical: PM; Support: 6.25 PM.

#### 12.8 INPUTS

- o Staff from each participating YWA prepare feasibility study.

- o SWAY Project staff visit all new Taiz and Ibb YWAs and assist with feasibility studies on-site.
- o Results of YWA feasibility studies analyzed with YWA membership.
- o Continued SWAY Project staff analysis of organizational assessment data with data entered into SWAY MIS.
- o Directory of YWAs updated for distribution at Planning Activity III.
- o Draft reports on YWA feasibility studies prepared by participating YWAs for presentation at Planning Activity III.

### **12.8 OUTPUTS**

- o Feasibility studies are completed by each YWA using concepts and tools presented in Planning Activity II; each study is reviewed in the field by SWAY staff.
- o Draft reports on YWA feasibility studies completed using guidelines prepared by SWAY staff.
- o Analysis of income generation data completed and updated copies of SWAY MIS income generation data in circulation.

**9. Plan and organize Planning Activity III. Action Planning for new YWAs from Ibb and Taiz Governorate. SWAY Project staff review Year I training design and training materials in light of results of Planning Activities I and II and make necessary modifications. Site identified and logistical preparations made. Staff TOT planned and implemented. Time frame: October 1992. Technical: .5 PM; Support: 1.7 PM.**

### **12.9 INPUTS**

- o Activity III planned, materials reviewed and modified as necessary and logistics completed.
- o Staff TOT planned and implemented.

### **12.9 OUTPUTS**

- o SWAY staff demonstrate abilities to implement materials and training activities during TOT.
- o Training materials and training site ready for Planning Activity III.

10. Conduct, evaluate and document a five day Planning Activity III for new YWAs from Ibb and Taiz Governorate. SWAY Project staff implement Planning Activity III, this one designed to result in each YWAs developing a three-year action plan for program activities. Data from the first and second planning activities and subsequent field activities is further analyzed and synthesized for planning purposes. Workshop further identifies YWA training and TA needs and schedule for future training for this group of YWAs is developed. Time frame: October 15 - 30, 1992. Technical: 1 PM; Support: 1.5 PM

#### 12.10 INPUTS

- o Five day workshop implemented, evaluated and documented.
- o Data from two previous planning activities and field work between planning activities analyzed and synthesized into draft three year work plans for each YWA. (First 12 months in detail, second and third year in outline).
- o Draft Directory of YWAs revised on basis of Planning Activity III.
- o Training schedule and TA schedule for this batch of YWAs developed in collaboration with participating YWAs.

#### 12.10 OUTPUTS

- o Draft three-year workshops in used each YWA.
- o SWAY staff and YWAs use training schedule and TA schedule to program training and TA for the year.

11. Conduct necessary follow-up to Planning Activity III for Taiz and Ibb YWAs. SWAY Project staff make site visits to each participating YWA to review and finalize Action Plans with YWA membership and leadership. YWA Action Plans are incorporated into SWAY Project Annual Work Plan. On-going analysis of training needs and TA needs of YWAs takes place. Directory of YWA activities is up-dated on basis of results of three

planning activities. Time frame: October 30 - November 30, 1992  
 Technical: PM; Support: 3.5 PM.

#### 12.11 INPUTS

- o Site visits completed to review and finalize YWA Action Plans.
- o YWA Action Plans incorporated into SWAY Project planning process.
- o Analysis of YWA training and TA needs up-dated on basis of Action Plans.

#### 12.11 OUTPUTS

- o Finalized action plans in use by participating YWAs.
- o SWAY staff use action plans to flesh out SWAY annual work plan.
- o Final version of YWA Directory is in circulation.

**Task 13. Manage SWAY Project in an efficient and effective way.**

1. Continue recruitment efforts to fill existing SWAY Project positions. Recruit expediter. Assess current and projected workloads of SWAY staff and reallocate tasks as necessary. Coordinate efforts with Task 12 staff recruitment efforts (expansion into new geographic areas.) Provide orientation for new staff in line with USAID guidelines and regulations. Time frame: ASAP Technical: 1 PM; Support: 1 PM.

#### 13.1 INPUTS

- o Expediter hired and oriented by SWAY Project staff in collaboration with USAID/Sana'a.
- o SWAY staff workload assessed in light of Year II workplan and reallocation of tasks decided by Team Leader.

#### 13.1 OUTPUTS

- o Expediter handles all procurement of commodities for SWAY Project.

- o Revised workplan in used by SWAY staff.

**2. Continue to refine SWAY Project management procedures and further development project management, monitoring and reporting systems. Time frame: May 1, 1992 - April 30, 1993. Technical: 2PM; Support: 3 PM.**

### **13.2 INPUTS**

- o Field operations procedures reviewed in light of geographic expansion and adjustments made accordingly.
- o Project management, monitoring and reporting systems further developed and clarified.

### **13.2 OUTPUTS**

- o Revised Field operations procedures being used by SWAY staff.
- o SWAY Project management, monitoring and reporting tools in use by all staff.

**3. Monitor project finances in the field. Prepare financial reports for Boston office. Time frame: May 1, 1992 - April 30, 1993. Technical: 2 PM; Support: 9.5 PM**

### **13.3 INPUTS**

- o Financial monitoring systems reviewed in light of current project activities including expansion into new geographic areas and appropriate adjustments made in systems.
- o Financial reports prepared on a monthly basis and sent to Boston.

### **13.3 OUTPUTS**

- o Adjusted financial reporting and monitoring systems being used by SWAY Project staff.
- o Financial reports delivered to AID in timely fashion.

**4. Prepare Annual Work Plan. Prepare regular (semi-annual) narrative reports on SWAY Projects activities for USAID/Sana'a.**

Time frame: May 1, 1992- ongoing. Technical: 2 PM; Support: 2 PM.

#### 13.4 INPUTS

- o Annual workplan drafted, reviewed with USAID/Sana'a and revised for final submission.

#### 13.4 OUTPUTS

- o Semi annual narrative reports submitted to USAID/Sana'a as scheduled.

5. Provide project backstopping service from WE/Boston. Respond to technical questions from the field. Assist with identification of training resources and materials of use to the project. Provide assistance with the translation of project equipment as necessary. Assist with recruitment and orientation of consultants for short term training and technical assistance. Attend to project financial issues and prepare quarterly financial reports for USAID/Sana'a. Assist with the preparation and review of annual work plans and narrative reports for USAID/Sana'a. Provide general technical oversight for the SWAY Project. Time frame: May 1, 1992 - April 30, 1993. Technical: 1 PM; Support: 7 PM.

#### 13.5 INPUTS

- o Training resources identified, recruited and information communicated to the field.
- o Consultants identified and recruited.
- o Project materials translated into English/Arabic.
- o Field financial reports reviewed, synthesized and quarterly reports prepared for USAID/Sana'a.
- o General technical oversight provided to Boston staff and field staff.

#### 13.5 OUTPUTS

- o Boston staff provide backstopping services in timely fashion.
- o Consultants are provided with and orientation

to SWAY Project and tasks to be completed.

- o Project materials available in both English and Arabic.
- o Quarterly reports submitted to USAID/Sana'a in timely fashion.





**TIMELINE : SWAY PROJECT  
PHASE II : MAY, 1992 - APRIL, 1993**

TASK / DATE	1992					1993							
	May	June	July	Au	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	March	April	May
II.3 Targeted training in preschool education provided to selected YWAs by Dutch program.		Jun											
II.4 Identify training and TA needs in preschool education among YWAs facilitate contacts with resource people and other donors	May											Apr	
<b>III. Task 4: Secretarial Training</b>													
III.1 procure computer equipment for Taiz YWA	May												
III.2 computer equipment installed by IBM; training and maintenance provided by IBM to Taiz YWA and SWAY office		Jun											
III.3 Formalize request to Dutch for conducting a survey of secretarial employment opportunities in Taiz, Ibb, Aden and Hadramout		Jun	Jul										
III.4 SWAY staff monitor training provided by Taiz YWA to students			Jul										
<b>IV. TASK 6: TOT on Adult Education/Approach</b>													
IV.1 Continue to use participatory approach with new YWAs in Taiz, Ibb, Aden and Hadramout		Jun				Oct		Dec				Apr	
IV.2 Conduct one week TOT workshop on participatory adult education for all Year One YWAs		Jun			Sep								
IV.3 TOT manual produced in English and Arabic					Sep								
<b>V. TASK 7: Procurement</b>													

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**TIMELINE : SWAY PROJECT  
PHASE II : MAY, 1992 - APRIL, 1993**

TASK / DATE	1992					1993							
	May	June	July	Au	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	March	April	May
V.1 SWAY Advisors and USAID finalize committee composition and procedures for approving commodity grants	May												
V.2 Year One YWA requests for commodities approved by SWAY advisory committee and USAID/Sana'a	May	Jun											
V.3 Commodities purchased by SWAY Project for Year One and Year Two YWAs	May											Apr	
V.4 Year Two YWAs develop and submit request for commodities and equipment			Jul										
<b>VI. Task 8: MIS</b>													
VI.1 Produce and circulate Directory of Year One YWAs in English and Arabic	May												
VI.2 Complete database for Year One YWAs, adding information on training needs						Aug							
VI.3 update database by adding information on new YWAs from Ibb, Taiz, Aden and Hadramout						Aug			Feb				
VI.4 Update, produce and circulate expanded directory of participating YWAs												Apr	
VI.5 Circulate information on WID materials and documents available at the SWAY office												Apr	
VI.6 Work with YWAs on their MIS needs(record keeping, membership information, etc)	May												
<b>VII. Task 9: Volunteer</b>													



**TIMELINE : SWAY PROJECT  
PHASE II : MAY, 1992 - APRIL, 1993**

TASK / DATE	1992					1993							
	May	June	July	Au	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	March	April	May
included in other tasks, especially 1, 2 & 5 above.													
<b>XI. Task 13: General project MGT issues, staff reporting, monitoring.</b>													
XI.1 Recruit and orient Expediter, as soon as position is approved by USAID													
XI.2 Recruit and orient staff for Aden and Hadramout, as soon as proposed expansion is approved by USAID				Aug									
XI.3 Recruit and orient Credit Officer.							Nov						
XI.4 Monitor progress of YWAs through: - field visits (2-3 times) - quarterly review of YWA action plans - discussing progress of YWA income generation activities - monitoring use of equipment provided by SWAY - providing follow-up support after workshops (as in year I)	May											Apr	
XI.5 Prepare progress reports reports for USAID.									Oct				Apr
XI.6 Prepare monthly financial reports for USAID	May												Apr
XI.7 Set up financial management system for Aden and Hadramout					Sep	Oct							
XI.8 Develop simple management system for credit program.				Aug					Dec				

