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World Education

## **World Education/SWAY Project Extension Workplan**

**April 1994 - August 1994**

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

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

The SWAY Project  
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279-080-C-00-0003-00

Modification No. 3

Page 3 of 8

## ADDENDUM TO SCOPE OF WORK

### I. BACKGROUND:

World Education Inc. is implementing the "Support to Women's Associations in Yemen (SWAY)" activity of the Development Training III Project. The major accomplishments of World Education thus far have been:

- Increasing the capabilities of 17 Women's Union branches and centers\* in the governorates of Ibb and Taiz. This was accomplished using technical assistance and training workshops. Training has addressed organizational development and methods of creating and sustaining income generating activities to support the operational needs of the unions. Topics covered included organizational analysis, needs assessments, feasibility studies, development of small business skills, marketing, and action planning.
  - Skills training in computer operation, operating a kindergarten, and developing a small scale credit design.
  - Implementation of a "Training of Trainers" program for Union members to increase and improve the availability of training programs to Union members.
  - Assisting participating Union branches and centers in developing 3-year work plans. These work plans include activities that will strengthen their organizational structure and create income-generating activities. World Education then provided some commodities and equipment for both for the general operation of the branches and centers and for income-generating activities. However, considerable funds remain in their contract for this purpose. Items procured included computers, kindergarten furnishings, office and classroom furnishings, sewing and knitting machines, materials for sewing and knitting, and bakery equipment.
- \* footnote: Since the unification of North and South Yemen, the term "women's associations" has been changed to "women's unions. The "Yemen Women's Union" is responsible for all women's unions in Yemen. Each governorate has a "Women's Union Branch". Each of these branches, in turn, contains "Centers" located throughout the governorate.
- Creation of "Advisory Groups" to mobilize community support and assist in the implementation of SWAY activities.

279-080-C-00-0003-00  
Modification No. 3  
Page 4 of 8

- Completed registration with the ROYS as a FVO in Yemen.

Many of the tasks and outputs of the original contract have not been completed, or have been partially achieved and discontinued because of other greater priorities. A project evaluation conducted in June 1993 concluded that the SWAY activity, and associated World Education contract, were attempting to do too much with limited human resources. A major criticism contained in the evaluation report was that while SWAY built the institutional capacity of the Union branches and centers through training, familiarization visits, and technical assistance, few resources were provided in commodities and materials to implement programs and ideas that were developed. Provision of these limited resources was not from a lack of planning and intention, but from the low level of preparedness of the Unions to utilize commodities to be offered and the limited human resources available to the contractor to help organize programs.

USAID is generally satisfied with the progress made by World Education in implementing its contract, considering the ground-breaking nature of the activities it has carried out and the overly ambitious scope of work provided in its contract. USAID intends to expand the SWAY activity in the coming months to both include one new geographic area and to begin assisting individual Union members to improve their well-being through the development of microenterprises. This will involve the provision of technical assistance and the creation of a small-scale credit facility.

The foundations for this expansion are now being established in the Union branches and centers. The principal objective of the original SWAY activity was to build the organizational capacity of the women's unions and to strengthen their financial sustainability through income-generating activities. Accomplishing these objectives are necessary pre-requisites to developing and implementing a lower-level activity of assistance directly to Union members to create microenterprises. If the Union branches and centers are unable to operate viable income-generating activities themselves, little leadership or precedent will be set for a serious microenterprise credit program. Also, for long-term sustainability of a credit program, the Union branches, or an affiliate of the branches, will need to have primary responsibility for its management and implementation. Unless the Union branches, or their affiliate, develop the institutional ability to understand, with some breadth, the principles of credit worthiness, risk, cash flow, depreciation, etc., there is little likelihood a sustainable credit program could be established.

2

279-080-C-00-0003-00  
Modification No. 3  
Page 5 of 8

## II. SCOPE OF WORK:

The Scope of Work for the extension period falls within objectives 1, 2 and 3 of the existing contract. The contractor will continue to work in the governorates of Ibb and Taiz. The primary focus of the effort will be to develop the ability of the Women's Union branches to promote the long-term financial sustainability of themselves and their centers by creating viable profit-making enterprises. World Education will devote special resources to accomplish this. Also, in support of this effort, World Education continue its program in developing the organizational structure of the Union branches and their centers. To accomplish this, World Education will provide adequate long and short-term consultants to complete the tasks as listed below.

Commodity support to be provided by World Education to the Union branches and centers will fall into two categories:

- Support for the social infrastructure of the Union branch or center
- Support for profit-making enterprises (both new and ongoing)

In the latter case, World Education is required to provide USAID, for its concurrence, a complete feasibility analysis of the enterprise before providing any funding support.

During the extension period, all training will be done in Yemen at the project sites in Ibb and Taiz. World Education will not sponsor any international training or familiarization visits outside of Yemen, except for those already in process at the time of the contract extension.

World Education will accomplish the following tasks during the extension period:

1. Develop the Union branches' ability to perform a minimum feasibility analysis of Union-branch or center proposed profit-making enterprises. Since, in the long-term, Union branches are expected to operate credit facilities for their centers, from which they could also have access to credit, a system for completing feasibility studies and approving grants should provide adequate controls such that the Union branches do not approve their own analysis and grant applications. World Education will introduce basic user guidelines that will allow existing staff of the Unions to complete these analyses. The contractor will develop, or improve, a system whereby the branches select enterprises to be financed. This should ensure that the branches do not receive disproportionate

279-080-C-00-0003-00  
Modification No. 3  
Page 6 of 8

treatment for their own activities and that there are adequate controls to assure the accurateness of feasibility analyses for proposed center enterprises.

2. Develop the Union branches' capacity to do performance and cash flow analysis of ongoing activities to determine if continuation of the activities is in the best long-term financial interest of the Union branch or center.
3. Assist the branches and centers in developing profit-making enterprises. World Education will assist the branches and centers to identify several potential possibilities, perform pre-feasibility analyses, select the most attractive choice, and perform a full feasibility analysis for funding. At least 10-15 branches and centers should be involved in these activities, although only a portion may eventually be selected for financing. These branches and centers can include activities that already are under development.
4. Provide equipment and commodities, on a lend basis, for those enterprise proposals where the feasibility analysis shows good potential for success and have been selected by the appropriate committee. Criteria should be established for the performance of these activities. As an incentive for meeting these performance requirements over a specified period of time, equipment and commodities to be used to support profit-making enterprises will first be on a lend basis to the branches or centers. If the enterprise is successful, they can then be granted. Otherwise the items should be retrieved. This is discussed further in Section IV.
5. Continue work to build the management and planning capabilities of the Unions with follow-up training and by assisting Union leaders in applying management and planning tools learned through previous SWAY activities. This will include continuing to improve reporting channels between branches and centers, and assisting branches and branches to implement their actions plans.
6. Within the budget available, provide centers and/or branches with additional equipment and furniture that may be required for the administration of the center or branch, or to support social services offered by the center or branch.

During the extension period, any further work done by World Education in its Training of Trainers program and informal education program should be done in the context of the tasks listed above.

279-080-C-00-0003-00  
Modification No. 3  
Page 7 of 8

### III. PERSONNEL:

During the extension period, World Education is authorized to recruit a replacement Chief of Party (COP) for the current COP who is scheduled to depart during the extension period. USAID suggests that World Education recruit this person immediately, and that this person assume the role of Chief of Party as soon as possible to allow as much overlap as possible with the current COP. As well as providing this overlap function, the current COP should serve as "Program and Training Manager", a new position requested by World Education. After departure of the current COP, a new local-hire staff position can be created for this purpose. If World Education is unable to locate a locally-hired individual with the required skills, USAID suggests that short-term technical assistance be used for the remainder of the contract extension period. No other new staff positions will be created during the extension period.

USAID expects World Education to make greater use of short-term specialized personnel to implementing its contract. This specialized expertise is particularly important in these beginning stages of implementing business concepts taught by World Education over the past two years. Also, the quality of products produced by various voluntary organizations ranges from average to mediocre. When helping a branch or center to start an enterprise, World Education should assure that the proper technical expertise exists to actually run the operation. If not, World Education should consider providing short-term training using artisans and tradespeople operating or working in similar businesses in Yemen.

### IV. COMMODITIES TO SUPPORT PROFIT-MAKING ENTERPRISES

The extension period is an experimental stage for implementing the concepts of financial discipline, credit worthiness, and long-term financial sustainability, as relates to profit making enterprises. USAID would like, during the extension period, for several profit-making enterprises to be launched that become models for the credit program it plans to initiate later this year. While USAID does not expect 100 per cent success, it intends that World Education provide a maximum effort so that the most significant results possible are achieved. During this "experimental" period, all materials and commodities provided by World Education for profit-making enterprises will be on a "lend/grant" basis as stated above. After this experimental period is completed and second phase SWAY activities initiated, such support will be entirely on credit basis at commercial rates. World Education should assure the strictest standards are established for lend/grant experimental period and that the Unions are fully aware that (1) follow-on credit activities will depend on their performance during this experimental stage, and (2) grant programs for microenterprises, at

5

279-080-C-00-0003-00  
Modification No. 3  
Page 6 of 8

branch, center, or member level, will not be continued in potential second phase SWAY activities.

#### V. LOCAL PERSONNEL POLICIES:

World Education should use its own personnel policies and procedures, for its expatriate and local personnel. These policies and procedures should assure, however, that salaries, salary increases, and benefits to its employees do not exceed those offered to USAID staff of equivalent rank or position.

#### VI. REPORTS:

Within six weeks following the end of the contract extension period, World Education will provide USAID with 20 copies of an end of contract report that discusses provides:

1. An overview of the World Education's successes, accomplishments, and failures in implementing its contract.
2. An item by item discussion of the results of each of the objectives and tasks as listed in the original contract and in the contract extension.
3. A discussion of World Education's opinion of the readiness of the women's unions to begin a microenterprise credit program for their members.
4. A discussion of any lessons learned that may be useful to USAID in future projects.
5. A final property inventory of all nonexpendable property, providing item name, cost, identification number (if any), location, condition, and suggested disposition.
6. A financial expenditure summary (this should be completed after all disbursements are made. This may exceed the six-week time frame stated above.)

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