



World Education

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

**May 1993 - April 1994**

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

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

The SWAY Project  
World Education  
P.O. Box 55880  
Taiz, Yemen

## Support to the Yemen Women's Union

### WorkPlan

May 1, 1993 - April 14, 1994

#### Introduction

During the coming year, World Education plans to continue project activities in the governorates of Taiz and Ibb.

This workplan uses a simplified format that relates a number of major objectives to the two overall goals of the SWAY Project. For each objective a series of specific tasks are defined, which are broken down into a sequence of scheduled activities.

The workplan will be a useful working tool for the SWAY staff, who played a major part in developing the plan -- defining the tasks, deciding who would carry out the activities and when they would be done. It is intended to be a practical guide for their work during the coming year, that will facilitate reporting and provide a framework for USAID to monitor the progress of the project.

#### Overall Goals

The original goals of the SWAY Project, which are re-stated here for reference are:

- \* to strengthen the Yemeni Women's Associations as independent and sustainable non-governmental organizations that provide quality services to their women members, and
- \* to increase economic opportunities for women, by enhancing productivity and incomes for both the associations and their women members.

World Education will measure progress towards these broad goals and the more specific objectives that follow, by using a set of indicators presented at the end of this workplan.

## A. Major Activities and Outcomes

### Objective 1

To build the management and planning capabilities of YWA branches and chapters, so that they can provide more effective training and services to their members.

**Task 1** Assist 17 YWA's with implementation of their action plans.

**Activity 1.1** Review of plans with the centers.  
May 93 - ongoing

**Activity 1.2** Field follow-up of workshops by Project Off.  
May 93 - ongoing

**Activity 1.3** Design, conduct, and evaluate Training of Trainers (TOT) workshop  
Sep 93

**Activity 1.4** Repeat PA III at specific YWA centers as necessary

**Activity 1.5** Project Director or Coordinator to visit monthly main branches regularly

**Task 2** Provide ongoing support to YWA leaders in applying the planning and management tools learned during previous SWAY activities.

**Activity 2.1** Review, organize, develop reporting channels and tools between branch and centers.  
May 93 - ongoing

**Activity 2.2** Follow-up and reinforce use of basic filing system  
May 93-Apr 94

**Activity 2.3** Include YWA branch leaders in ongoing evaluation of Center's Action Plans and in taking appropriate action.  
May 93-Apr 94

**Activity 2.4** Include YWA's branch leaders in at least 12 field visits per year  
May 93-Apr 94

**Activity 2.5** Conduct quarterly plan, coord, and review meetings with Ibb and Taiz branch leaders  
May, Aug, Nov & Feb 94

**Task 3** Purchase commodities and equipment under grants for 9, second year YWAs (center kit)

**Activity 3.1** Define list with YWA branch and center  
Jun - Jul 93 leaders

**Activity 3.2** Obtain quotations and USAID approval  
Aug - Nov 93

**Activity 3.3** Purchase and distribute kits to centers  
Dec 93

**Task 4** To upgrade and develop a Management Information System

**Activity 4.1** Update and circulate YWA database  
Apr 94

**Activity 4.2** Update and circulate year 1 and 2 YWA  
Apr 94 Directory

**Task 5** Develop, within the YWA a better understanding of the Women's Union Constitution and internal regulations with the YWAs in collaboration with the Women's Union

**Activity 5.1** Develop workshop  
Jan 94

**Activity 5.2** Conduct and evaluate workshop in  
Feb 94 collaboration with Women's Union

**Task 6** Develop and upgrade skills in NGO management

**Activity 6.1** Develop study tour to third Middle East  
Sept - Dec 93 country

**Activity 6.2** Conduct study tour  
Feb - Mar 94

**Activity 6.3** Develop, conduct and evaluate workshop on the  
Jun - Jul 94 concept of volunteerism

**Activity 6.4** Develop in-country exchange visits with Women  
May - Jun 94 Union, Red Crescent, and Yemen Family Care center

**Activity 6.5** Field follow-up with YWAs on report writing,  
May - Aug 93 staff policies, and internal financial and administrative systems

#### OUTPUTS:

- o Revise, print, and distribute the Arabic translation of PA I, II AND III training manual
- o YWA's using organizational assessment procedures in the field.
- o Schedule of follow-up field activities used by YWA's & SWAY staff to manage organizational activities
- o Feasibility studies are completed by YWA's and reviewed in the field by SWAY staff.
- o Assistance provided in weak areas of income generating activities.
- o Action plans used by YWA leaders.
- o Basic management systems in use (reporting, accounting, filing)
- o Meeting every three months held with YWA's leaders in SWAY office, with SWAY staff to discuss the main problems.
- o Monthly YWA's report delivered to SWAY and the results from the reports used by SWAY and YWA's to make change in their both planning activities.
- o Written policies and procedures in use at YWA are not in conflict with Women's Union Constitution or Regulations

#### Indicators:

- \* The number of centers participating in SWAY training programs.
- \* The number of centers developing and using action plans
- \* Membership of participating YWA's
- \* The number of services and programs offered by participating YWA's
- \* The number of participants

## Objective 2

To develop skills that enable YWA chapters and their members to plan and run profitable income generating activities.

**Task 1** Assist YWAs to develop sound feasibility studies within the management, technical, and financial capacity of SWAY

**Activity 1.1** Review and evaluate at least 9 feasibility studies prepared and submitted by YWA's, quarterly  
Aug, Sep 93

**Activity 1.2** Provide assistance to YWAs in revising feasibility studies as necessary  
ongoing

**Activity 1.3** To help YWA's in their market survey. (transportation, bargaining, identify resources...)  
Apr 93-Mar 94

**Activity 1.4** Print Faida (small business manual) in Arabic  
Sep 93-May 94

**Task 2** To assist YWAs in implementing at least 2 approved business plans

**Activity 2.1** Provide financing to at least 2 approved income generating activities for YWAs  
Aug 93-Mar 94

**Activity 2.2** To help YWA's to conduct on going evaluation by doing business analysis (SWOT) and take necessary action  
Oct 93-Jan 94

**Activity 2.3** Field follow-up.  
ongoing

**Activity 2.4** Complete 2 income generating activities of the first year YWAs  
July 94

### OUTPUT:

- o Feasibility studies from YWA's reviewed by SWAY staff and approval committee.
- o Small enterprises financed.

- o Monthly reports on YWA's small enterprise activities prepared by YWA.
- o Adapt Faída (small business manual) translated, printed, and distributed.

**Indicators:**

- \* The number of satisfactory feasibility studies developed
- \* The number of small businesses in operation
- \* The number of women trained in small business skills
- \* The number of women participating in income generating activities

**Objective 3**

**To enhance YWA training capabilities through Training of Trainers (TOT).**

**Task 1** Build skills of a core group of at least 10 YWA trainers so they can provide services to other YWAs on an ongoing basis.

**Activity 1.1** Identify the core group of trainers  
May 93.

**Activity 1.2** Develop and conduct TOT for core group  
Sep 93 trainers

**Activity 1.3** Facilitate and build permanent relation  
Aug 93-Jul 94 between the core trainers and the YWA's

**Activity 1.4** Conduct 2 day followup workshop on  
Nov 93 application of needs assessment

**OUTPUT:**

- o Translate, print and distribute TOT manual.
- o Core group of YWA trainers.
- o TOT workshops

## Objective 4

To ensure effective management of the SWAY Project.

Task 1 Provide leadership and effective management for staff of all components of the SWAY Project.

- Activity 1.1 Jul - Sep 93 Review staff structure and responsibilities and personnel policy.
- Activity 1.2 May 93 - ongoing Continue monthly meeting for all staff to exchange information and coordination program activities.
- Activity 1.3 May - Oct 93 Recruit, hire and orient new staff (Expediter, Ibb Project Officer)
- Activity 1.4 Jan - Apr 94 Identify, recruit, and approve new Project Director.
- Activity 1.5 Jul - Sep 93 Review and revise AID narrative reporting format
- Activity 1.6 Jul - Oct 93 Review, revise accounting system and train new account
- Activity 1.7 Jun - Jul 93 Transfer vehicle from AID.
- Activity 1.8 Jun - Aug 93 Negotiate office space for SWAY staff with MOLSA in Ibb
- Activity 1.9 Sep, Dec 93 - Apr 94 Provide regular reports to AID/Y (AID/Y distributes to ROYG)
- Activity 1.10 Feb - Mar 94 Purchase office equipment

Task 2 Provide training for staff to improve their job effectiveness (in-country & out of country)

- Activity 2.1 Apr - Nov 93 Identify, and provide appropriate mgmt training
- Activity 2.2 Jun - Dec 93 Identify and provide appropriate Training of Trainer training
- Activity 2.3 Jul - Dec 93 Identify and provide appropriate Proposal writing training

Activity 2.4 Upgrade staff computer skills  
Feb 94

Task 3 Evaluate and upgrade SWAY MJS

Activity 3.1 Evaluate present SWAY computer system  
Jul 93 and initiate appropriate action

Activity 3.2 Up grade software  
Aug 93-Dec 93

**OUTPUTS:**

- o Staff hired and trained
- o New personnel policy developed and in use
- o Financial reports sent to Boston and AID
- o Narrative Reports submitted
- o New Project Director Hired

**Objective 5**

**To broaden the YWA's resource base and strengthen their communications channels to other development and donor groups.**

Task 1 Coordinate SWAY activities with other donor groups

Activity 1.1 Participate in WID donor meetings  
ongoing

Activity 1.2 Identify and promote the use of local  
ongoing resources to meet specific YWA's needs

Activity 1.3 Seek funding of other donors for Aden  
ongoing activities

Activity 1.4 Include WID information exchange as a regular  
ongoing agenda item.

**Task 2** Network with other development programs

**Activity 2.1** Continue meeting with other development programs to share information and gain resources for YWA activities.  
ongoing

**Task 3** Conduct Advisory Group (AG) activities

**Activity 3.1** Hold quarterly meetings  
June, Sept, Dec 93,  
Mar 94

**Activity 3.2** Convene AG for discussion of specific tasks as needed or subject, or purposes

**OUTPUTS:**

- o Resource List of other WID related programs
- o Meetings of Advisory Group

**Indicators:**

- \* The number of meeting with the SWAY Advisory Group
- \* The number of meeting with the Women in Development donors

B. Schedule

See attached

C. Level of Effort - May 1993 - April 1994

C.1 Long Term

Position	Person Months
Project Director	12
Coordinator	12
Training Officer	12
Project Officer (2)	24
Financial Officer	12
Admin. Asst./Expideter	12
Secretary	12
Drivers (2)	24
Custodian	12

C.2 Short Term

Position	Person Months
Trainer - TOT	1.5
Translator - training mat	4
Trainer - Const/Reg	1

D & E. Commodity Procurement - May 1993 - April 1994

Approval is requested under this Workplan to purchase large cost commodities and large contract items, such as housing leases, locally using U.S. Dollars. Presently the exchange rate we are authorized to use with the bank is 25 YR/\$1. The exchange rate presently in use in the market is 70 YR/\$1. The purchasing power of the contract funds is almost 300% more using dollars to make local purchases.

This is not excluded under our contract and is advantageous to the US government.

D. U.S. procurement

Item	Estimated value
none expected, unless item unavailable in Yemen	

E. Local procurement

Grant Items for YWAs	Estimated unit cost (U.S. Dollars)
Sewing machines - Industrial quality	640
Sewing machines - Zig zag	450
Sewing machines - standard	100
Metal office desk with 5 drawers	100
Filing cabinets	160
Sewing tables	70
Wooden classroom benches	30
Display cupboards	70
Linoleum	5/meter
Clothing ironers	30
Black boards, 1.5 meter	30
Office arm chairs	70
Sewing material and supplies	1000/ center
Typing desks	30
Office supplies	500/ center
Canteen cupboard w/drawers and doors	90
Office storage cabinets	80
Computer hardware and software upgrade	6000
Televisions -14 inch	350
Carpet	90/meter
Pressure Cookers	115
Mixer/blender	80
Children's computer with software	300

Photocopy machine	6000
Children's chairs	10
Children's tables	20
Educational toy sets	200
Children's swing sets	70
Canteen Start-up supplies	600
Bus, Coaster (non-US, waiver req)	25000

A total of not more than \$200,000 will be spent on this list of commodities under the contract's sub-grant activities/line item. If all funds are not expended by April 14, 1994, we request that the balance be rolled over in order to continue project activities during the expected contract extension.

#### Office equipment

Personal Computers w/ monitor (2)	4000
Laser printers (2)	1500
Lap top computer (1)	7000
Desks with chairs (4)	250
Stools (8)	50
Cash safe (1)	1000
White boards (4)	200

#### Training equipment

Voltage regulators (6)	100
Folding chairs (36)	30
Tables (8)	40
Slide projectors, carousel (2)	400
Video recorder (multi system) (2)	500
Television (2)	500
Overhead projectors (2)	400
Video cameras (1)	2000
Still camera 35 mm (2)	200
Refrigerator (1)	500

## F. In-country Training Description

### 1. Training of Trainer (TOT) Workshop 1 - Introduction to adult non-formal education

This workshop is designed to develop and enhance the training ability of the YWAs. The project has been working with 17 Ibb and Taiz YWAs. This training will work with a group of previous training participant selected for their potential as trainers. A TOT component is crucial for replication of project activities to other YWAs and sustaining its impact.

The TOT workshop focusses on;

- o needs assessment of adult learners
- o non-formal education methodology and theory
- o experiential learning
- o the trainer as a facilitator

It builds on and reinforces previous training in needs assessment and participatory training.

Length: 6 days

number of participants: 17

### 2. Planning Activity 1, 2, and 3 (PA I, II, III)

This series of workshops is the SWAY project's basic and initial training and institutional development activity. It is the project's entre in to the YWAs and is the first step in improving the YWAs planning and management capabilities.

PA I: needs assessment, analyzing YWA structure, defining goals and objectives. length: 6 days

PA II: small business analysis and feasibility studies. length: 11 days

PA III developing and writing an action plan. length: 6 days

number of participants: conducted as necessary

### 3. Needs Assessment Workshop - TOT Workshop 2

This is the second TOT workshop which builds on the adult

learning needs assessment activity introduced in TOT 1. It stress working with the students attending courses at the YWAs to identify their learning needs. It gives specific tools and exercise that the trainers will use and practice in the workshop. This is the first step in redesigning and implementing new YWAs educational programs.

Length: 2 days

Number of participants: 17 core trainers

#### 4. Women Union Constitution and Regulations

To improve the internal management and communications of YWAs:

- o introduce and explain the Constitution and regulations.
- o develop internal policy and regulations of the individual YWAs which will not conflict with those of the Union.

Length: 6 days

number of participants: 30 - 40 Branch leaders and YWA executive committee members

#### 5. SWAY Staff Training

##### Computer Training

In general field activities must be curtailed during Ramadan. Therefore, a computer training course of three weeks is planned to improve the SWAY staff's ability to use;

- o the SWAY MIS data base
- o spread sheets (lotus 1 2 3)
- o windows

Length: 3 weeks, 2 -3 hours per day  
number of participants: 7 SWAY staff

##### Management Training

The purpose of this training is to upgrade local SWAY staff management skills.

WE/Boston, SWAY, and AID/Y worked together to provide a management seminar for the SWAY Coordinator. This Women in Management seminar was conducted by the University of Pittsburgh for five weeks in August - September 1993. It includes problem solving, personality types, negotiation, communication, entrepreneur, accounting, computer (lotus) skills, MIS, monitoring and evaluation and proposal writing.

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## Proposal Writing

Income generating and financial sustainability of the YWAs is a primary goal of the project. Therefore proposal writing was identified as an important skills. The Project Officers and one Women's Union candidate were to attend a proposal writing workshop in Nairobi Kenya for 5 days in December 1993. The goals of the workshop are to provide participants the opportunity to acquire and practice skills in developing a project and writing a proposal. It includes identifying needs, ideas, and a focus, identifying key parts of a proposal, presenting staffing and budgets, and developing summaries. This was followed by two days visiting small enterprises operated by the YWCA and Tototo Home Industry.

## Training of Trainers (TOT)

The two Project Officers, who are also the project's primary local trainers, attended a 14 day TOT workshop in Cairo. Content included adult education concepts, leadership, evaluation, goals and objectives, basic training design, communication, the trainer's role, needs assessment and audio-visual aids.

## G. Participant Training (third country and U.S. training) Description

1. A ten day study tour (including three days of travel) is planned to introduce YWAs leaders to NGOs of another Arab country. The study tour to Tunisia will introduce them to the management and policies of Tunisia NGOs and will include exposure to:

- o Managing small NGOs
- o Volunteers within NGOs in another Arab country
- o NGO policies
- o small enterprise ideas and projects
- o networking with women's NGOs in another Arab country

Length: 10 days

number of participants: 10 YWA leaders and 2 SWAY program staff

## H. Technical Reports

A six month Narrative Report is due for Submittal in May 1993 and January 1994. The Project Officer agreed that the evaluation done in May of 1993 would also serve as the Narrative report for the previous period.

Monthly and quarterly Financial Reports are scheduled for submittal.

I. Budget - May 1993 - April 14, 1994 (U.S. Dollars)

	Technical Mod	Support/U.S.	Support/Y	Total
1. Salaries	132,300	24,900	36,000	193,200
2. Fringe	25,800	5,900	8,200	39,900
3. Allowances	30,600	-	-	30,600
4. Training	85,700	-	-	85,700
5. Travel	37,100	-	-	37,100
6. Per diem	37,300	300	-	37,600
7. Transportation	-	-	-	-
8. Non Exp Supplies	15,200	-	9,000	24,200
9. Exp Supplies	12,000	3,300	18,000	33,300
10. Other Dir costs	3,500	800	20,900	25,200
Sub Total Direct Costs	379,500	35,200	92,100	506,800
Indirect Costs 38%	144,210	13,376	34,998	192,584
Grants	200,000	-	-	200,000
Total Costs	723,710	48,576	127,098	899,384