Supplemental Resource Report
CSO Capacity Building Program
January-November 2009

NDI
NATIONAL DEMOCRATIC INSTITUTE
FOR INTERNATIONAL AFFAIRS

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Introduction

Programs in support of civil society organizations (CSOs) in Yemen have focused generally on building capacity around a specific area of programming, such as advocacy campaigns, or around specific events, such as national elections. Other programs have focused on developing organizations' ability to apply for funding from international donors, providing training in proposal writing and budget development. While some of these programs have addressed issues of organizational structures and processes, they have not produced sustainable improvements in the management, administration and function of CSOs.

Yemen is home to almost 7,000 registered organizations; however, the overwhelming majority of these face serious challenges in organizational efficacy and popular credibility, and as a result are struggling to emerge as significant drivers of development or reform   Recognizing the need for concentrated support to strengthen organizations and their long-term sustainability, in January 2009, NDI launched an institutional and leadership capacity building program for Yemeni CSOs. The program, which sought to assist civil society organizations in developing organizational structures and effective operational mechanisms to accomplish their goals and work plans, ultimately targeted 11 CSOs located outside the capital of Sana'a

Throughout the course of the program, NDI observed each organization in an effort to identify common characteristics that exist and contribute to CSO sustainability in Yemen. The Institute found that, regardless of the level of funding an organization received, CSO's operational and organizational capacity was similarly deficient. While organizations that rely heavily on the international donor community have better marketing skills, locally supported organizations have stronger community links and are more likely to conduct activities related to their core missions. Further, underfunded or locally-funded organizations implemented concepts learned more often and with greater attention than those that rely primarily on international financial assistance or tangential technical support, such as advocacy training, training of trainers and proposal writing - assistance that ultimately fails to address how an organization functions internally.

Methodology

NDI provided technical assistance to CSOs through a combination of formal workshops and organizational consultations. While workshops were based around a core curriculum developed by NDI, the content and direction of each was adapted to respond to the specific needs of each individual organization as part of an overall and integrated process of institutional development. Workshops provided comparative examples and information on best practices in each subject area, combined with facilitated discussion among participants on how to apply workshop tools and concepts within the context of their organizations. Discussions culminated in the development of work plans that included

realistic objectives and activities. Follow-on working sessions, led by NDI, aimed to encourage achievable strategic actions toward organizational sustainability.

Utilizing a competitive application process, NDI selected organizations based upon an initial CSO assessment and the quality of organizational responses in their applications. Selected organizations took part in working sessions on strategic planning, financial management and internal auditing, internal communication, team building, conflict mitigation, decision making and resource development. Between formal workshops, NDI provided ongoing guidance to participating organizations as they worked to draft organizational by-laws, complete financial manuals, develop and implement internal communication processes, and conduct internal capacity building programs and external program activities.

Program Activities
Informal CSO Assessment
At the outset, NDI conducted 34 interviews and assessments[1] to establish a baseline of CSO sustainability among organizations, both inside and outside the capital, and to evaluate organizations for potential suitability for participation in the capacity building program. The assessment qualitatively measured institutional practices and mechanisms, size, scope of work, general attitude toward transparency and willingness to share information, stated organizational goals and objectives, leadership involvement and general member interaction. The assessment allowed for a comprehensive study of the actual practices of each CSO, providing a clearer understanding of how each organization operates and gathered information that could not be ascertained through an application process.

Invitation to Apply
Upon completion of the informal assessment, NDI issued an invitation for organizations to apply for the capacity building program. The invitation included information about the program aims, outlined expectations of mutual commitment to achieve program objectives, and included a brief application form. The form required responses to the following:

1) Name and headquarters location of applying organization;
2) Location of branch offices, if applicable;
3) Organization mission;
4) Network memberships, if any;
5) Names of international organizations that provide the organization with funding, if any;
6) Reasons for interest in the program and how the CSO would benefit from participation; and
7) Letter of interest signed by chairperson or organization director.

Selection Process
NDI received 23 applications for participation in the program. Ultimately, 11[2] CSOs were selected based on a review of the quality of applicant responses, a review of the CSO assessment conducted

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[1] Organizational assessments included: Taiz-Advocacy Commttee for Human Rights, Legislative Center, Amal Association, Creative Youth Forum, National Organization for Developing Society, Syndicates Council; Dali-Contemporary Democratic Forum, Yemen Women's Union, Dali' Sons Charity Association, Handicapped Association in Dali', Youth Leadership Development Association, Youth and Unemployed Association, Army and Retired Association, Sustainable Women Development Association, Revolution Defenders Association; Mukalla-Democracy Youth Society, Alshoroq Female Association, Creative Youth Development Association, Hawa Association, Coordination Council of Ghail Bawazeer, Women Development Association-Al Jawl, Ghail Bawazeer Farmer's Association; Aden-Al Aidraoos, Arab Foundation for Supporting Women and Juveniles, Save Children Center, Yemeni Organization for Defending Human Rights and Freedoms, Yemen Center for Human Rights Studies, Human Rights Democracy Center; Lahij-National Organization for Defending Rights and Freedoms, Yemeni Women's Union, and Civic Democratic Initiatives Support Foundation.
[2] Selected roganizations included: Dialogue Center for Developing Human Rights-Dhamar, Peace and Development Assciation-Al Jauf, Brother's Association for Development and Social Peace-Shabwa, Contemporary Democratic Forum-Dhale, Democracy Youth Society-Hadramawat, Yemen Center for Human Rights Studies-Aden, Qualification & Legal Assistance for Human Rights-Aden, Qualification and Legal Assistance in Human Rights-Aden-Taiz, Al Amaal Association

and organizations' ability to commit sufficient time to benefit fully from program components. Preference was given to organizations located in governorates where the provision of international assistance is historically weaker.

Strategic Planning and Self Assessment
From April through June, NDI held individual strategy sessions with the boards of directors, executive staff and members of all 11 organizations selected for the program. NDI worked with participants to develop or strengthen their vision and organizational mission and led members through exercises that would help to identify the core values of each CSO. NDI utilized the working sessions to experiment with strategic planning modules commonly used, providing overviews on SWOT (Strengths, Weaknesses, Opportunities, Threats), the Seven S Theory (Strategy, Structure, Systems, Shared Values, Style, Staff and Skills), and PESTLE (Impact: Political, Economic, Social, Technological, Legal and Environmental). Participants spent the balance of the initial sessions identifying their most critical internal and external challenges and working with NDI staff to draft two- or three-year work plans to meet their identified goals and objectives.

Upon completion of the strategic planning sessions and self assessment, NDI reviewed the individual needs of each CSO and designed a follow-on training and consultation program to help each organization address their most significant challenges to development and sustainability. NDI ascertained that all 11 organizations lacked basic organizational capacity in financial management, communication, decision-making and conflict mitigation, resource development and team building. Additionally, most of the participating CSOs lacked basic networking skills. As a result, NDI created specific modules to address these issues and shifted emphasis toward providing networking opportunities by conducting sessions for regional groups of participating CSOs to encourage cross-collaboration and information sharing among the participants.

Financial Management and Internal Auditing
NDI held workshops in July on financial management. This was the first working session that brought participating civic organizations together to share information and work together to consider best practices in the Yemen context. The workshops aimed to 1) impress on participants the importance of developing and implementing fixed financial procedures to promote transparency, organizational credibility and good governance, and 2) explain and work with organizations to develop financial manuals that articulate control and auditing mechanisms the organizations hope to implement.

Internal Communication
NDI also held internal communication workshops in July to encourage CSOs to strengthen their communication strategies and develop systems to formalize internal communication practices. NDI staff provided an overview of the fundamental mechanics and tactics of internal communication strategies and how to utilize communication methods to improve organizational sustainability. Participants spent the majority of their time working with NDI to analyze their current communication structure, develop methods to improve the flow of communication within their organizations and develop communication strategies that could be implemented in the future.

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for Developing Marginalized Groups-Taiz, Coordination Council-Hadramawat, International Humanitarian Law and Human Rights-Taiz, Youth Forum Society-Taiz.

As a newly established organization, we were often confused and lost. But after NDI's trainings, we have the confidence to step forward.
      Abdul Rahman Ahmed, Qualification and Legal Assistance for Human Rights

Team Building, Conflict Mitigation and Decision Making
In early August, NDI held sessions for CSO members on team building, conflict mitigation and decision making. At the outset, participants identified three things they wished to change within their organizations. Team building concepts, decision making simulations and conflict mitigation exercises were applied to those issues throughout the workshop to help participants identify ways to achieve desired changes to improve organizational sustainability. NDI staff reviewed the characteristics of an effective team, described how leadership style affects team building, distributed a questionnaire to participants to help them identify their own leadership style and discussed potential changes CSO members might implement to improve their leadership skills. This was followed by a discussion on the four phases of team building (forming, storming, norming, performing) and examples of how effective teams resolve issues and evolve through the phases.

Participants were also introduced to collaborative conflict mitigation and participatory decision-making methods, including Pareto Analysis, Paired Comparison Analysis, Grid Analysis, PMI Analysis, Force Field Analysis, Thinking Hats Analysis, Decision Tree Analysis and Stepladder Analysis. After a review of the basic concepts, participants were led through a series of simulations to practice using the different processes for decision making and conflict mitigation and to determine the type of analysis that worked best for their organization.

Resource Development
Team building workshops were followed by sessions on the effective development of organizational resources. Participants learned how to: recruit and utilize resources to achieve their organizational missions; attract, organize and manage human and financial resources; develop credible strategies to recruit volunteers and draft clear proposals to raise organizational funds.   NDI staff reviewed the five phases of recruiting and maintaining volunteers (planning, recruiting, training, managing, and evaluation) and worked with each CSO to draft a basic volunteer recruitment plan. Participants were divided into groups by organization to determine the financial resources needed to achieve their organizational goals.
Once decided, NDI staff led CSO members through basic fundraising concepts: scanning potential donors, identifying tactics, reviewing budgets and timeframes to determine monthly goals and delegating fundraising tasks.

The session concluded with an overview of participatory proposal development.   Utilizing the outcomes from the initial strategic planning sessions, NDI staff worked with each organization to draft proposals according to standard international requirements. Each organization left the session with a rudimentary draft recruitment plan, fundraising goals and a core concept proposal outline for future development and review by NDI.

We submitted many projects to donors and were always confused that they were not funded. After this workshop, we now understand the steps of designing projects and writing proposals
                  Abdul Ghani Aqlan, Al Amal Association

Supporting Consultations
Throughout the program, NDI provided consistent, individual guidance to each of the CSOs as they developed new systems and strategies for strengthening their organizations. Participating organizations reached out to NDI to request guidance on troubleshooting challenges; to secure feedback on financial manuals, internal communication strategies, organizational structures, proposals, and development of promotional materials; and to provide general guidance as they worked to implement newly developed systems.

Evaluation Meetings
While NDI monitored participating CSOs throughout the program and provided consistent feedback on their progress, in October and November NDI conducted field visits and evaluation meetings with all of the participating CSOs[3] to gauge the status of work plan implementation, progress toward outreach activities and donor cultivation, and to identify and discuss supporting evidence that reflected organizational improvements in participatory decision-making, internal communication processes and financial management. The evaluation process allowed NDI staff to look beyond physical deliverables as evidence of program outcomes to gauge how the organizations function from day-to-day, measure transparency, observe how members interact with leadership and evaluate whether the organizational culture of participating groups had improved as a result of NDI intervention.

Outcomes
All 11 participating CSOs left NDI strategic planning sessions with newly identified or strengthened visions and missions. Each outlined specific challenges to organizational development and took part in a self-assessment and strategic analysis of how to overcome those challenges. The organizations worked with NDI staff to draft two- or three-year work plans to improve their organizational capacity and to better promote their organizations through activities related to their missions. Below is a summary of strategic plan implementation and outcomes of this program. A profile of outcomes by organization can be found in Appendix A.

- All 11 organizations successfully implemented one or more components of their work plan.
- Seven organizations drafted and submitted proposals for assistance toward program implementation; two of those proposal submissions targeted local funders.
- Three organizations successfully obtained international funding as a result of their proposal submissions. Two successfully obtained local funding.
- Seven organizations conducted campaigns to recruit new volunteers (122 total volunteers recruited) as a critical resource for development and expansion. One organization also conducted a resource development training and recruited 35 individuals to conduct a needs survey in local schools.
- Four organizations implemented internal staff development programs.
- Five organizations drafted or re-drafted internal by-laws. One organization held new elections for board members.
- Six organizations developed new administrative structures including roles and responsibilities of leadership, staff, members and volunteers. One organization implemented regularly scheduled staff assessments.
- Six organizations now hold regularly scheduled staff meetings.
- Nine organizations drafted and implemented new financial procedures, templates, manuals or by-laws. One organization implemented new financial controls and auditing mechanisms. Two organizations began drafting financial narratives and reports. One organization developed an operational budget.
- Four organizations created a structured internal communication strategy.

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[3] Due to the security situation, field visits were not conducted with organizations located in Dhale, Al Jawf and Shabwa governorates. Instead, those CSO representatives were invited to Aden or Sana'a to discuss program outcomes.

- Six organizations developed new brochures and/or promotional materials with revised information based on a participatory process and a targeted approach.
- Five organizations developed program reporting templates and now practice regular activity reporting. Two organizations drafted a process to track guests and implemented a participant tracking system. One organization developed a participant and program activity database. One organization has implemented monitoring and evaluation procedures for programs.
- One organization developed formal mechanisms for member feedback on internal procedures and program actions.

Collective Workshop Participation

	Strategic Planning		Financial Management		Internal Communication		Team Building, Conflict Resolution, Decision Making		Resource Development		Evaluation		Total	
	M	F	M	F	M	F	M	F	M	F	M	F	M	F
Brother's Association For Development and Social Peace-Shabwa	6	1	4	0	4	0	3	0	3	0	4	0	**24**	**1**
Peace and Development Association-Al Jawf	8	0	2	0	1	0	2	0	2	0	4	0	**19**	**0**
Dialogue Center for Human Rights-Dhamar	7	6	2	2	4	3	3	1	2	3	10	4	**28**	**19**
Democratic Youth Society-Hadramawat	10	3	3	1	4	1	4	1	4	1	4	1	**29**	**8**
Coordination Council-Hadramawat	15	3	4	0	4	0	4	0	4	0	7	1	**38**	**4**
Youth Social Forum-Taiz	10	3	4	0	3	1	4	0	4	0	3	2	**28**	**6**
Al Amal Association-Taiz	11	2	3	1	3	2	5	3	6	4	7	1	**35**	**13**
Yemen Center for Human Rights Studies-Aden	7	4	0	0	2	1	2	2	2	1	6	1	**19**	**9**
Contemporary Democratic Forum-Dhale	9	2	4	0	4	0	4	0	4	0	4	0	**29**	**2**
Qualification and Legal Assistance for Human Rights-Aden	10	11	3	0	3	0	2	2	2	2	6	5	**26**	**20**
International Humanitarian Law and Human Rights-Taiz	11	6	4	1	7	4	5	0	5	0	5	4	**37**	**15**
Total	**104**	**41**	**33**	**5**	**39**	**12**	**38**	**9**	**38**	**11**	**60**	**19**	**312**	**97**
													409	

As a result of NDI engagement with participating civil society organizations in multiple groups and providing an environment for sharing information and identifying common initiatives, the NGO Coordination Council and the Democratic Youth Society each gathered their current local partner CSOs in Hadramawt to form a larger network of civil society organizations. The Yemen Center for Human Rights Studies (Aden) included the Contemporary Democratic Forum (Dhale) and the Qualification and Legal Assistance for Human Rights (Aden) in the implementation of its outreach program, which was funded by the Future Foundation Forum. Al Amaal Association (Taiz), upon receipt of international assistance from the National Endowment for Democracy, reached out to the International Humanitarian Law for Human Rights (Taiz) to share program activity implementation.

Challenges to CSO Sustainability in Yemen
Based on discussions with participating CSOs during the self assessment and strategy sessions and staff observations throughout the course of the program, NDI identified or confirmed a number of common challenges facing CSO development, as well as barriers to successful implementation of capacity building programs in Yemen.

Overabundance of CSOs. There are an estimated 7,000 CSOs currently registered in Yemen. While not unusual for emerging democracies, this presents a challenge for international donors to identify effective organizations and for local organizations to compete for funding while remaining mission driven.

CSO Law. While touted as one of the most progressive CSO laws in the Middle East and a document that has allowed civil society to thrive in Yemen, the *Law on Associations and Foundations* has come under scrutiny by the Ministry of Labor and Social Affairs recently.   The current law is poorly implemented, resulting in barriers to registration and renewal, including the requirement of a 1,000,000 YER deposit to establish an organization.   Implementation issues are most prevalent for organizations located in southern governorates.   The ministry has now proposed a series of amendments that would severely restrict the formation of organizations and would require pre-approval for all fundraising and program activities, among a host of other new regulations for CSO operation. While the preponderance of civil society organizations is indeed a challenge, passage and implementation of the ministry's proposed amendments could derail civil society altogether.

Lack of Experience. Despite the high number of registered CSOs, there are very few independent organizations that have demonstrated the capacity to implement internal systems modeled from international best practices for organizational sustainability.   Of those that are able to secure consistent funding and conduct activities, few have effective systems in place to ensure their sustainability absent significant international assistance.   Additionally, the perception among their peers is that they are either party-affiliated, co-opted by the government or have friendships (as opposed to professional working relationships) with one or more international donors. The perception limits the reach of these CSOs beyond their personal affiliations as those outside their circle of influence do not trust them as independent organizations. This challenge also significantly restricted the number of examples from which NDI could draw to illustrate effective organizational capacity in Yemen.

Lack of Trust and Awareness. The issues stated above also hinder CSO capacity to establish trust among Yemen's citizens. Participants in this program stated there is very little understanding among communities about the role of civil society in democratic development or otherwise. While it is clearer for those that have humanitarian or charitable missions, CSOs that conduct advocacy or focus their work on raising awareness find it much more challenging to articulate their purpose and secure support for their work.

Personalized Organizations. The majority of CSOs in Yemen continue to rely on a central personality for donor cultivation and implementation of program activities as opposed to establishing their organization as an institution.   This was evident in the capacity building program where some organizations clearly relied on one individual for all decision making, public interaction and donor relations.

Marketing.   Participating organizations had little or no understanding of how to market their organization effectively. There is little or no effort put forward internally to identify target audiences. There is an over-reliance on print media coverage to reach audiences and potential donors. Brochures and promotional documents are designed with very little consideration for the anticipated purpose of the material or the targeted audience (as demonstrated by scattered and unorganized content) and there is no specific strategy for use or distribution.

Weak Government Institutions.   The lack of capacity among CSOs pales in comparison to the institutions they seek to influence. The national parliament is actively working to develop methods of engaging civic organizations, but established mechanisms for systematic interaction are not yet in place to accommodate regular opportunities for awareness programs, advocacy or oversight.

Minimal authority of elected local councilors, as opposed to their appointed counterparts, has caused considerable frustration at the local level. As a result, local governing bodies rarely meet, which severely restricts opportunities for formal civic engagement. As civil society continues to mature, it finds fewer and more crowded avenues to advocate to the government on behalf of those whose interests it seeks to represent and, as a result, program activities are disproportionately directed toward citizens.

Women's Participation. With the exception of two tribal CSOs, staff of organizations selected for this program included a satisfactory balance of men and women who filled roles at all levels of their organizational structures. During the strategy workshops for each CSO, women represented a significant percentage of total participation. However, during combined sessions where multiple CSOs took part together in one workshop, which required prioritizing members for a limited number of seats available, NDI noted a significant decrease in the number of women participants, even among CSOs who claimed that women's development within their organization was a priority. In single session workshops, women made up 39% of participants. In sessions where CSOs were combined in workshops, women comprised only 22% of total participants.

International Funding. NDI has observed a clear distinction between organizations that regularly receive international funding versus those that rely on local resources to fund their operation. The commitment to program participation, in general, was much higher among organizations that relied primarily on local sources for organizational support. Specifically, NDI observed that CSOs that have received significant funding, despite having similar organizational deficiencies to those that had not received substantial international assistance, were less likely to utilize workshop tools effectively and were less concerned with improving organizational efficiency.

Lessons Learned
Throughout the program, NDI consistently communicated with participants to determine the most effective components of the capacity building series. NDI measured progress through observation of commitment and overall participation in workshops and by obtaining feedback from participants on workshop quality. However, the bulk of program monitoring and evaluation was focused on how each organization utilized skills learned to improve their organization and how effectively they implemented new processes and procedures.

NDI strategic planning was the key for our internal development. And for the first time, I attended training that took us from theory to practice.
Abdu Al Houdi-Dialogue Center for Human Rights

Strategic Planning
Several organizations, including NDI, have attempted to encourage organizations to utilize strategic planning processes for both internal development and implementation of programs. NDI has learned, however, through previous initiatives in Yemen that providing training on how to conduct strategic planning does not directly correlate to the use of strategic processes or effective implementation of work plans. Partners would participate in workshops and actively engage in exercises and simulations designed to ensure they understood the concepts required. However, upon departure, strategic plans failed to materialize or plans were developed but never implemented. NDI observed that this was most likely due to 1) the absence of follow-on guidance, 2) a lack of participatory planning whereby single individuals would develop plans without appropriate buy in from key individuals, or 3) the development of unrealistic and unachievable plans which led partners to give up on implementation.

In order to close this gap, NDI shifted its approach in the program by simplifying and reducing lecture components and increasing working sessions whereby NDI staff would guide participants through the entire process during a workshop. NDI also required participation from all levels of the organization to

ensure an inclusive process to strategy development, emphasizing the necessity of leadership buy-in to improve the probability of implementation. NDI staff worked with members of each organization to troubleshoot issues identified as they drafted work plans by discussing best practices and regularly challenging the achievability of aims outlined. As a result, all organizations that participated in the program implemented at least one component of their strategic plans with most implementing several components.

Mutual Commitment
Whenever possible, NDI engaged in actions that prompted efforts of mutual commitment from participating organizations. At the outset of the program, NDI announced that financial incentives (transportation, per diem, etc) would not be provided. The initial announcement caused some well-funded organizations that are regular participants in international programs to refrain from applying. Further, NDI held several training activities on the premises of participating CSOs, as opposed to renting hotel space, to emphasize the fiscal responsibilities of non-profit organizations and to relieve pressure on local organizations to hold their own events in expensive venues. Throughout the program, NDI noted a distinct correlation between organizations that were willing to invest their own resources to participate and a higher level of outcomes derived from their participation.

Internal Communication and Team Building
The combination of these two workshops provided tangible outcomes in the form of internal communication strategies. However, the intangible outcomes were far more substantial. NDI observed improved participatory decision-making, an increase in collaborative approaches to work, and members who could effectively articulate their role and the role of their organization. Members were also more informed about ongoing program activities, the work of different organizational departments and the future aims of their CSO.

Financial Management
Most organizations that participated in this program had weak financial management processes, if any processes were in place at all. NDI placed significant emphasis on this component of the program due to previous experience in providing grants to local Yemeni organizations and the direct correlation between proper financial management and transparency. As organizations worked to implement new practices, it also helped them to identify other organizational deficiencies to be addressed including communication flow, reporting, monitoring and evaluation and administrative procedures. While one participating organization has plans to publish its financial records online by the end of the calendar year, full financial transparency remains largely elusive among CSOs in Yemen. Most organizations recognize the importance of publishing their financial information but remain reluctant to do so, citing fear of reprisal from more powerful organizations and the general competitive CSO market in Yemen.

Funding and Resource Development
As mentioned in the challenges section, donor funding can be detrimental to the organizational sustainability of CSOs. While international investment is critical to democratic development, NDI has learned that providing organizations with significant, international funding often decreases the willingness of those organizations to secure local resources to promote and maintain their core organization. NDI noted in this program a clear distinction between organizations that regularly receive international funding versus those that rely on local resources to fund their operations. The commitment to program participation, in general, was much higher among organizations that relied primarily on local sources for organizational funding. Specifically, NDI observed CSOs that have received significant international funding, despite having similar organizational deficiencies to those who have not received substantial international assistance, were less likely to utilize workshop tools effectively and were less concerned with improving organizational efficiency. To promote sustainability, NDI has learned that all capacity building initiatives should place more emphasis on securing locally based funding, while also ensuring that CSOs better utilize international funding as supplemental assistance rather than relying on it to support their entire operation.

In spite of positive outcomes from resource development workshops, feedback from participants in this program led NDI to conclude that significantly more time and effort must be placed on resource development training. Many organizations continue to struggle with proposal writing, particularly in defining an appropriate background; accurately identifying a problem and methodology to solve the problem; and articulating their aims in a clear and concise manner. Further, as demonstrated in the program outcomes, organizations were enthusiastic about recruiting volunteers as a resource to assist them in achieving their organizational goals. However, some CSOs did not develop a comprehensive plan to define and target recruitment toward a specific objective or to fill an identified gap in their organization and found themselves with several volunteers who had no defined responsibilities.

Consultative Assistance

While formal training provided the core concepts and practical implementation practices needed by participating CSOs to implement reforms within their organizations, NDI credits ongoing consultative guidance as the most critical component of this program. NDI did not anticipate at the start of the program the resources required for consultative assistance and did not track the number of phone calls, emails and one-on-one meetings with each organization but acknowledges that these activities were time intensive. Consultation activities also directly correlate to the successful implementation of strategic plans and activities that otherwise may not have been conducted without guidance from NDI experts.

Recommendations for Future Assistance

Based on the findings from the analysis of outcomes and lessons learned in this program, NDI has identified the relevant steps necessary for successful CSO capacity building and sustainability in Yemen.

Administrative, Financial and Organizational Structures

First-time international funding should be tied to the successful completion of a basic series of workshops on institutional development or strengthening. Completion should not be limited to participation alone but also tied to a concluding evaluation that measures the degree to which organizations develop, implement and maintain procedures created as a result of participation. CSOs should be made clearly aware that international funding upon completion of a basic program, while not automatic, is directly linked to observed improvements in internal capacity. Further, ongoing assessments, to ensure that internal organizational practices initially implemented are sustained, should be documented and consistently shared with donors and other program implementers.

Field Visits and Communication

While it is challenging to monitor regularly the implementation of program activities in Yemen, particularly in high-risk geographic areas, more efforts should be made to be physically present to assist, monitor and evaluate programs, even among veteran local organizations. If a physical presence is not possible, other forms of systematic verbal communication with local partners should be utilized. It was noted that consistent NDI-driven communication had a direct impact on the level of feedback from participating organizations, particularly related to areas requiring troubleshooting and to outcomes. As a result, in many cases NDI was able to work with local partners to overcome challenges before they became unmanageable or before organizations gave up on implementing particular components of the program.

Activity Reporting and Evaluation

While some organizations do not yet have the capacity to implement sophisticated monitoring and evaluation systems, technical assistance to train and encourage program reporting and basic evaluation techniques (beyond tracking participant numbers) should be included in project management workshops.

Resource Development and Fundraising
More emphasis should be placed on helping organizations develop the tools needed to diversify funding sources with particular attention paid to local funding. Since most CSOs in Yemen are community-based organizations, the capacity to capture broad community support for local initiatives is strengthened considerably when backed by local donors or by other Yemeni donors with a vested interest in a community's development. NDI maintains that targeted international assistance remains critical to promoting civil society as a pillar of democracy. However, CSO sustainability derives from the drive of the organization, the backing of citizens and consistent activity to build and maintain credibility among those it seeks to represent. Without local support, financial or otherwise, for an organization's core operation or with an overreliance on international support which ebbs and flows, organizations will struggle to sustain meaningful programming aimed at those who need them most.

Brother's Association for Development and Social Peace; Shabwa

Vision: Toward a tribal conflict free society where science and fraternity spread.

Mission: Brother's Association for Development and Social Peace is a non-governmental organization seeking to develop society and reduce tribal conflict through raising awareness among communities and adopting peace initiatives and enhancing mechanisms of reducing tribal conflict and supporting state and non-state efforts to reduce tribal conflict and revenge killings.

Internal Challenges
- lack of experience
- irregular staff meetings
- staff do not utilize available resources
- inability to market for projects
- lack of equipment
- weak coordination with local authorities

External Challenges
- lack of awareness
- weak security infrastructure
- complicated tribal conflict
- political disputes
- geographic expansion
- lack of funding
- personal interests

SWOT Analysis

Strengths	Weaknesses
1) ability to gain official permission to do work	1) lack of resources
2) availability of office for use	2) geographic expansion
3) competent staff	3) irregular meetings
4) funding for projects	4) poor marketing
5) strong networking with other CSOs	5) inexperience in documenting and reporting
6) reputation	activities
7) strong relationship with local authorities	

Opportunities	Threats
1) cooperation and coordination with NDI	1) cancellation of permission to operate
2) cooperation of local authority	2) tribal conflict
3) donors	3) lack of awareness
4) few organizations focused on tribal conflict	4) lack of security

Goals & Objectives:
1. Building capacity of local councilors in the districts of Usailan, Attaq, As-Sa'eed and Haban to deal with tribal conflicts
   a. Enhancing the capacities of the training team in the area of conflicts (5 trainers)
   b. Developing the performance of a number of local councilors in the targeted districts in the area of conflicts resolution
2. Building capacities of the organization in terms of financial and administrative affairs in the next two years
   a. Procurements of the BADSP's equipments and ensuring rental fees of the building

b. Training the BADSP's staff in the field of administration

Outcomes from NDI Program
- identified an inability to meet regularly as a challenge to their development. In order to mitigate this challenge, the organization has implemented regular and consistent telephone communication to share information and collaborate on internal issues
- implemented monthly meetings for the administrative body
- worked to further strengthen their relationships with local councilors in Marib
- drafted a financial manual

Peace and Development Association; Al Jawf

Vision: Seeking a peaceful society which can achieve development.

Mission: Peace and Development Association is a non-governmental organization looking for a society dominated by peace and development via resolving rival conflicts and enhancing capacity building of local communities in cooperation of partnership with civil society organizations, state institutions and donors.

Internal Challenges
- lack of training and staff technical skills
- lack of financial resources
- poor communication

External Challenges
- customs and traditions
- weakness of state institutions
- illiteracy and lack of education
- lack of donor cooperation
- geographic reach of the governorate

SWOT Analysis

Strengths
1) ability to gain official permission to do work
2) team spirit and volunteerism
3) competent staff
4) positive reputation
5) strong networking with other CSOs

Weaknesses
1) lack of resources
2) lack of technical experience

Opportunities
1) cooperation with communities
2) cooperation with donors
3) local councils
4) media

Threats
1) political obstacles
2) tribal conflict
3) poor living standards
4) weak rule of law
5) security and stability

Goals and Objectives:
1) Spread spirit of peace and fraternity between society levels.
2) Contribute to providing sustainable development
3) Establish strong relationships with local CSOs, official bodies and donors
4) Decrease illiteracy for both men and women within five years
5) Resolve tribal conflict and revenge killing issues within three districts (Al Hasm, Al Ghail and Al Khaleq in five years)

Outcomes from NDI Program
- PDA conducted meetings with public officials focusing on women's engagement in local plans (Meetings held April 4, 7, 11, 17, 21, 4, 11, 17, 23, 27)
- Developed and submitted three project proposals (anti-corruption, family income generation, youth awareness)
- PDA drafted a financial manual
- PDA drafted job descriptions, roles and responsibilities of members
- PDA developed a new brochure outlining its new vision and mission and distributed 500 copies as a supplement to program activities

Qualification and Legal Assistance in Human Rights; Aden

Vision: Working to enhance and promote the power of law.

Mission: Qualification and Legal Assistance for Human Rights is a non-governmental, neutral and independent organization. Through gathering the efforts with all local CSOs that believe in promoting democracy, we work on expanding the culture of human rights and to provide legal assistance; in order to participate in building successful democratic institutions, fight human rights violations, and enhance human rights principles.

Internal Challenges
- newly established organization with limited experience
- limited human and financial resources
- institutional building still not completed; structure and bylaws
- lack of experiences and skills among staff
- lack of proper location and building

External Challenges
- Political: political party disputes, the expansion of corrupted CSOs that work in the same field, corruption, southern issue, the narrow democracy space, and radical groups
- Economic: lack of resources, poor management of available resources, lack of CSO monitoring and MP oversight on public budget and expenditures
- Social: poverty, unemployment, homelessness, and illiteracy
- Technological: lack of technological updates and improvements
- Legal: lack of implementation of international agreements, local laws are difficult to implement in reality, complicated registration laws and processes for CSOs

SWOT Analysis

Strengths
1) most of the staff and members are lawyers
2) staff and members are neutral (not partisan or biased to tribes or groups)
3) shared values
4) the believe in volunteerism
5) registered
6) have bylaws (needed to be modified)
7) have good self initiative and skilled staff (needed to build their capacities)
8) having legal staff
9) good communication with local and international CSOs.

Weaknesses
1) staff need to be better qualified
2) no regular meetings
3) lack of proposal writing and project designing skills
4) lack of financial resources (the operational cost)
5) no internal communication strategy
6) the vision and mission are not clear (it was set in the training)
7) the staff do not comprehend the goals and objectives of the QLAHR

Opportunities
1) the signing of the government on the international agreements on Human Rights
2) having international community that support and enhance building the capacities of the local CSOs and fund their projects
3) human rights

Threats
1) political parties interfere in CSOs activities to gain personal benefits
2) the lack and limited funds provided by donors

Seven "S" Analysis

Structure:
The current structure of the organizations is not effective. During the strategy workshop, they modified the structure by eliminating units, integrating some units with others and adding new units.

Systems:
The current internal bylaws do not provide a sufficient information flow system, detailed financial policies and manual, or job descriptions for staff. They requested that NDI help them in developing manuals and strategies.

Style:
As a newly established CSO, it was difficult to identify the style of management. All trainees were confused as they do not know what role they are supposed to play in QLAHR. They wanted guidance from the organizational director.

Staff:
All members were recent law graduates or still in law school. They were a group of volunteers who have the passion to learn new skills and have the power to implement skills learned in the field. They need a leader who can guide their skill, efforts and determination toward implementing their mission statement.

Skills:
The staff members in QLAHR are fresh people, but with limited capacity in terms of CSO work. They focused on organizational and institutional skills that are required for the current phase.

Strategy:
On the second day of the workshop they developed group strategies that can be further developed and integrated into the structure of the organization.

Goals and Objectives
1) Observe human rights violations.
    a) Observe and provide legal assistance for women's rights
    b) Observe violations in the rights of homeless children
2) Expand human rights awareness among university students.
    a) Expand human rights culture during summer camps of university youth
    b) Publish a magazine that includes human rights topics
3) Observe human rights violations of political prisoners
    a) Building the capacity of observation teams
    b) Observe and identify cases in order to provide legal assistance
4) Expand human rights culture among legal activists
    a) Expand awareness for 100 volunteers and recruit them
    b) Design brochures to deliver the QLAHR mission statement
5) Observe 2009 human rights violations in Aden and publish a report on the state of human rights
    a) Build capacity of observation teams
    b) Observe human rights violations and publish report
6) Expand civic education among urban areas
    a) Build capacity of 100 students on human rights principles and form awareness teams among them
    b) Enable awareness teams to expand awareness in their areas.

Outcomes from NDI Program
-   Monitored four districts on human rights violations; Kur Maksar, Tawahi, Creator (10 cases observed)

- Drafted first proposal to solicit international funding for NDI review
- Identified and recruited 23 new volunteers bringing the total number of volunteers to 48
- Drafted internal bylaws
- Created financial receipts and expenses vouchers
- Drafted an operational budget
- Drafted financial narratives and reports
- Drafted an internal communication strategy
- Developed brochures advertising their vision, mission, goals, objectives and SWOT;

Dialogue Center for Developing Human Rights and Culture; Dhamar

Vision: We seek to create a democratically educated society free of violations where people practice freedoms and rights.

Mission: The Dialogue Center is a human rights-focused, non-governmental, non-profit organization that seeks to expand human rights culture, developing local communities and enhancing democracy through capacity building and awareness programs and activities. Our programs and activities are designed and implemented by qualified and skilled cadres that believe in volunteerism and partnership with the international community.

Internal Challenges
- Unqualified staff
- Lack of financial resources
- Weak internal bylaws
- Unclear mission and goals
- Absence of volunteerism spirit in some members
- Not learning from other experiences
- No internal transparency in decision making
- Overlapping in roles and responsibilities
- Limited equipment and supplies
- The headquarters are usuitable for activities
- Lack of technology skills (computer applications and internet)

External Challenges
- Many NGOs work in the same field which causes people to lose faith in credibility
- Traditions and local heritage
- Poor donor outreach to CSOs in the governorates outside of the capital Sana'a
- Lack of rights awareness among society
- Illiteracy
- Government is not responding to CSOs' needs
- Financial status

SWOT Analysis

Strengths
1) variety of skills and capacities among staff
2) have office and training space
3) faith in volunteerism
4) team spirit
5) have board of directors
6) have structure

Weaknesses
1) poor internal by-laws
2) limited financial resources
3) limited experience in human rights field
4) no legal team
5) staff are not free to work as needed
6) no institutional processes

Opportunities
1) partnership with NDI
2) internal and external trainings
3) networks and coalitions
4) local community responds to our activities
5) donors fund similar activities
6) media partnerships

Threats
1) local traditions and tribal heritage
2) lack of human rights awareness in society
3) tribal extremists
4) some targeted groups do not respond to our programs
5) limited resources
6) media attacks

Goals and Objectives
1- Decrease child labor in Dhamar City
   a. Conducting training workshops for 30 school principals
   b. Conducting awareness campaigns for 30 schools
2- Building the capacity of the staff and members
   a. Assess staff training needs
   b. Set training plan
3- Conducting awareness campaigns to deliver message
   a. Develop training plan for the most affective members of the local community
   b. Duild networks and coalitions with other local and international CSOs.

Outcomes from NDI Program
- Implemented and rebuilt the structural internal strategy of
   1) Administrative structure;
   2) Bylaws;
   3) Financial Control;
- Conducted 25 prison visits and, as a result, working on 10 cases;
- Issued a quarterly magazine representing human rights principles and issues;
- Developed a brochure to strengthen the NGO and business cards to promote the organization in the local community;
- Developed internal activities and reports and designed its own reporting forms;
- Recruited volunteers; 1 mosque preacher, 3 lawyers and 7 journalists.
- As observed staff, DCDHRC established a team based decision making process
- Developed a TOT training for all members and staff;
- Developed a complaint box for members and volunteers;
- Allocated responsibilities of each member to draft a section in their magazine;

Yemen Center for Human Rights Studies; Aden

Vision: Build and enhance human rights and democracy attitudes and practices in Yemen society.

Mission: Yemen Center for Human Rights Studies is a non-governmental organization that aims to build and enhance human rights and democracy attitudes and practices in Yemen society through expanding awareness on human rights principles, building capacity, and building partnership with local CSOs, government and international community and combating corruption.

Internal Challenges
- Vague bylaws
- Overlapping of responsibilities
- Lack of resources, experience and capacity

External Challenges
- The southern issue
- Narrow democratic space
- Vague and overlapping laws
- Local donors (private sector) lack of interest in funding human rights and democracy projects
- Unemployment
- Illiteracy
- Expansion of corrupted attitudes and change in values

SWOT Analysis

Strengths
- clear and shared values
- a good and varied group
- shared respect
- significant capacities
- good internal communication
- high ambition, ready to work volunteering

Weaknesses
- unclear bylaws and procedures
- no sustainability of programs
- no marketing policy
- unqualified staff
- no database

Opportunities
- international agreement on human rights
- government admits and agrees on importance the CSOs role
- role of international community in lobbying with local CSOs to play their role effectively
- financial and technical support provided by the international community
- partnership with international NGOs in implementing projects with local CSOs
- technique of partnership and advocacy obtained by many local and international organizations
- southern movement and issue that will encourage international community to support CSOs in the south.

Threats
- political disputes caused decreasing the space for democratic advancement
- activities and government criticism created a bad reaction
- Southern Movement stopped implementing activities.
- financial crisis decreased donor support
- weak youth volunteerism among youth due to unemployment

Goals and Objectives:
  1- Educating youth on human rights principles
      a. Building the capacities of 50 students on human rights
      b. Conducting awareness workshops for 100 students.
  2- Observe and defend human rights cases
      a. Form and build the capacities of the work team

  b. Monitor and collect data on human rights violations
 3- Combating corruption through public monitoring of budget and public services
   a. Form monitoring teams and build their capacities.
   b. Assess and monitor the public services in Aden governorate.
 4- Building the internal specialized groups to implement goals and objectives.
   a. Create a training unit with team of trainers.
   b. Build the capacities of the staff on leadership and institutional skills.

Outcomes from NDI Program
- Established and trained a group of 50 young men and women to monitor human rights issues; the group meets regularly to discuss observations
- Drafted a proposal for a 20-month project and received an award from the Foundation for Future (FFF) an amount of USD193,000 to implement proposed activities;
- Implemented training for 30 staff on social and economic rights; project management and reporting and managing data
- Developed a training unit aimed at staff development issues and drafted a training manual;
- Established formal meetings to address human rights challenges derived from staff input;
- Improved internal skills based on processes that have been implemented:
  - Roles & Responsibilities;
  - Assessment Development;
  - Articulating contract roles with staff;
  - Developing budget, cash procedures and financial reports;
- Holds regular staff meetings and meetings with coordinators

Democracy Youth Society; Hadramawat

Vision: Effective youth generation that understands democracy concepts and defends their rights.

Mission (1):
We are a group of active and effective youth seeking to conduct awareness campaigns that enhance their role in society.

Mission (2):
Democracy Youth Society seeks to activate youth role in society through implementing democracy and human rights programs and activities.

Internal Challenges
- Weak internal organization
- Limited experience and skills
- Weak interaction between some of the staff and members
- Financial challenges
- No headquarters
- Training and awareness tools

External Challenges
- The name of our organization creates raises fear and doubts in members of the community, government and society
- Misunderstanding of democracy and human rights concepts in the society
- Political atmosphere
- Misuse of democracy concepts
- Limited resources

SWOT Analysis

Strengths
1) youth energy
2) ambition and belief in the cause
3) variety of capacities and skills
4) leadership skills
5) members come from different governorates and districts

Weaknesses
1) limited qualification (need capacity building)
2) limited financial resources
3) limited experience
4) no equipment, furniture or supplies
5) staff are not free to work as needed (working in government to earn money)

Opportunities
1) the first and only NGO working on democracy
2) youth ambitions and eagerness
3) partnership with NDI
4) good external relations
5) unique in goals and objectives

Threats
1) most of members are students or recent graduates
2) unemployment
3) the external surrounding atmosphere
4) de-unification
5) the culture and tradition of local community
6) no funder outreach to governorates

Goals & Objectives:
1) Raise awareness about democracy and human rights concepts
   a. Finding trainers of DYA members
   b. Implementing programs and events focusing on democracy & human rights
2) Women's empowerment in society

    a. Creating programs for women inside DYA
    b. Preparing women activists in women's issues
    c. Training women and building their leadership skills
3) Preparing women activists on women's issues
4) Activating youth role in society
    a. Implementing youth programs qualifying them for the field of voluntary work
    b. Empowering youth in resolving their issues
    c. Establishing youth network
5) Youth leadership
    a. Involving 100 young men in trainings

NDI Program Outcomes
- Engaged in participatory decision making
- Provided human rights awareness training for 20 young journalists
- Re-designed their brochure and distributed 1,500 copies to workshop participants
- Re-drafted their administrative by-laws including roles and responsibilities, job descriptions
- Developed a financial manual, designed templates for receipts, vouchers and began regular financial reporting
- Developed a participant and program activity database
- Established a network to support youth issues in Mukalla, received funding from local donors
- Recruited two volunteers to build their website (www.naba5.com)
- Drafted three proposals for further funding, NDI provided a review and comments for improvement
- Implemented a requirement to draft program activity reports

NGOs Coordination Council – Ghail BaWazir; Hadramawat

Vision: Develop and serve society in various social, economic and cultural areas.

Mission: As members of the NGOs Coordination Council in Ghail BaWazir District, we work on developing and serving society via partnerships with local authorities and international organizations. We contribute to development plans in the district, oversee their implementation and target various social groups. We also contribute to social service and development in the cultural, social and economic spheres, and provide services to social groups, most notably the poor.

Internal Challenges
- Some members of the council misunderstand voluntary service
- Limited budget
- Poor experience
- Some members are not committed to attending meetings
- Some do not accept others' viewpoints
- Gender issues misunderstood at the council

External Challenges
- Local authority does not interact as required
- Poor awareness about objectives of the council
- Not enough media coverage given to council's objectives
- Objectives of some participating NGOs contradict with those of the council

SWOT Analysis

Strengths	Weaknesses
1) Cooperation among NGOs	1) Limited budget
2) Partnership with local authority in planning supervision and implementation	2) No stable building for the council (owned building)
3) Most members of the council are skilled and qualified	3) Some members still need training
4) NGOs have diverse activities with large geographic coverage	4) Poor interaction with local authority
	5) Lack of secured budget
Opportunities	Threats
1) Search for external funding sources	1) Suspension of funding
2) Search for organizations providing training	2) Government cancels the council
3) Cooperation with NDI	3) Political conflict
4) Search for funding from donors	4) Council is not covered by NGO Law
	5) Lack of funding

Goals & Objectives:
1) Contribute to meeting community needs for social development, particularly in rural areas:
    a. Conduct surveys in primary areas to identify initial needs.
    c. Follow provision of preliminary services in targeted areas.
    d. Follow up with construction of classrooms and provision of transportation means for students.
2) Reduce poverty in local community
    a. Continue visits to Social Security-registered cases.
    b. Ensure exemptions from health and school fees.
    c. Contribute to providing job opportunities in targeted areas.
3) Literacy programs and increasing social awareness.
    a. Open additiional classrooms for literacy programs.
    b. Organize awareness campaigns for various social groups, most notably for women.
    c. Support literacy program graduates in continuing their studies.

4) Integrate gender-based awareness into community as required.
   a. Activate gender-based activities to hold training.
   b. Help gender solve problems related with marketing program graduates' products.
   c. Ensure that the area's needs for women's job opportunities are included in plans.
5) Welfare for the handicapped to integrate them into the community.
   a. Open additional classrooms to rehabilitate and train the handicapped.
   b. Provide tools to facilitate handicapped mobility.
   c. Provide job opportunities for the handicapped.
6) Improve Girls' Education
   a. Provide all-girl schools.
   b. Increase number of female teachers.
   c. Increase awareness among parents about girls' education.

Outcomes from NDI Program
- Engages in participatory decision making;
- Regularly meets with its staff and members;
- Conducts regular monthly meetings with the administrative body;
- Added a gender department to their organizational structure (5 women's CSOs)
- Re-designed brochure
- Donducted an orientation campaign for local leaders to promote the organization
- Conducted workshops targeting the importance of community volunteerism
- Conducted workshops emphasizing the importance of girl's education opportunities
- Conducted an internal workshop on financial management
- Conducted a workshop targeting emergency network
- Drafted new administrative by-laws
- Formalized internal communication mechanisms
- Developed a plan and recruited 15 volunteers to conduct additional program and awareness activities

Contemporary Democratic Forum; Dhale

Vision: Achieve an understanding of civil society and defend its rights.

Mission: The Contemporary Democratic Forum is a non-governmental organization that seeks to achieve a broad understanding of civil society, practice democratic rights and principles, and defend them. We work to promote a human rights culture and democracy principles through building capacity, expanding human rights awareness and enhancing partnerships with local and international organizations.

Internal Challenges
- No legal reference library
- Lack of financial resources
- Geographic constraints
- Lack of volunteer lawyers
- No database
- Lack technological capacity (computer applications and internet)
- Lack of government officials who understand the CSO's role in society.

External Challenges:
- Civil society turning to armed society preventing expansion of democratic awareness
- Increasing political disputes
- Lack of financial support that prevents CSOs from playing their role effectively
- Increasing percentage of the population is unemployed
- Local traditions and heritage challenges the expansion of a human rights culture
- Lack of technological tools in the city
- Weak implementation of laws
- Overlapping responsibilities among the state institutions

SWOT Analysis

Strengths	Weaknesses
1) have voluntary legal groups	1) no clear mission statement
2) have headquarter offices	2) unqualified work team
3) published a brochure	3) lack of financial resources
4) established structure and bylaws.	4) lack of resource library (legal, human rights and democracy references)
5) good relations with local CSOs	5) the geography of Dhale' prevents team members from conducting regular meetings
6) credibility and good relations and communications with target groups	6) unfurnished office
7) relations with Southern Movement leaders and knowledge of the main local issues.	7) unclear and invalid bylaws

Opportunities	Threats
1) NDI cooperation and partnership	1) poverty
2) partnership with local CSOs	2) illiteracy
3) potential partnering with international donors that share similar same mission and goals	3) an armed society
4) spirit of volunteerism among target groups	4) existence of army compound in the city that negatively affects civil society activiites
5) current movements and issues	5) unemployment
6) democratic space to work in the field	6) no real or effective partnership of civil society organizations
7) prevalence of poverty and unemployment help to recruit volunteers and deliver our mission	7) corruption
8) Community varieties	8) narrow democracy space

The Seven "S" Analysis

Structure:
Change the current structure and develop job descriptions for the positions in the structure; add new position for internal audit.

Systems:
Develop detailed internal bylaws i.e. financial, human resources, and internal communications and information flow.

Style:
Develop the management style through developing management tools and capacities to be participatory management.

Staff:
Enhance staff skills to improve their performance.

Skills:
Develop the capacities and skills regarding awareness campaigns, conflict mitigation, internal and external communication, leadership, computer applications, internal transparency and accountability, strategic planning, reporting, and Human Rights violation monitoring.

Strategy:
Develop strategies that translate their mission to realistic work plan within the community; collect data that enhances established strategies; have consultants to help in develop internal bylaws and policies.

Goals and Objectives:
1) Expanding human rights awareness within the Dhale' community
   a) Expanding human rights awareness among university students in Dhale'
   b) Form volunteer groups of university students to expand human rights awareness among high schools students in Dhale'
2) Observe human rights discrepancies and violations in Dhale'
   a) Form and build the capacity of observation teams
   b) Monitor and collect data on human rights violations the community
3) Form public groups to combat corruption in three districts in Dhale'
   a) Build the capacity of teams in combating corruption (10 members)
   b) Build the capacity of 20 local councilors in performing their role in combating corruption
   c) Form public groups comprised of local councilors and citizens to advocate on corruption issues
4) Expand awareness of fighting poverty among marginalized groups in Dhale'
   a) Build the capacity of 20 members of Free Black Association
   b) Conduct 5 awareness workshops for local CSOs in Dhale'

Outcomes from NDI Program
- Drafted 4 proposals for NDI to review
- Identified volunteers working on their capacity as individuals and coordinators (30 coordinators working in 5 districts)
- Modified bylaws; financial and internal administration procedures
- Conducted awareness forums on human rights and freedom
- Drafted a plan to raise awareness about peace and poverty in marginalized communities
- Developed a participatory team decision making process; collecting information, consulting people from the field and meeting with the administrative body

Vision: To create qualified youth to uphold general and inclusive development.

Mission (1): We, the Youth Forum Society, develop youth capacity to enable their participation in development.

Mission (2): Youth Forum Society is a non-governmental, non-profit and independent organization that seeks inclusive development through increasing youth capacity and skills to enhance effective youth participation in the development process.

Internal Challenges
- Limited resources
- No internal planning
- Limited experience in institutional and organizational capacity
- Lack of internal communication
- No staff capacity or skills development
- Absence of volunteerism and team spirit among staff

External Challenges
- Society's lack of understanding regarding civil society organizations' role in the community
- Manipulation of donations by big CSOs (weak outreach on the part of donors)
- Lack of interest of local donors
- Absence of coordination and partnership among local CSOs.

SWOT Analysis

Strengths
- adopting youth local issues
- focusing on one target group (youth)
- ambition and interaction of youth
- belief in voluntary work
- working with team spirit
- ability to learn from other experiences
- appreciate teamwork ethics

Weaknesses
- limited experience
- limited resources
- weak internal communication
- lack of planning
- lack of credibility in the institutional process

Opportunities
- existence of local and international donors
- member of networks and coalitions
- partnership with NDI under the CSOs capacity building program

Threats
- youth isolation from being involved and engaged in YFS activities
- poor donor outreach
- CSOs law
- identifying CSOs by political and groups affiliation

Goals and Objectives:
1- Building the capacity of and expanding awareness among youth
    a. Building the leadership capacity of 60 youth
    b. Expand awareness of 30 youth on Qat damage
    c. Enhance 30 youth computer skills
    d. Build the capacity of youth on general and inclusive development
    e. Expand society awareness on the importance of being engaged within the community and playing a role in the society development.

2- Defending youth rights
   a. Provide legal assistance to youth
   b. Communicate with concerned institutes to solve youth issues
   c. Communicate and lobby with parliamentarians on laws that defend youth rights.
3- Build a new generation capable of participating in politics and creating constructive change
   a. Expand the awareness of 50 youth on political participation
   b. Expand the awareness of 30 youth on engaging in civil society activities and work
   c. Expand the awareness of 50 youth on participating in elections
4- Expand societal awareness on the role of civil society organizations
   a. Open new communication channels with local NGOs
   b. Enhance the role of civil society organizations in development
5- Build external relations and communication
   a. Adopt creative youth and build their capacities
   b. Defend thought and literature rights of youth.
   c. Recruit youth volunteers

Outcomes from NDI Program
- Approached the Yemen Social Development Fund (SDF) with a request to enhance their infrastructure and won an award to furnish their office and secure equipment for regular administrative work
- Trained their staff in the following capacities:
   Reporting; August 17-20, 19 staff, 15 males and 4 females
   Strategic Planning; August 28-September 4, 10 staff, 8 males and 2 females
   Financial Control; October 10-13, 13 staff, 8 males and 5 females
- Rebuilt the internal structure and systems, held new board member elections, redrafted internal bylaws
- Staff and volunteers developed a detailed action plan and hung it on the wall for staff evaluation
- Re-designed brochures, changing the content, vision and mission
- Re-drafted financial reports, manuals and bylaws
- Opened a bank account
- Developed a visitor and activities attendance list system
- Keeps minutes during meetings and activities and develops reports;
- Documents all activities and manuals
- YSF recruited 12 male and 22 female volunteers to increase awareness on transparency
- Engages in team decision making
- YSF staff meets regularly after each activity and conducts a monthly meeting
- YSF implemented monitoring and evaluation systems to assess their programs

Al Amaal Association for Developing Marginalized Groups; Taiz

Vision: Seeking equality in citizenship without discrimination to enhance marginalized people's participation in decision making.

Mission (1): We, Al Amal Association, implement social activities that improve marginalized people's living standards to create change in their lives through social, economic, educational, health and human rights development by targeting children, youth, elderly and women.

Internal Challenges
- To find a building to use for headquarters
- Lack of financial resources for overhead or project implementation
- Lack of equipment and supplies (printer, photocopier, computer and projector)
- Language skills (English, French and Spanish)

External Challenges
- Traditions and tribal culture
- Donors have little faith in newly built CSOs
- Lack of external communication tools
- Governmental challenges
- No means of activation/implementation for the constituency, laws and international agreements signed by the government
- Marginalized groups are not engaged in national development policies and programs
- No national/government support to CSOs focusing on the needs of marginalized groups
- Media does not reflect the issues and concerns of marginalized groups
- Other CSOs' use of marginalized groups for self interest to attract funds

SWOT Analysis

Strengths
1) working with team spirit
2) active and qualified staff
3) having a headquarters
4) having a computer and a fax
5) shared belief on the issue
6) shared belief on mission and goals
7) internal transparency
8) the self sufficiency and capability to implement and manage projects

Weaknesses
1) limited resources and staff capacity
2) double discrimination from the society and government
3) not owning an adequate office for headquarters (rented facility)
4) no local or national government support/ funding
5) no investments to cover overhead expenses
6) weak internal institutional capacities

Opportunities
1) donors' concern in funding projects targeted marginalized groups
2) democratic space creates change among marginalized groups
3) capacity and energy among youth
4) being a member under the umbrella of the National Union of Marginalized Groups

Threats
1) close headquarter/withdraw registration
2) create conflict among the board
3) no interaction with our (marginalized) issues by the government, society and donors
4) society discrimination culture against marginalized groups
5) ruling system fear from developing the marginalized groups
6) close association by a political decision

Goals & Objectives:
1- Integrating marginalized groups in the society
   a. Develop an action plan with the coordination of local council, education office and health office
   b. Build the capacity of marginalized youth on human rights and advocacy
   c. Expand the legal rights, education and health awareness among marginalized groups
2- Remove discrimination against marginalized groups
   a. Expand awareness among society to reduce the discrimination culture against marginalized groups
   b. Reduce illiteracy among marginalized communities
3- Equality between genders (male & female)
   a. Democratic empowerment for marginalized women
   b. Educate marginalized women
   c. Advocate for the issues affecting marginalized women
4- Fight poverty among marginalized groups
   a. Develop youth capacity to integrate them in development sectors and politics
   b. Expand awareness on birth management

Outcomes from NDI Program
- Implemented a program to encourage minorities to combine their resources in order to advocate for opportunities to voice their issues. Participants went on strike in order to gain the attention of decision makers and were subsequently invited to express their grievances.
- Association implemented ToT for their staff on:
   1) Internal Communication;
   2) Financial Controlling;
   3) Team Building
   4) Resources Development;
- Developed a proposal to raise awareness among minorities which was sent to NDI for evaluation regarding technical advice; were awarded a NED grant of USD 20,000.
- Developed another proposal on minorities' political participation (still under negotiation).
- Moved the office to better attract non-minority support for the group's work
- Developed a financial manual
- Recruited a number of volunteers (translator, a soldier for prison issues and five lawyers)
- Engaged in participatory team decision making
- Members meet every three months with the administrative body and continuously meet with the administrative board;

International Humanitarian Law and Human Rights Center; Taiz

Vision: We work to achieve human dignity.

Mission: The International Humanitarian Law and Human Rights Center is a non -governmental, non–profit, independent organization seeking to achieve human dignity by expanding awareness of international laws on human rights. By using different techniques and tools; studies, observation and documentation of human rights violations, enhancing free and fair elections, and building partnerships, we seek to translate our values and goals into reality.

Internal Challenges:
- Limited resources and self independence (donors don't approach NGOs in Taiz)
- Lack of internal communication among different departments
- No full time staff (members work voluntarily when they have spare time)
- No database on staff, members and volunteers
- Limited equipment (computers, fax, photocopiers)
- Staff are not qualified
- Insufficient structure and bylaws
- Lack of communication skills with donors and targeted groups
- No clear decision making process

External Challenges:
- Political: political party disputes, narrow democratic space
- Economic: poverty and unemployment, weak donor outreach (focusing on CSOs based on capital Sana'a)
- Social: the local traditions and culture, lack of understanding of civil society role
- Technological: lack of skills in using the newly technology tools
- Legal: the contradiction between the constitution and legislation, focusing on the artificial part of law more than the soul and concept of laws (intent)

SWOT Analysis

Strengths	Weaknesses
1) cooperation among team members	1) limited experiences
2) clear vision	2) poor internal communication
3) internal bylaws (needed to be modified)	3) limited resources (self initiatives and funding)
4) accessible offices	4) no paid staff
5) clear roles and responsibilities	5) lack of basic equipment and supplies
6) staff and members share same values and principles	6) insufficient internal bylaws and manuals.
7) transparency and credibility in implementing projects	
8) internal democracy	
9) ambition to expand the organization	
Opportunities	Threats
1) partnership with NDI	1) current laws that prevent CSOs from achieving their mission
2) local need for programs and activities	2) narrow democratic space
3) partnership with other CSOs	3) limited funds
4) international community	4) donors lost trust on local CSOs
5) agreements signed between Yemen and internationals	5) no partnership with good, professional CSOs

Structure:
Study and learn from different local and international experiences and models; rebuild the structure with the help of consultants; build internal capacity.

Systems:
Study different local and international by-laws and manuals to learn from them; implement and monitor internal by-laws, procedures and manuals; familiarize staff on internal by-laws and procedures.

Style:
Learn from other experiences and best practices to build leadership capacity.

Staff:
Put the right person in the appropriate place within the organization; evaluate staff capacity and performance; build capacity and enhance shared values.

Skills:
Identify training needs and build staff capacity.

Strategy:
There is a clear need to review the organization's strategy to ensure sufficiency, and ensure it reflects shared values and mission.

Goals and Objectives:
1) Expand societal awareness of human rights international laws.
    a) Build the capacity of 30 secondary school teachers
    b) Organize awareness campaigns for 10 schools
2) Expand awareness of women's rights in universities
    a) Build capacity of 30 female law school students on women's rights
    b) Build capacity of young women leaders to raise awareness of women's rights
3) Participate in reducing child labor in Taiz
    a) Expand awareness of 40 families
    b) Lobby for the implementation of stricter child labor laws
4) Expand awareness of human rights among 2,000 young men and women
    a) Expand awareness of 800 young men/ women in Al Qahira district.
    b) Expand awareness of 800 young men/ women in Saber district.
    c) Expand awareness of 800 young men/ women in Taizzia district.
5) Develop internal institutional capacity
    a) Develop and improve internal by-laws and manuals
    b) Build internal communication tactics

Outcomes from NDI Programs
- Implemented activities toward two of its strategic goals that focus on raising awareness of international humanitarian laws and developing its internal institutional capacities;
- Drafted and implemented by-laws
- Implemented a project targeting youth with the help of the media department; created a summer camp where volunteers learned to be more engaged with local issues. As a result, volunteers visited hospitals, gathered donations and distributed medicine among patients in those hospitals
- Continuing to develop an internal capacity building program and will start implementing those activities in 2010 as per their action plan
- Implemented staff, member and volunteer development programs
    1) Data Base

2) Structure
3) Job Descriptions
4) Internal Laws
5) Financial Manual
6) Internal Communication Strategy

- Hung a poster delineating their internal communication strategy to allow all volunteers to identify appropriate communication channels
- Documented all of registry lists, reports and activities
- Presented department outcomes and results to all members for evaluation and comment
- Strengthened is participatory decision making environment;
- Rebuilt internal structure;
- Conducts a monthly meeting with the administrative body;
- Developed activities reports and keeps meeting minutes;
- Divided responsibilities and tasks appropriately to each individual.