



**Promoting Decent Work and Gender Equality in Yemen
(2006-2008)**

<i>Project Code</i>	YEM/06/50/NET
<i>Donors</i>	<i>The Netherlands Government (NICP)</i>
<i>Implementing Agency</i>	<i>International Labour Organisation</i>
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Acronyms:

ILO	International Labour Organization
DGWW	Directorate General of Women Workers
DWW	Directorate of Women Workers
MOSAL	Ministry of Social Affairs and Labour
MOEd	Ministry of Education
MOPH	Ministry of Health and Population
MOAg	Ministry of Agriculture
YWA	Yemeni Women's Union
NWC	National Women's Committee
YCCCI	Yemen Confederation of Chambers of Commerce and Industry
GFYWU	General Federation of Yemeni Workers' Trade Unions
NICP	Netherlands/ ILO Cooperation Programme
WHO	World Health Organization
UNDP	United Nations Development Program
CTA	Chief Technical Advisor
UNCT	United Nations Country Team
UNDAF	United Nations Development Assistance Framework

Quick facts

- **Country:** Yemen
- **Final Evaluation:** February 2009
- **Mode of Evaluation:** Independent
- **Technical Area:** Gender
- **Evaluation Management:** Regional Programming Services unit, ILO Regional Office for Arab States
- **Evaluation consultant:** Muna Khalidi, PhD
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- **Keywords:** Gender, women's employability, decent work and gender equality

Executive Summary

The International Labour Organization (ILO) in partnership with the Netherlands Government (NICP), in 2006, embarked upon a second phase of the project "Promoting Decent Work and Gender Equality in Yemen" – (YEM/06/50/NET). The Project's main aim was "to improve women's employability and gender equality in policies and programs as they apply to labour force participation in addition to raising awareness on decent work and gender equality among women and men workers in Yemen; it was implemented through the Directorate General of Women Workers (DGWW) at the Ministry of Social Affairs and Labour (MOSAL) and through the Directorates of Women Workers at the MOSAL Labour Offices in the five Yemeni Governorates of Sana'a, Hodeida, Taiz, Aden, and Mukalla. The Project was also designed and implemented in partnership with the main social dialogue partner institutions: the General Federation of Yemeni Workers' Trade Unions and the

Yemen Confederation of Chambers of Commerce and Industry, as well as the National Women's Committee and the Yemeni Women's Union.

An independent evaluation of this second phase was undertaken between July and September 2008 as the Project was in its final stages and in preparation for launching into its exit strategy and complete handover to DGWW and MOSAL. As such the evaluation focused on the following two issues:

- The institutional role played by DGWW in coordinating national efforts for the promotion of decent work and gender equality including a specific emphasis on raising awareness on women and men's equal rights to terms and conditions of decent work, and
- The sustainability of the strategic building blocks put in place by the Project's activities for the work of DGWW in MOSAL, ILO's social partners and the existing national women's machinery

The evaluation's main findings were as follows, listed as a function of the Project's four objectives:

Objective 1: Capacity Building

Over the years of the Project's life, capacity building has been a main pillar of activities and of strength for the entire Project, allowing for growth and solid development. In terms of capacity building, the Project managed to implement a significant number of activities at both the Central and Governorate levels. Those activities were designed to be part of a 'holistic' capacity building strategy and addressed both individual technical as well as the organizational skills of DGWW and the five

DWWs in the Governorates targeted by the Project. The Project also spent considerable effort in building the DGWWs capacity to play an effective coordination role both with other Directorates within the Ministry as well as will the national partners and stakeholders.

Objective 2: Raising Workers' Awareness on Their Rights and Responsibilities within Yemeni Labour Law

While the basic and ground-laying work on this training component was established and solidified during the first phase of the Project (identification of needs, development and production of materials, training of trainers, and training of workers), it is during Phase II that the achievements began to increase and multiply, reaching increasing numbers of workers and of establishments, such that it is estimated that to date more than 20,000 workers have been trained across the five Governorates. Of those approximately 39% are female.

In addition, collaborative relations with work establishments have increased and become more well-established as it was recognized that more focus needs to be placed on ensuring more buy-in and positive engagement by employers. The Project was successful in getting establishment owners and employers to begin to know more about the training and its objectives; and as they became aware of the positive benefits of the program, they became increasingly reassured that there is no "hidden agenda" to incite workers to rebellion, but rather to improve knowledge about both rights and obligations.

During Phase II, there was also a lot of effort spent on further improving and upgrading the training skills of trainers, through close supervision, additional workshops and the introduction of more adult-learning methodologies and participatory training techniques. This has resulted in an improvement in the quality of trainer and therefore of training and learning outcomes.

In addition, additional trainers from the GFYWTU were trained as trainers, who are now carrying out the same training activities in work establishments.

In terms of materials, the booklet on Rights and Obligations has been a major success as evidenced by the increasing demand for it. The booklet was revised during Phase II to redress some of the gaps found in the original production. The demand for the booklet has continued to rise, and the Evaluator during field visits and interviews was constantly told about its high quality and high value, being especially appreciated for its simplicity, comprehensiveness, and clarity. Other materials have been reprinted and continue to be used and to be very well received.

Objective 3: Policy Advocacy Platform

During the first phase of the project, this component was not accorded as much focus as other issues (especially capacity building, coordination, and training). Most of the work that was undertaken towards engagement in policy advocacy dialogue was more "preparatory" in nature, establishing the foundations for more intensive involvement. The evaluation of the First phase, in fact, recommended that the Project in its second phase place more attention on this crucial component, aiming at providing policy support by decision makers to the changes needed to improve the situation of Yemeni working women. Hence, during this Second Phase, and realizing the importance of policy-advocacy work in changing perceptions and changing the working context for women, DGWW and the Project team, launched into a more focused program of action. This started with the identification and recruitment of a national expert to draft a "policy brief" on health. Armed with the policy brief and the discussion booklet, intensive work in the health sector began, reaching approximately 900 (male and female) workers in the various Governorates.

Based on the success of the work in the health sector, two additional sectors with high levels of women workers' participation were identified: Education (teaching being one of the professional deemed "socially acceptable" for Yemeni women to engage in) and Agriculture Public Sector Employees. Additional funding was sought and secured (through the Embassy of the Netherlands) and, two national sectoral experts were identified and recruited to draft policy brief for Education and Agriculture, while concurrently DGWW developed two additional sector-specific discussion booklets.

Objective 4: Media Platform

The Media component of the Project was also not accorded the same weight as the other more basic components during Phase I, and the evaluation of that phase also recommended the strengthening and consolidation of that component. As the Project launched into Phase II, it was realized that while a solid group of print journalist had been sensitized to issues of decent work and gender equality, the Project's reach into the audio-visual media remained weak. This was of special concern since in the rural areas of Yemen, TV is the most far-reaching and effective mass-media venue. The Project identified and recruited a national expert to develop a new media strategy for DGWW with an emphasis on strategies and options for reaching the audio-visual media.

Main Conclusion

The "Promoting Decent Work and Gender Equality in Yemen" Project implemented by the ILO through the DGWW, addressed a real and felt need within Yemeni society for the promotion of women's work, the creation of better working conditions, and the improvement of the perceptions of working

women in Yemen. The Project- Phase II has met its stated goals of providing information to workers on their rights and obligations, of contributing to the policy debate in the country, and of providing a media platform and watch-dog to monitor the image of working women.

The conclusion of the evaluation of the first phase of the Project, that "in its vision and approach, and the methodology by which it has been implemented, the project is an example of 'good practice'" remains valid, given that the approach has been sustained throughout the life and expansion of the Project, and had permeated all components and activities. The Project in its second phase strengthened its position and role as a "catalyst" for the mainstreaming of gender by the various partners and agencies, providing the technical and programmatic support needed for those agencies to translate their commitment into real programs.

In fact, it can be concluded that the credibility gained by ILO from the ability of the Project to build and enhance institutional capacities among the various constituents and the solid coordination of all project activities with relevant national stakeholders, as well as the social dialogue platforms used to design, implement and monitor project activities have contributed significantly to the recent launch of the Decent Work Country Program in Yemen for 2008-2010.

What remains at the core is the issue of sustainability of the program, including its growth and consolidation into an integral program of the Ministry and its spread into increasing sectors and additional geographic locations within Yemen. This is largely an issue of securing funding, especially medium- and long-term funding which would allow for growth, reflection, innovation, experimentation and ultimately improvements.

Summary of Main Recommendations:

- Maintain a low level of support for capacity building: ILO through the DWCP and through the Regional Office should consider continuing to offer capacity building and training support to DGWW and DWW staff through inviting them to participate in planned activities and through playing a facilitator role.
- Lobbying for funding on behalf of DGWW: ILO should consider playing the role of lobbyist on behalf of the DGWW and DWW teams with MOSAL in order to help them secure funding. This is especially relevant within the context of the Yemeni Government's adoption of the DWCP strategy and the recent launch of a national DWCP in Yemen.
- Financial support of production of materials: ILO should consider the possibility of providing a limited amount of funding for a limited amount of time to be earmarked specifically for the production and reproduction of additional publications and educational materials, that would support the back-bone programs of DGWW.
- Marketing: DGWW needs to develop a coherent "marketing" strategy and plan of action to promote its programs, skills and expertise. The current high credibility as well as the expressed good will should be tapped into and pursued in order to secure further financial support to maintain the unit and its activities into the future. Marketing efforts, however, should aim further than just the continuation of programs and should also be geared toward the promotion of DGWW in general as a resource center and a reference point for all issues related to women's employment and work in Yemen.
- Strengthen collaborative links: DGWW should continue to explore ways and means to strengthen its ties and collaborative links with some of the other key Directorates at MOSAL such as Health and Safety and Labour Inspection. This would serve the purpose of further institutionalizing the concepts of Decent Work and gender equality and would strengthen the positions and credibility of all involved Directorates. DGWW also needs to strengthen collaborative links with YCCCI and GFYWTU. Joint planning and programming would be a positive strategy to expand the experience and success of the Project into more and more workplaces and to reach increasing numbers of male and female workers.
- Replication: ILO needs to consider replicating the success of this project in other countries of the region, especially emphasizing the role of capacity building at the individual and institutional level and the importance of a "culture" of integration and coordination. The project could be showcased and lessons could be learned from its experiences in order to replicate solid national capacity building initiatives that are at the same time highly professional and offering a high quality product, while also adopting a unique management approach rooted in respect, collaboration and institutional building, even though these require patience and time

Introduction

In 2007, the International Labour Organization (ILO) in partnership with the Netherlands Government (the Netherlands/ ILO Cooperation Programme “NICP”), embarked upon the second phase of the project to promote the rights of working Yemeni women. This project is entitled “Promoting Decent Work and Gender Equality in Yemen”. The Project was implemented through the Directorate General of Women Workers (DGWW) at the Ministry of Social Affairs and Labour (MOSAL) and through the Directorates of Women Workers at the MOSAL Labour Offices in the five Yemeni Governorates of Sana’a, Hodeida, Taiz, Aden, and Mukalla. The Project’s main aim is **to improve women’s employability and gender equality in policies and programs as they apply to labour force participation in addition to raising awareness on decent work and gender equality among women and men workers in Yemen.**

The first phase of the NICP project, entitled ‘*Strengthening the National Machinery for Advancing Women’s Employment in Yemen*’, was undertaken between May 2004 and April 2006. Its main objective was the promotion of women’s employment in Yemen by strengthening the capacity of the DGWW in MoSAL and coordinating with other national partners and stakeholders working on women and employment issues (particularly the social dialogue institutions; i.e., workers’ and employers’ associations) in coordinating the National Women’s Employment Strategy in Yemen (2001-2011) approved by the Cabinet in 2001.

An external evaluation of the first phase of the project was undertaken in December 2005. The report on that evaluation noted the following recommendations for continuation of existing activities and for additional strategies and activities:

- Continue and consolidate the work that brings together DGWW with the different MoSAL Directorates and other partner organizations.
- Consolidate and advance efforts toward gender mainstreaming in MoSAL and partner organizations.
- Strengthen and expand the media activities focused on women’s employment in Yemen.
- Conduct qualitative, participatory applied and institutional research that examines in depth and from a gender perspective, the conditions of working women at work and beyond.
- Establish a policy advocacy network of civil society organizations, activists, lawyers, researchers, Yemeni Confederation of Chambers of Commerce and Industry and the General Federation of Yemeni Workers’ Trade Unions for gender issues at work targeting policy makers at the legislative and executive levels including relevant ministries (e.g. Ministry of Planning and International Cooperation, Ministry of Agriculture, Ministry of Civil Service, Ministry of Social Affairs and Labour, Ministry of Vocational Training and Technical Education, Ministry of Higher Education).¹

Hence, since 2004, the Project has undergone two consecutive phases, during which time the project has managed to successfully create a solid infrastructure for promoting Decent Work and Gender Equality in Yemen through the strengthening and capacity building of the DGWW. This

¹ ILO (2006). “Promoting Decent Work and Gender Equality in Yemen”, Project proposal.

second and final phase of the Project (July 2006-September 2008) has also been developed and implemented as part of the global NICP initiative, building on the Netherlands being among the most supportive donors to gender equality in the ILO.

Purpose of the Evaluation and Methodology:

The Project's second phase exit strategy is based on a gradual phase out of the operational activities and the termination of the Project staff's contracts at end of September 2009, with a remaining allocation for the DGWW to implement a few strategic activities that will support the sustainability of the Project's achievements throughout 2009. In order to ensure a quality evaluation process, this final independent evaluation is, therefore, conducted at the Project operational phase out stage in order to benefit from the presence of the project team.

The independent final evaluation was undertaken in line with ILO's policies and regulations for project evaluation. The evaluation focused on the following critical issues:

- The institutional role played by DGWW in coordinating national efforts for the promotion of decent work and gender equality including a specific emphasis on raising awareness on women and men's equal rights to terms and conditions of decent work
- The sustainability of the strategic building blocks put in place by the Project's activities for the work of DGWW in MOSAL, ILO's social partners and the existing national women's machinery

To that end, this evaluation explored the following:

- The strategic role that the Project played in promoting ILO's visibility, concepts, approach and principles among the development community and labour market governance institutions in Yemen
- Envisioned concrete directions for sustainability of the activities after the Project's end
- The potential for the DGWW team and its work to be mainstreamed into the DWCP activities envisioned for 2008-10
- The capacity of the DGWW to undertake needs assessment and design appropriate interventions with follow-up and monitoring in order to consolidate achievements to date and efforts towards sustainability.

In as far as possible this evaluation exercise was a participatory and consultative process, by which the evaluator was in constant discussions and feedback with the DGWW management team as well as the CTA. Preliminary findings from interviews and meetings were discussed after each encounter. In addition, all findings were fed back to the team and discussed with them. It must be noted that this approach while guaranteeing that the Project team were kept updated on all findings and developments did not in any way jeopardize the independent nature of the evaluation.

At the end of both field visits, a presentation to the team and stakeholders was arranged, during which the main findings, main conclusions, preliminary recommendations and next steps were presented and opened for discussion. Amendments in both facts (when applicable) and recommended next steps were made on the basis of the discussions with the team.

The second presentation, at the end of the second and last field visit, was made to the DGWW team, the Minister, the Heads of all related Directorates in the Ministry as well as to the heads of the various partner organizations. Here again, an open discussion followed the presentation and amendments incorporated based on these discussions

Socio-Economic Background and Women's Labour Participation in Yemen:

Yemen is an ancient country which has survived many hardships over the centuries, including limited water resources, limited arable land and declining oil reserves. The population of Yemen is just over 22 million, and is young and growing rapidly (growth rate of 3.02 per cent); with nearly 50 per cent of the population below 15 and with total fertility rates among the highest in the world. Moreover, the population is predominantly rural (73 per cent).

Yemen is one of the poorest countries in the Arab region. The economy is currently dominated by the oil sector (27 per cent of GDP) with significant activities in services (45 per cent of GDP), agriculture (14 per cent of GDP), and non-oil industry (14 per cent of GDP). In addition, the unemployment rate has been rising, from 12 per cent in 1999 to 16.5 per cent in 2006, as the growth in the labour force is outpacing job creation.²

Poverty in Yemen is widespread and it is estimated that 42 per cent of the population are living under the National Poverty Line. According to a recent Poverty Report by the Ministry of Planning, the World Bank, and UNDP, "Despite the recent reduction, poverty in Yemen is deeper and more severe than in other MENA countries. In terms of meeting its MDG goals, Yemen is still lagging behind its commitments, for in spite of advancements in primary education, with enrolment rates reaching 75 per cent in 2007, and child mortality, which has been reduced by 28 per cent and 23 per cent for under-5 and infant mortality respectively between 1990 and 2007, Yemen is still ranked 153 out of 177 countries in the 2007 UNDP Human Development Index. In addition, Yemen will need to accelerate progress in reducing child malnutrition, maternal mortality, poverty rate, and gender inequality in order to attain MDGs by 2015. Gender disparities remain with significant gaps in the access of women to economic, social and political opportunities.

The UN system's 2005 Common Country Assessment (CCA) identified four underlying reasons for the poor development outcomes in Yemen:

- Lack of transparency and participation;
- Disempowerment of women and children;
- Inequitable and unsustainable use of water resources; and
- Jobless growth, in the face of rising population.

Yemen is one of the countries with the highest population growth rates in the world which stands at approximately 3.5 per cent per year compared with a world average of 1.2 per cent.¹

This high population growth has resulted in a concurrent high rate of growth of the Yemeni labour force. In 1999, the labour force was estimated at 8.9 million (15 years old and above) with an active labour force of 4.1 million (with 3.6 million employed and 469,000 unemployed).

International statistics, estimate that labour supply in Yemen is increasing at 3.8 per cent per year, 3.3 per cent among men and 5.3 per cent among women; at a time when employment

² <http://web.worldbank.org/WBSITE/EXTERNAL/COUNTRIES/MENAEXT/YEMENEXTN/0,,menuPK:310170~pagePK:141159~piPK:141110~theSitePK:310165,00.html> (World Bank background on Yemen)

opportunities have not, however, increased at the same rate. The resulting unemployment rate in Yemen stands at about 11.5 per cent; while the Ministry of Planning, had estimated that in 2006 the active labour force will have reached 5.3 millions, among which 1.4 are females.

In 1999, the female labour force was estimated at 969,000, of which 890,000 were employed and 79,300 unemployed. The female labour force participation rate in Yemen is predictably low standing at 21.8 per cent compared to that of men 69.9 per cent; and the overall female unemployment rate is 8 per cent, however, reaching 32 per cent among educated females.

The Poverty Report by the Ministry of Planning, the World Bank, and UNDP³ found that female labor force participation increased from 7.0 to 9.6 during 1999 – 2004, but the female unemployment rate also increased from 25.4 to 39.5 per cent in 2004. The report also found that the high level of female unemployment is slightly more evident in the urban areas, where nearly half the female labor force is unemployed, in comparison, to a 33 per cent rate of female unemployment on rural areas.

The fertility rate of women is high, at an average of 6.5 children per female. This high fertility rate is compounded with a high rate of illiteracy (55 per cent for females 10 years and over and 65 per cent in adults), low levels of education, limited training opportunities, and a negative societal perception of working women. All of which combine to act as major constraints for women wanting to join the labour market or attempting to compete with men for employment opportunities.

In fact, Durr (2004) observed that the “Gender Gap” (economically active females per 100 males) in Yemen stood at 31, while the World average was 68, and that of the Middle East and North Africa was 36.

The Yemeni Ministry of Planning along with the Central Statistic Organization and the Labour Market Information System (LMIS) conducted two labour surveys in 1999 and 2002-3. The results of these surveys, placed women’s participation in the labour force at an average of 24.5 per cent⁴. According to the 1999 Labour Force Survey (LFS), women’s labour force participation rate was 22 per cent, of whom 72 per cent were found to be working in agriculture as unpaid family workers. It was also found that in terms of formal –sector employment, women were more likely to be employed in public sector jobs (teachers, nurses, social workers, etc.). In addition it was also found that the majority of female employment, (outside unpaid family work in agriculture) was in self-employment or informal-sector work. The survey concluded that approximately 62 per cent of women’s work is unpaid, while women’s wages as a per cent of men’s wages in the formal sector stood at 62 per cent. This was found to be the case across all employment and occupations in Yemen, being lowest “administration” positions (84 per cent), and highest in the “services and sales” sectors (36 per cent) ⁵.

³ www.undp.org/ye/poverty_report.php (Yemen Poverty Assessment Report, 2007: Government of Yemen, World Bank, & UNDP)

⁴ See the Labour Force Survey (1999) and UNDP (2002), Programme On Governance in the Arab Region

⁵ Esim, Simel (2005), “Gender Mainstreaming in Chambers of Commerce in Arab States: A Comparative Analysis of Saudi Arabia, Syria and Yemen” ILO, Beirut, p. 12 (available in both Arabic and English)

The Government of Yemen is acutely aware of the situation, especially in the context of increasing poverty and worsening economic conditions for Yemeni families. As such, a number of policy decisions, translated into policy documents have been issued in recent years. These include the 5-year Development plan, the President's Inauguration Speech, and the formulation of the National Labour and Employment Strategy and the National Strategy for Women's Employment (2001-2011). In addition, the Government of Yemen is signatory to all relevant ILO conventions as well as other UN gender equality international agreements.

Ministry of Social Affairs and Labour

MOSAL was created as a Ministry in 2002, combining two separate ministries: “Labour” and “Social Affairs”. Over the years the Ministry of Labour in Yemen has been joined with and subsequently separated from a several other line-ministries including the Ministry of Vocational Training.

However, at the present time the MOSAL continues to operate as two agencies, with Labour- and employment-related departments being located and functioning more or less independently from those related to Social Affairs. In addition to the organizational, institutional and management concerns that this raises are issues of inadequate budgetary allocations to the Ministry and the lack of other human and other resources, all of which act to constrain the Ministry’s work and result in considerable frustration among Ministry staff including the DGWW. Prevailing concerns also address the coordination and collaboration between Labour Directorates and departments and those of Social Affairs.

In 2007 a new Minister was appointed, HE Dr. Amat al-Razzaq Ali Humad, replacing HE Mr. Abdel Karim Ismail al-Arhabi, who had been in charge at the time of the Projects first phase.

DGWW:

Following the Beijing Conference of 1995, and Yemen’s commitment to institutionalise women-focused national machineries, the Directorate General for Working Women (DGWW) was created and established within the then-Ministry of Labour and Vocational Training in 1997, as per Republican Decree no. 19. The mandate of DGWW is to work towards enhancing gender equality, preventing discrimination in the world of work and improving women’s employability through appropriate policies, legislation, programmes and projects.

Upon the issuing of Decree no. 19, DGWW became operational in 1997 with just three full-time staff members, and the mandate highlighted above. For several years, DGWW was marginalized with the Ministry and was not allocated any budget to enable it to fulfil its role. Given its highly dedicated and motivated staff, however, DGWW managed to conduct several national symposia on gender and the labour market, and to carry out a number of training workshops. DGWW even played a role in contributing to the formulation of the National Strategy for Women’s Employment (2001-2011).

MAIN FINDINGS

Objective 1: Capacity Building

Over the years of the Project's life, capacity building has been a main pillar of activities and of strength for the entire Project, allowing for growth and solid development. Capacity building of national individuals and institutions to be able to effectively address the prevailing conditions facing female employment is an essential cornerstone of any Program. This has been identified as a need on all levels of organizations and agencies working toward the improvement of the conditions of working women. Capacity building efforts included improving physical infrastructure (buildings, equipment, communication networks) human resources (both at central as well as governorate level) in terms of technical knowledge and skills but also in terms of organizational structures and coordination mechanisms.

To that end the DGWW team began the process by organizing and holding a consultative meeting with national Yemeni experts to re-visit, reassess and update the National Strategy for Women's Work. The recommendations resulting from that meeting were essential in leading to the necessary changes for the modification of the Strategy to make it more response to the needs and real context of working Yemeni women.

In terms of capacity building activities the Project implemented at the Central and Governorate levels, those addressed both individual technical as well as organizational skills of DGWW and the five DWWs in the Governorates targeted by the Project. The Project also spent considerable effort in building the DGWWs capacity to play an effective coordination role both with other Directorates within the Ministry as well as will the national partners and stakeholders.

The Capacity-building activities of the Project included:

Team-building:

Weekly team meetings were held with all the members of the team to discuss the Projects progress, concerns and outstanding issues. The capacities of the DGWW team members were enhanced through on-the-job training and knowledge and skills transfer chiefly by the CTA, but also through other national and international consultants. Capacities were also enhanced through the recruitment into the DGWW of additional staff and the reorganization of the DGWW and the development of clear terms of reference for each member of the team.⁶ However, instead of making the structure increasingly rigid, the team has, in fact, coupled this with a system whereby they are able to "stand-in" for one another in case of absence or emergency, such that the work is maintained in a smooth and uninterrupted way. A strong culture of information-sharing and the espousing of a true spirit of unity and team are essential elements making this possible and genuine.

The DGWW team has also institutionalized an informal system of ensuring that a team spirit and a one-team attitude is instilled and becomes an integral part of their approach and working

⁶ During the first field visit, the organogram of the DGWW and the ILO Project was developed and documented to reflect the actual status at the present time. A copy can be found in Annex 6.

methodology. The team has regular morning breakfast meetings for all female staff; the team is actively involved in social activities with each other and their respective families; and they have developed an informal system of communication between themselves such that all the team are updated on any developments immediately by phone.

Team-building and the instilling of a sense of ownership among DWWs was another main anchor of the Project, which was strengthened and developed further during Phase II. DWWs are the main outreach arm of DGWW and the Project into the Governorates of Yemen, and were recognized as a main pillar of the success of the work during the very early stages. Intensive encouragement and confidence building were required to assure DWWs of their existing capacities and capabilities and their ability to do the work. Intensive work and effort were also central to building a sense of common goals and common objectives which subsequently led to the creation of a real team spirit among the DWWs from the different Governorates. The women now act and react as a team, relying on one another for guidance and support (technical and moral) as the first resort. The women in fact shared many anecdotes of how feeling part of the team helped them gain a sense of importance and worth, and helped them feel supported and confident. They relayed several cases when they called on each other for assistance to organize an event, or advice on dealing with a difficult or uncooperative partner. This sense of belonging and ownership is central to the success of the work, as the DWWs all expressed a willingness to work beyond the means available through the Ministry out of a sense of pride in self-achievement first and foremost.

Training and Supervision visits:

Central to strengthening the capacity of the DGWW and DWW team has been the program of ongoing training workshops and refresher training activities as well as the close support provided to the team through regular follow-up and supervision visits in the field as well as regular team meetings for all team members in Sana'a. Regular field visits have also played an important role in strengthening the ties between DGWW and the DWW teams, with sharing of information, technical support and supervision.

The Project has run several series of training workshops targeting the staff of DGWW, DWWs as well as staff from other national partner organizations. In terms of content, DGWW has attempted throughout to ensure that all activities provide clear and achievable concepts with regards to the National Women's Strategy and activities that can support it and push it forward. On the more practical level, workshops also addressed issues such as definition of roles and responsibilities, need and priority setting, resource identification and mobilization and effective implementation strategies, in addition to monitoring and evaluation strategies.

In addition to the formal training activities, the DGWW team and the DWW teams have also benefited to a very large degree from the close and daily contact and supervision and "partnership" with the CTA. The CTA played a pivotal and crucial role in re-educating the staff (using their own words) in the need and importance of **institutionalizing** any change. As such, team members have been trained and encouraged to continue to consider themselves and their Unit (DGWW) as an integral part of the Ministry, such that all strategies and activities are shared and perceived of being part of the same whole and of leading to the achievement of a common objective. Team members are now in a position where they themselves perceive of close coordination with other Directorates within MOSAL and with other national stakeholders as an imperative part for the success of any program they engage in. This commitment to institution-building and to real

cooperation and coordination has resulted in giving the DGWW, the Project, and the team a high level of credibility with other partners and stakeholders. The common perception amongst all is that the team is well trained, highly professional and is capable to delivering good and high quality results.

In addition to the conceptual level, team members have also received hands-on and continuous training and support in developing their administrative, organizational, and managerial skills. They have been trained to think, plan, and implement within a systematic framework, whereby each step is fully thought-through and each step is fully anticipated and planned for. This includes training in organizing and running workshops and training activities (identifying topics, recruiting trainers, recruiting trainees, etc..) to the more mundane tasks of how to write a letter of invitation, how to record minutes of meetings, and how to organize and file documents. The success of this process is due to several factors, including it been intensive and daily and being a cumulative process with each new skill building on the ones preceding it.

These continuous workshops and the day-to-day on the job training to develop knowledge and skills have been a major strength of the Program, enabling the team to effectively implement activities and to be in a position to continue to do so even after the end of the external funding of the project. In the words of one of the temporary National Consultants who had subsequently moved to another job: *"I have taken the new skills I learned like the importance of team spirit, the importance of coordination and networking as well as the more practical skills like writing reports and organizing workshops, with me to my new job, and these are ways of thinking and skills that will remain with me wherever I go"*.

Coordination:

The institutionalization of "coordination" as a main guiding principle of the Project and the overall work of DGWW and the DWWs has been a core pillar of the success of the Project.

Intensive work and effort on establishing a "culture" and mechanisms for coordination began at the very early of the Project and have been sustained and supported throughout. Commitment to coordination has been integrated and worked into all levels of planning and activity implementation. The need to coordinate efforts with others with an interest in achieving the same common goal is firmly a cornerstone of the Project on the one hand and of the operating philosophy and strategy of DGWW and the DWWs in the Governorates.

Coordination and coordination mechanisms have been established at several levels: within the team, with other Directorates within MOSAL, with other Directorates of other Ministries, with national institutions and organizations (especially NWC, YCCCI, & YFTU). This Coordination component has manifested itself in regular (originally weekly; now monthly meetings) of the DGWW with the Directors of Directorates at MOSAL, which are always very well attended and during which issues of interest and concern are raised and discussed and common solutions are found to problems. The MOSAL Directorates with which DGWW has formed the strongest links and has established continuous coordination, by virtue of common objectives are: Health and Safety, Labour Inspection, Mother and Child, Labour Arbitration, as well as the Information System and Employment and Labor Force Planning Department

Initially all meetings were hosted by DGWW, however, in time and with the increases sense of ownership, they have begun to be hosted by the other Directorates on the basis of a rotating schedule. In the absence of other fora for MOSAL staff to meet and discuss, these DGWW-initiated meetings have become a mainstay of MOSAL's functioning and as such are very highly valued by all Ministry staff, including the Minister herself.

In terms of collaboration on **programmatic issues**, DGWW has collaborated closely with the Directorate of Health and Safety on the development and production of a simplified booklet on the issues of health and safety facing women in the workplace. DGWW has collaborated closely with the Directorate of Labour Inspection and Occupational Health and Safety on the identification and training of female inspectors and on the implementation of a training program for inspectors to provide them with upgraded skills for carrying out their site visits and inspection duties, and to incorporate issues of gender equality and decent work in their routine inspection work. For that purpose DGWW and the Directorate of Labour Inspection and Occupational Health and Safety also collaborated on the development and production of a booklet outlining guidelines for the inspection of risks in the workplace DGWW has collaborated closely with the Directorate of Mother and Child on all training activities dealing with gender issues and the incorporation of gender equality in the workplace, and in ensuring that gender considerations are incorporated into all of DGWWs planning and activity implementation. DGWW has collaborated with the Directorate of Labour Arbitration in the collection of case studies and real-life examples of labour issues faced by women for incorporation into DGWW's media platform activities and archival reference materials, to be used in policy advocacy activities. DGWW has collaborated with the Office for Labour Market Statistics on the support of employment offices such that there is proper matching between supply and demand of labour. Discussions with the Office have also been taking place on the potential strategies that can be adopted to encourage more women to participate in the labour force, though the provision of training for women on basic job-seeking skills such as preparing a CV and on how to prepare for a job interview.

Collaboration with other national stakeholders:

DGWW has being involved in several collaborative projects and programs with several other partners and stakeholders. Cooperation has ranged from joint planning to joint implementation of many types of activities including the undertaking of studies and the implementation of training workshops. The joint projects have been carried out such that all involved are encouraged to participate fully in both the provision of ideas as well as in the sharing of experiences and expertise. As an example, more than 25 coordination meetings have been held in each of the five Governorates of the Project, typically involving the DWW along with staff from other Directorates in the Governorates and which have served the purpose of improving coordination of issues of concern surrounding working women and the training program on rights and obligations.

The most significant partner for DGWW has definitely been the National Women's Committee, the natural "partner" of DGWW. The DGWW and NWC have over the years collaborated and run several joint programs and activities aiming at raising awareness on issues related to women's rights and responsibilities at work among both working women and society at large. Activities have included coordination and collaboration on the evaluation of the National Strategy for the Development of Women, and the close cooperation in implementing pilot projects of Gender – Auditing at MOSAL, the Ministry of Planning and International Cooperation, the Ministry of Health and Population, the Ministry of Local Development, the national news agency (SABA), as well as

the NWC itself. DGWW and NWC also collaborated closely on the writing of the report on Gender-Auditing.

DGWW has collaborated with the leadership of the Union of Yemeni Women in both Sana'a and the Governorates, and has held regular and continuing meetings and open discussions with the YCCCI and the YFTU. Collaboration with these three national partners has centered to quite a degree on the program of training for workers on their rights and obligations within the context of Yemeni laws and legislation. DGWW also collaborated with YCCCI and YFTU on two gender-related studies: "Issues of Gender in the Work of the Labour Trade Unions" and "The Role of the Chambers of Commerce and Industry in Encouraging Decent Work and Gender Equality".

Project and National Workshops:

Throughout the years the Project has designed and run several specialized training workshops for staff at the central (DGWW) and Governorate (DWWs) levels, aimed at raising the level of awareness and skills of staff to become better able to reach the objectives of those Directorates and to improve and strengthen their functioning. In addition a number of workshops were also organized and run for the staff of other public sector directorates to improve skills and performance. According to participants at those workshops, the sessions were very useful in raising their awareness to issues related to working women and gender equality, and on ways and means open to women to ensure their rights.

The topics covered in those workshops included concepts of decent work and gender equality as basic human values and rights, the role of the media in raising awareness and changing perceptions, and the role of the educated elite and religious leaders in changing perceptions. A pivotal series of workshops that were run for the staff of all directorates in the five Governorates tackled the empowerment and strengthening of these Directorates in order to improve their performance and help them achieve better results. The topics covered included:

- ILO operating procedures
- Presentation and discussion of the results of the three studies "Trends in Women's Employment in Yemen", Issues of Gender Equality in the Work of the YFTU" and "The Role of the YCCCI in Encouraging Decent Work and Gender Equality"
- Strengthening dialogue on "the informal sector" in Sana'a and Aden
- Gender Auditing (at MOSAL and Ministry of Planning and International Cooperation)
- Upgrading and improving the work of Labour Inspectors
- Sustainability and strengthening partnerships

Further specialized training was also provided to the staff of DGWW through national and specialist institutions, with the objective of improving their skills in computers, English language, and management.

Significantly, arrangements were made for all the staff of DGWW to be trained by a specialist from the Ministry of Finance on how to plan and prepare for an annual budgetary allocation to the Ministry of Finance. Staff members were trained on the requirements for preparing a budget request such that the application/ budget format meets the requirement of the Ministry of Finance in terms of what information it includes and the format in which this information presents (breakdown of budget lines, etc). This was found to be a very useful exercise in that it assisted staff

to better understand the requirements of the Ministry of Finance and to cater to them, in order to improve their chances of having their requests approved.

Special effort were also made to send DGWW and DWW staff to participate in workshops, meetings, and conferences that were held outside of Yemen with the objective of raising confidence and encouraging experience and expertise sharing. Several participated actively in a number of such external meetings such as the Arab Labour Conference and the ILO training course on the Rights of Working Women and Equality in Employment held in Turin.

Library and Archive:

DGWW by virtue of its mandate and its position has a central role to play in the collection, collation, and archiving of information, data, research and materials related to the situation of working women in Yemen. The Project strengthened DGWWs resource base role and enabled the unit to become a true archival center (paper-based and electronic) for all available materials on Yemeni working women. A physical location was identified, rehabilitated and equipped and work began to gather existing information, documentation and other materials (video, leaflets, newsprint articles, etc.). The collection has grown over the years and this Library/ Archival center currently hosts hundreds of publications, books, leaflets, research papers and surveys, including all the materials produced by the Project and DGWW (training materials, advocacy materials, and studies), which are available for the use of all researchers and advocates with an interest in the issues of working women in Yemen.

Facilities and Equipment:

It must be noted that the Project's upgrading of the physical facilities and offices of the DGWW and DWWs as well as the provision of basic office furniture, equipment (including up to date computers and software), audio-visual equipment, supplies and communication systems (including telephones and fast internet connections and office networks), has played an important role in facilitating their successful implementation of activities. Having comfortable, though by no means extravagant, offices to work from and functional equipment and communication network has been a contributing factor their Staff being better able to perform their jobs. The Project, in full support of the principle of coordination and collaboration, has maintained a strategy of "sharing" these material resources whenever possible with other Directorates that are lacking facilities and services, especially at the level of the central Ministry. As such DGWW has come to be regarded as a technical as well as logistic support unit to the entire Ministry with staff who are always friendly and willing to help out their colleagues with the use of equipment, facilities, and communications, etc. This has led to DGWW being highly appreciated and respected by their colleagues, as common practice has been for "projects" to support only the one "unit" with which they work leaving other Ministry units to fall behind.

All the work and achievement of the Project in capacity building and the institutionalization and strengthening of coordination have to be seen within the context and spirit with which they were tackled; both have been addressed as issues in which true progress can only be achieved if it is approached as a cumulative and incremental process, whereby baby steps lead to larger steps and with time a true "spirit" and "culture" are arrived at. The above outlines the overall achievements of the Project, hence it is important here to sum up the achievements of *the current phase* of the Project (Phase II) in terms of capacity building:

The DGWW and the DWWs – as individuals and as teams – are now fully able and capable of planning and implementing activities and programs tackling issues of decent work and gender equality especially for working women, especially at the levels of training and policy advocacy, as well as dissemination through the media. This they are able to do without external technical help, and can now deliver high quality products in an efficient and timely manner.

It is also important to sum up the achievements of *the current phase* of the Project (Phase II) in terms of coordination:

The DGWW and DWWs– as individuals and as teams – have now fully embraced the concept and benefits of close coordination and collaboration with other partner stakeholders and are able and capable of planning and implementing coordination activities, and of being represented at high-level meetings and discussion for a to advocate for change. During Phase II there has been increasing emphasis on expanding the network of collaborators and partnerships in order to reach and influence increasing numbers of workers and policy makers.

Coordination within MOSAL: regular monthly meetings are now a standard activity, being implemented regularly, and always very well attended with a high degree of active participation. Coordination meetings are hosted by and take place at DGWW premises and those of other Directorates on alternating months.

Coordination with the YCCCI: Due to continuous and intense close coordination with YCCCI, DGWW, and the resulting ensuing facilitation of access by YCCCI, the number of establishments to which the training team has had access and the numbers of workers trained and sensitized has witnessed a major jump, currently having reached more than 12,000 workers. More requests are being received from establishments both directly and through the YCCCI.

Coordination with the GFYWTU: During Phase II of the project efforts were intensified to increase coordination and collaboration with the GFYWTU, especially in terms of the training program component on rights and obligations of workers, since the GFYWTU have hundreds of staff and members on the ground in the various Governorates and are in a position of better and more straight-forward access to workers and work establishments. The GFYWTU has identifies tens of its members who have been trained by the Project and DGWW to become themselves trainers of workers on issues of rights and obligations within Yemeni law. Through this team, GFYWTU has now become the main entry point for DGWW into work establishments and these teams have now started to implement a training program on their own, though remaining in close coordination with the Project through the DWW offices in their respective Governorates.

National Women's Committee: During Phase II the Project coordinated and collaborated very closely with the NWC on several issues and program. These included training, advocacy and media work, and the Gender Audit exercise which was coordinated by the DGWW and then handed over to the NWC, which has become the national "owner" of the process.

Yemeni Women's Union: It is during Phase II that the YWU was first approached by DGWW and co-opted to becoming a partner on the Project; hence the coordination relationship is still new, though there is genuine interest on the part of both parties to push it forward and strengthen it. One of the main activities of this new collaboration was the training of YWU staff by the DGWW on

the development and writing of project funding proposals specifically targeting the raising of workers' awareness on their rights and responsibilities and on establishing policy advocacy activities and networks.

Local Development Councils and the Directorate of Women in the Ministry of Local Development: It is during the end stages of Phase II that the Directorate of LCDs and the Directorate of Women at the Ministry of Local Development were first approached by DGWW and co-opted to becoming partners on the Project, hence the coordination relationship is still very recent, though there is genuine expressed interest on the part of both parties to push it forward and strengthen it. One of the main activities of this new collaboration will be the development of joint project funding proposals to ensure the sustainability and continuity of the work.

Objective 2: Raising Workers' Awareness on Their Rights and Responsibilities within Yemeni Labour Law

While the basic and ground-laying work on this training component was established and solidified during the earlier phase of the Project (identification of needs, development and production of materials, training of trainers, and training of workers), it is during Phase II that the achievements began to increase and multiply, such that it is estimated that to date more than 12,000 workers have been trained across the five Governorates. Of those approximately 39 per cent are female.

Hence the training activities have increased to a very large extent reaching increasing numbers of workers and of establishments. Collaborative relations with work establishments have increased and become more well-established as owners and employers began to know more about the training and its objectives through the media as well as through word-of-mouth, and as they became aware of the positive benefits of the program and become reassured that there is no "hidden agenda" to incite workers to rebellion, but rather to improve knowledge about both rights and obligations.

During Phase II, there was also a lot of effort spent on further improving and upgrading the training skills of trainers, through close supervision, additional workshops and the introduction of more adult-learning methodologies and participatory training techniques. This re-training included in addition to skills and techniques of training other inter-personal communication skills, such as how to introduce yourself properly, how to remain calm in the face of an irate employer, who to avoid sensitive tangential issues, etc. This has resulted in an improvement in the quality of trainer and therefore of training and learning outcomes.

In recognition of their efforts and input and as an incentive to continue their work with the same high level of professionalism and commitment, it was arranged for "certificates of recognition", issued and signed by the ILO Regional Office to be distributed to all trainers, Governorate trainers, trainer-supervisors, and other key persons who assisted the Project in moving forward. These certificates were highly appreciated and regarded by the training team.

In addition, additional trainers from the GFYWU were trained as trainers, who are now carrying out the same training activities in work establishments.

In terms of materials, whereas the booklet on Rights and Obligations has been a major success as evidenced by the increasing demand for it, the booklet was revised during Phase II to redress some of the gaps found in the original production. The demand for the booklet has continued to rise, and the Evaluator during field visits and interviews was constantly told about its high quality and high value, being especially appreciated for its simplicity, comprehensiveness, and clarity. Other materials have been reprinted and continue to be used and to be very well received.

During Phase II, it was recognized that more focus needs to be placed on ensuring more buy-in and positive engagement by employers, so a concerted effort was made to find non-monetary incentives to encourage adoption of the program and acceptance of the training activities in employers' establishments. After discussion, it was decided that this incentive should take the form

of public recognition. This was done through the presentation of “certificates of recognition” issued by the ILO Regional Director to 400 employers, and highlighting this even in the print and audio-visual media for increased visibility. This gesture has been highly appreciated and valued by employers and according to the YCCCI has served the purpose of encouraging more establishments to seek information about the training program and to request to be included in future activities.

Objective 3: Policy Advocacy Platform

During the first phase of the project, this component was not accorded as much focus as other – more basic- issues (especially capacity building, coordination, and training). Most of the work that was undertaken towards engagement in policy advocacy dialogue was more “preparatory” in nature, establishing the foundations for more intensive involvement. The activities of the first phase centered on the following: the collection of tens of “success” real-life stories from working women themselves, highlighting both their successes and the challenges they faced and continue to face as working women (in the workplace, within the family, within the overall society, etc.). The Project also developed and produced a Training-of-Trainers’ manual to be used by trainers/ group facilitators to initiate and lead discussions within sectoral workers’ groups on issues affecting women’s participation and options for change. In addition a “discussion booklet” was developed and produced to facilitate group discussions within the health sector, based on the issues raised by workers themselves of the obstacles and hardships they face working as health professionals (physicians, nurses, midwives, community health workers, technicians, etc.).

The evaluation of the First phase, in fact, recommended that the Project in its second phase place more attention on this crucial component, aiming at providing policy support by decision makers to the changes needed to improve the situation of Yemeni working women. Realizing the importance of policy-advocacy work in changing perceptions and changing the working context for women, DGWW and the Project team, launched into a more focused program of action during Phase II. During this phase, DGWW identified a national expert and recruited her to draft a “policy brief” on health. Armed with the policy brief and the discussion booklet, intensive work in the health sector began, reaching approximately 900 (male and female) workers in the various Governorates.

Based on the success of the work in the health sector, two additional sectors with high levels of women workers’ participation were identified: Education (teaching being one of the professional deemed “socially acceptable” for Yemeni women to engage in) and Agriculture Public Sector Employees.⁷ Additional funding was sought and secured (through the Embassy of the Netherlands) and hence, two national sectoral experts were identified and recruited to draft policy brief for Education and Agriculture, while concurrently DGWW developed two additional sector-specific discussion booklets.

In light of the new policy briefs and discussion booklets, the Training of Trainers’ manual was revised and updated to incorporate the two additional sectors. Additional trainers/ group facilitators were identified and trained and a program of sectoral discussions was launched. To date approximately 900 workers from each sector (male and female) have been reached in the various Governorates.

This program has also actively encouraged the networking between workers from the various Governorates through running joint training sessions in Sana’a and through arranging cross visiting for DWWs, trainers, and supervisors.

⁷ . Although the vast majority of female Labour in Yemen is engaged in agricultural work, the overwhelming majority of those are located in the informal/ family work sector but it was decided that those would not be reachable in an effective manner by such a small Unit with limited resources, and a decision was taken to target public sector employees as a first step and an entry point into the agricultural sector.

DGWW is currently seeking funding to expand the policy advocacy work to include the additional sectors of media, industry, and the legal system (lawyers and judges).

Objective 4: Media Platform

The Media component of the Project was also not accorded the same weight as the other more basic components during Phase I, and the evaluation of that phase also recommended the strengthening and consolidation of that component.

During the first phase of the Project, the media-related activities centered around the brief training and sensitization of a large number (approximately 150) of media personnel – mostly print journalists – to the issues surrounding women’s work in Yemen as well as the issues and concepts of decent work and gender equality, especially as they relate to employment and the workplace. Relying on these journalists, DGWW established a system for ensuring media coverage for all their activities and events, in order to raise awareness among policy and decision makers, and the general public, with the overarching objective of affecting change in the social perception of women’s work and of working women in Yemen. Another objective is the raising of awareness about workers’ rights and obligations.

As the Project launched into Phase II, DGWW realized that while they had a solid group of print journalist who had been sensitized, the Project needed to spend more effort on creating visibility around itself and the the issues of gender equality and decent work. The Project’s reach into the audio-visual media had remained weak. This is especially concerning since in the rural areas of Yemen, TV is the most far-reaching and effective mass-media venue. The Project identified and recruited a national expert to develop a new media strategy for DGWW with an emphasis on strategies and options for reaching the audio-visual media.

After discussion and deliberation, DGWW saw for itself the role of media-watch dog to monitor the press and provide positive feedback in response to news items that support women’s employment, decent, work, and gender equality; to provide accurate information in case of erroneous news reports on working women; and to lobby the media and journalists when negative stories on working women appear in the media, going as far as to request equal coverage for a “positive” story. In addition, there was an appreciation of the need to raise the visibility of the Project, NIPC, and the issues of gender equality and decent work. One member of the team has been charged with the overall coordination of this effort, while each of the other members have been assigned the regular monitoring of certain print, radio, and TV media. This has ensured that all media is being monitored regularly and all reports are observed, noted, archived, and feedback provided whenever necessary.

As a result of this watch-dog monitoring role, several journalists have been contacted over the course of the last year and dialogue and discussion has been opened with them. This had led to several news items being changed and revised.

Realizing that the knowledge of most media professionals regarding issues of decent work and gender equality remain limited, DGWW has run three workshops with the production teams of six popular Yemeni radio programs sensitize them to these issues and to offer information and strategies and positive messages that can be readily incorporated into these programs. According

to the media monitor within DGWW, these messages have already started appearing and the feedback from the radio producers has been very enthusiastic and positive.

Central to the media work of the DGWW and the Project is the establishment and strengthening of an information clearing house. A small collection of documents had existed at DGWW, and through the Project this small collection has now grown to a full-fledged resource center housing a library of books, studies, surveys, articles, and training and awareness materials and audio-visual materials related to women's work in Yemen. In addition, DGWW has established an archive off the documentation related to its own work. A system for purchasing and sorting and coding of the resources and archival materials has been developed and is now fully operational. In addition a system for lending of books and materials has been put in place, and the resource center was recently open to the use of the public. So far several groups of university research students have used the services of the center as have a number of independent researchers.

The materials found at the resource center are also being used for policy advocacy work and for training activities, while all materials generated from the various activities of DGWW and the DWWs (training manuals, newspaper articles, real-life case studies, etc.) are collected and archived in the Center for future reference and use.

DGWW also launched a website on which to collect and collate all information, data, and documentation related to DGWW, the Project and women's work in Yemen generally. The website is to serve as a credible resource for all researchers and activists interested in the promotion of the issues surrounding working Yemeni women. The website has already been designed and much of the background information and documentation has already been uploaded onto it. A limited announcement of the website has been circulated through the newsletter, and an official launch is planned for the end of 2008 once DGWW has received comments and feedback on the website and made any necessary updates and changes to it. DGWW requested that the consultant take a close look at the website and provide feedback and suggestions for improvements. A detailed list of suggestions appears in Annex 9.

During Phase II a brief and user-friendly monthly newsletter highlighting issues of working women was developed and produced by DGWW. The newsletter included highlights of main activities and events carried out by DGWW and the DWWs, important events at the level of MOSAL, significant national events related to women and employment, as well as a monitoring of the printed media for stories and cases that received media attention. The newsletter is being designed, written and edited wholly by DGWW staff with contributions from the DWWs. It was through a rigorous process of testing with DGWWs main partner institutions and key persons and comments have been taken into account and modifications incorporated.

In addition, two Project staff members traveled to Addis Ababa in July 2007 to participate in an inter-regional NICP workshop to share lessons and good practices with other projects.

In October 2008, an external consultant was identified and recruited to produce a short-length documentary film for the Project. The consultant worked very closely with the CTA and DGWW team to identify the priority messages that they wanted highlighted in the documentary as well as the philosophy and approach to be used in the production. The team decided that the film would focus on the real-life plight and situation of working women, shedding light on the obstacles and

pressures Yemeni women face when they seek employment outside of the house. These include family pressure, general societal pressure, cultural pressure, and economic pressure. The film would serve two purposes: to be used as a training tool, especially with workers' groups in discussions of gender equality and the conditions of working women, and to be used as a policy advocacy tool, especially with decision and policy makers. The final product will be a DVD which will be widely disseminated both directly as well as through training and discussions sessions. This documentary produced by the Project will also be used for the global awareness campaign on "Gender Equality at the Heart of Decent Work" which leads up to the general discussion on gender equality at ILC in 2009

DGWW have now compiled an information resource kit which included all their materials and publications and have systematically distributed it to all the Directorates of Women's Affairs in all the Ministries and to all national partners and collaborators. The kit is also displayed and available for distribution at all events organized by DGWW (workshops, seminars, training courses, etc.). Work is currently underway to issue a new round of publications which would include reprints of the existing ones, and new publications such as the Education and Agriculture booklets, the three policy briefs, the collected real-life stories of Yemeni working women, etc.).

EVALUATION QUESTIONS:

A. Relevance and strategic fit

1. *How is this project's second phase relevant to the national Yemeni context and institutional framework?*

The Second phase of the Project continued to be relevant and appropriate to both the national Yemeni context and to the institutional framework.

Phase II of the Project was designed in such a way as to be aligned with perceived and well articulated national priorities regarding the promotion of women's employment and the improvement of the conditions of working women. Across the board, there is recognition by Yemeni policy and decision makers that raising the level of women's participation in the workforce is a pivotal strategy in tackling the high levels of poverty in the country. These objectives and aims have been stated and adopted by a number of recent governmental policy papers and strategic documents. The Project is in fact in alignment with these objectives as they appear in the following key documents:

- The National Poverty Eradication Strategy
- The National Strategy for Women's Development
- The National Strategy for the Development of Working Women
- The Third National Five-Year Economic and Social Development Plan
- The National Millennium Development Goals document
- The President's Election Speech
- The National Human Resources Strategy (still in draft form)
- The National Employment Strategy (still in draft form)

Furthermore, the Project has continued to be firmly integrated within the existing structure of the Directorate General of Women Workers of the Ministry of Social Affairs and Labour, the agency mandated with improving the conditions and situation of working women in Yemen. It is therefore, ideally located to achieve the best possible results.

2. *Was the project's second phase an appropriate means to reach the overall objective?*

The overall objective of the Project was to reach for decent work and gender equality in the workplace in Yemen. Phase II of the Project continued to strive towards those objectives, with the four main components designed specifically to target them: capacity building, training of workers on rights and obligations, policy advocacy, and media outreach. The Project was designed based on the successful achievements of the first phase and on the recommendations of the evaluation of that phase. As such, the Project has been very well placed to carry on the tasks it had set for itself, being fully integrated within DGWW and MOSAL and having invested successfully in building the capacities of DGWW and its staff. Within that context, the Project has set reasonable and achievable targets; and by continuing to build on the same philosophy, strategies and implementation modalities which proved their success, was able to continue to be highly relevant and timely.

3. *Was the timeline for the project's second phase realistic/ sufficient for it to fulfill its objectives?*

Phase II of the Project was realistically designed such that the implementation of the various activities was reliant on an already trained and skilled team of professionals within DGWW. The Project activities were also designed taking into account a thorough understanding of the Yemeni context and planning for both enabling factors and potential obstacles. Hence, the Project was able to achieve all its time targets, in addition to responding to several programmatic requests from ILO Regional Bureau and Head Quarters, such as gender auditing, launching the decent work program as well as having the CTA play a "representational" role vis a vis inter-UN agency fora.

4. *How does the project's second phase relate to other key national stakeholders and partners in addressing women workers' issues, gender equality in the world of work and gender mainstreaming in labour market governance institutions?*

Phase II of the Project was designed in close coordination, collaboration, and consultation with other national stakeholders and partner organizations as well as with key informant individuals. Given the very strong "culture of coordination" that was built into the first phase and the commitment to a sustainable and institutional rather than a project approach, this has resulted in the Project moving into Phase II only after all concerned partners and parties had expressed their support of the aims and activities of the Project and their buy-into it.

Hence the Project in Phase II continues to share the same objectives of improving the rights of women workers and gender equality and mainstreaming in the workplace and labour governance institutions with the main national stakeholders: NTC, YCCCI, and GFYWTU, all of which institutions are key partners of the Project and DGWW.

5. *How is this project's second phase relevant to the ILO Yemen DWCP framework?*

The Project in its second phase is in its aims and objectives, target group, and approach and methodology in total alignment with the recently endorsed Decent Work Country Program for Yemen. In fact, the existence of the Project and its continuation into the second phase, and its real felt results by the Minister and other Directorates at the Ministry as well as by the other tripartite partners (YCCCI and GFYWTU) make it the precursor of the DWCP in Yemen. The Project in its second phase has helped lay the ground and pave the way for the heightened interest and ready acceptance of the DWCP by the national authorities and stakeholders.

B. Design (adequacy and clarity)

1. *Assess whether the project second phase design was logical and coherent in a) taking into account the validity and practicality of national institutional arrangements, roles, capacities and commitment of stakeholders and b) in realistically achieving the planned outcomes?*

Phase II of the Project was realistically and pragmatically designed such that the implementation of the various activities was reliant on an already trained and skilled team of professionals within DGWW and on existing agreements and collaborative arrangements with a number of national stakeholders, including NWC, YCCCI, and GFYWTU, all of which have a mandated interest in the improvement of the conditions of working women and in seeking gender equality and mainstreaming in the workplace.

In addition, planned Project activities were also designed taking into account a thorough understanding of the Yemeni context and planning for both enabling factors and potential obstacles as well as the strengths and comparative advantages of partners in Sana'a and in the various Governorates. Hence, the Project was able to achieve its planned outcomes in a timely manner. The Project had invested a significant amount of effort in solid coordination and in the training of teams for the various partner institutions, which it continued to build on throughout Phase II.

2. *How appropriate and useful are the indicators describes in the project document in assessing the project's progress? If necessary, how should they be modified to be more useful?*

A number of indicators to assess the progress of the Phase II of the Project were developed and described in the Project Document. These are to measure short, medium and long term achievements. In their development and elaboration, an explicit assumption was made that all the activities indicated will be facilitated and implemented by DGWW **along with** partner institutions including other Directorates within MoSAL, the various Women's Directorates in relevant ministries, NCW, YCCCI, the GFYWTU, members of the media, policy advocacy networks on gender and employment, trainers involved in the Training Program on Decent Work and Gender Equality, etc.

The original Indicators appear below. Some of those indicators appear to have been well-thought through and fulfilling the SMART criteria⁸, while others are not quite so well developed.

- **50 MOSAL staff members applying an increased capacity to integrate gender equality issues in all the Ministry's activities and function:** This is not an indicator that lends itself to being easily measured or assessed. It might have been better to formulate it in terms of an increase in the number of MOSAL projects and activities and functions integrating gender equality issues.
At the present time it may be possible to form a rough idea of the commitment of MOSAL staff to gender equality issues through their active attendance and participation in all coordination meetings.
- **12 jointly coordinated activities/initiatives among national stakeholders working on promoting women's employment and gender equality (DGWW, NWC, YWU, NGOs, Yemeni Confederation of Chambers of Commerce and Industry and the General Federation of Yemeni Workers' Trade Unions) aimed at promoting policy advocacy on gender equality.** This is an indicator that is measurable and useful. It notes the achievement of a set number of activities that once successfully implemented, indicate a certain level of coordination and collaboration among several stakeholders towards a common goal.
- **10 per cent of population sensitized through information, education and communication materials produced and disseminated nationally:** This is not an indicator that lends itself to being easily measured or assessed, especially considering that 10 per cent of the population refers to more than 2.2 million persons, which would be an impossible achievement to gauge. This indicator is also not reasonable or timely, in that it is not reasonably achievable with the limited capacity of the Project or the limited time-

⁸ SMART: S: Specific, M: Measurable, A: Achievable, R: Realistic, T: Timely

frame of 2 years. It might have been better to formulate it in terms of number of materials produced and disseminated directly. Additionally, it might have been useful to track the percentage increase in media stories promoting decent work and gender equality.

- **10 sector-specific institutions integrating policy briefs on gender equality and gender analysis in their strategic planning processes and policy development:** This is an indicator that is measurable and useful, though it requires in-depth follow-up of 10 institutions.
- **60 national policy makers with demonstrated enhanced awareness on women workers' contribution to the economic and social lives of their households:** This is not an indicator that lends itself to being easily measured or assessed. It might have been better to formulate it as 60 policy makers attending workshops. Alternatively a proxy could have been used such as percentage of policymakers who have attended workshops making public statements in support of women workers' contribution to the economic and social lives of their households.
- **12,000 women and men workers trained on decent work and gender equality and demonstrating an increased understanding by participating in collective processes and social dialogue:** This is an indicator that lends itself to being measurable and useful, it is possible to monitor the numbers of workers trained and the change in their understanding pre- and post-training. However, it is not possible to measure or monitor the participation of 20,000 workers in collective processes and social dialogue. It might have been better to formulate it in terms of number (or percentage) of trained workers seeking assistance from official arbitration bodies (Labour offices) on the basis of good knowledge of their rights and entitlements
- **National percentage of women accessing decent work increased by 1 per cent by the end of the project:** This indicator is neither achievable nor measurable. For even if it were possible to measure a 1 per cent increase in women accessing work, it would be a huge task to ascertain that it was "decent work" and quite impossible to attribute it to the impact of the Project. It might have been more useful to formulate as the per cent increase in women employed in facilities where training has taken place, or where policy/ advocacy networks are established and functional.

3. *Did the project second phase objectives correspond to the overall objectives (mandate) of the Directorate of Women Workers (DGWW)?*

The mandate of DGWW is to "work towards enhancing gender equality, preventing discrimination in the world of work and improving women's employability through appropriate policies, legislation, program and projects". The Phase II aim was elaborated as follows: "This project aims to improve women's employability and gender equality in policies and programs as they apply to labour force participation in addition to raising awareness on decent work and gender equality among women and men workers in Yemen".

As such the objectives of the second phase of the Project are in perfect alignment with those of DGWW. This, however, is to be expected as the Project's (First and Second Phases) true

ownership is perceived as belonging first and foremost to DGWW. The Second Phase was in fact only developed following an intensive capacity building process during Phase I and total engagement by DGWW in the development of its objectives and strategies and proposed activities.

4. *Were specific efforts made to reflect the national (Yemeni) framework of gender equality in the project second phase design, specifically with reference to;*
 - a) *National Women in Development Strategy*
 - b) *National Employment Strategy*
 - c) *National Women Employment Strategy*

The Project's second phase reflects the Yemeni framework of gender equality in its design. In fact the project was formulated on the basis of the Fourth Objective of the National Women Employment Strategy (2001-2011), stated as follows: "to raise awareness on the importance of women's work", and uses this national objective as its point of departure. However, given the limited resources (funding and human resources) it was decided that the Project would focus on the creation of the policy advocacy platform and the development of advocacy materials, in an effort to set a firm basis for future work on raising awareness on a large scale in the country.

The design of the second phase is also aligned with the National Employment Strategy in which gender and employment issues are integrated into each of the core program and sub-program areas while also being highlighted as a cross cutting theme. The core programs consist of i) Putting Employment at the Center of Economic and Social Policies, which includes sub-programs on decent work, macroeconomic and sectoral policies, and labour legislation and administration; ii) Active Labour Market Policies and Social Protection, which looks at policies and activities related to employment offices, technical and vocational education and training, labour market information, and social protection and safety nets; iii) Job Creation, focusing on micro, small and medium enterprise development; and iv) Cross-Cutting Issues, specifically gender

In addition, the priorities for gender equality as they appear in the Third Five-Year Economic and Social Development Plan (2006-2010), which emphasizes the importance of enhancing women's opportunities in joining the labour market, are also reflected in the objectives and design of Project's second phase. This is reflected through the policy advocacy work in the promotion of a more enabling environment for women workers and through the media work in the promotion of a positive image of working women and highlighting the importance of women's economic participation and employment.

At this point it is also important to mention that the Government of Yemen has ratified the International Declaration of Human Rights, the International Convention of Civil and Political Rights, the Social, Economic and Cultural Rights Charter and 28 International Labour Standards, including the Core Labour Standards. The Government of Yemen has also ratified three of the four key equality Conventions, Nos. 100 (Equal Remuneration), 111 (Discrimination) and 156 (Workers with Family Responsibilities). Yemen is the only Arab State which has ratified Convention 156. The Government of Yemen has also signed all relevant ILO conventions as well as UN gender equality international agreements.

5. *Does the project second phase relate to/fit in with the ILO Country Program in Yemen in general and more specifically the program objective of "Gender Mainstreaming in Social Dialogue Institutions in Yemen?"*

While Yemen recently signed on a DWCP with ILO, to date, ILO does not effectively have a Country Program in Yemen. There have been over the years a number of significant ILO initiatives running in the country and 2 projects; the one under evaluation and the IPEC. In addition, ILO's involvement in the Social Dialogue Committee has been limited, whereas this presents a good opportunity to build on the committee and promote the operationalization of the Yemeni Labour Council, which would have the mandate to follow-up on gender mainstreaming on a coherent national level.

C. Implementation (efficiency)

1. *Has the project second phase changed/evolved in its implementation? Discuss how?*

In implementation of its planned activities, the Project has maintained a certain level of flexibility while adhering to its set targets and ensuring that those are met and achieved to a high quality standard. In its approach, the Project has also adopted an "incremental" strategy using achievements and implemented activities as building blocks for further development and expansion. In addition, and due to the professionalism of Project and DGWW staff, the team was also able to remain responsive and positive towards any changes in plans or schedules. Emerging issues were viewed as a positive challenge and tackled in the same spirit. Details of activities as they relate to the different Objectives appear in the Section above.

2. *Explain how the planned and unplanned activities been carried out, in terms of expected quality/quantity, timelines and results?*

All activities, whether planned or unplanned were carried out in a systematic and coherent manner. The Project maintained its commitment to its basic principles of capacity building, coordination, and institutionalization. All activities were channeled through the DGWW team such that they are planned and organized according to set procedures in order to ensure quality and replicability. All DGWW staff as well as National Consultants and persons in close contact with the Project praised this facet of the Project's operations and its ability to set a high quality **system** in place relying on and respecting the existing structures and resources.

The Project has been able to achieve its set targets in a timely manner. Details of activities as they relate to the different Objectives appear in the Section above.

3. *Review the project second phase efforts in terms of its contributions basic education?*

While initially the Netherlands embassy in funding the proposal had been keen to integrate a component addressing change and improvement in basic education for women, early on in Phase II there was a change in the priorities of the Netherlands funding, and a decision was taken to reprioritize the objectives of the second phase such that they became as they now appear (see above).

4. *Has gender mainstreaming been more effectively institutionalized within the Ministry of Social Affairs and Labour and its departments' respective activities?*

Although tackling the issues of gender mainstreaming at MOSAL is beyond the scope and capacities of the DGWW at the present time, the Project, through DGWW did invest significant time and effort on gender sensitization and gender mainstreaming within MOSAL as well as within the

other main partner organizations collaborating with the Project. This has been carried on several levels: through the organization of training workshops specifically on gender and gender issues in the workplace; through holding sessions within other training activities addressing gender issues; and through ensuring that gender issues and concerns are present on the agenda of all regular meetings.

In addition, beyond DGWW and the Project's planned activities, the team was directly engaged and involved in the ILO Gender Bureau collaborative exercise on Gender Auditing that was carried out in MOSAL and NWC, along with the Regional Office. The team was involved in all stages of the process from planning to implementation to evaluation, and it was a staff member from DGWW along with one of Project's national consultants who drafted the Gender Audit report of MOSAL. The Gender Audit report, in fact, concluded that gender mainstreaming was present to a certain extent at MOSAL.

In parallel to the above, the CTA of the Project also played the ad-hoc role of ILO "representative" in the discussions and meetings with the Gender Consultant and Gender Advisor when they were in the country exploring various initiatives including the Gender Audit.

5. *Has the project's second phase obtained technical advice and assistance on gender equality and gender mainstreaming issues (e.g. from local gender experts, ILO gender specialists, ILO Bureau for Gender Equality, other ILO Departments?)*

The Project in its second phase received significant technical support and backstopping on gender equality and gender mainstreaming issues from a variety of national and ILO specialists. The Project has been designed and developed to correspond to and be aligned with the ILO's gender equality policy and gender mainstreaming strategy.

Among those who played an important role in providing technical support to the Project and DGWW team are the ILO Gender Advisor and her team at the level of the Regional Office. According to the Project team the continuous open communication and technical as well as moral support were invaluable in helping them formulate conceptual and operational issues. The Gender Advisor visited Yemen and the Project on several occasions, which offered the team a chance to engage in deep and intensive discussions with her and to benefit from her experience and support at close quarters.

The team also received important and timely technical support from the experts at the ILO Gender Bureau at Head Quarters, including the tri-partite training of participatory gender audit facilitators which took place in Sana'a in May 2007.

During the second Phase a Gender Consultant was identified and recruited to join the Project team in order to offer technical support to the integration and follow-up of gender equality issues at all levels of the Project. It was also ensured that DGWW's team attends and participates in all gender workshops, conferences and activities taking place in Yemen.

While technical and substantive support was ongoing and regular, there was intensification during the Gender Audit exercise in which DGWW took a lead part. During this process, the team of the Gender Bureau visited DGWW and the Project and hailed it as an example of a "success story", including it in the Bureau's literature. This effort, in fact, represented the first such undertaking

within ILO constituents and has subsequently served as a model for similar exercises that were undertaken in Mozambique, Indonesia, and Kyrgyzstan. This collaboration has also resulted in the ILO gender audit manual being translated into Arabic.

6. *In any studies conducted/backstopped by the project's second phase was the data disaggregated by sex, and were gender sensitive indicators used (i.e. informal economy study)?*

The Project during its second phase, under the direct supervision of the Gender Advisor at the Regional Office, was involved in facilitating the implementation and analysis of the results of the Informal Economy Study – a comparative study of 5 Arab countries undertaken by the Kawthar center in Tunis. The study was designed such that all findings were disaggregated by sex using gender sensitive indicators.

The findings of this study were perceived as very important for DGWW's works as, although at the present the DGWW does not have the capacity to expand into the informal sector in a systematic way, the informal economy in Yemen remains the major employment sector for women, accounting for more than 80 per cent of female workers.

The DGWW considers the data from the study as very important for planning future activities and expansion.

7. *Review whether the technical guidance provided by the second phase project staff, partner organizations and relevant ILO Units was adequate specifically with reference to*
- a) *Regional Office (RO Beirut)*
 - b) *ILO HQ departments involved monitoring ILO/Netherlands Partnership Program (ILO HQ CODEV, GENDER)*
 - c) *ILO Departments that supported activities (ILO HQ SECTOR, GENDER)*
 - d) *Turin Training Centre (ITC TURIN GENDER, SOCIAL DIALOGUE)*

Throughout its life-cycle from proposal development through implementation and monitoring and evaluation the second phase of the Project has been solidly supported technically and administratively by the various levels of the ILO structure.

At the level of the Regional Office technical support was forthcoming through the Gender Advisor from the very beginning. The Gender Advisor played an instrumental in designing Phase II in such a way that it built on the successes of Phase I. She subsequently spent considerable in tapping her network of contacts to secure the necessary funding to implement the second phase.

Once the second phase became operational the strong professional and supportive relationship of the CTA and Project Gender Consultant and the Gender Advisor and the Gender Program Assistant became a central source of technical support., with the four professionals acting as a mutually supportive team complimenting each other's areas of skills and expertise and establishing fluid and open channels of communication and feedback. This sense of "team spirit" and harmony among the technical professionals resulted in technical support being available continuously, as a participatory process without being "issued" to the field in a top-down manner.

Moreover, the Project (and DGWW) received high visibility and credibility through the interest that the Regional Directors (during both Phase I and increasingly during Phase II) demonstrated in it. During Phase II of the Project the Regional Director visited Yemen twice, both times putting the Project and DGWW in the spotlight and raising its profile for both national stakeholder and decision-makers, and at the regional level. In fact, the Project was used as a “launch pad” for ILO to start the DWCP in Yemen, building on the credibility and good reputation the Project enjoys in the country.

At the level of ILO Head Quarters, the Project also received substantial technical support during its second phase. In addition to close follow-up and monitoring of the ILO/ Netherlands Partnership Program at the level of CODEV which was mostly channeled through the Regional Office, more programmatic technical support was also provided through the Director and staff of the Gender Bureau, especially in the support extended to the team to carry out the Gender Audit exercise at the same level as that of the UNFPA program in the country.

In addition to technical support on the Gender Audit, the Gender Bureau, through its Dutch-funded project “Technical Support and Knowledge Sharing on Gender Mainstreaming” has also collaborated with the Project on a number of initiatives with four technical missions from the Bureau to Yemen taking place through Phases I and II of the Project. The Gender Bureau also secured an additional US\$ 13,000 of direct funding for work in the health sector through the Dutch-funded project. , disseminating good practices etc.

In an effort to assist the dissemination of good practices, the Project was also supported through a regular sharing and supply of materials, guidelines, and productions by the Gender Bureau to assist in project conceptualization and implementation as well as monitoring. The Gender Bureau also used some of the success stories of the Yemen Project in their own productions and documentations.

The ILO Training center at Turin played an important role in strengthening the capacities of the Project team in issues of Social Dialogue. The CTA together with the Gender Regional Advisor and Gender ILO international consultant visited the Center in Turin during the preparatory stage of the Project’s second Phase in order to better prepare for the inclusion and integration of Social Dialogue concepts and issues in the Project’s formulation. During implementation, one of the Project’s national consultant also went to attend a training course on gender issues in Turin. The Project also received technical backstopping from Turin in the form of solid input and feedback on their own training program, in terms of content, approach, methodology, and materials. All training packages were sent to Turin for feedback and suggestions.

8. Was there adequate technical, programmatic, administrative and financial backstopping for the second phase activities of the project from ILO Regional Office for Arab States?

As the technical support and backstopping to the Project’s second phase was readily available and operational in a smooth process, so was the programmatic, administrative, and financial support and backstopping, which allowed for the timely implementation of all the Project’s activities, including those that were not originally planned for.

This support was available through the Regional Programming Services unit at the Regional Office, especially through the Programming Officer and Program Assistant charged with the Yemen file.

During the implementation of Phase I a relationship of mutual trust and respect was established between the Project team and the Programming team at the Regional Office. This relationship was maintained and strengthened during Phase II, especially as the field visit of the Programming Officer to the Project allowed her to see and understand first hand the issues at stake and the process as it is on the ground. This mutual trust led to the two teams having open and continuous communication which kept both teams updated on any changes in programming, activities, or ILO policies and procedures. The resulting impact on the Project was that all administrative processes were channeled in a smooth and timely manner allowing for the implementation of all activities without bureaucratic complications or delays. The mutual trust and credibility and high professionalism of all involved individuals in terms of adhering to proper procedures and reporting requirements played an instrumental role in facilitating implementation and in the regional Programming team being responsive to the emerging needs of the team on the ground in Yemen.

9. *How effectively did the project's second phase work in coordination with national stakeholders (Trade Unions, Chambers of Commerce, and National Woman Committee, etc) as well UN/ILO projects implemented in the country (i.e. LMIS, IPEC, UNDP)*

The Project's second phase was carried in very close coordination and collaboration at all levels, with several partner national stakeholders, namely the NWC, YCCCI, and GFYWTU.

The Project also established close coordination and a good working relationship with the two ILO implemented projects in Yemen. The LMIS project had been halted during Phase I and restarted as a LEMIAS during the latter part of the Project's second phase. In as far as possible the Project and DGWW has tried to coordinate with this project, by inviting the team to their meetings and events and by attending theirs. The LEMIAS was not operational long enough for a proper assessment of the level of coordination with the Project.

The Project has established very strong links with the IPEC Project, and is in close contact with the team and its activities. There are regular coordination meetings between the two teams and attendance at the workshops, conferences and public meetings that each of the two Projects organizes. DGWW and the Project participated actively in the workshops that IPEC organized around the study on Girl Child Labour in Yemen, and the findings of that study have been fed into the DGWW's strategic plans for the future, especially as they related to the need to focus on girls working in the informal agricultural sector, in the "entertainment" sector, and girls working on the streets.

10. *Did the second phase of the project develop and build on partnerships effectively with relevant organizations in the country (UNCT, Dutch Embassy, other international and donor organizations, other relevant departments in MOSAL)?*

Over the course of the two years of the Project's second phase the team has build many cross-cutting partnerships and collaborative arrangements with several organizations working in Yemen, in addition to the other departments of MOSAL (Workplace Safety, Mother and Child, Labour Inspection, etc.).

UNDAF/ UN coordination: The Project's has CTA played the role of the ILO focal point for the last 3 years, over and above her Project responsibilities, since the start of the UNDAF process in Yemen.

Being the only person available to fulfill that role, the CTA has had to participate actively in all meetings and discussions around the formulation of UNDAF as well as all discussions related to general UN coordination issues and the MDGs.

UNDP is highly appreciative of the efforts that have been made by the CTA to maintain a high level of involvement and engagement despite the lack of ILO representation, and have highlighted appreciation of the CTA's creativity in finding ways and means to enhance cooperation and collaboration.

Embassy of the Netherlands: The Netherlands Embassy in Yemen provided the needed additional funding for policy advocacy and training activities related to the program undertaken in the Education sector during Phase II. The Embassy team attended and participated in all the Project's relevant workshops and activities, providing substantive feedback and support. The Netherlands Embassy twice invited the DGWW team to present their work and findings in the Education sector.

OXFAM-UK: The Project team joined the OXFAM-UK team on their field visits to carry out their assessment of the employability of women, and facilitated OXFAM's access to the DWWs and labour Offices in the Governorates. Both teams attended each other's workshops and relevant meetings.

The Social Fund: The Project team attended and participated in the Social Fund's gender mainstreaming workshop

WHO: The Project is coordinating closely with WHO the planned Basic Development Needs project that is being planned as a joint UN inter-agency collaborative program in the area of Beit el-Faqih in the Hodeida Governorate, through coordination at the level of DGWW in Sana'a and the DWW in Hodeida.

In addition, the ILO Regional Directors on her two country visits during the Project's second phase made arrangements to meet all the donors in the country to discuss common issues and ways to enhance coordination and collaboration.

The Project is currently in the process of organizing a large meeting for all national stakeholders and international donors in Yemen to present to them the Training and Policy Advocacy proposals.

D. Effectiveness

- 1. What have been the main project second phase outputs? What have been the most successful and least successful outputs? What were the results achieved to deem them successful or not? What contributed to either effectiveness and what was lacking that might have curtailed full effectiveness?*

Details of the Projects main outputs appears in the Section above, discussed under the 4 main objectives. The Project in its second phase has been successful in achieving its set targets and results, and in meeting deadlines. In fact, this Project is perceived to be among those with the

highest delivery rates within NICP; and it was partly on that basis that NICP took the decision to allocate additional funds to the Project.

Expectedly the more valued outputs of the Project in the eyes of external observers and partners are the more “tangible”; in this case the training activities on workers’ rights and obligations and the materials that were produced in support of the activity (book on rights in Yemeni Law, book on work in the Quran, etc.).

The Project however, was also very successful in reaching large numbers of workers and policy makers through the policy advocacy component and the facilitation and networking activities that were undertaken.

As stated above a major achievement of the Project was the strengthening of the capacities of DGWW and the DWWs to be able to plan and run programs promoting decent work and gender equality, and to promote the participation of women in the labour force.

The component that remains weaker is the Media Platform. This is true on two levels: first, media activities, especially audio-visual media (considered the more effective) are resource intensive at a time when the Project had access to limited financial resources, especially given the scale and spread of eh issues; and second, assessing the impact and result of media activities is extremely problematic. More so in the case of assessing whether or not there has been a change in perception and attitude, and concluding that any recorded change is the direct result of the Project’s media work. Apart from observing direct impact, it should be noted that the Project did carryout its work program and implement all its activities. The Project was able to deliver several outputs including the newsletter, the resource center, the website, etc. The Project team also sought additional funding to produce a training and advocacy video.

2. *On the basis of the project’s 3 main outcomes, the following questions need to be given particular emphasis;*

a) *Have the capacities of the General Directorate of Women Workers and the four Directorates of Women Workers in MOSAL been enhanced? In what areas have the capacities been enhanced?*

The Project has been able to achieve its stated goal of enhancing the capacities of DGWW and the four DWWs, such that the team centrally and at the level of the Governorates is now able to undertake its role and catalytic function in advancing decent work and gender equality through proper programming. The DGWW and DWW teams are not fully capable of identifying a need and assessing its extent and impact as well as the underlying factors affecting it. They are able to identify needed and available resources, and to make realistic plans accordingly. They are able to identify potential sources of additional resources and to mobilize those. They are able to implement a well-thought through and well structured high quality intervention (workshop, conference, production of material, etc.), and to monitor it.

In undertaking any activity, the teams now implement the principles of respecting structures and enhancing them; of close coordination and networking; of quality management and administration and attention to detail; and of marketing and fundraising.

Details of activities as they relate capacity building appear in the Section above.

- b) *To what extent was the operational strategy of the project's second phase effective in promoting women worker's issues, gender equality in the world of work and gender mainstreaming in labour market institutions in Yemen?*

Through implementing its Training program, its Policy Advocacy Program, and Media Program, the Project has managed to reach a significant portion of Yemeni society, especially working women and employers, in a limited span of time. Issues of decent work and gender equality in the workplace have been highlighted and de-mystified. Discussions and debates have been led on the role of women in society and on cultural and societal perceptions and attitudes towards women working outside the home, and on the need for a change in those perceptions and attitudes.

The Projects strategy of working in close coordination and partnership with employers and employers' groups pushed the discussion and dialogue onto the agenda at that level as well, and while it is not possible to assess the actual extent to which gender issues have been mainstreamed, it is possible to say that these issues are now recognized and discussed. More importantly, institutions credit DGWW and the Project with helping to put the issues on the national agenda in a balanced and non-confrontational manner, to be discussed rationally and openly.

- c) *To what extent is there an effective coordination mechanism and an institutionalized platform of dialogue between the Directorate and relevant partners? Specific reference must be given to the Directorate's coordination mechanism with a) Ministry of Social Affairs and Labour and its departments b) the General Federation of the Trade Union and the Chambers of Commerce and Industry c) key stakeholders addressing women worker's issues, (i.e. NWC).*

The Project in its Phase II was highly successful in establishing and maintaining effective coordination channels and mechanisms between DGWW and DWWs on the one hand and all national and local partners on the other, including partners within MOSAL.

Coordination is no longer perceived by the DGWW and DWW teams as an "activity" to be planned, rather it has become part and parcel of their operating strategy. All work is planned and implemented and assessed in coordination with partner organizations. In addition regular coordination meetings have become established as part of the work routine of the teams. At the level of the DGWW this translates into weekly meetings that are being organized and run entirely by the team, without any intervention from the Project staff. At the level of MOSAL Directorates this translates into regular monthly meetings that are organized and run jointly and hosted alternately. Meeting times are set, agenda's agreed, and meetings are run also independently of the Project staff's presence.

This "culture of coordination" that the team (DGWW and DWW) have adopted is highly valued and was highly praised by all partners.

Details of the Projects outputs as they relate to coordination appear in Section above listed under the "Capacity Building" objective.

- d) *How effectively was the promotion of gender mainstreaming in Social Dialogue institutions been carried out?*

While this was not one of the Project's core objectives, the Project nonetheless played an important role in promoting issues of gender and gender mainstreaming among the YCCCI and the GFYWTU through regular contact and meetings, and through ensuring that they are active participants in all activities and workshops carried out by the Project.

Moreover, the Project played a key role in facilitating the participation of the Yemen delegation to an international ILO meeting on Social Dialogue. The Project played an active role in identifying candidates and facilitating their travel, but more importantly in training them before the meeting and providing them with technical assistance to prepare the Yemen country report, as a team, which was eventually hailed as an example of one of the better country reports. The Project also facilitated the dissemination of this experience following the delegation's return.

- e) *To what extent did a Media campaign create awareness on women worker's issues and perceptions and attitudes towards women? What are the immediate results seen in the Media sphere?*

See D.1 above.

- f) *To what extent has the project's databank become a knowledge management and sharing tool on women worker's issues, gender equality issues in the world of work and gender mainstreaming in labour market governance institutions? Which are the main institutions benefiting from this databank? How widely and effectively is the databank's information being disseminated?*

The establishment of the databank or Resource Center on issues related to women workers is a point of pride for the Project, DGWW and the Ministry alike. Having resources collected and collated in one location and made accessible to the public is a significant achievement. The Resource Center's collection includes background studies and data on women's work in Yemen, it also includes information and resources on gender issues in Yemen and globally, as well as information and studies on other socio-economic aspects of Yemen. The Center also includes all the resources and kits produced by DGWW and the Project. Also available are the archives of DGWW and the Project. These are available and open to be used by any person of institution interested in promoting decent work or gender equality or gender mainstreaming in Yemen. Systems for archiving, coding, retrieval, and borrowing have been developed and are now in use.

Work on preparing the Center is still recent, but it has already been accessed and used by several researchers, academicians, and university students, while several key persons and organizations have expressed a lot of interest in using the services of the center once it becomes fully functional. It is also projected that once the presence of the Center and the resources available within it are announced widely (newsletter, website, media, etc.), it would begin to receive national and international researchers and development workers on a regular basis, and would act as a true clearing house for all information and data on Yemeni women's work.

- g) *How effectively has the project's Training Programme on Decent Work and Gender Equality been carried out? How useful an activity has it been in the context of achieving a heightened awareness on workers' rights and gender equality in the world of work in Yemen?*

See details of Training Program under Section: "Objective 2: Raising Workers' Awareness on Their Rights and Responsibilities within Yemeni Labour Law", above.

See also D.1 above.

E. Efficiency of resource use

1. Assess the quality and timeliness of input delivery

Technical and financial inputs to the Project have been timely and have been responsive to the needs of Project Management and the needs of activity implementation. Project and DGWW staff have expressed satisfaction with inputs and the procedures involved. As expected, many “wished” more resources could have been made available to enable further expansion and growth.

2. Have resources (financial, human, institutional, technical) been allocated strategically?

Resources have been allocated as per the requirements of achieving the set activities and targets. The Projects stayed within budget in terms of expenditure and has been able to achieve remarkable results with a relatively low operating budget. Expert and technical staff, including local consultants, have been recruited to provide direct and timely input.

3. Have the resources been used efficiently? Have activities supporting strategy been cost effective and do results justify the expenses?

The Project has maintained a strategy of working incrementally thereby using the results and outputs of one set of activities to build the next level or to expand its reach. Hence resources were only allocated after preparatory stages had been completed satisfactorily in order to ensure effectiveness and efficiency, and to minimize wastage. Remarkable results have been achieved within a relatively short span of time and at a relatively small expense.

4. Have project funds been delivered timely?

Both Project staff, Ministerial colleagues, and national partners expressed appreciation for the timely delivery of funds and other technical support, and for the transparency of the processes involved.

F. Effectiveness of management arrangements

1. Assess the managerial and work efficiency, have management capacities been adequate?

Management of the Project both at the level of the CTA as well as at the level of the Director of DGWW has been very skilled and professional, capable of achieving the required results within the required time-frame. Management of the Project has moreover, been able to gain the respect of all partners and stakeholders and is held in very high regard as an example of transparency, efficiency, professionalism, and institutional building. There has been adequate transfer of skills from the CTA to the Director of DGWW to enable her to continue the work with no interruptions and in the same spirit.

2. *How effectively does the project management monitor project performance and results? Is a M&E system in place and how effective is it? Have appropriate means of verifications for tracking progress, performance and achievement of indicator values been defined?*

The Project has been aware of the need to monitor progress and performance from its start. To that end, several levels and layers of monitoring have been put in place.

Within DGWW, weekly technical meetings are held in order for staff to report on progress and to raise any technical issues or problems they are facing in implementing their work. The weekly meeting is a forum for sharing and exchange and for keeping the Project management updated on problems and aware of any arising issues that might need intervention.

In addition, staff members have been trained to prepare team workplans on a weekly as well as a quarterly basis. These plans form the basis for assessing progress in work and are used as benchmarks of achievement. Reporting forms have also been developed and are being used by Project staff to report on progress and achievements: the Project have developed forms for weekly, monthly, quarterly, bi-annual and annual reporting. Reporting is taken seriously and forms are filled out conscientiously and discussed with the Project management.

Each staff member, at the levels of DGWW and DWW, is also responsible for developing his/ her own 6-months workplan which is used for monitoring progress.

In addition, charts have been developed to assist the streamlining of the monitoring process; these include charts for missions, charts for planned activities, and charts for supervision visits. This way the monitoring data and information is collected in a systematic manner and lends itself to more straightforward analysis.

On another level, each separate activity such as workshop or seminar is also evaluated by participants. Evaluations take place both daily and at the end of each activity. Remarks and feedback from participants are collected in writing and less formally through verbal discussions with them.

In addition, DGWW receives a monthly progress report from each DWW as well as regular case-studies of real-life examples.

Towards the end of the second phase, the Project also undertook a rapid internal assessment and evaluation of the training program which was carried out by the Gender Advisor, Training Coordinator, and an external local consultant. The results of that evaluation were fed back into the Program and discussed in full with the team.

3. *Overall has project governance facilitated good results and efficient delivery?*

The Project's management and governance both in Yemen and at the level of the ILO regional Office through adhering to principles of transparency, fairness, respect for local structures and coordination, have succeeded in pushing staff to strive to do their best. The management of the Project has presented staff with an example of dedication and commitment often reaching beyond the requirements of the Project, in return, staff members have expressed great appreciation for this commitment and have stated that it has pushed them to give their best, and to themselves follow the same example.

4. *Has there been any additional resources donated to the project (i.e. from HQ, local embassies)? If so how efficiently were these resources administered and managed (financial, human, institutional, technical)*

The success of the Project and its high profile and visibility in the country and among the donor community, allowed and facilitated access to additional financial resources to be targeted and obtained.

The Project was allocated an additional USD 100,000 from ILO Headquarters in Geneva to implement additional activities, and has recently been allocated another USD 40,000 to be used during 2009 in order to facilitate the exit of ILO and the smooth transition into total DGWW/ MOSAL ownership and management.

Furthermore, the Project applied for and was granted additional funding of USD 129,000 from the Embassy of the Netherlands in order to implement the policy advocacy work in the Educational sector.

The additional resources were subject to the same management and administrative mechanisms and modalities as the rest of the Project, and appear to have been allocated and spent according to plan, with timely delivery of outputs. The Officer at the Netherlands Embassy, for example, expressed total satisfaction with the Project's performance and delivery.

5. *Has there been adequate training of the project staff on administrative and financial procedures in the second phase? If not how so?*

Training of Project, DGWW, and DWW staff on administrative and financial procedures commenced with the start of the Project in Phase I, as part of the strategy for the capacity building of the team. It was in part due to the raised capacities and improved managerial and administrative capabilities that the Project was successful in securing financial support to move to a second phase.

Capacity building of staff on administrative and financial issues continued into Phase II with close follow-up and guidance available mostly through the CTA on a on-the-job-training basis. In addition to close support for day to day issues, the team members were trained to think holistically and systematically about any problem or activity they plan to embark on. The Project arranged for several Project Retreats specifically for capacity building of the team.

Standardized operating procedures have been developed and generalized such that each member of the team is fully aware of how decisions are made and by whom, including which levels of authority are required for which level of decision-making.

Procedures have been streamlined and organized and subsequently "translated" onto paper and electronic forms, which are standardized and used by all. This facilitates the communication of information and its collation. The team have devised standardized forms for virtually all their operations including: minutes of meetings, reporting on field visits, reporting on supervision visits, check lists for various activities, purchase and ordering forms, etc. These forms and the paperwork are filed and archived and can be readily retrievable for use and reference at any time.

Supervision visits especially to the Governorates also played an important capacity building role, whereby DWWs were provided with close on-the-job-training and sharing of experiences.

In addition, team members have benefited from the field visits of Program Office staff from the regional Office to learn about ILO policies, procedures and regulations. This has resulted in smooth and hassle free communication between the Project and the RO, which because the team was well able to articulate administrative requests and reports, was in turn reflected in the smooth operation of the Project and the negligible delays due to bureaucracy. In fact, for the last quarter of the second phase, DGWW staff (especially the Director and Accountant) have been communicating with the RO directly and making arrangements for all administrative and financial issues, including budgetary preparations.

G. Sustainability

1. *To what extent was sustainability considerations taken into account in the execution and conducting of the project's second phase activities? Were exit strategies discussed and actions taken to put them in place?*

The Project at the level of the country team and DGWW as well as at the level of the ILO Regional Office, has been concerned from the very start of Phase II of finding a mechanism or set of mechanisms to sustain the good work and the investments that have been made in it beyond the funding period. To address these concerns, several options have been discussed by the team, and action has been taken on several different levels.

Much has been achieved in terms of human resources and having capable staff able to carry on the work of the Project within the same spirit and to the same degree of professionalism. During the evaluation period, it was noted that DGWW was functioning very smoothly without the need for constant intervention from the CTA. In fact, the team has now developed its own momentum of operations that it was possible for the CTA to be away from the team attending to various other emerging issues related to ILO representation (UNCT, UNDAF, SMT, DWCP, and the various UN and national and international events). The same is true of DWWs, who too are now able to function independently of outside support, relying on their own network and the support of DGWW and other Directorates of MOSAL.

In addition, DGWW has been able to enlarge the team by identifying and recruiting the needed additional staff onto the DGWW team and to work within the Ministry's structures and procedures to secure "cadre" appointments (with the ensuing budgetary implications) for these staff.

In terms of activity implementation (trainers, trainer-supervisors, facilitators, etc.) , those have also been well prepared to continue to function after the end of the ILO funding .

Achievements have also been made in terms of having ready the materials needed to implement the training and advocacy activities have all been developed, tested and produced and are now available in user friendly kits to be used in workshops and discussion groups.

As for finding alternative sources of funding, serious work has been going on in that direction and several options are being seriously investigated. Those include:

- Seeking funding from the Ministry of Finance: Activities include, lobbying the Minister of MOSAL, lobbying the Ministry of Finance, training staff on budget preparation as per MoFinance requirements, sending requests to MoFinance. In meetings with her, the Minister of MOSAL expressed her total support of DGWW and stated that she had personally raised the issue at the level of Finance and the Council of Ministers several time, and would continue to do so, especially after the result of the evaluation.
- Preparation of funding proposals for training and Policy Advocacy to be submitted jointly with partners (NWC, YCCCI, GFYWTU, LCD) to all funders and donor agencies in Yemen. Donor meeting to be held at the end of November. See Annexes 7 & 8 for details.
- Seeking private funding through the YCCCI. In meetings with YCCCI they expressed a willingness to fund specifically Rights training activities in institutions.
- Seeking funding through joint planning with GFYWTU. In meetings with GFYWTU they expressed a willingness to subcontract all social dialogue and rights training to DGWW.
- Seeking join programs with Public sector institutions in Sana'a in which to implement the activities directly by DGWW staff as no additional cost (one such possibility is the Ministry of Information and Media). In addition to expanding the reach of DGWW and the Project into the public sector, this option has the added benefit of sustaining an active profile for DGWW until such time as funds become available.

Funding remains the sticking point for sustainability, but the team is hopeful that since all the "major" items are in place (Human resources, plans, materials and kits) the operational cost, which are "minor", will be forthcoming through continued sustained efforts.

2. How effective has the exit strategy been and has the project been gradually and effectively been handed over to the national partners?

The exit strategy has been very successful as all management, technical and administrative, has been handed over to national partners at the DGWW months before the end of the funding. See G.1 above for details.

3. How far have the capacity of partner institutions and services been strengthened and what needs to be done to enhance these in the future?

DGWW and DWWs, the main partners have been very well strengthened and are now fully able to continue their work without external assistance. It remains, however, as with any capacity building issue that skills and knowledge always can always benefit from updating and refreshing. ILO, through the newly launched DWCP, can play the role of offering additional refresher training to the teams through integrating them within any planned activities. The DWCP can also play a facilitating role to channel information about any external training activities to the team as well.

On another level, DGWW should continue to play a support and supervisory role for DWWs as they are further removed and more isolated, and therefore may need more close follow-up.

In addition, DGWW should continue to play a supportive role to the persons from its various partner organizations that have already been trained and have been active participants in the activities and the programs, to provide them with the needed moral support to continue their own activities. Women's Directorates in the Ministries of Health, Education, and Agriculture, NWC, YWA, Women's Directorate at the GFYWTU in Sana'a and the Governorates, and the focal points of the YCCCI in Sana'a and the Governorates.

4. *What is the interest, involvement and commitment of local and national stakeholder and other UN agencies and donors to support the activities undertaken during the second phase of the project?*

Several agencies have expressed an interest and a willingness to support the continuation of activities. Details can be found in G.1 above.

5. *Have the project inputs during the second phase (financial, human, institutional, technical) become sustainable within*
- a. *Yemeni National Development Framework*
 - b. *International Donor Community Framework for Financing Development and Gender Equality in Yemen*
 - c. *UN Country Team and UNDAF Framework*

Throughout the second phase of the Project, effort has been made to make the intensive input that was expended into it more sustainable through linking it with existing structures and institutions. Hence the team has been concerned in having the issues that DGWW and the Projects are concerned with put on the agendas of the various platforms in the country. For that purpose the project team has joined and has been actively participating on a number of significant national committees including:

- The Project ensured it was represented and participated in the Gender Thematic Group of UNDAF
- The Project had a representative member on the Economic Team of the NWC
- The Project had a representative member on the Gender Team of NWC.
- DGWW's Information Officer is a member of the Communications Task Force for the UN Day preparations
- The Project has been involved in the joint planning of the inter-UN project led by WHO under their Basic Development Needs program in the Beit el-Faqih area, and has contributed to the Gender and Poverty sub-groups of that program.

However, being small-scale project with limited financial resources, the Project has not had the scope of contributing financially, and has limited its input to the technical, institutional, and human resources).

6. *What is the actual potential of this project to;*
- a. *Expand its activities in geographical terms/and target groups*

b. Replicate this type of project in other Arab regions

The Project has already planned its geographical expansion in to a new Governorate in Yemen – Ibb. The Project and DGWW have been following up at the level of MOSAL the creation of a DWW in Ibb and the appointment of a Director since the beginning of 2007. The approval was recently given and the new Director was appointed in the last quarter of 2008, but had in fact already been attending meetings and workshops of the Project to be trained and sensitized before starting her new responsibilities.

The Project is an example of good-practice especially in terms of building national capacities to enable governmental agencies to play the role of facilitator or catalyst for change in the direction of decent work and improving gender equality. Of special interest is the approach that the Project has adopted which is firmly based on capacity building and coordination and respect for existing structures as well as the belief in the need to institutionalize any change or activity. All of which are concepts basic to the understanding of dignity and true partnership but are all too often missed out on by development projects.

These are concepts that are easily translatable to other sectors within Yemen as well s to other countries in the Region once they are recognized as being **core issues** for the success of any project.

7. Has the project made significant contribution to broader and longer term development impact?

It is very difficult to assess the reach of such a small and limited Project on overall development goals in a context such as Yemen's.

The Project has however, trained scores of people on certain sets of skills, but more significantly on an approach and a way of perceiving programs and projects. These are know-how and skills that will persist with people and will likely move with them if they move to other spheres.

The Project has also created a group of influential supporters and a group of on-the ground supporters who appear to have bought into the guiding principle and ideas of the Project (concepts of decent work and concepts of gender equality). It is foreseen that this core group of persons and organizations will continue to support and champion these concept and would feed into the national debate on women's rights and women's rights and access to decent work.

On another level, it would appear that the adoption by the Yemeni Government of the DWCP came about as a result of the buy-in that had already taken place through the work of the Project.

8. Has project successfully built or strengthened an enabling environment (laws, policies, people's attitudes etc?)

The Project has had limited input on the policy level as regards decent work and gender equality. The main contribution has been the preparation and dissemination and on-going discussion of the three Policy Briefs on the three sectors: Health, Education, and Agriculture. These briefs have been very well received by sectoral workers and policy and decision makers alike, being commended for being clear and straightforward, highlighting the main issues and concerns, thereby helping to make the debate better focused and structured and more evidence-based.

On another level, the project team collaborated closely with the NWC and the YWU to push for the amendment of a number of labour laws that relate to working women, in order to make those laws more gender-sensitive and responsive to the needs and requirements of working women. These laws have now passed through several clearing stages and are currently before the Prime Minister for approval. They include the following topics:

- Remuneration and pay
- Retirement
- Social Insurance entitlements
- Maternity leave
- Health and safety of pregnant working women
- Marriage leave

9. *Has there been any verbal/written commitment to budgetary allocations to the departments of women workers from MOSAL to allocate budgetary allocations after the project?*

The Minister has publicly stated her commitment to the continuation of the work of the Project through DGWW and DWWS. She has on several occasions stated that she will request funding from the Ministry of Finance and that she will personally endorse any budget requests from DGWW. She also stated that she has brought up the issue at the Council of Ministers.

10. *Aside from MOSAL, are there any identified national/international partners willing to fund the DGWW after the project?*

Several agencies and organizations have been identified and targeted by DGWW and the Project as potential funding partners. See G.1 above for a brief listing.

MAIN CONCLUSION

The “Promoting Decent Work and Gender Equality in Yemen” Project implemented by the ILO through the DGWW, is addressing a real and felt need within Yemeni society for the promotion of women’s work, the creation of better working conditions, and improving the perceptions of working women in Yemen. The program has met its stated goals of providing information to workers on their rights and obligations, of contributing to the policy debate in the country, and of providing a media platform and watch-dog to monitor the image of working women.

The conclusion of the evaluation of the first phase of the Project, that “in its vision and approach, and the methodology by which it has been implemented, the project is an example of ‘good practice’” is increasingly valid, given that the approach has been sustained throughout the life and expansion of the Project, and had permeated all components and activities. The Project in its second phase strengthened its position and role as a “catalyst” for the mainstreaming of gender by the various partners and agencies, providing the technical and programmatic support needed for those agencies to translate their commitment into real programs.

In fact, it can be concluded that the credibility gained by ILO from the ability of the Project to build and enhance institutional capacities among the various constituents and the solid coordination of all project activities with relevant national stakeholders, as well as the social dialogue platforms used to design, implement and monitor project activities have contributed significantly to the recent launch of the Decent Work Country Program in Yemen for 2008-2010.

What remains at the core is the issue of sustainability of the program, including its growth and consolidation into an integral program of the Ministry and its spread into increasing sectors and additional geographic locations within Yemen. This is largely an issue of securing funding, especially medium- and long-term funding which would allow for growth, reflection, innovation, experimentation and ultimately improvements.

ILO and DGWW have put in place a well-functioning system offering high quality services with high caliber and dedicated staffing. The organization now needs to seek funding which allows it to achieve its potential.

Main Recommendations

Recommendations to DGWW:

- Indicators of impact: DGWW needs to spend some time developing appropriate and measurable impact indicators that would allow it to assess the impact of its activities and programs on changing attitudes and perceptions of working women in Yemen. These are intangible issues, and direct indicators are not for the most part possible, hence serious thought needs to be accorded to finding reasonable proxy indicators that can be monitored for change over time, and whose change can be linked to the program itself. One suggestion of such indicators would be to set up a system of data and information collection through the Labour Offices in Sana'a and the various Governorates. Information that needs to be collected would be the numbers of claims received from workers employed at institutions that engaged in DGWWs training activities as compared to those from institutions that did not. Another would be the number of media stories portraying positive images of working women from individuals and agencies targeted versus those from other agencies.

These indicators would not only serve the purpose of documentation, but would more importantly document the positive impact of the Project and would therefore facilitate access to further funding by interested donors, who are more likely to support a proven successful program.

Currently there is anecdotal evidence that the various activities of the Project have led to a change in behaviors, but these at the moment do not constitute real data and this type of information, needs to be collected in a planned and systematized manner which would allow for analysis and the drawing of meaningful conclusions.

- Mapping of donors and potential funders: DGWW needs to spend some time and effort mapping and collecting information on existing donor agencies in Yemen with an interest in funding programs supporting decent work and gender equality for women. DGWW should in parallel be mapping local agencies and private businesses which may also be interested in funding some of DGWW's activities. This would provide DGWW with valuable information on several levels: the identification of potential technical supporter and financial support for future activities and plans. DGWW could in future cater funding proposals to the specific interests of particular donor agencies or funders in order to ensure diversified and sustainable funding sources.
- Marketing: DGWW needs to develop a coherent "marketing" strategy and plan of action to promote its programs, skills and expertise. The planned launch of the two funding proposals for Training and Policy Advocacy, are a good start, but the current high credibility as well as the expressed good will should be tapped into and pursued in order to secure further financial support to maintain the unit and its activities into the future.

Marketing efforts, however, should aim further than just the continuation of programs and should be geared toward the promotion of DGWW in general as a resource center and a reference point for all issues related to women's employment and work in Yemen. It is therefore important to also promote DGWW's publications, materials, and resource center and archive.

This can be done at several levels: through increasing exposure and coverage in the media, for which DGWW can rely on its substantial network of sensitized journalists, reporters, and producers. It can also be done through continuing to produce the monthly newsletter and expanding it, and can be done through expanding the website as an effective medium to disseminate information.

Media coverage, the newsletter, and the website, however, all need small amounts of funding to ensure continuity and regular updating so that they remain relevant and hence useful as a marketing tool. This funding needs to be searched for and obtained, possibly through collaborative agreements with the media sector or some private firms.

- Support to DWWs: The team that has been established between the various DWWs from the different Governorates has led to the formation of a wonderful network of co-supporting individuals and Offices. Due to the relatively short time span and to being geographically distant, this team and network, however, are still somewhat fragile. All the Directors of DWW expressed their worry that their network will weaken after the end of the Project. But that need not be the case. The network that has been established goes beyond funding; it is a function of a trained and skilled group of professionals working for the same set of objectives and under very similar conditions. It is suggested that a short workshop be held before the end of 2008 to bring the DWWs together in order to emphasize to them that the technical and moral support will continue to be forthcoming from DGWW, and to enhance their sense of being part of one team and of mutual support and assistance within the team. It is important to have one more session of team-building and ownership building so as not to lose the impressive momentum that now exists.
- Refresher workshops on training skills: In its quest for financial support for future activities, DGWW should be wary to include a limited amount of funding to enable the holding of refresher training courses for trainers and group facilitators. This is necessary in order to strengthen trainers' skills in adult trainings concepts, methodologies and techniques such as role play, discussions, case studies, etc. in order that they are better able to undertake training that is useful and practical and that is responsive to reality. In such training, DGWW should make sure that trainers from other agencies, especially from the Labour Unions are present, as they are the ones with the potential to access the largest numbers of workers.
- Strengthen collaborative links with other key MOSAL Directorates: DGWW should continue to explore ways and means to strengthen its ties and collaborative links with some of the other key Directorates at MOSAL such as Health and Safety and Labour Inspection. DGWW needs to begin to initiate joint implementation activities with such Directorates

especially in establishments and institutions where workers are undergoing training on rights and obligations. This would serve the purpose of further institutionalizing the concepts of Decent Work and gender equality and would strengthen the positions and credibility of all involved Directorates.

- Continue to strengthen collaborative links with YCCCI and GFYWU: DGWW should continue to strengthen its collaborative links with the employers' associations and the workers' organizations in the country. Joint planning and programming would be a positive strategy to expand the experience and success of the Project into more and more workplaces and to reach increasing numbers of male and female workers.
- Establish collaborative arrangements with public sector employers and employees: DGWW should begin to immediately expand its network of collaborating agencies and organizations to include additional public sector organizations. With limited funding, DGWW staff could undertake many of the training activities and policy advocacy activities themselves with the main public sector organizations located in Sana'a at a minimal operational cost. This also serves the objective of reaching more women workers, as a significant proportion of the female workforce is employed through the Governmental system and agencies (Ministry of Health, Ministry of Education, etc.) and those workers are themselves in need to training and sensitization in order to be better able to improve their work and employment conditions.
- Good practice showcased: DGWW should begin to encourage employers and business men who have already collaborated with DGWW's programs and found them useful and beneficial to share their experiences with their colleagues and fellow employers. DGWW could play a catalytic role in arranging and organizing such meetings and in ensuring media coverage for them. Hearing about positive results from a fellow-employer, could act as an incentive for others to join in the training and sensitization activities. It would also serve the purpose of marketing the program through spreading knowledge and information about it among stakeholders and potential partners.
- DGWW representation in planning and reporting committee: DGWW should lobby with the Minister to have a representative on the small committee that prepares annual plans and reports for the Ministry of Finance, in order to better represent the concerns of women workers and to keep the issues of decent work and gender equality on the agenda. Having a representative on the committee would ensure that these issues and debates are kept alive and that they are taken into account when planning future programs and priority areas. This would be very beneficial when it comes time for budgetary allocations and ensuring the availability of funding levels needed for the continuity of DGWW's programs.

Recommendations to ILO:

- Indicators: ILO need to develop appropriate and SMART indicators that are better able to reflect actual work on the ground and better able to present a sense of the impact a project of this nature might have on the target population or the country. New indicators

also need to be more readily assessable and measurable over time, in order to reflect and changes in trends, within the timeframe of any project. Proxy indicators need to be identified and assessed for their validity.

- Maintain a low level of support for capacity building: ILO through the DWCP and through the Regional Office can continue to offer capacity building and training support to DGWW and DWW staff through inviting them to participate in planned activities and through playing the role of facilitator to channel information about further training opportunities and options.
- Lobbying for funding on behalf of DGWW: ILO could consider playing the role of lobbyist on behalf of the DGWW and DWW teams with MOSAL order to help them secure funding. ILO can assist the team through using its influence with decision makers to financially support the work, this is especially relevant within the context of the Yemeni Government's adoption of the DWCP strategy and the recent launch of a national DWCP unit and program in Yemen.
- Financial support of production of materials: ILO should consider the possibility of providing a limited amount of funding for a limited amount of time to be earmarked specifically for the production and re-production of additional publications and educational materials that would support the back-bone programs of DGWW. Human resources are fully trained and very skilled and professionals, but without the materials would be lost. ILO by financially facilitating the production of materials would help DGWW and DWWs stockpile materials for use over the next couple of years to enhance and expand the program.
- Replication: ILO needs to consider replicating the success of this project in other countries of the region, especially emphasizing the role of capacity building at the individual and institutional level and the importance of a "culture" of integration and coordination. The project could be showcased and lessons could be learned from its experiences in order to replicate solid national capacity building initiatives that are at the same time highly professional and offering a high quality product, while also adopting a unique management approach rooted in respect, collaboration and institutional building, even though these require patience and time.

ANNEXES



Terms of reference

Independent final evaluation

Promoting Decent Work and Gender Equality in Yemen YEM/06/50/NET

1. Introduction and rationale for the independent final evaluation

The project on Promoting Decent Work and Gender Equality in Yemen (June 2006-September 2008) is a part of the global ILO/Netherlands Partnership initiative. This ILO project in Yemen is implemented through the Directorate General of Women Workers in the Ministry of Social Affairs and Labour DGWW, MOSAL). It aims to promote women's employment through raising awareness on women and men workers' rights to terms and conditions of decent work.

Through its two consecutive phases since 2004, the project has created a solid infrastructure for promoting Decent Work and Gender Equality in Yemen. The second phase of the project is coming to an end in September 2008. This independent evaluation will be undertaken in line with ILO's policies and regulations for project evaluation. It will be undertaken by an independent external evaluator that will assess the nature of inputs, process and results achieved by the project, with a focus on its second phase.

Considering the institutional and developmental context of Yemen, the institutional capacities built by the project among the ILO constituents, the coordination of all project activities with the relevant national stakeholders and the social dialogue platforms used to design, deliver and monitor the project activities provide key building blocks for the launching and implementation of the Decent Work Country Programme in Yemen for 2008-2010.

In the light of the above, it is suggested that the evaluation of the second phase focuses on two critical aspects of the future of gender mainstreaming in labour market institutions in Yemen. These are:

- the institutional role played by DGWW in coordinating the national efforts on promoting decent work and gender equality including a specific emphasis on raising awareness on women and men's equal rights to terms and conditions of decent work
- the sustainability of the strategic building blocks put in place by the project activities for the work of DGWW in MOSAL, ILO's social partners and the national women's machinery

2. Background and Project Context

The project *Promoting Decent Work and Gender Equality in Yemen (June 2006 – September 2008)* is the second phase of the project ‘*Strengthening the National Machinery for Advancing Women’s Employment in Yemen*’ undertaken between May 2004 - June 2006. In its first phase the project aimed at promoting Women’s Employment in Yemen by building capacity of the Directorate General of Women Workers (DGWW) in the Ministry of Social Affairs and Labour, and social partners in coordination with other national constituents working on women and employment issues.

In the second phase the project has built on the solid basis of the first phase, toward wider action advocating for decent work and gender equality. While continuing with the institutional capacity building efforts working at the *meso* level, the project has also undertaken activities both at *micro* (targeting women and men workers through direct training activities) and *macro* (policy makers) levels in a tripartite manner. The second phase is therefore both a consolidation of first phase activities and an extension to new governorates, members of media and civil society organizations, ministries, policy makers, and women and men workers as direct beneficiaries.

Logic structure of the project

Development Objective

To achieve decent work and gender equality goals for women and men workers in Yemen.

Outcome 1: Institutional capacities of MoSAL, social partners and other key national stakeholders strengthened and operationalized in addressing gender inequalities in the labour market

Outcome 2: Policies more responsive to women workers and gender issues in the labour market are advocated through a National Advocacy Platform in line with the strategic objectives of the National Women’s Employment Strategy (2001-2011) adopted by Yemeni government.

Outcome 3: Awareness on decent work and gender equality raised among 20,000 women and men workers across five governorates in coordination with the government and employers’ and workers’ associations.

Key Indicators:

- 50 MoSAL staff members applying an increased capacity to integrate gender equality issues in all the Ministry’s activities and functions.

- 12 jointly coordinated activities/initiatives among national stakeholders working on promoting women's employment and gender equality (DGWW, NWC, YWU, NGOs, Yemeni Confederation of Chambers of Commerce and Industry and the General Federation of Yemeni Workers' Trade Unions) aimed at promoting policy advocacy on gender equality.
- 10% of population sensitized through information, education and communication materials produced and disseminated nationally.
- 10 sector-specific institutions integrating policy briefs on gender equality and gender analysis in their strategic planning processes and policy development.
- 60 national policy makers with demonstrated enhanced awareness on women workers' contribution to the economic and social lives of their households.
- 20,000 women and men workers trained on decent work and gender equality and demonstrating an increased understanding by participating in collective processes and social dialogue.
- National percentage of women accessing decent work increased by 1% by the end of the project.

Sustainability strategy

The second phase strategy is to further ensure long term national ownership of the goals of the project, through the coordinated implementation of the National Women's Employment Strategy (2001-2011) by the mechanisms activated under the national advocacy platform of the project involving members of the media, NGOs, activists, researchers, etc.

The knowledge created by the project and the principles of knowledge sharing instilled among national stakeholders on gender equality in the world of work will have impact beyond the life of the project. In addition, agents of knowledge trained throughout the project will continue to impart their knowledge to other trainers/workers creating a multiplier effect that goes beyond the timeline and limits of the project.

To date, the Directorate General of Women Workers (DGWW) under the MOSAL has established the skills, tools and credibility to potentially become a Technical Advisory Unit for government agencies, social partners, donors and NGOs alike in mainstreaming gender equality considerations in the world of work in Yemen. It is envisioned that the above mentioned signature activities, having created enough momentum and recognition for DGWW, will be continued through requests from international agencies, national governmental institutions, social partners and the private sector agencies in Yemen. As a part of its exit strategy the project is aiming to transform signature activities (i.e. training program on workers' rights, policy advocacy networks for women workers in priority sectors, and participatory gender audits) to demand-driven, self-financing initiatives by building the current capacity of the DGWW and its main partners, the National Woman

Committee, the Yemeni Woman Union and women committees' in the General Federation of the Trade Union and the Chambers of Commerce and Industry.

3 Purpose, Scope and Clients of Evaluation

Purpose and Scope

The independent external evaluation will have to look into:

- the strategic role the project has played in promoting ILO's visibility, concepts, approach and principles among the development community and labour market governance institutions in the country
- the way DGWW team and its work can be mainstreamed into the DWCP activities envisioned for 2008-10 (i.e. follow up activities identified in the policy round table on girl child labour, gender integration into LMI project activities, etc.)
- envisioned concrete directions for sustainability of the activities after the project
- on-the-job capacity building of the Department of Women Workers in assessing their work to date and consolidate sustainable efforts together with the evaluator.

The evaluation is therefore expected to operate around the following objectives, with a particular emphasis on objectives 3, 4, 5, 7 and 8.

1. Evaluate the project according to the overall ILO evaluation fundamentals including project relevance, effectiveness; efficiency and sustainability (see Annex 1 for details).
2. Assess the institutional role of the DGWW in raising awareness about women and men's equal rights to terms and conditions of decent work
3. Identify a strategy of sustainability for the Directorate General of Women Workers with concrete recommendations on priority areas for the department to focus on
4. Conduct on-the-job training and capacity building of the Department of Women Workers Staff (central level) in self-evaluation processes and use of diagnostic planning tools to assess project activities
5. Provide technical input on the results achieved through project's signature activities, in particular focusing on the sector specific Policy Advocacy Network and the training program on promoting workers' rights.
6. Assess the role the project has played in promoting ILO's visibility, concepts, approach and principles among the development community and labour market governance institutions in the country
7. Review the possible areas where DGWW team and its work can be mainstreamed into the DWCP activities envisioned for 2008-10 (i.e. follow up activities

identified in the policy round table on girl child labour, gender integration into LMI project activities, etc.)

Clients of Evaluation

a) Key Partners in Yemen, national and international, in Yemen

- Department of Women Workers at Central and Governorate Level
- Ministry of Labour and Social Affairs
- Chambers of Commerce and Industry
- General Federation of the Trade Union
- National Woman Committee
- Yemeni Woman's Union
- Gender Research Centre (University of Sana'a).
- Local Councils
- Key Ministry Women Departments (Education, Agriculture)
- Dutch Embassy
- UNDP and related UN agencies
- IPEC Project in Yemen

b) Internal clients

- ILO ROAS
- ILO HQ (Sector, Gender Equality Bureau, Codev, etc.)

4. Suggested Analytical Framework

4.1 Relevance and strategic fit

6. How is this project's second phase relevant to the national Yemeni context and institutional framework?
7. Was the project's second phase an appropriate means to reach the overall objective?
8. Was the timeline for the project's second phase realistic/sufficient for it to fulfill its objectives?
9. How does the project's second phase relate to other key national stakeholders and partners in addressing women workers' issues, gender equality in the world of work and gender mainstreaming in labour market governance institutions?
10. How is this project's second phase relevant to the ILO Yemen DWCP framework?

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4.2. Design (adequacy and clarity)

- a) Assess whether the project second phase design was logical and coherent in a) taking into account the validity and practicality of national institutional arrangements, roles,

capacities and commitment of stakeholders and b) in realistically achieving the planned outcomes?

- b) How appropriate and useful are the indicators describes in the project document in assessing the project’s progress? If necessary, how should thy be modified to be more useful?
- c) Did the project second phase objectives correspond to the overall objectives (mandate) of the Directorate of Women Workers (DGWW)?
- d) Were specific efforts made to reflect the national (Yemeni) framework of gender equality in the project second phase design, specifically with reference to;
 - d) National Women in Development Strategy
 - e) National Employment Strategy
 - f) National Women Employment Strategy

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Does the project second phase relate to/fit in with the ILO Country Programme in Yemen in general and more specifically the programme objective of “Gender Mainstreaming in Social Dialogue Institutions in Yemen?”

4.3 Implementation (efficiency)

- 11. Has the project second phase changed/evolved in its implementation? Discuss how?
- 12. Explain how the planned and unplanned activities been carried out, in terms of expected quality/quantity, timelines and results?
- 13. Review the project second phase efforts in terms of its contributions basic education?
- 14. Has gender mainstreaming been more effectively institutionalized within the Ministry of Social Affairs and Labour and its departments’ respective activities?
- 15. Has the project’s second phase obtained technical advice and assistance on gender equality and gender mainstreaming issues (e.g. from local gender experts, ILO gender specialists, ILO Bureau for Gender Equality, other ILO Departments?)
- 16. In any studies conducted/backstopped by the project’s second phase was the data disaggregated by sex, and were gender sensitive indicators used (i.e. informal economy study)?
- 17. Review whether the technical guidance provided by the second phase project staff, partner organizations and relevant ILO Units was adequate specifically with reference to
 - a) Regional Office (RO Beirut)
 - b) ILO HQ departments involved monitoring ILO/Netherlands Partnership Program (ILO HQ CODEV, GENDER)
 - c) ILO Departments that supported activities (ILO HQ SECTOR, GENDER)
 - d) Turin Training Centre (ITC TURIN GENDER, SOCIAL DIALOGUE)
- 18. Was there adequate technical, programmatic, administrative and financial backstopping for the second phase activities of the project from ILO Regional Office for Arab States?
- 19. How effectively did the project’s second phase work in coordination with national stakeholders (Trade Unions, Chambers of Commerce, and National Woman Committee, etc) as well UN/ILO projects implemented in the country (i.e. LMIS, IPEC, UNDP)

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20. Did the second phase of the project develop and build on partnerships effectively with relevant organizations in the country (UNCT, Dutch Embassy, other international and donor organizations, other relevant departments in MOSAL)?

4.4. Effectiveness

1. What have been the main project second phase outputs? What have been the most successful and least successful outputs? What were the results achieved to deem them successful or not? What contributed to either effectiveness and what was lacking that might have curtailed full effectiveness?
2. On the basis of the project's 3 main outcomes, the following questions need to be given particular emphasis;

h) Have the capacities of the General Directorate of Women Workers and the four Directorates of Women Workers in MOSAL been enhanced? in what areas have the capacities been enhanced?

i) To what extent was the operational strategy of the project's second phase effective in promoting women worker's issues, gender equality in the world of work and gender mainstreaming in labour market institutions in Yemen?

j) To what extent is there an effective coordination mechanism and an institutionalized platform of dialogue between the Directorate and relevant partners? Specific reference must be given to the Directorate's coordination mechanism with a) Ministry of Social Affairs and Labour and its departments b) the General Federation of the Trade Union and the Chambers of Commerce and Industry c) key stakeholders addressing women worker's issues, (i.e. NWC).

k) How effectively was the promotion of gender mainstreaming in Social Dialogue institutions been carried out?

l) To what extent did a Media campaign create awareness on women worker's issues and perceptions and attitudes towards women? What are the immediate results seen in the Media sphere?

m) To what extent has the project's databank become a knowledge management and sharing tool on women worker's issues, gender equality issues in the world of work and gender mainstreaming in labour market governance institutions? Which are the main institutions benefiting from this databank? How widely and effectively is the databank's information being disseminated?

n) How effectively has the project's Training Programme on Decent Work and Gender Equality been carried out? How useful an activity has it been in the context of achieving a heightened awareness on workers' rights and gender equality in the world of work in Yemen?

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4.5. Efficiency of resource use

- a) Assess the quality and timeliness of input delivery

- b) Have resources (financial, human, institutional, technical) been allocated strategically?
- c) Have the resources been used efficiently? Have activities supporting strategy been cost effective and do results justify the expenses?
- d) Have project funds been delivered timely?

4.6. Effectiveness of management arrangements

- a) Assess the managerial and work efficiency, have management capacities been adequate?
- b) How effectively does the project management monitored project performance and results? Is a M&E system in place and how effective is it? Have appropriate means of verifications for tracking progress, performance and achievement of indicator values been defined?
- c) Overall has project governance facilitated good results and efficient delivery?
- d) Has there been any additional resources donated to the project (i.e. from HQ, local embassies)? If so how efficiently were these resources administered and managed (financial, human, institutional, technical)?
- e) Has there been adequate training of the project staff on administrative and financial procedures in the second phase? If not how so?

4.7 Sustainability

- a) To what extent was sustainability considerations taken into account in the execution and conducting of the project's second phase activities? Were exit strategies discussed and actions taken to put them in place?
- b) How effective has the exit strategy been and has the project been gradually and effectively been handed over to the national partners?
- c) How far have the capacity of partner institutions and services been strengthened and what needs to be done to enhance these in the future?
- d) What is the interest, involvement and commitment of local and national stakeholder and other UN agencies and donors to support the activities undertaken during the second phase of the project?
- e) Have the project inputs during the second phase (financial, human, institutional, technical) become sustainable within the
 - Yemeni National Development Framework
 - International Donor Community Framework for Financing Development and Gender Equality in Yemen
 - UN Country Team and UNDAF Framework
- f) What is the actual potential of this project to;
 - Expand its activities in geographical terms/and target groups
 - Replicate this type of project in other Arab regions

- g) Has the project made significant contribution to broader and longer term development impact?
- h) Has project successfully built or strengthened an enabling environment (laws, policies, people's attitudes etc?)
- i) Has there been any verbal/written commitment to budgetary allocations to the departments of women workers from MOSAL to allocate budgetary allocations after the project?
- j) Aside from MOSAL, are there any identified national/international partners willing to fund the DGWW after the project?

5. Main Outputs

- **Evaluation Report including;**

- a) Major findings of the evaluation on the key issues indicated above
 - b) Conclusions based on analysis and findings from the desk review and field interviews
 - c) A section with recommendations containing practical guidance for future planning
 - d) A section with potential donors/national institutions that the project can approach for support to continue select activities beyond the project
 - e) A section on how gender issues can be best mainstreamed into the DWCP based on the strategic entry points identified
 - f) A list of *lessons learnt/ good practices* which includes steps that should be undertaken or avoided to ensure results on approaches, and types of activities undertaken during the second phase of the project. This will be useful to other/future projects and programmes of ILO and its partners that will be implemented under the DWCP framework.
- Diagnostic tools for the DGWW to assess and monitor their activities
 - Capacity building of the DGWW and social partners in future directions for sustainability of work conducted by project

6. Methodology/Approaches to Evaluation

The independent external end of project evaluation will be conducted by an International Evaluation Consultant following the ILO's guidelines and policies on independent evaluations. The evaluation (in-country) will be conducted with the support of the ILO CTA. The DGWW project team will be responsible for providing all logistical support.

While the evaluation will be strictly external and independent in nature, it is deemed appropriate that it is based on participatory project evaluation principles and methodology, following the nature of the project. When used for the evaluation at the end of the first phase this evaluation methodology was very well received by the project stakeholders and partners alike in Yemen.

In fact, the feedback received from the project stakeholders during the first phase evaluation process pointed out that the project's results were based on the participatory approach which built ownership and learning throughout. Considering the extensive capacity building needed in Yemen among project stakeholders and partners on project monitoring and evaluation, the evaluation itself provided a learning opportunity. Therefore, deemed appropriate for the Yemeni development and institutional contexts, the participatory process will help further instil orientation and exposure to participatory project evaluation tools and methods for the national constituents.

The evaluation process itself will help impart knowledge to those involved, and empower stakeholders, in particular the DGWW, to take correct actions in follow up to the evaluation and the project. As the previous evaluation experience of the project demonstrated, such a process goes beyond simply making the project and staff accountable to the funding agency. It actually involves choosing specific activities whereby stakeholders/project staff members work together at different levels, with the guidance of the external evaluation expert, on the assessment of a specific activity and together decide on corrective measures to be undertaken.

In line with the participatory principles the evaluation expert will be expected to present and discuss:

- the evaluation methodology to project stakeholders and partners at the beginning of the evaluation,
- the initial findings and recommendations with the project team at the end of the field visit in Yemen so as to have them benefit from this evaluation and gear them towards better directions for future activities.

Overall this evaluation will include but will not be restricted to;

- a) A desk review conducted in home-country of project documents and materials provided by the project team to the evaluation consultant.
- b) Presentation/Induction with project staff and key stakeholders and partners to the project explaining the process, methodology, objectives and principles of the participatory evaluation.
- c) Key interviews with project staff, project partners, key project stakeholders and key members of at the Ministry of Social Affairs and Labour in Sana'a
- d) Phone Interviews with ILO HQ (GENDER Bureau, CODEV, SECTOR, IPEC, and ILO Regional Office for Arab States (Gender Team, Regional Programming Services Unit, Administration and Finance Unit) staff members involved in backstopping the project
- e) Participatory self-evaluation sessions in groups with the project team using planning tools for diagnosis and then reaching a strategy with the team members in a consultative and participatory way

- f) Use of diagnostic planning tools on specific activities of the project (i.e. Policy Advocacy Network) together with the project team as part of on-the-job training of the Department of Women Workers
- g) Presentation of findings and recommendations and their discussion with the immediate project team and select stakeholders and partners to the project.

A final evaluation methodology and evaluation plan will have to be submitted by the evaluator and approved by the evaluation manager.

7. Management arrangements, work plan and timeframe

The evaluation will be managed by the Chief of Regional Programming Services at ROAS Beirut. The evaluator will have to report exclusively to the evaluation manager.

The draft evaluation report will be circulated among all relevant stakeholders and partners for their feedback, comments and clarifications and these will be taken into consideration and integrated into the final report and when they could not be integrated the evaluation consultant will be expected to provide rationale as to why these comments could not be included in the final report.

Interpretation will be available when necessary.

Structure of the final report:

Cover page with key project and evaluation data

- Summary (according to ILO Evaluation Summary template)
- Brief background of project and its logic
- Purpose, scope and clients of evaluation
- Methodology employed
- Review of implementation
- Findings regarding project performance
- Conclusions
- Recommendations
- Lessons learned
- Annexes, including TOR, persons contacted, etc.

Estimated duration

Evaluation planning and desk review: 5 days

Mission to Yemen: 15 days

Drafting report: 5 days

Integration of comments and final report: 3 days

8. Qualifications

a) **The International Evaluation Consultant** is expected to have the following;

- At least 10 years experience in evaluating development projects, preferably with experience in evaluating development projects in Yemen
- Fluent in written and spoken Arabic and English
- Excellent writing skills
- At least 5 years experience with working within the gender and development field
- Acquaintance with the ILO structure and mandate on Decent Work and Gender (preferably)
- Good acquaintance with the Yemeni Social Context, specifically in the field of gender equality

Annex 1

Source of information

I. Promotional Material

- ILO/NPP Project Brochure of the Second Phase.
- ILO/NPP Project achievements in the first phase (2004-2006)
- Decent Work and Gender Equality in Holy Quaran

II. Training Kit on Decent Work and Gender Equality Outreach Men and Women Workers:

- Training Manual for Trainers
- Reference Booklet on Decent Work and Gender Equality Issues
- Workers Rights and Entitlements Booklet for Workers

III. Training Kit on Policy Advocacy Networks (Health finalised, Education and Agriculture drafts)

- Training Manual on Women Workers Decent Work and Gender Equality in Sectors (for T.O.T)
- Awareness Booklet on DW&GE to be used with networking groups
- Policy Brief

IV. Media Platform

- Monthly Newsletter (Daily Clipping Newspapers and Internet)
- Media Strategies (2005 and update 2007)
- Collection of Articles on Women Workers in Yemen

V. Studies and Strategies

- The Role of the Chambers of Commerce and Industry in Promoting Decent Work and Gender Equality in Yemen
- Gender and Employment Trends in Yemen (with LMIS and UNDP)
- Gender Issues in the Work of Yemeni Trade Unions: A Social Study on Women Union Members in the Formal and Informal Sector
- Men and Women in Numbers in Yemen (with LMIS)
- Girl Child Labour with IPEC (Final Draft submitted for production)
- National Woman Employment Strategy
- National Women's Development Strategy (WNC)

VI. Reports

- Project Progress Reports

- Supervisory and Project Retreat Reports
- Mid-Internal Evaluation of the Training Programme on Decent Work and Gender Equality (Feb-March 2008).

Annex 2: List of people interviewed

Dr. Amat el-Razzaq Ali Hummad	Minister of Social Affairs and Labour
Ms. Najwa Ksaifi	CTA
Ms. Maha Taleb	Director, DGWW
Ms. Suad al-Kadri	Deputy Director, DGWW
Mr. Abdel Raouf al-Kibssi	
Ms. Sabah al-Hindi	
Ms. Muna Muhammad Mansour	
Mr. Hussein Asheesh	
Ms. Yasmeen al-Uqaidi	
Mr. Ali al-Hada	
Ms. Fatma Yaslam	Director, DWW, Aden
Ms. Raja' al-Aghbari	Director, DWW, Taiz
Ms. Hikma al-Shuaibi	Director, DWW Hadhramout
Ms. Razqi Abdallah Salem	Director, DWW, Hodeida
Mr. Ali al-Ashwal	National Consultant, IT
Ms. Salwa al-Mo'aayyed	National Consultant, Publications & Archiving
Ms. Najwa al-'Aadi	National Consultant, Training Program
Ms. Intissar al-Shawafi	National Consultant, DWWs
Ms. Ibtihal Dholay	National Consultant, National Consultant, Advocacy Platform
Ms. Djoeke Adimi-Koekkoek	First Secretary, Development Cooperation, Gender Issues & Civil Society Support, Embassy of the Kingdom of the Netherlands
Mr. Darwish	Director, Labour Office, Hadhramout
Mr. Naji Abu Bakr	Trainer in Hadhramout: health inspector
Ms. Iman Taleb	Trainer in Hadhramout: Teacher
Mr. Awad	Trainer-Supervisor, Hadhramout
Mr. Omar BaWazir	Trainer-Supervisor, Hadhramout
Mr. Ayyoub	Director, Labour Office, Aden
Dr. Muhammad Ali al-Ba'zi	Director Health & Safety Dept, Labour Office, Aden
Mr. Muhammad Bin Muhammad al-Hajj	Director, Inspection Dept, Labour Office, Aden
Mr. AbdulShawi Ismail	Trainer, Labour Office, Aden
Ms. Rashida al-Hamadani	President, National Women's Committee
Mr. Khaled Taha Mustapha	Vice Chairman, Federation of Yemeni Chambers of Commerce & Industry
Mr. Issam al-Zubauri	Project focal point at YCCI
Mr. xxx xxx	President, Yemeni Trade Unions
Mr. Abdo Muhammad al-Hakimi	First Deputy Minister, MOSAL
Mr. Shayef Izzzi Saghir	Deputy Minister, MOSAL
Mr. Muhammad Anas al-Eryani	Assistant Deputy Minister, MOSAL
Ms. Ibtissam Amer	National Consultant, Internal evaluation of training component
Dr. Khan Asseel	WHO, Yemen Country Office
Ms. Khadija Radman	Director General for Women, Ministry Local Development
Ms. Dena Assaf	Deputy Country Representative, UNDP, Yemen
Mr. Jean-Francois Klein	Chief, Regional Programming Services, ILO Beirut
Ms. Simel Esim	Senior Gender Specialist, ILO Beirut
Ms. Manuella Pozzan	Gender Associate expert, ILO Beirut
Ms Shaza AL Jundi	Programme Officer, ILO Beirut
Group of MOSAL Directors	Directors of related Directorates
Group of factory workers	Trained at fish-canning factory; Hadhramout

Group of Health Sector Trainers/
Facilitators

Various health sector workers and professionals, Aden

Annex 3: Schedule of Field Visit July 2008
Schedule for Yemen Evaluation trip: 1st Phase July 15-23, 2008
Muna Khalidi

Day & Date	Activities	Remarks
Tuesday July 15	- Travel to Sana'a, Arrival 7.30pm - Brief orientation meeting with CTA (Najwa Ksaifi)	
Wednesday July 16	- Continuation of briefing with CTA - Breakfast meeting with team and Oxfam external evaluator - Observer at Weekly Team Meeting - Presentation to team of objectives of evaluation mission and highlighting of main issues and discussion of plan for visits - Afternoon meeting with Director of DGWW - Continued briefing and discussion with CTA	- Objective: General overview of project and its administrative issues - Logistic issues such as UN security briefing, appointment taking, travel arrangements, etc..
Thursday July 17	- Travel to Mukalla (Hadramout) with CTA and deputy Director DGWW (Suad al-Kadri) - Meeting with Director of DWW (Hikmat al-Shuaibi) and related MOSAL Office Directorates - Site visit to work establishment: meet with Manager, male and female workers that have undergone training on rights, & training coordinator - Meeting with trainer Supervisors and governorate trainers	- Objective: Overview of project main components: Coordination & Training Programme for men and women workers
Friday July 18	- Discussion of findings and future options with CTA & Deputy Director DGWW - Intensive discussion with Deputy Director DGWW on "Advocacy Platform"	- Objective: General Project overview and overview of main component Advocacy Platform - Public and private sector agencies closed on Fridays. Time will be used to intensify discussions with ILO/DGWW team
Saturday July 19	- Travel to Aden - Meet with Directors of DWWs of Aden, Taiz, & Hodeida (Fatima Yasslam, Raja'a	- Objective: Overview of main component Capacity Building

	al-Aghbari, & Raziki Salem)	- Directors of DWWs Taiz & Hodeida will travel to Aden for meetings - Director of DWW Ibb might also be available
Day & Date	Activities	Remarks
Sunday July 20	- Meetings and discussions with various stakeholders of program on "policy/advocacy issue for women workers in various sectors (Trainers and men & women who have attended workshops) - Return to Sana'a in evening	- Objective: Overview of main component Policy Advocacy for Women Workers - Representatives from Health, Education & Agricultural sectors
Monday July 21	- Meeting with the Minister- MOSAL - Meeting with Deputy for Labour Force Sector – MOSAL - Meeting with National Women's Committee - Meeting with Yemeni Confederation of Chambers of Commerce & Industry - Meeting with General Federation of Yemeni Workers' Trade Union - Meeting with previous national consultants who had worked on the project	- Objective: Overview of Partnerships and networking of the DGWW - Both Minister & Deputy unavailable until Monday
Tuesday July 22	- Preliminary report writing and continued discussions with CTA, Director DGWW, & Team	
Wednesday July 23	- Brief presentation to DGWW Team of main issues, preliminary recommendations & suggested plan for second trip - Travel back to Beirut	

Annex 4: Schedule of Field Visit September 2008
Schedule for Yemen Evaluation trip: 2nd Phase September 2-7, 2008
Muna Khalidi

Day & Date	Activities	Remarks
Tuesday Sept 2	- Travel to Sana'a, Arrival 7.30pm - Orientation and planning meeting with CTA (Najwa Ksaifi)	
Wednesday Sept 3	- Meeting w. Dr. Asseel: WH - Breakfast meeting with team and Oxfam external evaluator - Meeting w. Ms. Djoeke Adimi-Koekkoek; Dutch Embassy - Meeting w Ms. Khadija Radman; DG, and Deputy Minister for Women at Ministry of Local Development	- Objective: overview of areas of coordination (BDN) - Objective: discuss implementation of project and impressions of funder and areas of cooperation - Objective: Discuss project and areas for future cooperation and funding.
Thursday Sept 4	- Meetings with CTA	- Objective: Review all outstanding issues and discuss results of the various components of the Evaluation mission
Friday Sept 5	- Discussion of findings and future options with CTA - Preparation of presentation to Minister, ministry officials, and other stakeholders	- Objective: Review all outstanding issues and discuss results of the various components of the Evaluation mission - Public and private sector agencies closed on Fridays. Time was used to intensify discussions with CTA and plan official briefing presentation
Saturday Sept 6	- Presentation to Minister, DGWW team, other officials & partners of main findings - Meeting w. Ms. Dena Assaf	- Objective: Overview of main findings and soliciting of feedback and comments - Overview of role of Project and ILO within the UN team in Yemen, discussion of future prospects for cooperation
Sunday Sept. 7	- Meeting w. Ms. Suad al-Kadri - Final meeting w. CTA - Travel back to Beirut; 3:00 pm	- Objective: Discussion of Media Platform activities & other outstanding issues - Objective: De-briefing and outlining of next steps

Annex 5: List of Document Consulted

English Documents

	Title	Author/s	Date	Remarks
1	Decent Work Country Program 2008-2010, Yemen	ILO	2008	
2	Supervisory Training Visits to WWG-Taiz	ILO	1 - 5 May 2005	
3	Supervisory Training Visits to WWG-Aden	ILO	13 - 18 April 2005	
4	Supervisory Training Visits to WWG-Hodaidah	ILO	16 - 21 April 2005	
5	Supervisory Training Visits to WWG-Hadramout	ILO	23 - 28 April 2005	
6	National Strategy for Woman Employment 2001 - 2011	MOLVT-WWD	2001?	
7	National Strategy for Woman Employment 2001 - 2011 Update Towards an Action Plan	MOLVT-WWD, UNIFEM, ILO, EU	2001?	
8	Supervision Training Visits Conducted in the Four Governorates: Overview - Feb. to May 2005	ILO	?	
9	The First Periodical Coordination Meeting With the Related Directorates in the MoSAL	ILO	?	
10	The Second Periodical Coordination Meeting With the Related Directorates in the MoSAL	ILO	?	
11	The Third Periodical Coordination Meeting With the Related Directorates in the MoSAL	ILO	?	
12	The Second Coordination Meeting Between the DGWW and the Other Related Directorates (12-3-2005)	ILO	?	
13	The First Coordination Meeting Between the DWW and Related Departments in MoSAL Office, Aden Governorate - 15 February 2006	ILO	?	
14	The Role of the International Labour Organization in Protecting the Working Women	ILO	?	Paper prepared by Dr. Ali Al-Nusari

15	Report on the Main Findings and Recommendations of The Project First Governorate Workshop (PGW)	ILO	?	
16	Report on the Main Findings and Recommendations of The Project Retreat Workshop (PRW)	ILO	?	
17	Gender Mainstreaming, Check Lists and Recommendations	ILO Bureau For Gender Equality	?	
18	TC-RAM SPROUT YEMEN, WORKPLAN (September 17, 2004 - February 28, 2006)		?	
19	DGWW Organizational Structure - Project "Strengthening the National Machinery for Women Employment".	ILO	?	
20	Draft for the DWW Training Programme on Decent Work and Gender	ILO	?	
21	Project Update on Promoting Decent Work and Gender Equality in Yemen ILO/NPP Partnership Programme March-June 2008	ILO	?	
22	Strengthening the National Machinery for Advancing Women's Employment in Yemen MoSAL/ILO: Evaluation	Nadia Taher		26-Mar-06
23	ILO Evaluation Guidance: Concept and Policies of Project Evaluations	ILO		Apr-06 Draft
24	Promoting Decent Work and Gender Equality in Yemen ILO/MoSAL Project Update - January - March 2008	ILO	?	
25	DGWW Report on: Women International Day	ILO		
26	Press Release on March 8 International Women's Day	ILO		
27	Early Marriage in Yemen: A baseline study to combat early marriage in Hadramout and Hodeida Governorates	OXFAM	2005	Prepared by a research team led by Dr. Adel Mugahed al-Shagaby

Arabic Documents

	Title	Author/s	Date	Remarks
1	Manual for Gender Auditors: ILO methodology; Trainers' manual	ILO	2007	
2	Gender Equality and Child Labour : A participatory tool for facilitators	ILO	2006	
3	Participatory Gender Auditing: Brochure	ILO		
4	Employers' Organizations taking the lead on Gender Equality: Case studies from 10 countries	ILO	2005	
5	Breaking Through the Glass Ceiling: Women in Management	ILO	2005	
6	Raising Awareness on Migrant Domestic Workers in Lebanon: Workshop Report	ILO	2005	
7	Supervisory Training Visits to WWG-Taiz	ILO	1 - 5 May 2005	
8	Supervisory Training Visits to WWG-Aden	ILO	13 - 18 April 2005	
9	Supervisory Training Visits to WWG-Hodaidah	ILO	16 - 21 April 2005	
10	Supervisory Training Visits to WWG-Hadramout	ILO	23 - 28 April 2005	
11	General Summary of 4 Site Visits to the WWGs, December 2004 - March 2005	ILO	2005	
12	Equality in Employment between Women and Men in Yemeni Legislation	ILO		Working paper for workshop; prepared by Muhammad Muqbel al-Faysali
13	Labour Inspection in Yemeni Legislation	ILO		Working paper for workshop; prepared by Muhammad Muqbel al-Faysali
14	Gender and Employment	ILO		Power point presentation for workshop; prepared by Maha Muhammad Ghaleb
15	Questionnaire on Gender Issues	ILO		Prepared by Najwa Ksaifi, Project CTA
16	The Concept of Gender Mainstreaming: Check lists and recommendation	ILO, Gender Bureau	2004	
17	Project for the Strengthening and Capacity Building of DWWs : A Prototype Workplan	ILO		

18	Draft Training Program for DWWS on Decent Work and Gender Mainstreaming	ILO		
19	Organizational Structure of the DGWW Project	ILO		
20	Resuluts and recommendations of the First Meeting of the DGWW with the Governorates	ILO		
21	Workshop Report: Activation of DWWs at central and Governorate Levels; 30 October- 8 November, 2004	ILO		
22	Second Workshop on the Activation of DWWs, Sana'a; 9-12 May 2005	ILO		
23	Workplan for the DGWW/ MoSAL (January - December 2005)	ILO		
24	Summary Report on Supervisory Visits to Governorates; December 2004 March 2005	ILO		
25	"Issues of Women's Work: A Clarification File"	ILO	2005	Power point presentation for Supervisory-Training visits to Governorates; prepared by Maha Muhammad Ghaleb
26	"Social Justice and Women's Work Indicators: A Clarification File"	ILO	2005	Power point presentation for Supervisory-Training visits to Governorates; prepared by Maha Muhammad Ghaleb
27	Trends in Womens's Work in the Yemeni Labour Market: Summary	ILO		Summary of report of same title prepared by MonaLisa Dor, July-August 2004
28	Legislation and Laws related to Yemni Women's Employment: A Specialised Analytical Study	ILO	Jan-05	Prepared by Fawziyah BaMarhoul
29	International Conventions Ratified by Yemen (In relation to work and employment)	ILO		A list of Conventions and their dates
30	ILO Press release on the occasion of Internationla Women's Day, March 8th	ILO		
31	Workshop Report: National Strategy for Women's Employment", 12-13 October, 2004; Sana'a	ILO		
32	Report of the First Coordination Meeting with Related Units at MoSAL	ILO	31-Jan-05	

33	Report of the Second Coordination Meeting with Related Units at MoSAL	ILO	12-Mar-05	
34	Report of the Third Coordination Meeting with Related Units at MoSAL	ILO	11-Apr-05	
35	Report of the First Coordination Meeting Between the DGWW and Related Units in the Office fo the Minister for SAL, Aden	ILO	15-Feb-05	
36	Report of the First Coordination Meeting Between the DGWW and Related Units in the Office of the Minister for SAL, Hodeida	ILO	20-Apr-05	
37	Report of the First Coordination Meeting Between the DGWW and Related Units in the Office fo the Minister for SAL, Hadramout	ILO	27-Apr-05	
38	Report of the First Coordination Meeting Between the DGWW and Related Units in the Office fo the Minister for SAL, Taiz	ILO	3-May-05	
39	"ILO and Protecting Working Women", Working Paper	ILO	31-Jan-05	Working paper for Coordination Meeting between DGWW and Related Units; prepared by Dr. Ali Muhammad al-Nasiri
40	"The Importance of Media Productions in Supporting Development Plans and Programs", Working Paper	ILO	12-Mar-05	Working paper for Second Coordination Meeting between DGWW and realed Units
41	"Gender and the Rights of Working Women", Working Paper	ILO		Prepared by: Rasheeda Ali al-Nasiri
42	"The Role of Media in Development", Working Paper	ILO		Prepared by: Dr. Abdullah Ali al-Zalab
43	"Insurance and Health Rights for Working Women in Yemen", Working Paper	ILO	28-May-05	Working paper for Fourth Coordination Meeting between DGWW and Related Units; prepared by Dr. AbdulHakim al-Sharbaji
44	"The Status of Business-Women in Yemen", Working Paper	ILO		Working paper for the Monthly Coordination Meeting for DWWs and Related Units in Ministry Offices in the Governorates
45	"Project for Coordination between the DWW and other Units Concerned with Working Women", Working paper	ILO		

46	"Coordination Strategies for the DGWW and Related Units in the Governorates", Working paper	ILO		Working paper for the Monthly Coordination Meeting for DWWs and Related Units in Ministry Offices in the Governorates
47	"Coordination Modalities and the Role and Responsibilities of DWWs", Working paper	ILO		Working paper for the Monthly Coordination Meeting for DWWs and Related Units in Ministry Offices in the Governorates; prepared by Ahmad al-Basha
	Girl Child Labour in Yemen: street work, agriculture, and entertainment; Rapid Assessment in 3 Governorates	ILO	2007	Prepared by Nabila al-Zubair

Websites

www.mosaldgww.org

http://www.ilo.org/dyn/lfsurvey/lfsurvey.list?p_lang=en (Labour Force Survey)

<http://www.ilo.org/public/english/employment/gems/eoo/links/yemen.htm> (Gender Statistics)

<http://web.worldbank.org/WBSITE/EXTERNAL/COUNTRIES/MENAEXT/YEMENEXTN/0,,menuPK:310170~pagePK:141159~piPK:141110~theSitePK:310165,00.html> (World Bank background on Yemen)

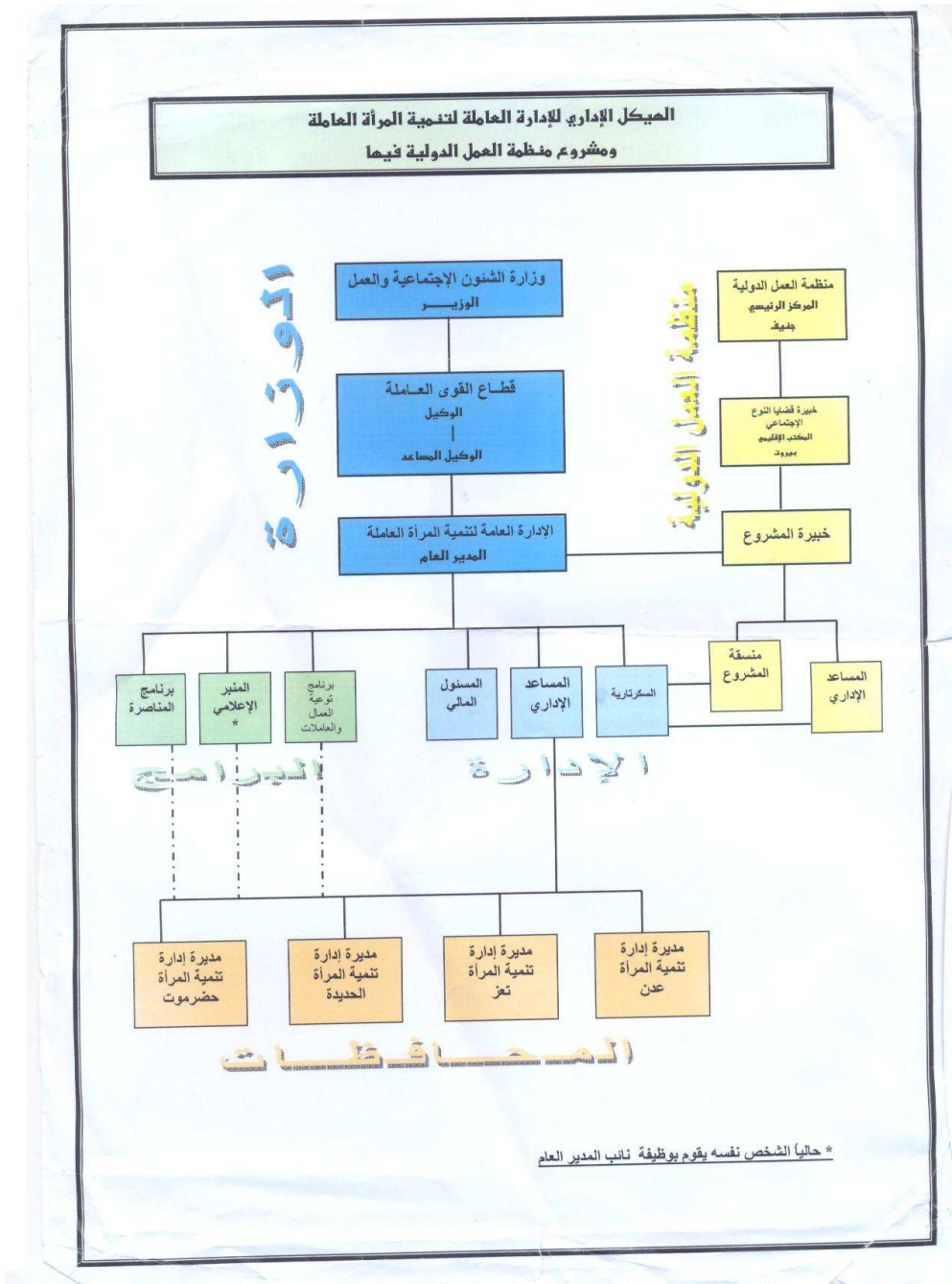
www.undp.org.ye (UNDP Yemen Country Brief)

WWW.undp.org.ye/poverty_report.php (Yemen Poverty Assessment Report, 2007: Government of Yemen, World Bank, & UNDP)

CD's

	Title	Author/s	Date	Remarks
1	Gender Equality in the Labour Market (References, materials, & documents)	ILO-RO/Beirut	2007	
2	"Promoting Decent Work and Gender Equality in Yemen"	ILO/MoSAL Technical Cooperation Project 2004-208		Supported by ILO-Netherlands Partnership Programme

Annex 6: Revised DGWW/Project Organigram



Annex 7: Sustainability Proposal: Training

**Training of Female and Male Yemeni Workers
On their
Basic Rights and Obligations Within Yemeni Labour Law**

1. Introduction:

Between June 2006 and September 2008, the Directorate General of Women Workers (DGWW) at the Ministry of Social Affairs and Labour (MOSAL) of Yemen, implemented a project entitled “Promoting Decent Work and Gender Equality in Yemen”, through technical and financial support through the global ILO/ Netherlands Partnership Initiative. The main aim of the project has been to promote women’s employment through the raising of awareness of both men and women workers on their rights and obligations under the terms and conditions of Decent Work.

One of the main outcomes of the project was: *“Awareness on decent work and gender equality raised among 20,000 women and men workers across five governorates in coordination with the government and employees’ and workers’ associations”*.

A main pillar of the project was the training program developed and implemented through various places of work (private & public sector) whereby training modules have been designed; training materials and tools developed, produced and tested; trainers and supervisors have been trained; and scores of training sessions conducted in the 5 governorates of Hodeida, Hadramout, Taiz, Aden, and Sana’a.

A major achievement of the project was the bringing together of various national stakeholders involved in issues of decent work and the promotion of gender equality to take an active part in the identification and prioritization of needs and issues, in the development of materials and tools, in the training of a team of trainers and supervisors, as well as in the actual training activities themselves. These groups are: the National Women’s Committee, the Yemeni Women’s Union, the Yemeni Confederation of Chambers of Commerce and Industry, and the General Federation of Yemeni Workers’ Trade Unions.

This nation-wide adoption of the principles and activities of the project and the national ownership that has resulted have been behind the success of the project as evidenced by the evaluation that was conducted in July-September 2008.

The evaluation has also corroborated that ***DGWW now has the necessary skills, capacities, and materials to become a national training agency on issues related to decent work and gender equality***, capable of working with a variety of partners and of offering training to a wide range of men and women workers in various spheres and sectors. DGWW has now firmly established the skills, tools, and credibility to become a “technical advisory unit” for other government agencies, private sector organizations, social partners, NGOs and donors in the mainstreaming of gender equality considerations in the workplace in Yemen.

DGWW is now able to offer its training services to all agencies involved in the promotion of better and fairer work conditions and in the promotion of gender equality especially within the workplace setting.

2. Objectives of the Training Program:

The main objective of the proposed Training Program is to raise awareness among increasing numbers of male and female Yemeni workers on issues of decent work and gender; in specific the training program aims to focus on raising awareness on worker's rights, issues of social protection, issues of social dialogue, and gender issues, within both the private and public sectors.

The main topics to be tackled through training activities are:

- equal and fair remuneration
- fair contracts
- provision of on-the-job-training
- issues of promotion
- health insurance entitlements
- maternity entitlements
- issues of discrimination
- pensions
- occupational health and safety
- compensation packages in case of work-related accidents

Training also includes topics such as leadership, negotiation skills, and collective bargaining.

3. Target Population:

The Training program primarily targets workers from the formal private and public sectors, but also aims to reach small scale entrepreneurs, workers from the informal economy, rural and agricultural workers, and various workers' associations and committees. The Training Program strives to extend the notions of decent work and gender to as wide a segment of Yemeni society as possible as conditions of insecurity, unprotected work, and unorganized work prevail within the labour sector, and remain as main challenges affecting all categories and types of workers.

4. Main Strategies:

a. Training Kit: DGWW has a ready developed a user-friendly Training Kit comprising a set of context- and culturally-appropriate and relevant training materials and tools that have been tried and tested over the past two years with both workers and employers in five governorates. This Kit has been proven to be highly effective in training awareness and improving knowledge and skills among workers. The materials in the Kit have been widely approved and accepted by workers and employers alike.

The Kit comprises the following items:

- **Guidelines for Organizing a Workshop**: These guidelines offer a step-by-step approach to the design and implementation of a short workshop to be utilized by Program managers and trainers in preparing for training activities. The Guidelines offer a quick reference and check lists to ensure that training activities are run smoothly and include topics such as identifying trainees, identifying trainers, preparation of training materials, preparations of invitations, planning workshop sessions,

as well as ensuring the smooth running of workshops through logistic preparation. The Guidelines also offer guidance on the preparation of workshop reports and follow-up recommendations.

- **Training Manual on the basic and principles of training and awareness-raising on gender and employment issues:** This reference is an essential tool for use in the training of trainers, introducing concepts and methodologies of participatory training. The manual is a step by step guide on the organization and running of a training session with clear “lesson plans” and exercises outlined for the use of trainers. The training manual provides easy to use methods of adult education including the use of group discussion, brainstorming, role-play, open discussions, case-studies, etc...

- **Reference booklets on issues of decent work and gender for the use of trainers in applications within training sessions:**

These reference booklets include case studies and success stories outlining the real-life experiences of Yemeni workers who have managed to break barriers and to achieve success. The documentation of the experiences and struggles of workers in similar situations, serve as excellent points for initiating and organizing discussions with workers on their own particular cases.

The booklets include a collection of short articles on issues related to working women, highlighting the problems and contexts within which working Yemeni women find themselves, and exploring the underlying social, economic, cultural and educational issues affecting working women.

The booklets also include a short publication of the status and reality of working women in Yemen, including basic facts and figures and.

- **A Question and Answer book on workers’ rights and entitlements within Yemeni labour regulations:** This is a basic reference book to be used to initiate and guide discussions among workers. This book lists the main issues and concepts that each worker needs to know and be aware of in order to understand what his or her basic rights are and to better understand what is expected of them in return. All information within this book are based on Yemeni Labour law and regulations, and are a very useful resource for workers to be used to enable them to understand their own situations and to offer guidance on what improvements in their situations they can expect within existing laws and regulations.

Topics covered in the booklets include: contract legalities, health insurance coverage, promotions, overtime pay, pensions, maternity leave, taxes, occupational health and safety, etc..

b. Training Team:

Over the past 2 years the team of the DGWW and the associated DWWs in the Governorates has grown in both size and experience and now constitutes a 14-person team fully trained and capable of designing, developing, implementing, and supervising training workshops and activities for workers. The team includes managers, trainers, trainer-supervisors, and support staff at both the central level in Sana’a as well as in the various Governorates. All trainers have been themselves trained in the concept, methods, and skills of participatory adult education. Trainers have also been fully trained in the technical issues which they are expected to present to and discuss with workers during training activities.

The team also draws upon the capacities of the large pool of trainers that have been trained by the ILO/DGWW project over the past 2 years, and which include trainers from a wide range of national agencies and stakeholders at both the central level and in the Governorates, including members of the National Women's Committee, the Yemeni Women's Union, the Yemeni Confederation of Chambers of Commerce and Industry, and the General Federation of Yemeni Workers' Trade Unions.

Given the large number of available skilled trainers and their varying backgrounds, trainers for individual training activities and workshops will be identified and chosen on the basis of the specific set of skills and expertise needed for a particular group of workers as well as on the basis of their geographic location and ability to follow-up with institutions and workers.

DGWW will also be identifying additional trainers from amongst other national partners who will be sensitized and trained to increase capacities within those agencies to train their own staff and constituents as well as to follow-up workers that have been targeted by the Program.

c. Media:

As one main objective is to change the status of workers, especially working women and to influence the image of working Yemeni women, a concerted effort will be made to ensure that all activities are well-covered by the media in order to encourage employers, to raise the profile of working women and to place the issues of decent work and gender equality on the national agenda.

Local and national media will be invited to cover and report on all training activities. Their participation will be facilitated by the training Program in terms of offering background information and materials and in terms of facilitating transport and access.

The existing information network of DGWW including the website and the monthly newsletter will also be used as channels to announce and report on the achievements of the Training program.

5. Main Activities:

a. Planning of Training Program

The responsibility for planning all training activities rests with DGWW in close collaboration with national partner agencies as well as the organizations requesting the training (management of the workplace). This is to be carried out at the macro level (types of workshops and number and frequency) as well as the catering of workshops to the specific needs of certain group when those are relevant

b. Implementation of Training Activities

DGWW is responsible for ensuring that all training activities are run smoothly and effectively, in such a way as to have an impact on the target population. This includes ensuring that all organizational and logistic issues are in place, ensuring that trainers are ready and well-prepared (both technical as training skills), ensuring that training materials are available and relevant, and ensuring that supervision and monitoring mechanisms are in place.

c. Evaluation of Training Activities

DGWW will be responsible for evaluating every training activity in terms of assessing the perceptions of workers/ trainees with regards to:

- Relevance of the materials and topics
- New information and skills gained
- Effectiveness of the trainers

The results of the analysis of evaluation exercises will be used to make any necessary modifications to the content, materials and training methodologies.

6. Institutional Framework and Management Arrangements:

The Training Program will be primarily implemented by the DWWG and the associated DWWs in the various Governorates. The DGWW will be in charge of the program providing technical support and expertise for implementation and supervision.

A Training Program Coordinator from the DGWW will be identified to be responsible for the overall coordination and management of the program including assigning trainers and supervisors and finalizing training agreements with other agencies. The Training Program Coordinator will also be responsible for the monitoring of the implementation of training activities as well as for reporting and follow-up.

Throughout its implementation, however, the Training program will be executed in close collaboration and cooperation with a number of main national agencies: the National Women's Committee, the Yemeni Women's Union, the Yemeni Confederation of Chambers of Commerce and Industry, and the General Federation of Yemeni Workers' Trade Unions, all of which have been close partners of DGWW in the development of the training program and the associated training materials and approach. In addition, the collaboration and cooperation will also be strengthened with the Office of Women at local councils in the Ministry of Local Administration, which has already showed great interest in the training Program both in terms of content as well as in terms of philosophy and methodology.

7. Budget:

The budget for the training program is presented below as the cost needed to cover one training activity for a group of workers. Costs indicated reflect the total financing required to run each activity including the costs associated with activity coordination, management, and supervision by DGWW staff as well as the actual costs of implementing a 5 day training workshop for 25 workers.

Item	Breakdown	Total \$
Training Activity Coordinator	00\$/day x 10 days	
Administrative support	00\$/day x 2 persons x 10 days	
Trainers	00\$/day x 2 persons x 5 days	
Supervision	00\$/day x 5 days	
Transportation	00\$/ day x 5 days	
Communication	00\$	
Stationary	00\$	
Reproduction of Training Kits	00\$/kit x 25 kits	

Media Coverage	00\$/ training activity	
Grand Total per Training Activity		

Annex 8: Sustainability Proposal: Policy Advocacy Sensitization

**Sensitization of Female and Male Yemeni Workers
On Policy Advocacy Issues Related to Decent Work and Gender Equality
in a Number of Key Sectors: Education, Health, and Agriculture**

1. Introduction:

Between June 2006 and September 2008, the Directorate General of Women Workers (DGWW) at the Ministry of Social Affairs and Labour (MOSAL) of Yemen, implemented a project entitled “Promoting Decent Work and Gender Equality in Yemen”, through technical and financial support through the global ILO/ Netherlands Partnership Initiative. The main aim of the project has been to promote women’s employment through the raising of awareness of both men and women workers on their rights and obligations under the terms and conditions of Decent Work.

One of the main outcomes of the project was: *“Policies more responsive to women workers and gender issues in the labour market are advocated through a National Advocacy Platform in line with the strategic objectives of the National Women’s Employment Strategy (2001-2011) adopted by the Yemeni government”.*

One of the main pillars of the project was the training and sensitization program developed and implemented through various places of work (mainly public sector) targeting male and female workers in the health, education, and agricultural sectors, with the objective of examining and discussing specific challenges for women in each sector and advocating with policy makers and influential opinion-leaders in Yemen, the policy and programmatic changes needed to improve the terms and conditions of work for women workers in the respective sectors.

To that end, training materials and discussion papers have been designed; training tools developed, produced and tested; trainers/ group facilitators, and supervisors have been trained; and scores of discussion sessions conducted in with public sector employees in the three sectors in the 5 governorates of Hodeida, Hadramout, Taiz, Aden, and Sana’a.

A major achievement of the project was the bringing together of various national stakeholders involved in issues of decent work and the promotion of gender equality to take an active part in the identification and prioritization of needs and issues within each sectoral area, in the development of materials and tools, in the training of teams of trainers/ group facilitators and supervisors, as well as in implementation of the actual discussion group activities themselves. These national groups are: the National Women’s Committee, the Yemeni Women’s Union, the Yemeni Confederation of Chambers of Commerce and Industry, the General Federation of Yemeni Workers’ Trade Unions, as well as the related women’s’ directorates in the ministries of Health and Population, Education, Agriculture⁹.

⁹ . DGWW has elected to focus on women employees of the Ministry of Agriculture, as at the present time it is not possible to reach female agricultural workers; most of whom are in the informal sector and inaccessible as a group.

This nation-wide adoption of the principles and activities of the project and the national ownership that has resulted have been behind the success of the project as evidenced by the evaluation that was conducted in July-September 2008.

The evaluation has also corroborated that ***DGWW now has the necessary skills, capacities, and materials to become a national advocacy facilitation agency on policy issues related to decent work and gender equality and on enabling the strengthened participation of Yemeni women in the workforce***, capable of working with a variety of partners and of offering training and facilitation to a wide range of men and women workers in various sectors. DGWW has now firmly established the skills, tools, and credibility to become a “technical advisory unit” for other government agencies, line-ministries, social partners, NGOs, donors, and private sector agencies in the advocacy of gender equality considerations in the workplace in Yemen.

DGWW is now able to offer its training and facilitation services to all agencies involved in the advocacy and promotion of better and fairer work conditions and in the promotion of gender equality especially within the workplace setting.

2. Objectives of the Sensitization & Policy Advocacy Program:

The main objective of the proposed Policy Advocacy Program is to raise awareness among increasing numbers of male and female Yemeni workers and policy-makers on issues of decent work and gender; in specific the program aims to focus on raising awareness on the need for policy change in order to address worker's rights, issues of social protection, issues of social dialogue, and gender issues, within the sectors of Health, Education, and Agriculture, for the purpose of creating a more enabling environment for female workers in the labour force.

Specifically the program aims to:

- To form networks of women workers in the sectors and across the governorates where the obstacles and main challenges faced by the workers are discussed, analyzed and raised with policy and decision makers
- To empower the networking groups through sensitization to gender equality issues and provision with basic empowerment skills (networking, negotiation, leadership and management skills).
- To expand the advocacy on women workers' issues in the respective sectors through the creation and facilitation of increasing numbers of networking groups in the sector and across governorates.
- To advocate with relevant policy makers the policy and programmatic changes needed to improve the terms and conditions of work for women workers in the respective sectors in Yemen

The main topics to be tackled through policy advocacy discussion sessions activities are:

- equal and fair remuneration
- fair contracts
- provision of on-the-job-training
- issues of promotion
- health insurance entitlements
- maternity entitlements
- issues of discrimination
- pensions
- occupational health and safety
- compensation packages in case of work-related accidents

Discussion sessions also include topics related to workers' rights such as leadership, negotiation skills, and collective bargaining.

3. Target Population:

The Policy Advocacy Program primarily targets female workers from the formal public sector within the Health, Education and Agricultural sectors, but also aims to reach other sectors as well as various workers' associations and committees. Conditions restricting the mobility of women and negative societal perceptions of working women continue to act as a hindrance to women entering the labour force, especially in challenging and high caliber professions. Hence, the Program strives to extend the notions of decent work and gender to as wide a segment of Yemeni society as possible, and to engage as wide a segment of society and the labour force in the debate surrounding the obstacles facing working women and in finding potential remedies and solutions to these obstacles.

4. Main Strategies:

a. Training and training materials:

The main crux of this Program is the creation of teams of sensitized proponents of working women who are willing and able to raise issues of decent work and gender equality within the workplace and who are able to lead group discussions on ways to improve existing conditions. As such the Program is heavily focused on these teams and in supplying them with the materials and training they need to fulfill their roles.

i. Trainer/ Facilitator Teams: Over the past 2 years the team of the DGWW and the associated DWWs in the Governorates has grown in both size and experience and now constitutes a 14-person team fully trained and capable of designing, developing, implementing, and supervising networking and discussion workshops and activities for workers. The team includes managers, trainers, facilitators, supervisors, and support staff at both the central level in Sana'a as well as in the various Governorates. All trainers/ facilitators have been themselves trained in the concept, methods, and skills of participatory adult education. They have also been fully trained in the technical issues which they are expected to present to and discuss with workers during meetings and discussion groups.

The team also draws upon the capacities of the large pool of trainers/ facilitators that have been trained by the ILO/DGWW project over the past 2 years, and which include workers from a wide range of national agencies and stakeholders at both the central level and in the Governorates from the various sectors of Health, Education, and Agriculture. They also include members of the National Women's Committee, the Yemeni Women's Union, the Yemeni Confederation of Chambers of Commerce and Industry, and the General Federation of Yemeni Workers' Trade Unions.

Given the large number of available skilled trainers/ facilitators and their varying backgrounds, trainers/ facilitators for individual training activities and workshops will be identified and chosen on the basis of the specific set of skills and expertise needed for a particular group of workers as well as on the basis of their sectoral affiliation and geographic location and their ability to follow-up with institutions and co-workers.

DGWW will also be identifying additional trainer/ facilitators from amongst other national sectoral partners who will be sensitized and trained to increase capacities within those agencies to train their own staff and constituents as well as to follow-up workers that have been targeted by the Program.

ii. Training Materials: A Training Manual on the basic and principles of training and awareness-raising on gender and employment issues has been developed. This reference is an essential tool for use in the training of trainers, introducing concepts and methodologies of participatory training for adults. The manual is a step by step guide on the organization and running of a training session with clear “lesson plans” and exercises outlined for the use of trainers. The training manual provides easy to use methods of adult education including the use of group discussion, brainstorming, role-play, open discussions, case-studies, etc...

b. Advocacy Materials

The DGWW and the Project have designed, developed and produced a number of essential materials to be used in discussion and networking group to inform and guide discussions in a constructive manner. These include basic information and data, case studies, a DVD, documentation of relevant Yemeni law as well as a booklet on the concepts of “work” and “labour” as they appear in the Qur’an. The major materials that have been developed and which will be used for further sensitization and networking are:

i. Policy Briefs: A set of policy briefs for the health, education, and agricultural sectors have been developed. These briefs present the existing situation and status of working women within each sector and highlight the main constraints faced by women in the sector. The briefs also outline the main pressing issues that need to be addressed in order to improve the working conditions of women and therefore increase their active participation in the labour force.

ii. Real-life Case-Studies on issues of decent work and gender: A series of reference booklets including case studies and success stories (from the various sectors) outlining the real-life experiences of Yemeni workers who have managed to break barriers and to achieve success have been developed. The documentation of the experiences and struggles of workers in similar situations, serve as excellent points for initiating and organizing discussions with workers on their own particular cases. The booklets include a collection of short articles on issues related to working women, highlighting the problems and contexts within which working Yemeni women find themselves, and exploring the underlying social, economic, cultural and educational issues affecting working women.

The booklets also include a short publication of the status and reality of working women in Yemen, including basic facts and figures.

iii. Information & Knowledge Sharing Desk: DGWW is currently equipped with a user-friendly Information and Knowledge Sharing Desk which has the objective of informing the public on issues related to the conditions of working women and of contributing to the altering of the prevailing negative image associated with women workers. The Desk is an archival and electronic database and library (in the form of studies, videos, bulletins, articles and website) containing information on

the various issues related to Yemeni women workers, and which is open for access by national agencies and individuals in Yemen, as well as by international agencies and researchers.

iv. Advocacy DVD: An advocacy DVD has been produced as part of the Project's Information and Knowledge Sharing Desk's activities. The DVD main objective is to capture the real-life conditions of women workers in the various labour sectors in Yemen (i.e. education, health, information, industry etc). The DVD portrays case-studies, reportages and interviews with women workers across all sectors of work covering the challenges faced by women workers in the respective sectors and their successes and achievements in their daily life as women workers. The DVD will be distributed to both national and international institutions as well as the public in Yemen, and will be used to initiate discussion and debate during in public workshops, round table meetings, etc.

v. A Question and Answer book on workers' rights and entitlements within Yemeni labour regulations: This is a basic reference book which has been developed to be used to initiate and guide discussions among workers. This book lists the main issues and concepts that each worker needs to know and be aware of in order to understand what his or her basic rights are and to better understand what is expected of them in return. All information within this book are based on Yemeni Labour law and regulations, and are a very useful resource for workers to be used to enable them to understand their own situations and to offer guidance on what improvements in their situations they can expect within existing laws and regulations.

Topics covered in the booklets include: contract legalities, health insurance coverage, promotions, overtime pay, pensions, maternity leave, taxes, occupational health and safety, etc...

c. Networking and discussion groups:

The Project has so far established and trained a number of networking and discussion groups from the various sectors and the various governorates. So far in excess of 100 women and men workers have been trained and to set up discussion groups within their sectors to work together on concerns, challenges and opportunities for women workers in the respective sectors with the view to suggesting and promoting strategies for the affecting of positive and constructive change. To date the Project has managed to reach more than 2,500 men and women workers from the different sectors through the networking groups, sensitizing them on issues of decent work and gender equality and providing them with empowerment skills (networking, management, negotiation and leadership) to improve their own situations in their places of work. These workers will be the backbone of the new phase of the Project, helping to spread the network further and to reach increasing numbers of workers.

d. Media:

As one main objectives is to change the perceptions and status of workers, especially working women and to influence the image of working Yemeni women, a concerted effort will be made to ensure that all activities are well-covered by the media in order to encourage employers, to raise the profile of working women and to place the issues of decent work and gender equality on the national agenda.

Local and national media will be invited to cover and report on all training and networking activities. Their participation will be facilitated by the DGWW and the Program in terms of offering background information and materials and in terms of facilitating transport and access.

The existing information network of DGWW including the website and the monthly newsletter will also be used as channels to announce and report on the achievements of the Advocacy program.

5. Main Activities:

a. Planning of Advocacy and Sensitization Program

The responsibility for planning all activities rests with DGWW in close collaboration with national partner agencies as well as the sectoral organizations requesting the training and facilitation (management of the workplace). This is to be carried out at the macro level (types of meetings and workshops and number and frequency) as well as the catering of meetings and workshops to the specific needs of certain group when those are relevant

b. Implementation of Advocacy and Sensitization Activities

DGWW is responsible for ensuring that all advocacy and sensitization activities are run smoothly and effectively, in such a way as to have an impact on the target population. This includes ensuring that all organizational and logistic issues are in place, ensuring that trainers/ facilitators are ready and well-prepared (both technical as training skills), ensuring that training and advocacy materials are available and relevant, and ensuring that supervision and monitoring mechanisms are in place.

c. Evaluation of Advocacy and Sensitization Activities

DGWW will be responsible for evaluating every advocacy and sensitization activity in terms of assessing the perceptions of workers/ trainees with regards to:

- Relevance of the materials and topics
- New information and skills gained
- Effectiveness of the trainers/ facilitators

The results of the analysis of evaluation exercises will be used to make any necessary modifications to the content, materials and training methodologies.

6. Institutional Framework and Management Arrangements:

The Advocacy and Sensitization Program will be primarily implemented by the DWWG and the associated DWWs in the various Governorates. The DGWW will be in charge of the program providing technical support and expertise for implementation and supervision.

A Program Coordinator from the DGWW will be identified to be responsible for the overall coordination and management of the program including assigning trainers/ facilitators and supervisors and finalizing implementation cooperation agreements with other agencies. The Program Coordinator will also be responsible for the monitoring of the implementation of advocacy and sensitization activities as well as for reporting and follow-up.

Throughout its implementation, however, the Program will be executed in close collaboration and cooperation with a number of main national agencies: the National Women's Committee, the Yemeni Women's Union, the Yemeni Confederation of Chambers of Commerce and Industry, and the General Federation of Yemeni Workers' Trade Unions, all of which have been close partners of DGWW in the development of the Advocacy and Sensitization program and the associated training materials and approach. In addition, the collaboration and cooperation will also be strengthened with the Directorates of Women in the various line-ministries (primarily Health, Education, and

Agriculture) as well as with the Office of Women at local councils in the Ministry of Local Administration, all of which have already shown great interest in the Program both in terms of content as well as in terms of philosophy and methodology.

7. Budget:

The budget for the training program is presented below as the cost needed to cover one set of networking meetings (considered one activity) for a group of 20-25 workers within a sectoral organization. Costs indicated reflect the total financing required to run each activity including the costs associated with activity coordination, management, and supervision by DGWW staff as well as the actual costs of implementing a series of 5 half-day networking and discussion meetings for 25 workers.

Item	Breakdown	Total \$
Advocacy Program Coordinator	00\$/day x 10 days	
Administrative support	00\$/day x 2 persons x 10 days	
Trainers/ facilitators	00\$/day x 2 persons x 5 days	
Supervision	00\$/day x 5 days	
Transportation	00\$/ day x 5 days	
Communication	00\$	
Stationary	00\$	
Reproduction of Advocacy Material kits	00\$/kit x 25 kits	
Media Coverage	00\$/ training activity	
Grand Total per Training Activity		

Annex 9: Brief Feedback and Suggestions for Improving the DGWW Website

Suggestions on Layout:

- The grey banner across the top of the page can be made more vibrant and attractive: consider changing the color from grey, adding some design elements (arabesque), enlarging font, etc.
- Consider adding to the pictures on the right hand side of the banner, pictures of Yemeni women working in the industrial and services sectors. Majority of current pictures are rural/ agricultural.
- Consider adding to the pictures on the right hand side of the banner, pictures of Yemeni men and women working side by side (enhance positive images)
- Main headings should be better aligned in order to fit fully inside orange band running across the top. The order of listing of main headings should also be reversed from right to left to be more logical in Arabic.
- Consider making pictures in the main body of the page all the same size and aligned under each other.
- Consider adding more introductory text to the main stories; at present the page is too “empty” and “white”
- Consider adding a box at the bottom of the right hand side with quick and interesting facts on working women in Yemen
- Consider adding pictures to all reports of activities, especially those in the Governorates to reflect the spread of the activities beyond the capital

Suggestions of Content:

- Consider adding a box profiling a success story of a working woman (these are already available at DGWW) on the front page
- Consider adding a short introductory paragraph on DGWW on the front page
- Consider adding text elaborating the mandate and types of activities that DGWW is involved in (brief summary of the information found under “who we are”)
- Consider adding a profile of one Directorate in the Governorates, to alternate every month: what they do, who they collaborate with, where they are located, how to contact them, etc..
- Consider adding all materials produced by DGWW, with a short description and an explanation of which contexts it is used in, and information on where copies might be obtained
- Consider adding links to websites (whenever available) of all partner organizations
- Consider adding a link to ILO website

- Ensure that all headings have information under them
- Upload all reports and studies produced by DGWW and Project
- List upcoming events: time and venue and whether or not attendance is open to public
- Consider adding the names of all employers and business owners who were awarded certificates by ILO
- Consider adding a brief 2 minute clip from the recent video