

Yemen Civil Society Organizations in Transition

A Mapping and Capacity Assessment of Development-Oriented Civil Society Organizations in Five Governorates

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CBO(s) Community Based Organization(s)

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Acronyms

CSO(s)	Civil Society Organization(s)
CSSW	Charitable Society for Social Welfare
EU	European Union
GNR	Government of National Reconciliation
GoY	Government of Yemen
IDPs	Internally Displaced Persons
INGO(s)	International Non-governmental Organization(s)
M&E	Monitoring and Evaluation
MAF	Mutual Accountability Framework
MoPIC	Ministry of Planning and International Cooperation
MoSAL	Ministry of Social Affairs and Labor
NDC	National Dialogue Conference
NGO(s)	Non-Governmental Organization(s)
RGP	Responsive Governance Project
SFD	Social Fund for Development
USAID	United States Agency for International Development
WB	The World Bank
WBG	World Bank Group

Executive Summary

1. As the political transition in Yemen continues, there is renewed interest in engaging local civil society organizations (CSOs) in the process of service delivery, decentralization, institution building and in encouraging inclusion and greater citizen participation.¹ Yemen's Government has endorsed the Mutual Accountability Framework (MAF) at the recent Riyadh Conference in September 2012 confirming the importance of engaging civic actors in the development of Yemen and recognizing the role of CSOs in promoting transparency and inclusive and accountable decision and policy making.
2. The Government has requested that the World Bank update its earlier work on CSOs in Yemen to map and to assess the capacities of present-day, development-oriented CSOs in five governorates.² Specifically, the Government is seeking guidance from the Bank on: how to promote more inclusive decision-making and policy formulation by involving CSOs as channels of information between citizens and the Government; how to enhance state legitimacy by strengthening CSO engagement in social accountability and service delivery; how best to build the capacities of CSOs as viable development actors in geographic areas or specific sectors where the Government cannot provide these services adequately.
3. Nearly all of the CSOs that participated in this study were formally registered, non-governmental organizations that were generally independent of tribal or religious affiliation.³ However, quasi-governmental organizations, such as the al-Islah Foundation and the al-Saleh Foundation, were included due to their size and influence within the five governorates. Informal community groups such as the Health Solidarity Program in Taiz and networks like the Yemeni Network for NGOs that presently have no legal standing were also included because of their local reputation or potential utility in the future development of civil society in Yemen.⁴ The study did exclude CSOs that were strictly humanitarian and do not engage in developmental work.

¹ In the context of this study and in Yemen, a civil society organization (CSO) is one of a wide array of non-governmental and not-for-profit formal and informal organizations that have a presence in public life, expressing the interests and values of their members or others. It is an inclusive designation and include community groups, trade unions, professional associations, faith-based organizations, indigenous peoples' and other interest groups and NGOs. This will be further examined later in this study. See West Bank and Gaza: State-NGO Relations: International Good Practice and Implications for West Bank and Gaza, World Bank Sector Note, Report No: 70623-GZ, August 2012)

² These five governorates are Sana'a, Aden, Taiz, Hadramout and Hodieda. The previous Bank studies referred to here are: World Bank, "A Landscape of Civil Society in Yemen: Issues and Options for the World Bank Country Program" (2010) and World Bank, "Stakeholder Landscape and Consultations for the World Bank in Yemen", (2010).

³ The decision to focus on groups that were independent of any stated religious or tribal affiliation stemmed from an assumption that affiliations like these may constrain their future roles as service providers and government partners or in social accountability measures within the larger communities where their affiliated groups are present.

⁴ At present, "networks" are not able to register with MoSAL in Yemen due to the fact that there is no "network" classification available or provisions to cover their activity in the current NGO registration law.

4. Quantitative and qualitative research methods were used in the course of the data collection, including desk and media research, questionnaires, structured surveys, key informant interviews, workshops and focus groups. Given the transformation of the civil society landscape in Yemen, the team also used “peer recommendation”, i.e. recommendations of CSOs for other CSOs to reach out to a large number of development CSOs. Prior to field research, desk and media reviews were conducted to aggregate historical perspectives on civil society in Yemen, and to identify gaps in analysis and frequently mentioned government, private sector and academic actors that were to be included in the field research. Combined, these methodologies provided a variety of ways to crosscheck the self-reported data and perspectives of focus group participants with more structured survey and interview data. A multi-disciplinary team of 18 Yemeni professionals was formed to conduct this study in the five governorates with multiple stakeholders.⁵

5. The mapping exercise revealed that there are over 3451 CSOs registered in the five governorates (out of 8317 in all of Yemen⁶), with 24% (828) coming into existence since 2010. This rapid growth in civil society activity is attributed to the social and political openings associated with the political transition and with growing demand for greater government accountability and improved public service delivery in sectors and geographic areas where government institutions have difficulty providing services. Most of the registered CSOs that participated in the study provide developmental, or service delivery-oriented assistance, with popular sectors being education, health, women’s services, poverty reduction, human rights, and peace building.⁷ The most experienced and operational CSOs were found among the 75% that reported previous experience with international donors or organizations. At least 96 CSO networks were identified in the course of the study (see annex V) but these groups were found to be relatively ineffective and their role poorly understood.

6. A master CSO list is also presented that gathers lists of registered CSOs with the Ministry of Social Affairs and Labor, the Ministry of Planning and International Cooperation and the lists of various donors on development issues. In addition, a list of the CSO networks in the five governorates has been compiled and provided as well (see annex V).

7. Capacity assessment results suggest that local CSOs suffer from a number of deficits. Mistrust between groups as an outgrowth of geographic isolation, over scarce donor funds, tribal/religious affiliation, and diverse capacity weaknesses inhibits knowledge sharing and coordination efforts.⁸ A high turnover rate of employees and membership, poor internal

⁵ One hundred and sixty-nine CSOs filled out the mapping questionnaire that asked about locations, works, general orientation, and structure. Another 105 filled out a capacity assessment survey. Another 118 individuals from CSOs, government, donors and international NGOs were interviewed with a total of 113 CSOs participating in the focus groups held in each governorate. Please see Annex II for copies of the data collection tools used.

⁶ Figures provided by Yemen Ministry of Social Affairs and Labor (MoSAL)

⁷ CSOs register with MoSAL either in Sana’a or with a MoSAL directorate office in the governorate where the CSO is active.

⁸ The consistent perception of *unions*, as expressed in opinions of numerous stakeholders is that these organizations are “pro-government”. Evidence from MoSAL suggests, for instance, that 12 unions receive the majority of funding that the Ministry provides to civil society organizations in Yemen – and this is cited by CSO informants as illustrative of their “favored status”. MoSAL grants to CSOs may range as high as 25 million rials (approx. \$116,000).

governance, and a lack of transparency and consistency in administrative and financial processes are also among the most difficult challenges CSOs face. A strong dependence on donor funding also impacts CSO's work with many CSO's frequently adjusting their portfolios to donor priorities rather than to their constituencies' needs and priorities.

8. Strengths in the CSO community include geographic diversity and the multi-sectoral focus of many organizations. Moreover, many CSOs have young and energetic leadership intent on improving the effectiveness of their organizations. CSOs also enjoy a relatively good reputation in regard to their field presence, advocacy and service delivery practices in the communities where they work and thus have a high potential for channeling the voices of citizens to government and vice versa for more inclusive decision-making, service delivery, etc.

9. There is an important opening in Yemen at present to encourage greater social accountability among CSOs and through CSO-Government partnerships. Social accountability includes a growing emphasis on beneficiary engagement in monitoring and assessing government performance as well as service providers, particularly in providing feedback on, and voicing demand for, improved service delivery. This kind of citizen engagement enables beneficiaries and civil society groups to engage with policymakers and service providers to bring about greater accountability and responsiveness to citizens needs. Both CSOs and Government informants for this study recognized the value of such approaches and the merits of collaboration to increase the use of such mechanisms and tools.

10. CSOs also cite as strength, and an opportunity, the growing willingness of international actors and the Yemeni Government to support the constructive engagement of CSOs in development programs. To that end, study participants generally see this as an opportune time to address funding shortfalls, the shortage of capacity building assistance, and the difficult registration process for civic groups. They also see this as an important moment to emphasize social accountability in Yemen's civic culture and to improve dialogue and interaction between the Government and CSOs

11. Based on this study's findings, it is recommended that the Government reform CSO-related procedures, including registration, re-licensing, and decentralize avenues for CSO-ministry collaboration on service delivery and standards development to the governorate-level branches of the respective Ministries. It is also recommended that an updated centralized, database of active CSOs within the Ministry of Social Affairs and Labor (MoSAL) be created. A specific CSO-focused recommendation is that CSOs be tasked with monitoring service delivery to assist in sector-specific development programs and improve participation of communities and service beneficiaries at the local level. For this purpose, CSOs need to receive targeted capacity strengthening assistance and training with social accountability tools that will help them channel citizen feedback in a constructive and collaborative manner with the government entities at the national and local level.

12. Additional recommendations include further development of the role and functions of networks among Yemen's CSOs to encourage greater coordination and joining of efforts among CSOs themselves. CSO networks may also be powerful advocates for progressive changes in the availability of capacity-building assistance, mentoring, constructive reforms in the legal and operating context for CSOs, and be instrumental in developing standards, accreditation

procedures, and rules of conduct for civic groups active in Yemen. A gradual process of self-regulation, based on a future CSO code of conduct to be formulated by CSOs themselves, will help preserve their independence and improve their internal governance. An encouraging precedent within MENA is the NGO Code of Conduct developed with the assistance of the World Bank in West Bank and Gaza.

13. The donor community should provide technical assistance for the Government to streamline the legal and regulatory environment for civic formations in Yemen, inclusive of associations, networks, unions, forums, and foundations. Technical assistance would also help accelerate a better tracking of active and registered CSOs through a central database and in mapping and targeting development programs in geographic areas where CSOs are active and government coverage is weak. While there is a need for overall capacity building for most CSOs, particular deficits remain in internal governance and management structure, project management, communications, community participation, and social accountability measures. Long-term capacity building, preferably in the form of embedded trainers rather than short-term or single event workshops, is recommended.

14. Donors are also encouraged to support a CSO-driven standards and accreditation process starting with the development of a CSO code of conduct. Finally, it is recommended that training be made available for Yemeni journalists that cover the work of the country's civic sector or development issues in general. The intent of such training would be to broaden and professionalize coverage of civic activism, educating and shaping the expectations of the public and amplifying citizen voice and participation through the contributive role of civic actors.

A Brief History of Civil Society in Yemen

15. Civil society in Yemen is vibrant and diverse but highly fragmented. It includes independent registered and organized civic groups, less organized local self-help organizations, and charity oriented groups (*awqaf* and *ta'awun*).⁹ Moreover, in much of the academic literature on civic activism in Yemen, there is an intriguing dissonance between the historical perception of Yemen as a conservative, semi-authoritarian state obstructing civil and democratic values and one where civic solidarity and activism, particularly at the local level, has made Yemen an example of remarkable civic progress in the region. Carapico describes three distinct civic openings, also described as three periods of civic renaissance in the growth of civil society in Yemen in the mid- to late- twentieth century.¹⁰

16. The first period, from 1950 to 1963, saw a growth in associational activity in the modern enclave of late colonial Aden and within the protectorates of the northern imamate amidst heavy immigration and modernization. A number of CSOs were established as counter-weights to British colonialism in the south and to centralized Imamate rule in the north. It is estimated that there were only 47 CSOs at that time – in the sense that we understand those organizations today.

17. A second stage of development took place in the late 1970s and 1980s with very little central control but exceptional affluence thanks to remittances from citizens employed in the Gulf. In this period of rapid development for the country, the number of CSOs grew to 424 organizations that were officially registered in 1989. A third opening, coincident with the "third wave of democratization," occurred following Yemen's unification in 1990. Post-unification legislative provisions granted the citizens of Yemen the right to organize themselves within political, social, economic or cultural organizations independent from the government and this last phase of CSO development occasioned more formal civic participation as we know it today in Yemen. Human rights activism is a specific outgrowth of this era, for example.¹¹

18. One may even speak of a fourth period of growth over the last twenty-four months. The total number of registered CSOs in Yemen has increased dramatically since 2010. The number of newly registered groups in the five governorates, for instance, jumped 33% (828 new groups) since 2010 and overall growth in the numbers of registered CSOs throughout Yemen since that year has jumped 24%, reaching 8317 by late 2012.¹² An additional 4,000 unregistered CSOs are assumed to exist as well.¹³ Informants for this study cite the contraction of government services during the transition, new political and social openings associated with the transition (e.g.

⁹ The *awqaf* are local, typically Islamic, charity formations that are part of the associational life of small communities. They typically form for the purposes of public infrastructure of public works projects and many of these types of organizations are also known today as "local development associations". *Ta'awun* are tribal organizations, typically in the north of the country that operate much like the *awqaf* do. Funding for *ta'awun* projects come primarily from labor remittances. See Carapico, Sheila. *Civil Society in Yemen: The Political Economy of Activism in Modern Arabia*. Cambridge: Cambridge University Press, 1998

¹⁰ See Carapico, Sheila. 1998, *supra*.

¹¹ As outlined in Carapico, 1998

¹² See Bonnefoy & Poirier, 2009 : Civil Society and Democratization in Contemporary Yemen. University of Amsterdam for historical figures. Recent figures according to Yemen MoSAL

¹³ A general consensus number from focus group and workshop participants. Interestingly the figure is also in circulation within MoSal and among donors – without any hard evidence to back up the claim.

exemplified in the participation of civic groups in the ongoing National Dialogue) and the increased availability of donor funding for civic work as reasons for such growth. In addition, the recent involvement of women and youth in the uprising has catalyzed their greater involvement in many civic initiatives.

Background to the Present Study

19. *Development* is contingent on the effective mobilization of resources to respond to the social, cultural and participatory needs of a population. Often, as witnessed in numerous regional and developing country contexts, this entails strong partnerships between a government and civic actors in formulating, implementing, and assessing development policies, priorities and plans. The World Bank Group (WBG) supports the constructive engagement of CSOs with the Government in development programs to promote better development outcomes for the country.

20. The present Government of National Reconciliation (GNR) in Yemen also recognizes the importance of civil society in the process of development, as evident in its signing of the September 2012 Mutual Accountability Framework (MAF) where it is affirmed, *"The government confirms to establish a partnership framework with civil society organizations"*¹⁴. In addition, donors have expressed strong support for establishing Government-CSO partnerships for the improved reach of the Government and have also affirmed within the recent MAF to *"Provide financial and technical assistance to enhance the capacities and empowerment of civil society organizations to become effective development partners"*¹⁵. As a result, the Ministry of Planning and International Cooperation (MoPIC), requested the World Bank to conduct a study of the current status of the CSO community in Yemen, with particular emphasis on promoting more inclusive decision-making and policy formulation, enhancing state legitimacy by strengthening CSO engagement in social accountability and service delivery, and strengthening the capacities of CSOs as viable development actors in geographic areas or specific sectors where the Government cannot provide these services adequately.

21. This report summarizes the findings of a CSO mapping and capacity assessment within the five governorates of Sana'a, Aden, Taiz, Hadramout and Hodieda. The mapping data is an update of the 2010 CSOs mapping exercise conducted by the World Bank while the capacity assessment findings of this report identify opportunities that exist to strengthen CSOs and to consolidate their contributions towards improved Government-CSO partnerships at national and governorate levels.

22. The study has adopted the term "civil society organization" or "CSO" rather than "non-governmental organization" or "NGO" to refer to the civic groups that participated in this analysis (see Table 1 below). While many of the organizations participating in the study were registered NGOs that maintained their independence from tribal, government, or religious affiliation, many more groups were reflective of the diverse capacities, flexible portfolios, and broad typology of groups that make up "civil society" within Yemen.¹⁶ Quasi-governmental

¹⁴ Mutual Accountability Framework, MoPIC, 2012

¹⁵ Ibid.

¹⁶ As mentioned in the executive summary, the decision to focus on groups that were independent of any stated religious or tribal affiliation stemmed from an assumption that these orientations might constrain their future roles as

organizations, such as the al-Islah Foundation and the al-Saleh Foundation, were included due to their size and influence within the five governorates where field research took place. Additional groups and organizations took part in the analysis that structured themselves as small and large “unions”, “associations”, “strategic studies centers”, “networks”, “forums” and “foundations” - each has engaged in development work or social service delivery in one form or another. For this reason, the broader and more inclusive term “CSO” is used in this assessment.¹⁷ CSOs that were strictly humanitarian and do not engage in developmental work were excluded from the study.

Table 1: Terminology (Source: State-NGO Relations, Good Practice and Implications for West Bank and Gaza, Sector Note, Report No: 70623-GZ, August 2012)

Civil Society	... is the associational activity of citizens in a society, beyond their immediate family, that enables them to pursue their interests, concerns or beliefs. It is sometimes referred to as the “third sector” - the sphere outside and complementing the state and the market.
Civil Society Organization (CSO)	... are the organizational components of civil society. CSOs comprise the wide array of non-governmental and not-for-profit formal and informal organizations, which have a presence in public life, expressing the interests and values of their members or others. They include community groups, trade unions, professional associations, faith-based organizations, indigenous peoples’ and other interest groups and NGOs
Non-Governmental Organizations (NGOs)	... comprise a sub-set of CSOs. They are formally constituted organizations that provide funding or services in economic and social development, do research, or conduct advocacy and public education in such fields. They include charitable organizations, foundations, non-profit health or educational service providers and pressure groups. In some countries, other terms are preferred (e.g., Private Voluntary Organization in USA).
Non-Profit Organizations (NPOs)	... is a term used in some countries to include NGOs, faith groups and other categories of formally constituted CSOs.

II. Methodology

23. This study employed an integrated methodology where quantitative and qualitative research methods were used to collect and analyze primary and secondary data. Researchers collected data from a variety of stakeholders including CSO representatives, donors, INGO actors, government officials, and CSO networks. The study combined qualitative stakeholders’ consultations through interviews, focus groups, and workshops with quantitative survey

service providers and government partners in social accountability within the larger communities where these groups are present.

¹⁷ For example, the list of participating groups in this study included *foundations* (e.g. Life Development Foundation, Resonate Yemen Foundation); *associations* (e.g. the Rural Women’s Association, and Social Development Association); and *unions* (e.g. the Agricultural Cooperative Union). A *foundation* can be established by one person, be non-profit and have a membership exclusive to the founder(s). An *association*, by contrast, must be established by at least 21 persons and have 41 members. Associations should be non-profit, with open membership and serve a common interest or public good. A *union* is an entity consisting of associations and/or foundations and can either be sector-oriented or geographically-based. Additional groups took part that were more informal *community groups*, such as the Health Solidarity Program in Taiz; or were *academic* (but nonetheless occasionally service delivery-oriented) such as the Sheba Center for Strategic Studies; or were *networks* that presently have no ability to register as “networks”, for example, the Yemeni Women’s Media Forum and Yemeni Development Network for NGOs. Some networks that have chosen to register anyway and do so as “foundations”. See annex II for excerpts of relevant sections of Yemen’s NGO law on the distinctions between “associations”, “foundations” and “unions”.

questionnaires of many of the same informants. In addition to these methodologies, the team used peer recommendations to reach out to CSOs or groups that were active but were not identified through the various databases. The five governorates were selected by MoPIC as illustrative of the diversity of civic activity in Yemen. A multi-disciplinary team of 18 Yemeni professionals (Social Science & Development, Economic Development, Public Administration, Business Management, and Communication) was formed to conduct this study.

24. The field research was preceded by a desk review that surveyed the previous literature on civil society in Yemen, although little new research exists highlighting the growth of CSOs in Yemen from 2010-2012. The desk review did reveal the important role of CSOs in Yemen's development, several of the chronic capacity deficits that have long existed in the civic sector, as well as an historical perspective on government-CSO relations.

25. A media review of the archives of 110 print media outlets and social media forums also preceded the field research. The media review surveyed the number of times CSOs were mentioned or received coverage over the last 24 months. The character and tone of the coverage was also noted. This exercise was aimed at evaluating public expectations of CSOs and the general image and portrayal of CSO work, as depicted in the country's major media outlets. This helped provide context for the kinds of responses that informants provided regarding their own communications and outreach activities – and their perspectives on how CSOs are regarded by their constituencies and the general public.

The following table lists and describes the different research methods used in the study:

Table 2: Research Methodologies Utilized, with Description

Tool Name	Description	
Desk Review	A focused literature review of relevant work that has been completed on Yemeni civil society in the past. This includes the seminal works of Shiela Carapico, Laurent Bonnefoy and Marine Poirier, and Marta Colburn. The literature review also included recent World Bank analyses of civil society in Yemen, as well as EU and Social Fund for Development (SFD) sources. A complete list can be found in the List of Works Cited below.	
Media Review	More than 110 media outlets in Yemen were surveyed with 1114 news items found to mention or cover the work of civic groups over the last 24 months.	
Questionnaires (See Annex 4)	Form (A)	An initial questionnaire was designed for the purpose of mapping existing and new CSOs in the five governorates. This questionnaire was distributed to 400 CSOs with a response rate of 42% (168).
	Form (C)	A capacity assessment questionnaire intended to assess institutional capacities of local CSOs was distributed to 113 CSOs in the five governorates with a response rate of 93% (106).
Structured Interviews (See Annex 4)	Form B1	Structured interviews were conducted with donors, international NGO representatives, and government officials to collect data on the nature of their interactions with CSOs and their perceptions of CSO capacities. This included officials from MoSAL, MoPIC, Ministry of Youth, and the SFD. Fifteen key informants were interviewed.

	Form B2	A quantitative form used to interview more than 100 key informants in the five targeted governorates to assess institutional capacities of CSOs.
Workshops	Five workshops were conducted, one in each of the five governorates, in which the status of, potential for, and challenges to CSO-Government partnerships were discussed. Over 120 CSO representatives participated.	
Focus Group Discussions	A series of focus group discussions were held, one in each governorate, in which SWOT exercises were conducted to assess the capacities of participating CSOs. One hundred thirteen CSO representatives took part across all focus groups.	

26. In the course of this analysis, researchers were faced with the lack of any unified or combined database of civic actors. The records within GNR ministries and among other institutions, such as the Social Fund for Development (SFD), are not complete, nor are they current. A second challenge was a periodic lack of physical security, especially in Aden, Hadramout and Taiz causing delays in the focus group and workshop activities. The following table shows the different sources from which the study's working list of active CSOs in the five governorates was drawn (see annexes III and IV for the CSOs that participated in the study). The source list below is meant to show both the origin and the numbers of CSOs in each of the databases used to compile the working list for the study. The total number of CSOs should not be understood as an aggregate number from each of these sources as there is overlap among the CSOs listed in each database.

Table 3: CSOs Data-Sets Used For This Study

Dataset Origin	Number of CSOs	Remarks				
MoSAL	3451 ¹⁸	This is the number of CSOs registered within the five targeted governorates. It includes unions, associations and foundations.				
		1113 In Sana'a	524 in Aden	567 in Taiz	364 in Hadramout	883 in Hodieda
SFD	730	This includes the CSOs taken from their NGO Directory (online), plus another list that included cooperatives, and CBOs ¹⁹				
Media & Desk Review Lists	224	During the media review exercise and the desk review, a separate list of active local CSOs was compiled and utilized. This includes a list of CSOs taken from an EU report on Yemeni Civil Society				
WB	206	This includes a list of CSO maintained by the World Bank for outreach purposes.				

¹⁸ A total of 505 CSOs were removed from this list because the MoSAL list marked them as "Cancelled". The numbers listed in each governorate are the numbers of CSOs registering as active in these governorates. The number has been filtered to eliminate overlapping references among groups working in more than one governorate.

¹⁹ This list contained CSOs in all governorates.

MoPIC	5	MoPIC provided a list of five CSOs that they regularly work within in the five selected governorates.
USAID, Progressio & Oxfam	126	Oxfam, Progressio, USAID and US Department of State provided list of CSOs that they regularly work with. USAID programs included USAID/OTI initiatives. US Department of State's total included CSOs receiving Middle East Partnership Initiative (MEPI) support.

27. The total sample size for the study, suggested by these sources, was reduced after filtering for the number of CSOs with correct and current addresses and the number of CSOs engaged in developmental, or service delivery work. The final sample used for this study totaled 400 CSOs across all five governorates. The difficulty in arriving at a current list of active and registered CSOs, with valid contact information, was illustrative of the need to compile and maintain a comprehensive database of civic actors (both at the national and at the governorate level) in anticipation of any future support for the CSO community and particularly for Government-CSOs partnerships.

28. Additional challenges included CSO's reticence to produce internal documents (i.e. bylaws, articles of establishments, and internal policies) and ambiguity and mistrust over the role of existing networks, making some of the responses on participation in network activity contradictory. This will be reviewed in the "Findings" section below.

III. Findings

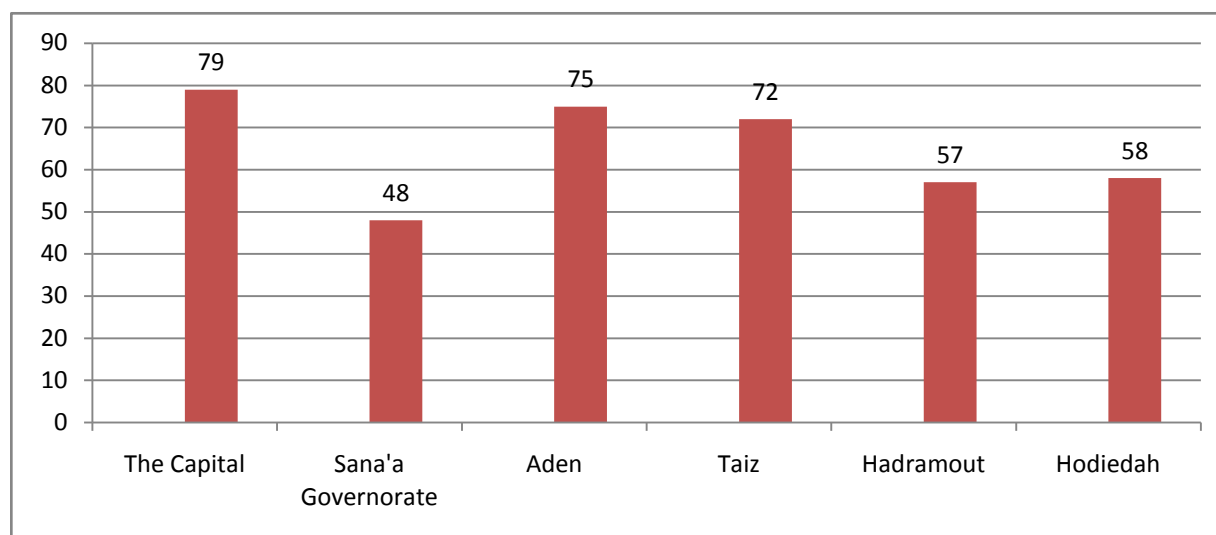
Number and Focus of NGOs

29. Yemen's constitution after unification granted individuals the right to organize themselves in civic bodies through which they can deliver services and promote their rights. This has contributed to the establishment of thousands of civil society organizations and national cooperatives in recent years.²⁰ The recent political transition only accelerated this trend, building on a vigorous and dynamic civil society with 8317 registered CSOs at end of 2012.²¹

²⁰ See, for instance, "Civil Society in Yemen: A National Participatory Review," European Union, 2010. Also see Laurent Bonnefoy and Marine Poirier, "Civil Society and Democratization in Contemporary Yemen", University of Amsterdam, 2009.

²¹ As mentioned above, growth in the numbers of CSOs registering nationwide jumped 24% since 2010. Total figure for registered CSOs from MoSAL as of December 2010.

Figure 1: Geographic Distribution of Participating CSOs Within the Five Governorates



(Source: compiled by authors)

30. A total of 168 CSOs responded to the mapping exercise survey in the five targeted governorates. These CSOs are distributed unevenly across the five governorates with 47% located in the capital Sana'a and 37% of CSOs operating in more than one of the five governorates (See figure 1). Over 18% of CSOs participating in the study claim to operate in all Yemeni governorates. These numbers reflect the geographical locations of the active and registered development-oriented CSOs participating in the study.²²

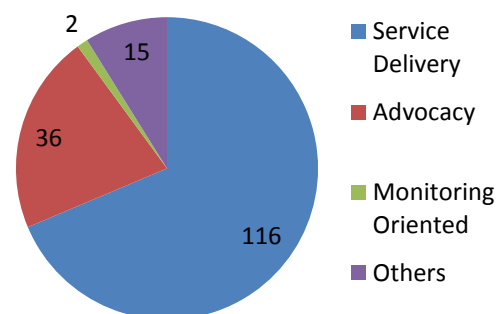
31. As mentioned earlier, MoSAL data shows a total of 3451 CSOs as registered in the five governorates. Table 3 shows the distribution of these CSOs with establishment dates. Whereas a large percentage of CSOs in Yemen (24%) have registered after 2010, over 33% of the sample within the five governorates is newly registered after 2010.

²² Fifteen percent of the Sana'a CSOs are national organizations, headquartered in the capital but operating across multiple governorates.

Table 4: Registered CSOs and the Dates of Establishment (Source: MoSAL database)

Governorate	Number of CSOs	Establishment	
		Between 1962-2010	After 2010
Sana'a	1113	965	148
Aden	524	444	80
Taiz	567	412	155
Hadramout	364	273	91
Hodieda	883	696	187

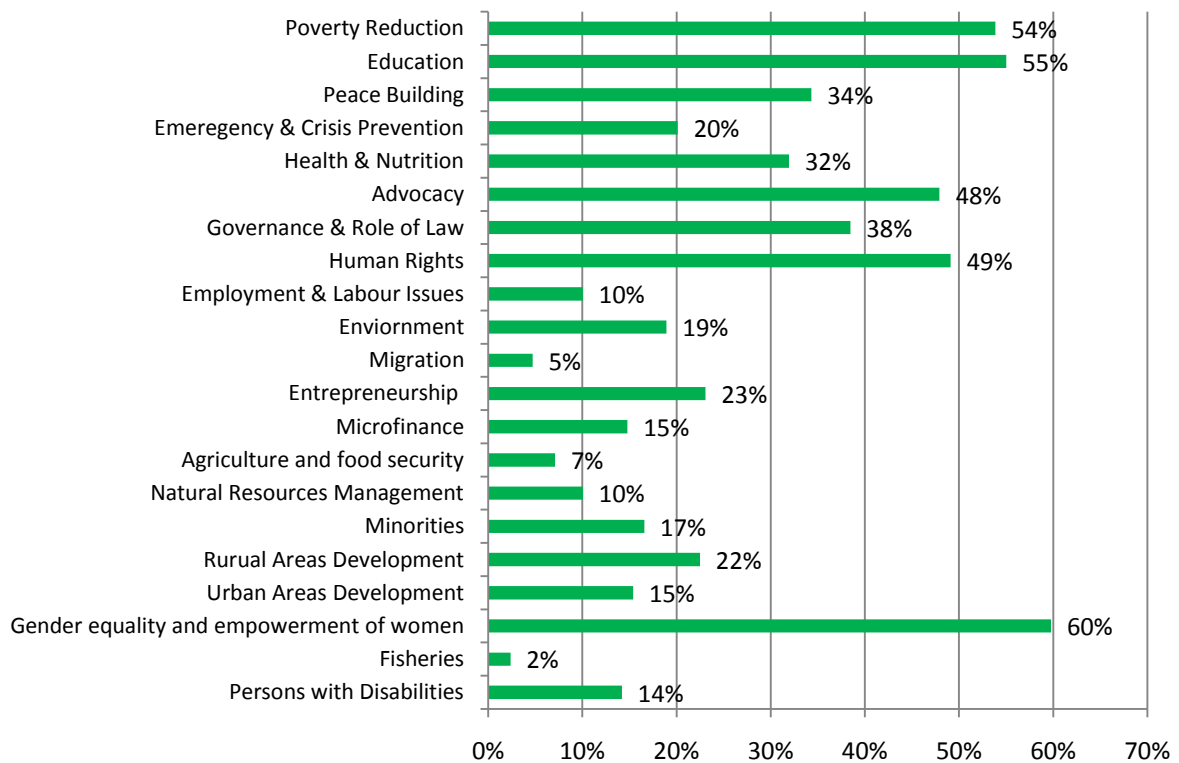
32. In addition to this geographic distribution of CSOs, the study categorized the general type of activity that participating CSOs were engaged in. For instance, 69 percent of the CSOs taking part in the study engaged in service delivery, with 21 percent engaging primarily in advocacy. Some groups describe doing both but the majority suggests one or the other orientation. A sizeable number of CSOs (9 percent) reported “other” when asked about the general “type” of activity they engaged in. It was often the case that these groups were academic or policy oriented.



33. Among the 168 groups responding to the mapping survey, there was great diversity in their areas of focus. Many are active in education and health, women’s empowerment, poverty reduction, human rights and peace building, for instance. When asked about future intervention areas, many CSOs inclined toward peace building, governance, microfinance, and entrepreneurship. When asked why these previous and future areas of activity are attractive to CSOs, the most common answer given in workshop and focus group settings is that this is the direction donors are taking. (It is also indicative of CSOs weak capabilities to use social accountability tools to influence government and donor resources allocation priorities.) Interestingly, these future thematic areas require special skills and capacities that are lacking among many local CSOs.²³

²³ Workshop discussions, Sana'a, Taiz, Aden: March 2013

Figure 2: Participating CSOs Current Scopes of Work (Source: compiled by authors)



34. In terms of annual CSO budgets, 8 of the 168 participating CSOs reported that their annual budgets exceeded \$1m with 3 CSOs reporting annual budgets of \$7m or more. The highest single budget equaled \$7.5m with the lowest budget equaling \$200. The average annual CSO budget among respondents was \$323,777 per annum.

The Registration Process

35. The current established categories for registration are *associations*, *foundations* and *unions*.²⁴ Associations and unions may register with MoSAL in Sana'a or in the Ministry's governorate-level offices. Organizations registering as "foundations" must do so with MoSAL in Sana'a. In the event that a CSO engages in "cultural affairs", its registration with MoSAL must be cleared with the Ministry of Culture. Throughout the course of field research, the problematic nature of CSO registration surfaced. Many informants expressed frustration with the registration process and the complexities encountered by some CSOs.²⁵

"We have been trying to obtain our license from MoSAL since 2006 to no avail. We were - informally- told by a ministry official that the reasons are attributed to our activities in human rights, Sa'ada and Southern Issues, and freedom of speech" ... Abdulrasheed Al-Fakih, Hewar Foundation for Democracy Development

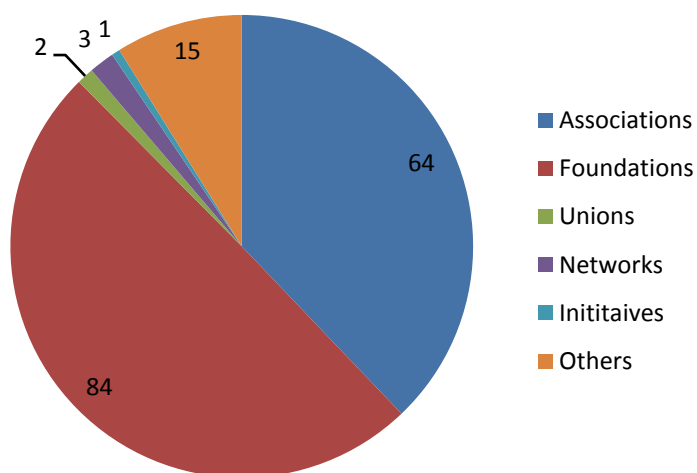
²⁴ See note 17 for an explanation of these distinctions and requirements for registering.

²⁵ While 3% of CSOs, participating in the study said they are not legally registered, an additional 8% of CSOs did not respond to this question, suggesting they may not be registered or are in the process of becoming registered.

36. The most common complaint was that CSOs experience *different treatment in registration* and during annual renewals of their licenses. Determinations on a CSO's application often seemed to be based on their scope of work or their "personal connections".²⁶ Registration can be a "days long" to "years long" process, depending on these variables.²⁷ Many informants personally experienced or knew of organizations encountering such problems in registration and renewing licenses.²⁸ CSO informants also maintained that while it is possible for most CSOs to register with governorate-level MoSAL offices, these offices are not always equipped to process their registration or annual re-licensure applications efficiently and that "foundations" can only register or re-license in Sana'a, requiring travel costs and waiting in Sana'a while processing occurs.²⁹ (See annex II for relevant sections from Yemen's NGO registration law.)

37. For registration, an *association* must present a written application to MoSAL with the following items attached: An "establishment contract" (a document with the signatures of all the founders); "articles of establishment"; a list of names of the founders (at least 21 persons for an association); a rent contract for office space; and a record of an "establishment convention" where the members (at least 41 persons) elect an executive board. A *foundation* can be established by one or more persons and should provide an "establishment contract", "articles of establishment"; a list of names of members (no minimum); and a bank statement in the name of the foundation with evidence of at least 1 million Yemeni rial (approx. \$5000). Founders of foundations may appoint an executive board. Only MoSAL in Sana'a may issue registration licenses or renewals for foundations. A *union* must establish and renew its registration in much the same way as an *association*.

38. Among the CSOs participating in the study, it is possible to also delineate groups by the type of organization that they self-identify as. Most CSOs, for instance, describe themselves as "foundations", followed by "associations" and "networks". *Foundations* are the easiest to register and establish – although they are also prone to be weak, charismatically oriented organizations run by one or more individuals without Boards of Directors or a large membership.



²⁶ For example, human rights work, advocacy of freedom of speech and youth and women's empowerment organizations suggest they have a more difficult time given the nature of their activities.

²⁷ Extracted from multiple comments in workshop and focus group venues. Three percent of groups participating in the study maintained that they had been unsuccessful at registering and another 8% did not answer the question as to whether they were register or not, suggesting they may not have been registered.

²⁸ Renewing licenses is necessary for all CSOs annually, regardless of type of organization and requires submission of a renewal request to MoSAL (may be at the governorate level, except for foundations). Along with an application for renewal, CSOs must submit a fee, an annual financial report, and update any changes in their original registration documents. *Importantly, at this time CSOs must also notify MoSAL of any changes in a CSO's area of operation, e.g. if they expand operations to additional population centers or governorates.*

²⁹ See Annex I for relevant sections of Yemen's NGO registration law as it pertains to the qualifications and documentation required for groups that register.

Associations are more difficult to establish. *Networks* cannot be registered as such (and often register as “foundations”) but several groups identified themselves as “networks” nonetheless in describing their roles and functions.

39. CSOs also had difficulty with donor requirements that Yemeni CSOs be registered before they receive donor support, adding to CSO anxieties over long, unexplained delays in CSO registration processes.³⁰ Additional delays are often encountered when establishing bank accounts. For a CSO to be able to open a bank account it must show a registration license to prove its legal status – and even when they show evidence of a current registration, it may take several weeks to open a bank account. Most donors active in Yemen require a bank account and current registration of their grant recipients. New CSOs complain bitterly about how difficult-to-understand delays with MoSAL and with banks make them ineligible for timely access to the donor funding they seek.

CSO Networks

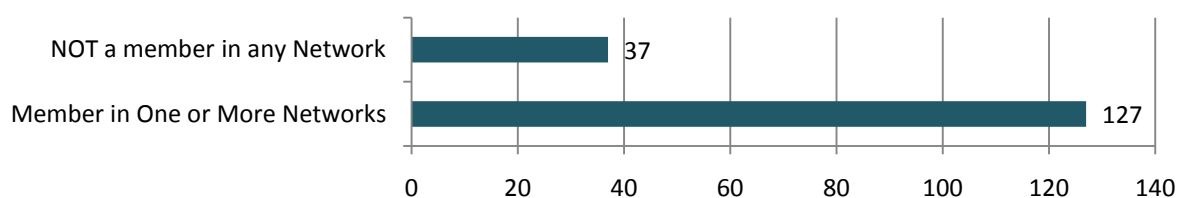
40. There are presently no documented numbers of “networks” and the concept of a “network” appears to be poorly understood among CSOs participating in the study.³¹ Many CSO representatives express confusion over what a “network” is supposed to achieve, even as they described being part of one or more networks.³² They also exhibit mistrust towards networks in regards to the intentions of networks. For example, the most consistent description from CSO informants about what they expect from networks is that networks should push for positive changes on their behalf, and help member CSOs acquire funding. Participating network informants, for their part, most often describe their role as “coordinators” of activity, helping to make a particular sector or area of activity more efficient. Whereas CSOs expressed discomfort at being “coordinated”, networks typically saw fundraising and advocacy as only a small part of their value. Mistrust appeared to originate, at least in part, from this disconnect.

³⁰ CSO and donor key informant interviews, Sana'a, March 2013

³¹ Ninety-six networks were identified over the course of the study and are listed in Annex VII. The actual number of CSO networks is assumed to be greater than this.

³² More than 75% of CSOs participating in the study report being part of one or more networks.

Figure 3: Network Membership (Source: compiled by authors)



41. Nevertheless, examples of network activity did emerge from the field research – both positive and negative. Illustrative examples are above. Part of the difficulty in establishing networks is that there is no present legal framework recognizing a civic entity organized as a “network”. They cannot register as a “network” and must exist in that capacity informally.

Lessons Learned

Development Partners

Taiz, Yemen

CSOs in Taiz formed a network called "Development Partners" in 2006. Local authorities, CSOs, and Donors supported the establishment of this network – yet this network failed and dissolved. The reasons -according to previous members- was the failure of the network to meet the expectations of member CSOs. Taiz CSOs were reluctant to repeat the experience and shunned the idea of network creation and participation in the *future*.

Success Story

CSO Forum for Development

Hodieda, Yemen

This network was established in March 2011 to organize CSOs in Hodieda under one umbrella for the purpose of coordinating efforts, soliciting support, and advocating for development activity in Hodieda. The CSOs Forum for Development has 15 CSO members, and has an elected executive board and mission statement. During the workshop and focus group discussions in Hodeida, the members of this network expressed a very positive attitude toward their participation in the network, and praised the way it coordinated and helped their work.

CSO Functions and Government-CSO Partnerships

42. Yemen's CSOs are widely perceived in the academic literature and by donor and Yemen government informants as best suited to humanitarian assistance –especially with early and rapid responses to conflict and crises.³³ The presence of such CSOs both reflects and further instills a deep cultural theme of civic response and mutual aid among citizens. This cultural theme of providing civic assistance coupled with increasing numbers of CSOs has not necessarily translated into a strong history of interaction between CSOs and official authorities in Yemen. Such partnerships are few, weak and far from institutionalized, despite the remarkable growth in the number of civic actors.³⁴

43. Both government and CSO participants in the study indicate that humanitarian-oriented organizations have a longer history and have been “on safer ground” by not necessarily overlapping with government functions or encouraging “disruptive” participation or attention on the government's deficits.³⁵ Only recently, they claim, (since the 1990s) have Yemen's CSOs made notable contributions to service provision and developmental assistance.

44. CSO and donor informants explain the shift as being partly the result of concerted international assistance efforts to leverage CSO contributions in the country's development, and partly due to rising education and skill levels among youth and professionals involved in CSO work within Yemen. Government informants also suggest that while Yemen has always, and will always, need the humanitarian focus of its civic community, authorities in Sana'a and the governorates slowly began to appreciate the link between their legitimacy and service delivery over the past decade – but this was overshadowed by a parallel tribal patronage system. Meaningful partnerships with CSOs as service providers were rare but it did mean more room for development activities to be implemented by CSOs. As one workshop participant suggested, “It could be different now, though. We may be able to work together more easily now.”

45. This sense that developmental activities have become more common among CSOs *and* that Government–CSO partnerships are more possible than before was widespread across the five governorates. This is particularly true since 2010, said many informants, with the involvement of new personalities (particularly young men and women) in civic work and with political changes in Sana'a. In addition, CSO actors cite growing international community support for CSO engagement in the development process as an important driver of the trend, especially with major donors like the United States Agency for International Development (USAID) and the European Union putting new emphasis on the decentralization of development programs and government services.

46. As part of the mapping exercise, CSOs were asked to summarize their perceptions of and expectations for their current and future CSO-Government interactions. The experience that may CSOs presently have interacting with Government (primarily on registration and license renewal) was described as negative. The majority of CSO participants noted that not only were

³³ Reflected in field data and in literature such as Rama Halaseh, “Civil Society, Youth and the Arab Spring” (chapter 13) in Stephen Calleya and Monika Wohlfeld, eds. *Change and Opportunities in the Emerging Mediterranean*” University of Malta, 2012.

³⁴ “Civil Society in Yemen: A National Participatory Review”, European Union, 2010.

³⁵ Discourse in governorate-level workshop, Sana'a.

these and other CSO processes “overly centralized”, politically affiliated CSOs or CSOs with influential contacts received “special treatment”. CSOs also noted the absence of many service sector ministries at the local level and considered this as a challenge to CSO partnerships with Government counterparts.

47. Progress in establishing partnerships for enhanced service delivery is also inhibited by the weak capabilities of both the Government to catalyze or absorb CSO input and the weak capacities of many CSOs to provide useful services or contribute to targeting or policy discourse in a coherent way.³⁶ From the perspective of desk review sources and donor informants in particular, any attempt to improve development results and effectiveness in Yemen must address deficits in both CSOs and their counterparts in Government while supporting opportunities for their constructive partnership and collaboration. Tentative, fragile will for CSO-Government collaboration appears present, judging by informants’ contributions to this study. Knowledge of how to start such a process and the skills required to accomplish effective partnerships is lacking.

Social Accountability

48. Social accountability is an approach to governance that involves citizens and civil society organizations (CSOs) in public decision-making and in holding governments accountable for its actions, especially with regard to the management of public resources. Specifically, it is an approach, not a tool, which enables citizens to participate in government activities, influencing policies, monitoring public finances, delivering services, and provide feedback on government performance. Social accountability can be organized around three guiding principles: (i) transparency, (ii) accountability; and (iii) participation (also known as TAP). The effectiveness of these approaches depends on a conducive political environment, the capacities of civic actors to participate in social accountability practices and an appropriate legal framework.

49. The MNA region is behind other regions in many good governance indicators, including transparency, accountability, and participation. Presently in Yemen, however, key informants participating in the study suggest a transition is underway where the relationship between citizens and the state is being redefined through: (i) the emergence of new opposition groups; (ii) an unprecedented level of communication between Yemeni CSOs and the international donor community; and (iii) new bills presented by parliamentarians to ultimately improve service delivery, including passing of freedom of information acts and amendments to the freedom of association’s law.³⁷ Yet, the concept of social accountability is relatively new in Yemen and is often mistaken by social responsibility, monitoring of government, anti-corruption and transparency.

50. Although the concept of social accountability is unfamiliar in Yemen, many organizations work on issues of social accountability, including budget transparency, community participation in development planning, and monitoring of public procurement. Nevertheless,

³⁶ Bonnefoy & Poirier, 2009 & EU 2010.

³⁷ Integrity Research and Consultancy, *Baseline Assessment of Social Accountability in the Arab World*, for ANSA-Arab World and CARE Egypt, May 2013.

these efforts are typically isolated and organizational capacities are weak, necessitating training in transparency, participation and accountability approaches.³⁸

CSO and Government Capacity Building

51. Previous studies specifically suggest a wide range of recommendations to build the capacity of local CSOs and relevant Government institutions.³⁹ The delivery of technical assistance to CSOs and Government counterparts, as portrayed below, is among the most common recommendation of previous studies.

Figure 4: Most Frequent Recommendations on CSO Capacity Building from Previous Studies



(Source: Compiled by authors.)

Capacity Weaknesses

52. Despite the historical relevance, dynamism and uniqueness of Yemen's CSOs within the region, Yemen civil society organizations still suffer from significant deficits. Knowledge sharing and exchange of information is generally weak amongst CSOs, especially in the absence of active networks and coordination mechanisms. Mistrust and misunderstanding of the role of networks in coordination, and political and professional competition among CSOs contribute to their fragmentation. Moreover, the current legal framework does not recognize CSO networks undermining their role in CSO coordination, mutual support, self-regulation and advocacy.

53. A lack of communications expertise, weak financial management and administrative skills, and an inability to retain qualified staff also undermine CSO effectiveness.⁴⁰ Staff turnover is an enduring issue identified both in earlier studies and throughout the research completed for this analysis. Low salaries, inconsistent access to funds, and poor internal management contribute to staff turnover.

³⁸ See World Bank, "Supporting Social Accountability in the Middle East and North Africa: Lessons Learned from Past Political and Economic Transitions", November 2011. Social Development Department

³⁹ Recommendations taken from: World Bank (2010, 2012), Marta Colburn (2009), and EU (2010), for instance.

⁴⁰ Donor & CSO Key Informant Interviews, Sana'a, March 2013

54. Few CSOs claim to be anything other than donor-driven. Most maintain that they will continue to shape their scopes of work to suit the availability of funds. This has obvious implications for the development of sector expertise with CSOs – but is also a pragmatic reality that CSOs in Yemen must contend with. Added to this state of affairs is that CSOs have unclear to non-existent mission statements, incomplete or non-existent internal organization or structure, inactive boards of directors and few strategic planning processes. They are generally reactive rather than proactive agents and their ability to conduct proper measurement and evaluation of their work is also weak.

"INGOs offer better salary structures than local CSOs, which results in a high turnover rate inside many organizations. CSOs staff join to get some experience, and then pursue better paying jobs at other INGOs" ...
Focus Group Discussion -Sana'a

CSO Capacity Weaknesses

- Weak coordination and knowledge sharing practices among CSOs
- Mistrust, competition and fragmentation among CSOs
- Rapid, unregulated growth of civic organizations
- High staff turnover and weak internal governance, especially in administrative and financial management
- Basic skills deficits in monitoring and evaluation, outreach and communications, procurement, community consultation, and project management.
- Donor driven portfolios of activity
- Lack of familiarity with social accountability mechanisms

Government Capacity Weaknesses with Civil Society

- Centralization of sector ministries makes CSO collaboration on service delivery at the governorate level difficult
- Lack of transparency of CSO registration and relicensing procedures
- Inability of “networks” to register under current law
- Outdated central database of registered CSOs
- Few professional incentives presently exist for supporting CSO-Government partnerships

55. CSOs generally recognize their shortcomings and internal challenges. Throughout discussions with field informants within CSOs, the external as well as the internal constraints to their operations were mentioned and they expressed a strong desire to address them. Capacity-building needs, CSO self-regulation, and improvement of the registration process are typical themes. Most CSOs realize that their difficulty in accessing more funding or developing partnerships has as much to do with their own shortcomings as it does with donors and Government approach and behavior.

56. Generally, CSOs also recognize their ability to implement social accountability mechanisms are limited without the technical assistance and support to develop and manage such

participatory, consultative, advisory, monitoring, and evaluative activities. While the general principles of social accountability are embraced by CSOs, many are frustrated in their inability to realistically integrate such approach and tools in their on-going work – especially with so much of their activity being regarded as an extension of top down, one-way delivery of services.

57. At present, some of the largest and most developed CSOs appear to have aligned with business, familial, or political interests. For example, Al-Islah Foundation (CSSW), politically affiliated with Al-Islah Party, is considered one of the top performing CSOs in Yemen. Similarly, Al-Saleh Foundation, which is known to be affiliated with the former President, is also one of the top CSOs according to a rating done by MoPIC. However, many more large and effective CSOs (see Annex V for a complete list) studiously avoid such affiliations – but also have a more precarious existence as a result. The larger CSOs aligned with business, familial, religious or political interests have consistent funds, better staff retention, and an ability to incentivize good performance. Whether these activities result in better developmental outcomes is another question beyond the scope of this study.

58. The most mentioned deficit of the Government in relation to CSOs is the inconsistent implementation of the registration and relicensing process. The lack of an updated, comprehensive, and accessible database of CSOs also inhibits the tracking of civic activity and the ability to identify potential partners to address service shortfalls, targeting, social accountability requirements, or to development service delivery standards. Similarly, the centralization of nearly all sector ministries in Sana’a, without full service directorates at the governorate level, makes CSO-Government communication and partnerships on service delivery outside Sana’a more difficult.

Capacity Strengths

CSO Capacity Strengths

- Generally good CSO penetration into urban and rural areas
- New, youthful leadership and increased proportion of women active in CSOs since 2010
- Ability to mobilize volunteers and memberships
- Improving digital literacy and growing familiarity with, and effective use of, social media for public outreach

59. Several of the CSOs participating in this study have operated in the target governorates for a long time. Al-Islah Foundation (CSSW) has been operating in many governorates for over 20 years establishing strong rapport with constituents and building up practical experience in the field. Upwards of 22% of surveyed CSOs have more than ten years of experience in their geographical locations, if not always in the same sectors of work. This has generally engendered a good relationship with their constituencies, especially where these CSOs provide services that make up for shortfalls in Government delivery of similar goods and services.

60. More than 37% of participating CSOs reported that they work in more than one governorate in Yemen, and that they could extend their work into other areas of Yemen if given the resources and the needed training to do so. Generally, CSOs cover both rural and urban areas in the governorates where they operate. This ability to establish a presence in a variety of geographic areas within Yemen, even in areas considered insecure, is an important strength of CSOs.

61. Another strength is the number of youth, and particularly women, increasingly involved in CSO leadership. CSOs suggest that recent changes in cultural attitudes (particularly in urban areas) that have come with the political transition and donors' increasing emphasis on women's empowerment have encouraged greater women's participation in civic affairs. Nearly half of all informants, particularly in the focus groups and workshops, were outspoken women in leadership positions in their respective CSOs. When asked if this reflected a change from past practice among CSOs, the answer was an overwhelming yes.

62. Younger leadership also is cited as useful in mobilizing large numbers of volunteers – with some CSOs claiming that their volunteer base averages between 8,000-15,000 volunteers/year. This mobilization is often accomplished through the use of social media, particularly SMS, Twitter and Facebook. This widespread use of emergent digital communications technologies is also closing the outreach gap and is becoming an important element in information sharing and trust-building among CSOs. There may also be an opportunity to leverage familiarity with these technologies to accelerate the use of such tools in social accountability mechanisms with CSO-implemented projects.⁴¹

Opportunities to Enhance Capacities and Government-CSO Relationships

63. The Arab Spring has re-energized CSOs in Yemen and introduced new voices among youth and the marginalized, opening the potential for promoting greater participation and inclusion in civic affairs and in Yemen's development. CSOs in Yemen continue to be held generally in high regards by local communities and the public and are seeking greater participation and voice in public spaces at the local and national levels. With an enabling environment and technical support for integrating social accountability mechanisms, CSOs may play a catalytic role in improving development effectiveness.

64. The Government and donor community consider CSOs to be important partners in promoting participation and extending the delivery of goods and services in poor and marginalized urban and rural areas. Moreover, there is a general recognition that both the Government and CSOs need to build on their complementarities to carry out their respective missions, particularly in the areas of service delivery.

65. The current transition and the ongoing National Dialogue Conference (NDC) is also an opportunity to improve the legal environment for civic organizations, institutionalize Government-CSOs consultations and integrate social accountability mechanisms in development programs. Within the ongoing discussion on decentralization, for instance, CSOs should be

⁴¹ See, for example, Saleem Haddad, 2011: Yemen's Disaffected Youth and Vibrant Civil Society : Creating Avenues for Positive Social Change. www.miftah.org

encouraged by both donors and Government to contribute to greater public consultation, the capacities of sub-national governments, and more efficiency in service delivery. Efforts to empower CSOs to monitor and inform Government decentralization processes and service delivery targeting are important and can contribute to strengthening the State legitimacy.

CSO Capacity Opportunities

- CSOs are held in generally high regard by the communities where they are active
- “Arab Spring” demonstration effects continue to provide motivation to new civic actors to press for reforms and greater accessibility to funding
- With rapid growth in the number of civic actors, CSOs express an increasing willingness to develop self-regulation mechanisms, including accreditation and implementation standards
- Growing private sector involvement in funding CSO initiatives
- Current capacity building programs in basic project management skills may provide a core of trained NGOs to then provide additional training in network development and social accountability measures

Government Capacity Opportunities with Civil Society

- With donors, the Government increasingly sees CSO as important potential partners in promoting social accountability and improving service delivery
- The current National Dialogue process is an opportunity to raise the profile of CSOs’ work, to improve the legal environment and develop Government-CSO partnerships
- Improving internet penetration in Yemen

66. CSOs also express an interest in self-regulation and seeking to improve their internal governance. This presents an important opportunity to provide capacity-building programs informed by lessons learned and the best practices of similar programs in the region. Developing internal accreditation standards for CSOs, normally an arduous process, may also be easier under present circumstances in Yemen given the incentive on both Government and CSOs to address the growing development challenges in the country and the rapid, fragmented growth of civil society.

67. There is at least one major CSO capacity-building program in place that was consistently mentioned by CSO informants. While no independent evaluation data is available on the effectiveness of the program, USAID’s “Responsive Governance Project (RGP)” provides training in Organizational Management, Financial Management, Communication Outreach, Advocacy & Public Outreach, and Gender Mainstreaming to 30 NGOs. Programs like these may provide a useful core of NGOs that may then be trained in creating CSO networks, developing self-regulation mechanisms, and in implementing social accountability measures.

68. The private sector has also shown an inclination to fund civic activity, particularly in Hadramout where CSOs report strong and consistent support from the business community. One reason for this may be the larger than normal presence of successful businesses in the Gulf originating in the governorate. Business-CSO relationships also became more developed during

the transition as CSOs and the private sector stepped in to fill the gap left in some areas by a decline in goods and services provided by the Government. In Hadramout, the private sector provides generous amounts of funding to local CSOs through other, larger CSOs acting like local donors. The Al-Awn Foundation, one of the largest CSOs in Hadramout receives funds from Yemeni businessmen in the Gulf and uses that money to support smaller, active CSOs around the governorate.

Threats to Strengthening Capacities and Government-CSO Relationships

69. Although the actual number of unregistered CSOs is unknown, a large number of informal groups do co-exist with registered CSO entities. Moreover, a large number of familial, tribal, religious or politically affiliated groups are also active in the civic sphere alongside independent organizations. Without a better sense of the extent of these types of organizations and their orientation, the civic sector will likely continue to be fragmented, and poorly understood.

70. The chronic deficits that characterize CSOs, inclusive of turnover, poor internal governance and generally poor collaboration on strategy, targeting, and advocacy, will undermine the sector if these issues are not addressed. CSOs continue to complain of overly complicated and politicized registration and licensing procedures while Government and donors cite CSOs lack of capacity and transparency. The Government-CSO relationship is fraught and any move to create partnerships will likely not succeed without addressing these perceptions with concrete trust-building initiatives, capacity-building, and reforms. Generally speaking, the private sector is responding better toward development partnerships with local CSOs, especially in the areas where these businesses function. However, CSOs mentioned three main constraints preventing an effective partnership with the private sector including: limited and localized cooperation from the private sector; the lack of a general “social responsibility” approach from the private sector and ;much of the private sector has its own, self-interested vision of resource distribution for service delivery improvements.

Threats to Capacity-Building and Partnerships: CSOs

- Worsening fragmentation, rapid growth and chronic deficits among CSOs will threaten the cohesion, reputation and effectiveness of civil society in Yemen
- Mistrust between CSOs and between CSOs and Government can only be overcome by concerted action that shows real results –or incremental trust building that demonstrates the value of collaboration to multiple stakeholders
- Continuing insecurity in parts of the south and north may jeopardized CSO access to fragile communities
- Continuing centralization of Government access and donor programs makes the participation of distant CSOs in technical assistance or capacity-building programs more difficult

Threats to Capacity-Building and Partnerships: Government

- Outdated database, lack of transparency on CSO “rights and obligations”, and poor regulation of civic groups perpetuates misunderstandings and lost opportunities for partnering
- The current National Dialogue process is proceeding slowly. While the inclusion of CSOs is appreciated by civic actors, there is a sense that the “hard issues” have yet to be addressed – and the National Dialogue is behind schedule

IV. Recommendations

Analytical Recommendations

- Mapping and capacity assessments of CSO activity in additional governorates
- Analysis of CSO fragmentation, effects of political transition on patronage and service delivery, and the roles played in development activity by tribal, religious and political organizations.
- Additional analysis of the extent of CSO network formations and their current roles and capacities
- Preparatory analysis for the establishment of an updated and easily accessible CSO database, available at the national and governorate level

71. This study presents recommendations based on data gathered in five Yemeni governorates. Additional analysis of the status of civil society in other geographic areas of Yemen would help expand knowledge about civic actors in other areas of the country.

72. Moreover, this study focused primarily on the capacities of independent, development oriented CSOs without examining, in detail, the causes and character of fragmentation among CSOs or the impact of recent political changes on patronage systems or tribal, religious, political and quasi-governmental civic entities. Discussions in the field lead many members of the research team to sense that leadership, funding and the orientation of many of these aligned groups has changed, along with expectations of service delivery through traditional patronage systems - but there is little data to support this perception at present. The World Bank's 2011 Stakeholder Analysis provides a good foundation for further study of these important contextual variables for service delivery support through CSOs in Yemen.⁴²

73. Furthermore, there is no comprehensive database that maps and tracks the activities of registered CSOs or active formal or informal groups in the country. Analytical work leading to the development of such a database would be key for the implementation of many of the operational and policy recommendations that follow.

Operational Recommendations

74. The findings above suggest a number of operational initiatives to address the capacity deficits of CSOs, to establish CSO sector standards, and provide technical assistance to national and governorate-level government institutions in Yemen. Recommendations below are provided for Yemen's governmental institutions, CSOs and donors.

⁴² See World Bank. "Stakeholder Landscape: A Stakeholder Analysis in Yemen", IDA 2011

Government

- With technical assistance, the CSO database maintained by MoSAL should be updated
- Registration processes should be reformulated to enable effective and timely registration and licensure of all CSOs at the governorate level. E-registration would improve CSOs access at the local and national level and would help MoSAL in the implementation of transparent process, better track CSOs accountability.
- Additional categories of registration status should be made available (e.g. “networks”) to formalize and standardize such activity
- Public awareness on the constructive role of CSOs should be elevated after new registration and legal framework for CSOs is established and enforced.
- Regional CSO self-regulation and partnership programs, such as the West Bank and Gaza “Palestinian NGO Support Project”, should be examined for their lessons and practices
- Support CSOs’ use of social accountability mechanisms as part of their service delivery partnerships with government local level institutions

75. **Update the MoSAL CSOs Database:** Predicated on the analytical preparatory work mentioned above, technical assistance should be provided to MoSAL in order to update and refine its present database of CSOs. This will be necessary to identify active versus inactive CSOs, account for new actors and sectors of activity, and to ensure that information for each CSO is correct and complete. The lack of this resource will continue to undermine efforts to identify potential partnerships with line ministries, governorate-level institutions and donors in the future as well as networking and coordination among CSOs.

76. **Reform CSO Registration Provisions:** Very few informants for the study suggested fundamental reforms to registration legislation were necessary beyond: a) making it possible for *foundations* to register at the governorate level, b) increasing the number of categories available for registering CSOs to include “networks”, and c) improve transparency in the process. More common complaints center on the inefficiency and perceived arbitrariness of the process (see paragraph below). At present, *foundations* must register in Sana’a and there is no “network” category of activity in CSO registration provisions – forcing many “networks” to instead incorrectly register as *foundations*. Allowing the registration of “networks” will help regulate and standardize CSO network activity.

77. **Reform Registration Procedures:** Registration processes within MoSAL also should also be reformulated to enable timely registration and licensure of CSOs (inclusive of foundations) at the governorate level. Technical assistance for e-registration may even be appropriate once reforms are made to registration legislation. This decentralization and

establishment of an e-registration process will likely encourage more CSOs to register, formalize their structures, and renew licenses. Updating the CSO database, reforming registration legislation, decentralizing registration and establishing an e-registration process will also create a resource that will aid local philanthropic or private sector interests.

78. **Raise Public Awareness on the Importance of Civic Engagement:** Public awareness of current laws and policies that regulate CSOs activities, roles, and responsibilities etc should be promoted by both Government and CSOs – *after the registration and legal framework for CSOs is fully established and enforced (to avoid even more unregulated CSOs forming)*. Through various opportunities stress the importance of intended reforms and civil society work for the country's development agenda.

79. **Learning from regional and global experiences:** Facilitate learning and access to other regional and global experiences where Government-CSO partnerships are effective, such as in West Bank and Gaza. This may culminate in sector strategy collaboration between CSOs and sector ministries and arrangements where CSOs help monitor sector activity at the governorate level.

80. **Service Delivery, Social Accountability and Decentralization:** Support CSOs' use of social accountability mechanisms and tools as part of their service delivery partnerships with governorate-level institutions. Such partnerships, particularly at the governorate level, should also promote the implementation of, and monitoring and evaluation of, service delivery programs in line with any ongoing decentralization program.

81. **Create an Ongoing Dialogue Platform for CSO Involvement:** Setting up sector-specific working groups at the national and governorate levels will facilitate government/CSOs dialogue on potential sector partnerships on service delivery priorities and policy reforms.

Civil Society Organizations

- CSOs should form and professionalize sector and geographic networks to address increasing fragmentation and the deleterious effects of rapid growth in the sector
- Establish a process whereby CSOs self-regulate their sector, setting and enforcing standards for their work, as well as creating a method of accreditation and a code of conduct
- Advocate for and participate in sector-specific working groups for peer-to-peer knowledge exchanges and CSO-Government dialogue to improve coordination and service delivery.

82. **Formation and Professionalization of CSO Networks:** As the numbers of CSOs increase so will fragmentation of the CSO community without the effective organization and improved advocacy functions of civic networks. The formation and professionalization of such networks should be a priority for CSOs in Yemen.

83. **Self-Regulation and Standards:** CSOs also have an interest in establishing their own standards for their work. A CSO-driven, self-regulating code of ethics and standards setting process such as those found in World Bank-supported programs in West Bank and Gaza may serve as models for such an effort. Moves by CSOs to support this kind of self-regulation will begin to inoculate the sector from reputational risks associated with rapid growth, fragmentation and politicization within the civic sector.

84. **Encourage the Development of Sector-Specific Networks:** CSOs should advocate for and participate in sector-specific networks to share experiences, improve their coordination, and develop mechanisms to improve service delivery. Informants for the study did not identify specific sectors that appear more ready than others for such collaboration, but data collected on existing partnerships and activities suggest that CSOs are presently working with GNR counterparts on managing free medical care camps, training of youth in specific employment skills, in identifying service delivery shortfalls, and in sanitation.⁴³

Donors

- Provide technical assistance to implement reforms of CSO registration and licensing regulations, and to update current databases of CSOs in Yemen
- Support CSO-driven initiatives for networking and self-regulation
- Promote and support access to global and regional knowledge as well as information sharing within Yemen
- Target capacity building programs to the specific needs and orientations of participating CSOs
- Provide intensive, capacity-building assistance to CSOs, tailored to CSOs specific needs and based on best practices lessons learnt from other countries
- Lower transaction costs for CSOs working with donors

85. **Provide Critical Technical Assistance to MoSAL:** Donor supported technical assistance is key to implement various reforms mentioned here for an enabling CSOs environment, including reforming CSO registration and licensing processes, revising CSO registration legislation, supporting the creation of CSO sector-specific networks, and updating database on civic organizations.

86. **Support Self-Regulation:** Support CSO-driven, self-regulation initiatives, e.g. through the development of a CSO code of conduct and accreditation mechanism, to organize and standardize the work of CSOs in Yemen. Building the capacity of a non-partisan, non-governmental civic entity to conduct regular assessments, trainings and to accredit participating

⁴³ Specific examples include “Hemmat Shabab” working with local authorities in Sana'a to implement a successful sanitation campaign for the city and “CSO Forum for Development” working with authorities in several communities in Hodeidah to identify service delivery shortfalls.

CSOs in Yemen will require significant technical assistance to participating CSOs, CSO networks and GNR counterparts.

87. **Assist CSOs to Regularly Convene and Share Knowledge and Expertise:** Donors' support will also help CSOs in promoting knowledge sharing at a governorate and national level. CSO forums on network creation, conferences on sharing best practices, and sector working groups with GNR counterparts will assist in building cohesion among civic actors. It will be important to consider bridging these forums with journalists training and information sessions to help them better understand and cover CSO activities.

88. **In Consultation with CSOs, Provide Capacity Building Support Based on Best Practices:** Build on previous capacity building programs implemented by various donors (in particular USAID's Responsive Governance program) to design sequenced capacity building programs for CSOs that address the areas where capacity needs are required, as described above.

89. **Target Capacity Building Programs:** General deficits were in evidence among nearly all participating CSOs in administrative, human resource management and financial management systems. However, among groups engaged in advocacy and network-type activity, there were particular deficits in applying social accountability principles as well as outreach and communications skills. Additionally, many service delivery groups requested specific training in monitoring and evaluation of government service delivery and their own work. While basic capacity building in administrative, human resource and financial management would be appropriate for most groups, more targeted capacity building opportunities should be made available selectively.

90. **Reduce Transaction Costs with CSOs:** CSOs also identified constraints in relationships with donors: lack of clarity in donor policies and funding criteria; directive donor conditionality accompanied by heavy transaction costs; as well as lack of mechanisms for systemic mutual learning. CSO informants suggest improved donor coordination on priorities for civil society, improved synchronization of funds application procedures, and the creation of improved mechanisms for CSO input to donor portfolio development will help avoid CSO frustration at being "held hostage" to donor priorities as they attempt to develop sector/geographic expertise.

Policy Recommendations

- On the policy level, Yemen's government, with donors assistance, should raise awareness on the importance of social accountability approaches and promote the integration of various social accountability tools in development projects and capacity building programs for government staff as well as CSOs
- MoSAL, MoPIC and civic leaders should exhibit leadership in creating models and opportunities to encourage the growth of constructive Government-CSO partnerships on mutual development goals.
- Encourage private sector involvement in the civic sector.

91. Social accountability has received increasing attention across the development community in recent years. This has impacted how beneficiaries and civil society organizations envision their role and engage with governments. Many new transition governments in MNA are supporting an enabling environment for voice, transparency, and accountability. As described above, there is an opportunity at present in Yemen to raise awareness of and to integrate social accountability approaches in various sectors and development programs.

92. As a matter of policy, the reforms of the regulatory environment that will accommodate the transformation of civic actors into important development partners in Yemen are crucial. This is more than a mechanical improvement of legislation and databases – although this is required. It is also the cultivating of a paradigm shift among service sector institutions within the Government to envision and incrementally develop constructive partnerships with civil society organizations in Yemen. Presently, the sensibilities of stakeholders participating in this study define a scenario of mistrust mixed with tentative will to collaborate on mutual goals.

93. There is also an opportunity to broaden private sector involvement in the civic sector through tax incentives to private interests willing to support civic engagement.

V. Conclusion

94. This is a particularly important time in Yemen's history. The country is in the midst of a precedent-setting transition. It is a transition beset by enduring threats to developmental progress in the country – but it is also an historical moment with potential and opportunity. Among these opportunities is the possibility of strengthening and professionalizing a growing and dynamic CSO sector to become viable development partners. Development challenges facing Yemen are complex, but the civic movement, volunteerism, and talents of its youth and emerging CSOs leaders are Yemen's untapped resources.

95. There is a convergence, at present, of interest and funding among CSOs, the transitional Government of Yemen, donors and technical experts to consolidate a constructive multi stakeholder approach to social accountability, improved service delivery, decentralization and legislative reform.

96. CSOs, as social intermediaries, have a key role in enhancing citizens' engagement in service delivery decisions and standards development, in local development planning, and in informing the policy process. If the stakeholders mentioned above recognize this role, commit to improving its utility and resonance, and work toward effective Government-CSO partnerships on Yemen's many development challenges, the political transition underway will continue in a promising direction.

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ANNEX 1: Terms of Reference for the Study

Yemen Civil Society Assessment (2012-2013)

Background and Rationale

CSOs role in improving development results is key, particularly through enhancing social accountability and governance processes, service delivery outcomes, and resource allocation. Their contributions to programs that bridge social divisions and promote social cohesion can be crucial. In the context of improving local governance, they can be effective intermediaries that raise the profile of community needs to local governments. Their role has also been central to state building during transition periods in other venues in the Middle East and North Africa (MNA).

To work effectively with other stakeholders such as governments and donors, CSOs must have the capacity to understand development challenges and to advocate reform options, as well as to undertake the analysis and advocacy functions that underpin reform programs.

During most of the three decade long rule of the previous regime, civil society in Yemen enjoyed relatively broad freedoms by MNA standards. Political and civil rights have been somewhat stronger in Yemen than in most neighboring countries, especially since the unification of North and South Yemen in 1990. Historically, this relative freedom led to the establishment of a wide range of nongovernmental organizations as well as other non-state independent groups, development cooperatives, and charity and welfare associations. The number of CSOs today in Yemen stands at 11,000 and growing. But while the community of Yemeni CSOs is dynamic and diverse, they also remain highly fragmented.

Civil society in Yemen is fractured along several critical fault lines. The most challenging tensions exist: (i) on the regional level; (ii) on the rural vs. urban level; (iii) in the religious sphere; (iv) among those that support the previous regime vs. those that support the uprising and current leadership; (v) between the different development agendas of religious vs. liberal social groups, and (vi) between youth vs. older generations (particularly tribal and government leaders). These tensions constrain collaboration among many CSOs and social groups and it inhibits some elements of civil society from effectively engaging with the new government during ongoing “national dialogue” and other state-building processes.

With political transition in Yemen have come new opportunities for CSOs to work with donors, as well as informal and formal authorities. Additionally, many youth and women that have been driving changes in Yemen are new to civil society and remained largely unorganized. Many of these groups need to be identified, mapped, and their capacities assessed. Formal and long-existing CSOs are also adapting to the new political and social context and require capacity building, transparency and networking assistance as well.

The importance of CSOs’ role and participation in development, state building and decentralization programs has been clearly acknowledged by the Yemeni government and the donor community,⁴⁴

⁴⁴ The Donor Meeting in Riyadh explicitly states the importance of making civil society a central actor in a new Yemen

highlighting the necessity to identify opportunities for the civic sector, the Yemeni government, and donors to work together on development challenges within the country. There is a growing awareness in public sector institutions that without NGOs' constructive engagement, public services, reform processes and local service delivery may be impacted negatively. If this were to occur, it may contribute to instability and unrest.

In recent national and international conferences, the Government of Yemen, as well as civil society representatives, underscored their interest in helping build NGOs⁴⁵ capacities to engage effectively on the country's development priorities. Specifically, the Ministry of Planning and International Cooperation (MoPIC) has requested the World Bank conduct a "civil society assessment" to map existing NGOs and to ascertain their capacities and opportunities for constructive engagement and collaboration.

The Development Objective

As a result of MoPIC's request, the World Bank is conducting an NGO mapping and capacity assessment to provide operational recommendations for future programming that will: (i) improve public service delivery at the local level, (ii) promote NGO participation in development activities, (iii) support decentralization and institution building, and (iv) help NGOs become viable partners for Government and World Bank operations.

Description of Activities

1. Map the evolving NGO landscape to (i) identify the key development NGOs, including NGOs working on service delivery, participation, decentralization and institution building⁴⁶, NGO networks, women and youth organizations in urban and rural areas of five governorates and at national level; and (ii) identify the sectoral and thematic focus of these NGOs, as well as their size, influence and effectiveness.
2. Assess the institutional capacities of these development NGOs to: (a) perform their various functions, in partnership with local governments, line ministries, and donors and (b) improve their internal governance to become more viable development partners
3. Develop a PowerPoint presentation, database, and final written report that include the above mapping and capacity-assessment results along with operational recommendations for donors and governments to development NGOs and networks in Yemen to become viable development partners.

Methodology

The activities described above will take place in *urban and rural* areas of Aden, Hadramout, Hodeidah, Sana'a, and Taiz governorates of Yemen. Workshops, focus groups, interviews, and surveys will be undertaken in each governorate, as described below. In addition, the mapping exercise and capacity assessment may be completed simultaneously, although using different research instruments. *All survey instruments and final methodologies will be approved by the World Bank TTL before they are to be implemented.*

⁴⁵ As CSO include NGOs, CBOs, religious charities, the private sector and the media, the study concentrates only on NGOs.

⁴⁶ This does not include NGOs working on human rights, advocacy, and humanitarian issues

Below are the parameters of the methodologies to be utilized during the mapping and capacity assessment activities:

Methodological Overview: Mapping Exercise

The mapping exercise consists of qualitative and quantitative elements; i.e. focus groups, surveys and a media review. Utilizing a questionnaire based on the 2010 CSO study conducted by the World Bank in Yemen (to be provided) data gathering teams will administer a survey instrument to select NGOs and NGO network representatives in urban and rural areas in each of the five governorates. These surveys are to be administered to single NGOs and to multiple NGOs in focus group or workshop settings. A separate questionnaire targeted at donors and INGOs active in the five governorates will be administered to assess their perceptions of active and effective organizations. Finally, a media review exercise will be conducted to survey the number of times an NGO may have been mentioned by name, and for what reasons (e.g. their achievements, sectoral and thematic focus, geographical location, perceptions of capacity, etc), over the last twenty-four months within influential media in Yemen. This later data will be used to augment the data gathered in the questionnaires.

Methodology Summary

This mapping activity will entail:

- Desk review of earlier mapping data
- Focus groups
- Structured interviews with select individual Yemeni NGOs, INGOs and donors
- Media Review of CSO mentions over the last 24-months.

Research Questions

The questions the mapping exercise will answer will be:

1. Which new and existing development NGOs and Networks have experience engaging with INGOs or the government?
2. What are newly founded formal and informal organizations or groups (incl. informal youth and women groups)?
3. In what sectors and geographic areas are new and existing groups active?
4. What networks of NGOs exist and what is their function?
5. What typologies of development NGOs tend to exist?
6. Which networks and NGOs are the most influential on a reputational, size or outputs basis? Contact information for these networks and NGOs should be included.

Methodological Overview: Capacity Assessment

The capacity assessment will assist in determining the general strengths and weaknesses of the development NGOs and Networks. Of particular interest is the general status of internal governance among these NGOs/Networks and the respective challenges among these NGOs and networks that may be addressed in the subsequent NGO Support Project. Fieldwork will be conducted in urban and rural areas of the five governorates and include (a) workshops in each governorate to identify capacity strengths and weaknesses among development NGOs and networks; (b) a quantitative survey of the most influential

development NGOs and Networks, as identified in the mapping exercise; (c) structured interviews and focus group discussions with key informants among development NGOs, INGOs, donors as well as government representatives; and (d) a validation workshop with key stakeholders in Sana'a to present the preliminary study findings and recommendations.

Methodology Summary

This capacity assessment activity will entail:

- research workshops
- quantitative surveys
- structured interviews and focus groups with key informants
- a validation workshop

Research Questions

In particular, capacity assessment exercises and instruments will determine:

1. In which crucial areas do Yemeni development NGOs and Networks require capacity building?
2. What are development NGOs and Networks doing currently to perform their various functions, i.e. provide services, enhance citizen participation, promote decentralization and support institution building and how might these be improved?
3. What are likely options, opportunities and challenges for the Government's and the Bank's engagement with development NGOs and Networks for Yemen's development agenda?
4. What are the potentials for extending this Government and Bank engagement with civil society to more remote governorates that tend to suffer from low levels of development support?⁴⁷
5. Which development NGOs and Networks have experience and capacity to contribute to service provision citizen participation, decentralization and support institution building in order to enhance development results?
6. In particular, how can informal youth and women's groups be engaged in the policy dialogue as stakeholders? How can they best be involved for improved service delivery, citizen participation, decentralization and support institution building?

Deliverables

Presenting this data in an accessible fashion will be crucial to ensuring its value to civic actors, MoPIC, donors, INGOs and the World Bank. Three deliverables are requested:

- (1) A PowerPoint presentation (incl. a matrix format) that "maps" Yemeni NGOs. This presentation should:
 - (a) Identify development NGOs and NGO networks as well as women and youth organizations in urban and rural areas of five governorates and at national level;
 - (b) Identify the NGOs geographic and sectoral focus, primary types of NGO functions, and their average budgets and sources of income.

⁴⁷ These could include Amran, Hajjah, and Sada'a in the North; Al Jawf and Marib in the Northeast; Ad Dali, Al Baydah, Dhamar, and Ibb, in the center; and all others in the South and in the East.

- (c) Identify which of these NGOs have experience with INGOs/government and which are considered to be the most influential and effective.
- (2) A Excel-based “database” of the 50 most effective development NGOs and networks in the five governorates, including their geographic focus, sector activity, annual budgets, staff sizes, existing donor and governmental relationships, and points of contact.
- (3) A detailed capacity assessment report that includes:
- (a) common strengths and weaknesses among development NGOs and NGO networks;
 - (b) the numbers and effectiveness of these various NGOs within specific sectors;
 - (c) existing collaboration and promising opportunities for government-NGO partnership for improved development results;
 - (d) a review of existing NGO capacity-building programs now being implemented by donors (for development NGOs and Networks);
 - (e) the potential to extend NGO service delivery, citizen participation, decentralization and support institution building into additional, underserved governorates;
 - (f) operational recommendations for future international support (incl. World Bank) to development NGOs and Networks working in service provision, citizen participation, decentralization and support institution building , and entry points for respective government-NGO partnership.

Annex II: Excerpts from the Yemen NGO Law Regarding the Distinction Between Associations, Unions, and Foundations

Associations: An association should be established by at least 21 persons (at the time of the application) and should have at least 41 members by the time of the first "Establishment Convention". The main purpose of an association should be to serve a common interest of a social group or implement activities for the public good; and should not aim to make profit for itself or its members. Membership is open to anyone as should that be specified in the articles of establishment. Procedures of establishing an Association:

- Submission of a written request to MoSAL
- The following should be attached to the request:
 - Establishment Contract: A document that has all the signatures of the founders
 - Articles of Establishment
 - List of names of the founders (At least 21 persons)
 - Rent Contract (for the association office space)
- An "Establishment Convention" should take place with at least 41 members in which the members elect the executive board (Under the supervision of a MoSAL representative)
- If the association is "Cultural", a permission from the Ministry of Culture is required for the registration.

Foundations: A foundation can be established by one or more persons. It is to be a non-profit entity and its membership may be exclusive to its founder(s). Procedures of establishing a foundation include:

- Submission of a written request to MoSAL
- The following should be attached to the request:
 - Establishment Contract: A document that has all the signatures of the founders
 - Articles of Establishment
 - List of names of the
 - Bank statement under the name of the foundation for at least 1 Million Yemeni Rial (\$5000)
 - Rent Contract (for the association office space)

NOTES:

- Membership is exclusive to the founders
- Founders may run the operations of the foundation, or may appoint an executive board
- MoSAL HQ in Sana'a is the entity that approves the registration of the foundations, and MoSAL local offices in governorates cannot issue any licenses for foundations.

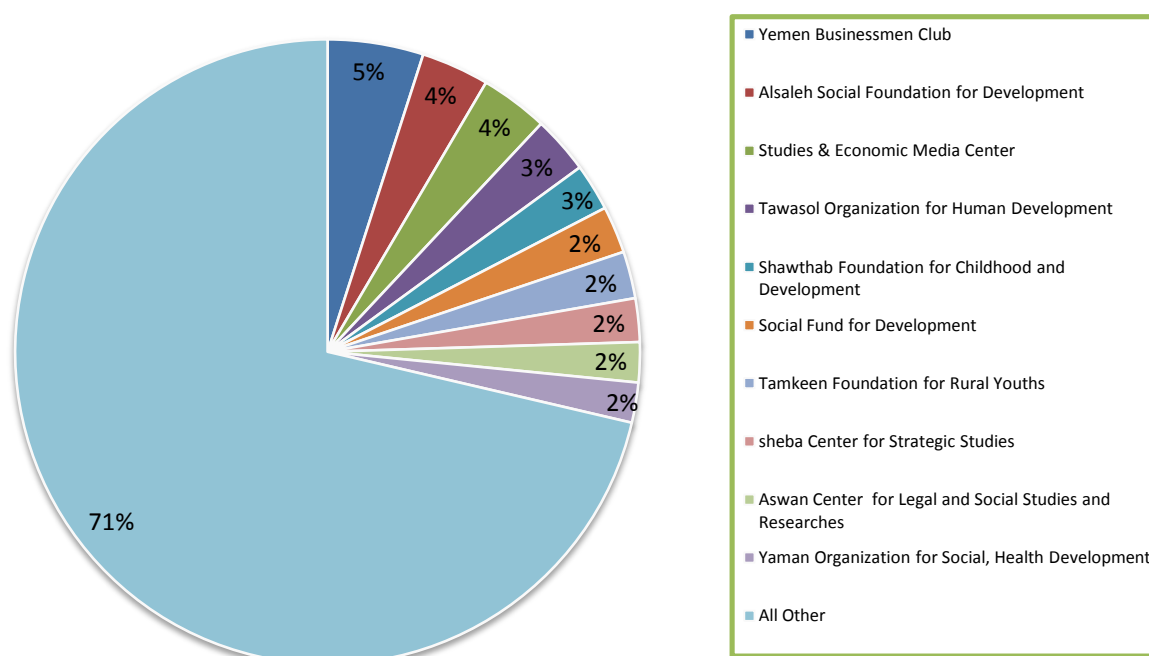
Unions: A union is an entity that consists of Associations and/or Foundations. The rules applying to unions are identical to that of "associations". There are two types of unions:

- Unions that consists associations and foundations that have the same typology and work in the same field at the governorate or national levels.
- The second type is the one that consists of all the foundations and associations in the same governorate, regardless of their scope of work.

Annex III: Results of the Media Review of CSO Coverage

97. A media review exercise of 110 media outlets examining CSO coverage over the last 24 months revealed 1114 news items on CSOs.⁴⁸ The focus of media coverage was primarily on the charitable activities of CSOs, publication of research results and studies, CSO workshops and events, and large functions attended by government officials and known figures. Little coverage extended to the topics of service delivery, the role of CSOs in the nascent transition or CSO-government partnerships. Figure 2 lists the CSOs that received the most media coverage in the past 24 months.

Figure 2: CSOs that Received the Most Media Coverage in the Past 24 Months



98. The political economy of how CSO activity is covered can be explained through the nature of how Yemeni media outlets function. In the recent years, a boom in online and printed media outlets produced 280 new online news portals and printed newspapers covering Yemeni news from inside and outside Yemen.⁴⁹ The level of professionalism and independence of these multiple outlets is generally low with stiff competition predisposing many outlets to cover sensational or provocative topics at the expense of objective reporting on substantive issues, e.g politics, economy, development etc. CSO activity rarely falls into this category. As one informant characterized the situation, *"Civil society news and activities present boring material*

⁴⁸ "Media outlets" in this study refers to print and online media (no radio or television outlets). On-line and print media outlets had archives that could be searched for evidence of CSO coverage.

⁴⁹ See www.Sahafah.net, Total numbers confirmed by Dipherent Media Monitoring Division, Sana'a, Yemen.

for media outlets and journalists; such news does not attract much visitors or buyers to their printed or online media".⁵⁰

99. The exception to this is coverage of leading political personalities' attendance at CSO events, provocative research findings by CSOs and think tanks, and scandals involving CSOs. This is not ideal coverage for CSOs or their partners and generally skews public perceptions about the majority of CSO activity in Yemen. It may also be reflective of journalists' poor understanding of the sector and CSOs poor capacity to use media to inform on development issues and priorities - and not simply to cover events or workshops, for instance.

"CSOs do not get fair attention from the media due to the lack of awareness amongst these CSOs of how important it is to engage media in their work; CSOs are asked to pay for media coverage when needed. This could also be attributed to poor understating of journalists on the importance role of CSOs in this country" ... Ms. Safa Rawiah, General Manger, Youth Leadership Development Foundation

100. State-run media, somewhat removed from the pressures of profit-making, were consistently better at providing time and page space to the coverage of CSO activity. For example, Al-Thawra, Saba News, Algomohoria, and 14th October newspapers, the main state newspapers in Yemen, publish regular reports on civil society and dedicate weekly coverage and pages for the activities of CSOs although this coverage does not include discussion of specific development issues and challenges or the opportunities that CSOs work can open in terms of participation and inclusion. State outlets provided the most coverage of CSO activity. It should be noted that state-owned and aligned media outlets typically have greater capacities and geographic reach than competing private outlets.

101. But greater quantities of coverage did not typically translate into improved quality of coverage in terms of content. Again, coverage tended toward the sensational and, even more noticeably, coverage focused on influential figures that either have connections with a CSO or attended a CSO event. For example, the Businessmens Club, a local CSO of which many prominent businessmen are members, enjoyed the largest media coverage, mostly focused on the personalities involved and not the business development or support activities of the group. Similarly, the Al-Saleh Foundation also received significant coverage largely attributable to the deep connections between several media outlets and the Saleh family.⁵¹

"Our organization enjoys a good relationship with several media outlets in Yemen, and this has helped us disseminate news and press releases on our activities to be published on different media outlets. We - sometimes-use our personal relationships to ask for a certain activity to be covered and we work hard to maintain a good PR approach with journalists and the media community in Yemen" ... Mr. Ala Abdulrahman Qasem, Director, Resonate Yemen (a youth group).

102. In general, these kinds of personal connections appeared to direct coverage more than the proactive public relations activity of CSOs. In the

⁵⁰ Key informant interview, Sana'a, April 2013.

⁵¹ Al-Saleh Foundation was established by the former President of Yemen, Ali Abdullah Saleh . It continues to be supported by powerful figures in Yemen.

course of field research it was a rare organization that had developed strong communications capabilities and it was far more the case that CSO coverage depended more on “political connections”, “family ties”, or the personalities attending. Interestingly, newer youth and women’s initiative groups appear to be more adept and sophisticated in their recognition of the importance of regular outreach to the public and media, however.

ANNEX IV: Data Collection Tools

1) Form (A): Initial Questionnaire (Mapping)

Yemen Civil Society Assessment Project (2013)

Survey Form "A"

Section 1: General Information

Form Number			Field Number		
[Office Use Only]			<i>[Write the number of your governorate or put your governorate if not listed below]</i>		
			Governorate		
			Sana'a		300
			Taiz		301
			Aden		302
			Hodaidah		303
			Hadramout		304
			National level		305
			Others:		

Organization Name:	official	
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Physical Address		
Point of Contact	Name	
	Phone Number	
	Email Address	

Organization Website:	
-----------------------	--

Section 2: Background

	Day	Month	Year
Date of Registration			

	Day	Month	Year
Activities start date			

Registration number	
---------------------	--

Section 3: Scope of work

What is your primary focus? (please add all apply)

Areas of Activities	Persons with disabilities
	Fisheries
	Gender equality and empowerment of women
	Cities or urban areas
	Cultural minorities
	Sustainable management of natural resources (water, floods)
	Villages of rural areas
	Agriculture, rural development, food security
	Microfinance
	Entrepreneurship development, small business development
	Migrations
	Environment

	Employment and labor issues
	Human rights, governance, rule of law
	Advocacy, lobbying
	Urban development, upgrading of informal settlements
	Health and Nutrition
	Crisis prevention, emergency aid and crisis recovery, peace building
	Education
	Poverty eradication. Basic social services
	Others (Please specify):

If different, what areas are you planning to work on in the future?

Areas of Activities	Persons with disabilities
	Fisheries
	Gender equality and empowerment of women
	Cities or urban areas
	Cultural minorities
	Sustainable management of natural resources (water, floods)
	Villages of rural areas
	Agriculture, rural development, food security
	Microfinance
	Entrepreneurship development, small business development
	Migrations
	Environment
	Employment and labor issues
	Human rights, governance, rule of law
	Advocacy, lobbying

	Urban development, upgrading of informal settlements
	Health and Nutrition
	Crisis prevention, emergency aid and crisis recovery, peace building
	Education
	Poverty eradication. Basic social services
	Others (Please specify):

Governing Body

Do you have a board of directors? If yes, please fill the below:

Names of Board members	Gender

Please list your executive management team (e.g. General Manager, Executive Director..etc)

Names of Executive Management	Title

Section 4: Affiliation

Do you have political or religious affiliation?	
Yes	No
If yes please specify	

Section 5: Organizational Structure

Attested bylaws	
Yes	No
Organizational Chart	
Yes	No

Section 6: Scope of Activities

Total number of implemented projects since founding?	
--	--

Average number of projects completed or ongoing per year?		
Average annual projects budget	Amount	Currency

Are you a member of any NGOs/CSOs networks? If so, please indicate which ones.	

What initiatives, if any, have you collaborated on with other stakeholders?	

What kinds of skills and capacity-building assistance would help your organization be more effective?	

Section 6: Organizational Size

Number of full time staff (Male/Female)	
---	--

Number of organization Branches	
---------------------------------	--

Yearly average number of Volunteers (Male/Female)	
---	--

Section 7: Influence

Average number of beneficiaries per year	
--	--

Experience with INGOs	
Yes	No
If yes please specify	

2) Form (C): Assessment Questionnaire

Yemen Civil Society Assessment Project (2012-2013)

CSOs Assessment Survey Form "C"

Section 1: General Information:

Organization Name		
Address		
Point of contact (phone, email, Fax)	Name:	
	Land Phone:	
	Mobile:	
	Email:	
	Fax:	
Website		

Section2: Legal Standing

Is your organization registered?	
Yes	No
Registration number	Registration date

Do you have bylaws/constitution?	
Yes	No

Do you have an organization chart? (If Yes, Please attach)	
Yes	No

What is your activity start date?	
-----------------------------------	--

Section 3: Governance

3.1 Board of Directors

Do you have a board of directors/trustees? If yes, please list the names of the board:

Names of Board members	Gender

How often does the board meet?	
--------------------------------	--

How often does your leadership change?	
--	--

Does your organization have a clear and communicated organizational structure?	
Yes	No

3.2. Advisory board

Do you have an officially formed Advisory Board?	
Yes	No

3.3. Strategic Planning

Do you have a formulated/written vision statement? If Yes, please attach	
Yes	No
Do you have a formulated/written mission statement? If Yes, please attach	
Yes	No
Do you have a strategic plan? If yes, please attach	
Yes	No

Do you have an annual workplan? If yes, please attach the most recent one?	
Yes	No

Do you have a risk management plan?	
Yes	No

3.4. Management System

What Internal bylaws/policies do you have (Please check all that apply):	
1- Administrative Policy	
2- Financial Policy	
3- HR Policy (Including Training Policy)	
4- Quality Policy	
5- Monitoring & Evaluation System	
6- Fund Raising Policy	
7- Filing & Archiving System	
8- Others: Please specify	

Do you have annual reports?	
Yes	No
If yes, to whom do you send it?	

3.5. Financial System

What are your funding sources?		
Funding sources	Yes	Percentage of Total fund sourcing
Government		
Private Sectors		
International Funding		
Self-Funding		
Others: Please specify		

Do you have a checking bank account?	
Yes	No

How many people sign on your checks?	
--------------------------------------	--

Do you have financial procedures to handle funds?	
Yes	No

Is there a regular budget cycle?	
Yes	No
What is the average annual budget for your organization?	

Do you conduct annual audit for your records?	
Yes	No
If yes, how often do you change your auditing firm?	

Do you use an electronic Accounting System?	
Yes	No

Do you produce project/program budget and reports?	
Yes	No

Section 4: Management Capacity

4.1. Planning

How many people inside your organization are capable of writing proposals?	
--	--

Do you have clear and concise plans and frameworks for each project/program?	
Yes	No

4.2. Implementation

Does your organization have suitable expertise & experience for the kind of work you do?	
Yes	No

Do you use local capacity (Human Resources)?	
Yes	No

4.3. Monitoring and Evaluation

Do you have an M&E Strategy? If yes, Please attach	
Yes	No

Do you have M&E Personnel?	
Yes	No
If yes, How many?	

Do you conduct regular project evaluation?	
Yes	No
If yes, do you hire independent evaluators?	
Yes	No

Do you hold regular reviews for long-term projects/Programs?	
Yes	No

4.4. Performance Reporting

Do you submit progress/performance report to stakeholders?	
Yes	No
If yes, to whom?	
Donors	
Constituencies	
Partner NGOs	
How often?	

4.5. Human Resources

What is the total number of staff you have?		
	Number	Years of experience
Salaried (Male)		
Salaried (Female)		
Volunteers (Male)		
Volunteers (Female)		

Do you provide training for your staff?

Yes	No
If yes, how often?	
What areas?	

Section5: Administration Capacity

5.1. Facilities

Do you have adequate office space?	
Yes	No
Rented	
Owned	
Hosted	

Is your location easily accessible by your constituency?	
Yes	No

Do you have proper infrastructure to run your operations?		
	Yes	No
Furniture		
Electricity		
Power Generator		
Internet Access		
Telephone Line		

5.2. Equipment

Are you properly equipped in terms of Computers, copiers, printers..etc?			
	Yes	No	If yes, Number?
Computers			
Copiers			
Printers			
Scanner			
Others (Specify)			

5.3. Purchasing

Do you have procurement policy and procedures? Please attach.

Yes	No

Do you keep inventory records for your assets?	
Yes	No

Section 6: Constituency

How do you reach out and keep in touch with your constituency? (Check all that apply)	
Newsletter	
Website	
Blog	
Media	
Others (please specify)	

Do you have a communication or PR section?	
Yes	No
If yes, How Many People are involved in its work?	

3) Form (B1): Donors, INGOs, Government Structured Interviews Form

Yemen Civil Society Assessment (2012-2013)

INGOs, Donors and Government Structured Interview Form "B-1"

1. Have you worked or partnered with any local CSO/NGO working in Sana'a, Aden, Taiz, Hodeidah, or Hadramout? If Yes, which ones: - If not, jump to Q.5
.....
2. What kind of partnership/relationship did you have with these CSOs? (Project Funding, Capacity Building, Technical Assistance, other)
.....
3. What is your average annual budget for civil society projects and/or civil society strengthening projects in Yemen?
.....
4. What are the opportunities and challenges you face when working with local NGOs? Please provide three "opportunities" and three "challenges".
.....
5. In your opinion, What are the strengths and weaknesses of the local NGOs? Please provide three examples of each.
.....
6. Are there local social service delivery NGOs and CBOs that you have found to be particularly effective in the sectors that you work in?
.....
7. What are the opportunities do you foresee for these CSOs in working with you?
.....
8. What are the top 10 organizations that you have worked with?
.....
9. What CSOs you are planning to work with in the near future?
.....

10. What is your advice on the kinds of skills building that would be most useful for Yemen's social service delivery NGOs?

.....

11. Have you conducted any capacity building program for any local NGOs? If yes, what is the nature of such programs?

.....

12. What are your recommendations for future relationship between the government & local NGOs?

.....

13. What is the potential for extending the government's, and your engagement with local CSOs to more remote governorates that tend to suffer from low levels of development support?

.....

3) Form (B2): CSOs Structured Interviews Form

Yemen Civil Society Assessment Project (2012-2013)

CSOs Structured Interview Form "B2"

1. What is your board membership criteria?

.....

2. How does the board exert proper oversight?

.....

3. What is the mechanism for leadership change in your organization?

.....

4. Do you have financial procedures to handle funds? Please Explain

.....

5. What is your procedures to write proposals?

.....

6. Do you have a strong presence in the field? Please elaborate

.....

7. Do you have capacity to coordinate between the field and the office? If yes, how?
.....
8. Do you conduct baseline studies for new projects? If yes, do you use them? Please give an example.
.....
9. Does your organization apply stakeholder participatory approach when implementing your projects? If yes, how?
.....
10. Do you use your contacts and networks to help implement your projects? Please give an example.
.....
11. What are the recruitment procedures you have in place?
.....
12. Have you worked with informal youth and women groups before? If yes, what was the nature of the work you did with such groups? If no, why not?
.....
13. Have you been involved in a capacity building program? If yes, which ones? and what is the nature of the program?
.....
14. Do you have Partnership Agreements/MoUs with Government or local authorities? If yes, what is the nature of such agreements? What are the potential opportunities for working with the government in the future? And What are the challenges?
.....
15. Do you have Partnership Agreements/MoUs with Partner CSOs? If yes, what is the nature of such agreements? What are the potential opportunities for working with other CSOs in the future? And What are the challenges?
.....
16. Do you have Partnership Agreements/MoUs with INGOs? If yes, what is the nature of such agreements? What are the potential opportunities for working with INGOs in the future? And What are the challenges?
.....

17. Do you have Partnership Agreements/MoUs with Donors? If yes, what is the nature of such agreements? What are the potential opportunities for working with Donors in the future? And What are the challenges?

ANNEX V: CSO Contact Information

	CSO Name	Governorate	Point of Contact	Land phone	Mobile	Email Address
1	Transparency Center for Studies and Researches	Sana'a	Elham Abdul-Wahab	01 - 409250	733256000 / 777235725	transpar_org.ye@yahoo.com
2	New Future Organization for Development NFOD	Taiz	Sameer Al-Maqtari	04 - 210385	735808045	samir.yemen@hotmail.com
3	Cultural Development Programs Foundation	Sana'a	Yahya Hussein Al-Sharqi	01 - 486130	777706663	yalsharki@gmail.com
4	Women Association for Rural Women Development	Hadramout	Rashida Saleh Jabar	05 - 352821 / 310861	777352821 / 737942324	queen11157@hotmail.com
5	Geedom Charity, Social Association	Hadramout	Omar Ahmed Al-Amodi	05 - 513121	714857548	baobar2010@hotmail.com
6	Al-Ihsan Charity Association-Headquarters-Hadramout	Hadramout	Mohammed Baker Al-Doba	05 - 305545	770848133	abuyaser1958@gmail.com
7	Hadramout Society for Combating Unemployment	Hadramout	Sulaf Abood Al-Hanashi	05 - 315484	777953395	mukall2005a@gmail.com
8	Hadramout Cancer Foundation	Hadramout	Dr. Waleeh Abdullah Al-Batati	05 - 300150	733251121	walid.albataty@gmail.com
9	Hadramout Charitable Association for Development	Hadramout	Khaled Omar Basareeh	05 - 316540	773889039	ba-sorieh-84@hotmail.com
10	Hadarmout Cancer Foundation	Hadramout	Dr. Ahmed Mohammed Badhaib	NA	733785576	Badheebdr@gmail.com
11	Mustakel Foundation for Rights and Freedoms	Hadramout	Ameen Ahmed Al-Hamed	NA	737648309	eng.alhamed@gmail.com
12	Rawaby Al-Kheer Development Foundation	Hadramout	Abdullah Obaid Bahafi	05 - 300299	771235016	bahfi33@hotmail.com
13	Assaddig Charitable Society	Hadramout	Juman Said Bin Nasser	05 - 370570	777370855	juman810@gmail.com
14	Al-Fadhool Alliance for Rights & Freedoms	Sana'a	Rashida Ali Qaid	01 - 538262	713724410	alfadhool71@yahoo.com
15	Ethar Youth Initiative	Aden	Abdul-Hakim Al-Hadad	NA	700282251 / 733978294	a17alhddad@yahoo.com
16	Development Promisor Youth Association	Aden	Mareem Waheed Ameen	NA	735255142	am.soso2010@hotmail.com
17	Al-Amal Charitable Association for Development	Aden	Adel Faraj Mabrook	02 - 390683	711865270	adel_faraj2002@yahoo.com
18	Shoraka'a for Development	Taiz	Fuad Ahmed Al-Salwi	04 - 274754	772243644	fuad.selwi@gmail.com
19	Freedom House for Defending Rights and Freedoms and fighting Corruption	Sana'a	Basem Ahmed Al-Radi	01 - 265168	777353666	contact@freedomhouse-ye.org
20	Rural Women Association for Social Development	Sana'a	Mushira Hussein Al-Sukari	01 - 694909	770730156 / 700150252	wagdy_alvdivua@yahoo.com
21	Working Children Care and Protection Association	Aden	Fatima Mohammed Yeslom	02 - 252816	738182293	fatima_yaslam@hotmail.com
22	Popular Areas Youth Association for Development	Aden	Salah Samie Dabwan	NA	733555639	yapad_yemen@yahoo.com

2 3	Association of Rural Youth for Volunteering	Sana'a	Hussein Jabhan	01 - 383767	770700651 / 733914492	aryv2010@hotmail.com / jabhan_houssein@yahoo.com
2 4	Attadhamon Association for Development	Aden	Dr. Khadija Jama	02 - 271585 / 271586	733048497	altadhamonaden@hotmail.com
2 5	Organization Yemen Youth to Reduce Unemployment	NA	Shaker Abdullah Taher	NA	700111440	organization.ye@gmail.com
2 6	Sada Charity Organization for Development and Rehabilitation	Taiz	Samei Ahmed Al-Dheib	04 - 266553	777217268	sada_taiz@hotmail.com
2 7	Youth Development Organization	Taiz	Majed Thabet Al-Kulaidi	04 - 232222	735000909 / 777738300	youths.org@hotmail.com
2 8	Creative Youths Cultural and Rights Forum	Taiz	Nooria Al-Jarmozi	04 - 231305	777303456	cyf333555@yahoo.co / cyf355@gmail.com
2 9	Fajr Al-Amal Charitable Foundation for Social Development	Taiz	Baleeg Al-Tamimi	04 - 264222	777102108 / 711456786	fujr.alamal@gmail.com
3 0	Al Zahra Social Vocational Association for Women Development	Taiz	Bilqis Mohammed Saeed	NA	771886544 / 735506023	balquis@alzzhra.org
3 1	Bena Charity for Human Development	Taiz	Radwan Qaid Mujahed	04 - 242472	771691000 / 711650336	by.social@gmail.com
3 2	Humanitarian International Law and Human Rights Center	Taiz	Aref Al-Makrami	04 - 282325	771234232	cihlhr@gmail.com
3 3	Environment & Social Development Association	Ibb	Ahmed Mohammed Al-Matari	04 - 407650	777703512	AHMED777703512@YAHOO.COM
3 4	Yemen Microfinance Network	Sana'a	Abdulrahman Al-Azazi	01 - 265870	NA	a.alazazi@yemennetwork.org
3 5	Yemeni Industrialists Association	Sana'a	Ali Mohammed Al-Maqtari	01 - 402316	711100194	gm@madeinyemen.org / alim222@gmail.com
3 6	Yemen Center for Human Rights Studies	Aden	Samah Jameel Abdu	02 - 232264 / 235361	733409175	samah.altahdeth@gmail.com
3 7	National Foundation for Development and Human Rights	Sana'a	Mohamed Abdullah Salah	01 - 428611	777799957	msalah@nfdhr.org
3 8	Environment Supporters Association in Hadramout Coast Schools	Hadramout	Fahmi Mohammed Ba'abad	05 - 300072	777196944	Algatee@yahoo.com
3 9	Anhar Al-Khir Charity, Social Association	Sana'a	Ibrahim Mohammed Al-Khawlani	01 - 507959 / 243172	712179687 / 770433188	kholani44@gmail.com
4 0	Al-Awn Social Development Association-Aden	Aden	Haifa Ahmed Al-Asbahi	02 - 255266	733831292	asbahihaif@gmail.com
4 1	Yemeni Youth Observatory	Sana'a	Mohammed Abdullah Hashim	NA	772179951 / 715176100	yyo.organization@gmail.com
4 2	Association Ma'ona for Human Rights and Immigration	Sana'a	Mohammed Ali Alaw	NA	777213898	m.allaow@maonah.org
4 3	Al-Khair Foundation for Social Development	Sana'a	Mokhtar Mohammed Al-Saqqaf	01 - 441162	733252933	mukhtar@universalyemen.com
4 4	Al-Aman Foundation for Blind Women Care	Sana'a	Tayseer Yahya Matar	01 - 317831	711804928	alamanorg@hotmail.com
4 5	Barah Charity Association	Sana'a	Sara Zaid Jahaf	01 - 442936	733771418	om_ammr2@yahoo.com

4 6	Development Fund for Outstanding Students	Hadramout	Shiek Ali Al-Shami	05 - 311060	777202363	sheakh.shami22@gmail.com / alamals@yahoo.com
4 7	Azzhra Social Charity Foundation	Hodieda	Mohammed Saad Al-Hattami	03 - 228070	7111235828 / 711681297	info@azzhra.org
4 8	Agence Française de Développement (AFD)	Taiz	Thana Abdul-Baki Al-Qubati	NA	96777065421	thana_q@hotmail.com
4 9	Democratic School	Sana'a	Jamal Abdullah Al-Shami	01 - 274263	777012040 / 711127566	alshami16@hotmail.com
5 0	Al-Rofaqa Charitable Foundation for Development	Sana'a	Dr. Fadhel Ahmed Al-Qaod	01 - 698217	734282133	info@rofqa.org
5 1	Youth Leadership Development Foundation	Sana'a	Safa Abdl-Kareem Raweah	01 - 471677 / 240355	735022234	srawiah@yldf.org
5 2	For My Country Association	Hodieda	Shawqia Al-Absi	NA	733570210 / 771471112	mem.hod@gmail.com
5 3	Al-Zariba Women Social Charity Association	Hodieda	Safia Mohammed Osaili	NA	733966932 / 772320260	samo6144@gmail.com
5 4	Bait Al-Noor Foundation	Aden	Alaa Isam Hassan	NA	773306020	houseoflight.fdn@Gmail.com
5 5	The National Cultural Center For Youth	Taiz	Ali Abdulilah Salam	04 - 251838	771000019	youthcenter97@gmail.com
5 6	Al-Aleeb Charity Development Association	Hadramout	Saleh Al-Hadad-Mohammed Obaidan	NA	770489111 / 777443926	MSH02020@GMAIL.COM
5 7	All Youth Foundation for Social Development	Taiz	Samei Al-Najar	04 - 271930	734242417	salnaggar@allyouth-ye.org
5 8	Social Development Association	Hadramout	Salem Abdullah Al-Ottaishi	05 - 356500	777357116	saab72009@hotmail.com
5 9	Women Association for Sustainable Development	Aden	Huda Mohmoud Mahfoudh	02 - 250457	736777382	wasdyemen@yahoo.com
6 0	Nebras Health Society	Taiz	Abdul-Haq Saad Al-Ashwal	01 - 509746	771969808	nbrasye@gmail.com
6 1	Handicraft Association	Hodieda	Mohammed Abdu Areem	NA	733999715	muh.oraim@gmail.com
6 2	Hodieda Girls Social Development Foundation	Hodieda	Dalia Qasem Faraa	03 - 205273	777573271 / 735300100	mismmermaid@hotmail.com
6 3	Yemeni Disaster Relief & Response Foundation	Sana'a	Dr. Mohammed Abdullah Al-Washali	01 - 404223	712040060	yfrd.yemen@hotmail.com / mwashaly@yahoo.com
6 4	Baadr for development	Sana'a	Waleed Mohammed Al-Haj	NA	735292191	wal.elhaj@gmail.com
6 5	Sheba Center for Strategic Studies	Sana'a	Aman Al-Harazi, Public Relations Officer	01 - 682144	NA	info@shebacss.com
6 6	Al-Mustakbal (Future) Social Charitable Society	Hodieda	Abdu Yaseen Hulaibi	03 - 360150	733574754	moust360@yahoo.com
6 7	Al-Jazoa Social, Charity, Cultural Association	Hadramout	Salem Abdullah Bamuhrez	NA	777400690	jazoa.org@gmail.com
6 8	National Center Control Foundation	Sana'a	Dr. Malek Ali Sabar	01 - 219214	777755571	malek.sabbar@gmail.com
6 9	Hemmat Shabab Foundation for Development	Sana'a	Iman Mohammed	01 - 450664	771012706	exec.sec@hemmatshabab.org
7 0	Tadhamon Charitable Foundation for Social Development	Sana'a	Amran Mohammed Al-Hakami	01 - 509925	711660351	info@tadhamon.org / amran_alhakamy@hotmail.com
7 1	Yemeni Foundation for Patients with	Sana'a	Ali Mohammed Al-Wesabi	NA	773252685	blood.genetic@gmail.com

	Genetic Blood					
7 2	Tafolati Foundation for Development & Creativeness	Sana'a	Abdul-Qaher Al-Humidi	01 - 255417	711930997	alkaher2013@yahoo.com
7 3	Development Center for Training and Qualifying	Sana'a	Afraha Omar Saif	01 - 272563 / 204849	777817030 / 713099454	d-c-csswt@hotmail.com
7 4	Al-Amal Social Development Association	Taiz	Hazaa Qaid Salem	04 - 265053	771527029 / 7333370359	alamaalasso@gmail.com
7 5	Al-Rahmah Social, Charity , Cultural Association-Doan	Hadramout	Abdul-Aziz Mohammed	05 - 495149	777767542	NA
7 6	Health Solidarity Program-Taiz	Taiz	Fahmi Ahmed Al-Musini	NA	777639169	fahmi_m20@yahoo.com
7 7	Yemen Child Rights Association	Hodieda	Aisha Mohammed Hashabira	03 - 239350	733347574 / 770917066	ycrs90@gmail.com
7 8	Basmah Association for Awareness and Development	Hodieda	Faisal Al-Koshaimi	NA	712045807	basmah_organization@hotmail.com
7 9	Al-Atta Association for Social Development	Riymah	Mahdi Al-Shuea, Mohammed Al-Ayani	NA	770538096 / 734160290	ayany2000@yahoo.com
8 0	Inmaa Association for Women Development	Aden	Enaam Mohammed Abdu	02 - 366417	733337268	enaam_enma@hotmail.com
8 1	Supporters of Educating & Protecting Children Association	Aden	Iqdar Mohammed Naser	NA	737007597	aceps_2012@yahoo.com
8 2	Dar Al-Salam Organization for Fighting Revenge& Violence	Sana'a	Abdulrahman Yahya Al-Maroni	01 - 255971	777742318	daso.peace@gmail.com
8 3	Sona'3 Al-Amal Association for Development	Hodieda	Maiada Mohammed Ahmed	03 - 229486	738178441	mhbam.alamal@gmail.com
8 4	Al-Hekmah Al-Yamania Charity Association	Taiz	Tareq Abdul-Wasea Mohammed	04 - 243275	777243273	alhikma1410@yemen.net.
8 5	Fuqum women's Association for women's development coastal	Aden	Ibtisam Ali Al-Bihani	02 - 379518	773946142	w.fuqum.asso@gmail.com
8 6	Ibdaa Youth Forum	Ibb	Abdullah Al-Badani	NA	714277563	abdullah_albadani@hotmail.com
8 7	Mayar Scientific, Cultural, Development Association	Aden	Ayman Hassan Salem	NA	700263965 / 734966584	mayar.of.society@hotmail.com
8 8	Women Charitable Association for Fighting Poverty	Aden	Hiam Abdullah Mubarak	02 - 333928 / 220417	777137566	Safechild.aden@yahoo.com
8 9	Charitable Society for Social Welfare	Sana'a	Dr. Abdul-Wasea Al-Wasai	01 - 464402	777007907 / 711060009	dralwasai@gmail.com
9 0	Abu Mosa Al-Ashery Social Charity Association	Hodieda	Abdu Ali Mansoob	03 - 251672	777715690	alashary5@gmail.com
9 1	Alwaddah Foundation for Dialogue and Development	Aden	Aref Naji Ali	NA	777712282	arefaden@hotmail.com
9 2	Youth Association for Development & Creativeness	Hadramout	Dr. Mohammed Bakraf	05 - 340076	733675053 / 736331770	mob2004_ye@yahoo.com
9 3	Yemeni Businessmen Club	Sana'a	Asem Mohammed	NA	733263183	asem.mohammed.f@gmail.com
9	Humanitarian	Sana'a	Fahad Abdu Al-Masori	01 - 265071	770616366	alfahd_net@yahoo.com

4	Forum					
9 5	Qarar Foundation for Media and Sustainable Development	Sana'a	Murad Al-Areefi	NA	734946108	kararyemen@gmail.com
9 6	Yemen Journalists Syndicate	Sana'a	Tawfeeq Al-Janad	NA	736005500	jnd_002@hotmail.com
9 7	Noor Al-Shabab Organization for Social Development	Sana'a	Ali Abdullah Al-Shawba	01 - 241068	711110665 / 735343733	info@nasd-yemen.org-
9 8	Light Coming from East Foundation-Taiz	Taiz	Altaf Abdul-Wahed Al-Areeqi	04 - 211606	777606972 / 770373905	noorashrk@hotmail.com
9 9	Agricultural Cooperative Union	Sana'a	Mohammed Mohammed Basheer	01 - 233992 / 238255	777700011 / 777708469	acu@yemen.net.ye / acu_ye@yahoo.com
1 0 0	Al-Basha'ar Fund for Women Development	Taiz	Abdullah Faied Saeed	NA	711935185	a711935185@gmail.com
1 0 1	Tamkeen Foundation For Rural Youth	Sana'a	Abdul-Moeen Bajash Al-Hottami	01 - 538217	777786971	muain@tamkeen.com
1 0 2	Half of Society Association for Development	Hodieda	Hanan Omar Saif	03 - 239263	770669875	hnansf@gmail.com
1 0 3	Wahda Charity Association	Taiz	Dr. Habib Bajash Al-Asbahi	04 - 250317 / 283282	713030844	alwahdah.1990.Taiz@gmail.com
1 0 4	Democratice Youth Foundation	Hadramout	Saeed Mohammed Al-Daobal	05 - 316854	771543268	alawlqe2008@hotmail.com
1 0 5	Al-Rafah Charity Association	Hadramout	Saleh Ali Al-Kateeb	05 - 417141	734915588	alrafh@alrafh.org
1 0 6	Al-Wan Foundation for Childhood	Sana'a	Fatima Abdul-Wahed Al-Mansoob	NA	777716619	fatmaalmansob@gmail.com
1 0 7	22 May Social Development Association	Sana'a	Khaled Ahmed Dawm	NA	777000134 / 777393777	society22may@hotmail.com
1 0 8	Generations Without Khat for Awareness & Development	Taiz	Fwaz Abdullah Al-Kulaidi	04 - 253677	771126789	info@noqat.org
1 0 9	22 May Social Development Association	Sana'a	Khaled Ali Al-Sukari	02 - 85230	777655047	dooom134@Gmail.com
1 1 0	Yemeni Inventors and Researchers Association	Sana'a	Ismail Abdul-Jabar Al-Dhabiani	01 - 537454/5	771990752 / 700721171	a771990752@gmail.com
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ANNEX VI: Workshops Participants

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Annex VII: List of CSO Networks

(Source: compiled by authors using field research data)

CSO Networks Identified During the Study	
1	Yemeni Civil Society Organizations Alliance (Shuraka)
2	Craft Associations and Small Industries Union-Sana'a
3	Civil Society Organizations Alliance-Aden Branch
4	Yemeni Coalition for Education for All
5	National Coalition for Poorest Groups Development
6	Civil Alliance for Fighting Corruption
7	Civil Society Organizations Alliance
8	National Safe Motherhood Alliance
9	National Coalition for Early Childhood
10	National Cancer Coalition
11	Yemeni Coalition for Youth Empowerment
12	Transparency Coalition for Extractive Industries Watch
13	Yemeni Coalition for Transparency and Fighting Corruption
14	Education and Protection
17	National Network for Development
18	Yemeni Human Rights Network
19	Yemeni Network UPR
20	Yemeni Network for Rights and Media Freedoms
21	Yemeni Network for Monitoring
22	Fighting AIDS Yemeni Network
23	Yemeni Human Rights Network
24	Yemeni Transparency & Integrity Group
25	Yemeni Youth Observatory
26	Humanitarian Forum-Yemen Branch
27	The First Population Forum For Civil Society Organization
28	Civil Society Organizations Alliance-Aden
29	Transitional Justice Coalition
30	Law and Civil Society Organizations Alliance(Hamaia)
31	Dawa Alliance for Reforming University Education Policy
32	Coalition Against Corruption
33	Fighting Corruption Coalition
34	Civil Society Organizations Alliance to Support National Dialogue
35	Nation's Alliance for Women Rights
36	Iradah Network
37	"Iradah" Civil Society Organizations Network
38	Poverty Reduction Network-Yemeni Women Union-Sana'a
39	Access to Information Network
40	Shaima Network
41	Civil Society Organizations Network for Justice-Aden
42	Yemeni Network for Social Accountability-Supported by World Bank
43	Yemeni Microfinance Network
44	Ansar Network for Increasing Women Political Participation
45	Ansar Network for Supporting Women Access to Parliament
46	Brajiso Network for Civil Society Organizations
47	Youth Organizations Coordination Network in Taiz
48	Development Bridges Network-Aden

49	Human Rights Network (Insan)
50	Children Rights Network
51	Protecting Children Network
52	Supporting Civil Society Organizations Network
53	RASD Alliance for Monitoring the National Dialogue
54	Rana Network
55	Marriage Without Risks Network
56	Child Rights Programming Network
57	Yemen Network on Violence Against Women (Shaima)
58	Women's voice in New Yemen Network
59	Kawthar Network
60	Contact and Communication Network for Empowering Women Economically
61	Youth Peer Education Network
62	Majd Civil Society Organizations Network-Aden
63	Fighting Extremism Network-Under Construction
64	Against Torture Network
65	Fighting Violence Against Women Network
66	Civil Society Organizations Network
67	Network of Civil Society Organizations- Hadramout
68	Civil Society Organizations Network-Gail Bawazeer
69	Civil Society Organizations Network-Hadramout
70	CSOs Network Against Extremism & Terrorism
71	NGOs Network for Supporting National Dialogue
72	Yemeni CSOs for Development and Poverty Reduction
73	Civil Society Organizations Network for Development
74	Civil Society Organizations Network for Women
75	Integrity Network
76	Yemeni Development Network for NGOs
77	Yana Network for Fighting AIDS Infection
78	Anhar Network
79	Manara Network
80	Al-Badia Charity Foundation Partners
81	Rights Protection Bloc
82	Yemeni Working Women Rights Network
83	Al-Atef Foundation
84	Qottof Foundation for Development
85	Old Sana'a Organizations Coordination Board
86	Civil Society Organizations Coordination Board-Hadramout
87	Civil Society Organizations Coordination Council
88	Aden Productive Women Umbrella
89	Social Affairs Office-Hadramout
90	Sanhan and Bani Bahool Youth Forum for Development
91	Civil Society Organizations Forum-Hodiedah
92	Independent CSOs Forum-Local
93	Yemeni Media Women Forum
94	Yemeni youths Forum
95	Civil Society Organizations Forum for Development-Local Network
96	Yemeni Lawyers Syndicate