

The Constraints Facing Women's Organizations in Taiz Governorate

Policy paper

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Executive Summary:

Women-led organizations face numerous challenges in accessing funding. This policy paper summarizes the four main challenges identified by interviewed women. These challenges include weakness of institutional capacities, particularly in financial and logistical systems, lack of funding opportunities targeting women-led organizations; cultural and social barriers; and insufficient local funding sources, including the private sector and local authorities.

Additionally, women encounter challenges related to the policies implementing by authorities and various political entities towards civil society organizations. The study provides a set of recommendations directed at stakeholders, such as women-led organizations, to enhance their institutional capacities and improve their strategies for resource mobilization and funding attraction. In addition, to pay attention to expand the network of relationships and partnerships.

The paper also recommends the funders of international organizations and development agencies to support women-led organizations through financial, technical, and logistical assistance. Furthermore, it suggests the creation of a guidance manual to assist women's organizations in accessing funding and it encourages other civil society organizations to assist women-led organizations in marketing themselves, project management, and handling financial and human resources as well. Lastly, to engage in cooperative partnerships and alliances with women-led organizations to exchange knowledge and experiences

Background:

Women-led civil society organizations face significant challenges in securing funding. Despite the presence of various funding sources, these women's organizations often struggle to obtain sufficient financial support for implementing their programs and projects. Accessing funding is generally considered a difficult task for them.

This issue is attributed primarily to the weakness of institutional systems, particularly in financial and logistical aspects, and challenges in making relationships and partnerships with funders. This means that relationships with funders often do not transfer from formal connections to personal relationships, as commonly happen among men. Whereas interviewed women express that this is partially attributed to the historical injustice women have faced regarding access to knowledge and expertise, as well as their ability to make social and professional relationships that facilitate the funding acquisition process.⁽¹⁾

By the end of 2018, the estimated number of organizations, according to the Ministry of Social Affairs and Labor, reached 13,200 registered organizations across the country.⁽²⁾ However, as of today, there are 22 international organizations in the governorate, compared to no more than four in 2018.⁽³⁾

The fields	%
Humanitarian and Relief field	27.7
Health field	18.1
Education field	16.9
Development field	15.7
Cultural and Awareness field	13.3
Community and Local Mediation	4.8
Legal, security, and peacebuilding	3.6
Total	% 100

Figure (1) illustrates the societal impact domains of women's leadership in Taiz Governorate.⁽⁴⁾

(1) Report on the Status of Civil Society, USAID, May 2016, https://pdf.usaid.gov/pdf_docs/PBAAH417.pdf

(2) "Report on the Sustainability of the Civil Sector for the year 2021: Yemen Report," FHI360, December 2021, <https://drive.google.com/file/d/1hKtj7gp-AeEQiYiNb-mbJv1YcBoulzH0/view?usp=sharing>

(3) "Report on the Work of International Non-Governmental Organizations, Arab and Foreign: Taiz Governorate," International Planning and Cooperation Office, 2022, <http://tinyurl.com/22ddah2c>

(4) "Report on the Work of International Non-Governmental Organizations, Arab and Foreign: Taiz Governorate," International Planning and Cooperation Office, 2022, <http://tinyurl.com/22ddah2c>

Despite this increase in the number of organizations within governorate, they still suffer from weak infrastructure and face smear campaigns by religious and armed groups, particularly against women-led organizations. Additionally, they confront financial challenges that limit the ability of women-led organizations to carry out their activities. Interviewed women suppose that international non-governmental organizations and development agencies do not prioritize women-led organizations. If these challenges carry on, their organizations will not be able to survive, leading to the closure of many entities.

Civil society organizations need strong financial resources to enhance their goals and achieve a greater impact on society. However, the lack of funding can restrict the ability to employ crucial human resources and expand the scope of programs and services offered. It is crucial to recognize that women-led organizations contribute significantly to society by addressing women's issues and promoting gender equality. through providing adequate and balanced funding, women's organizations can effectively contribute to social change and the empowerment of women. With strong financial resources, these

organizations can expand their impact and implement innovative projects and programs for the benefit of the entire community.

Therefore, donors and international organizations should work towards enhancing support for the financial and logistical systems of women's organizations. They should provide direct grants to women's organizations and promote sustainable funding. This paper aims to analyze the challenges faced by women-led organizations in accessing funding. It proposes roles and solutions that can contribute to improve the access of these organizations to funding through a set of recommendations for resource mobilization and funding attraction

This policy paper has been prepared with a focus on Taiz Governorate. The paper is based on in-depth interviews conducted with a diverse group of women who lead women's organizations, women leading civil society organizations, and experts specializing in the financing of non-profit organizations and international organizations. Additionally, it draws upon relevant previous studies and reports issued by research centers, international organizations, and local entities.⁽⁵⁾

(5) Dr. Mohamed Al-Kamil and Mr. Lubayb Sha'if, "The Role of Women in Social Change: In Taiz Governorate," Sheba Youth Foundation, February 2023, <https://shebayouth.org/Survey-Study022023-Ar.pdf>

Women and Participation in Public Life:

For over 8 years, Yemen has been enduring a brutal war that has resulted in the death of a significant number of citizens, depriving them of their rights to a secure and stable life. According to the United Nations Office for the Coordination of Humanitarian Affairs, the war in Yemen led to the death of 233,000 people in 2020.⁽⁶⁾ This war has caused a setback in human development in Yemen for over 20 years and exacerbated gender inequality.⁽⁷⁾

Yemen is considered one of the worst countries in terms of respecting women's rights, with 6.5 million Yemeni women and girls at risk of gender-based violence. Women and girls constitute 49% of those in need of humanitarian assistance, and over 80% of internally displaced persons are women and children.⁽⁸⁾ This increases the likelihood of women facing violence due to poverty and displacement, accompanied by a lack of security, social disintegration, and difficulty accessing services. This creates an urgent need for projects related to women's rights and protection.

In contrast, despite the opportunities presented by the transitional phase, particularly the National Dialogue, which allowed greater participation of women in building the transitional government, with women constituting 27% of participants in the National Dialogue. Yemeni women successfully achieved long-fought demands, marking the first time in their history. The key accomplishment was ensuring their effective participation in public affairs, with most parties agreeing on the importance of allocating a 30% quota for women's participation across all branches of government - legislative, executive, and judicicia - as well as elected local councils.⁽⁹⁾

Several organizations working in the field of protection have emerged, lacking specialization, while many specialized feminist organizations have no access to funding!

Sabah Rajeh

President of Yemen - Taiz Women's Union

President and Consultant at the Girls' Protection and Rehabilitation Center.

(6) The War Dead in Yemen, Office for the Coordination of Humanitarian Affairs, December 2020, <https://news.un.org/en/story/2020/12/1078972>

(7) Fatima Jafar, 'The Role of Women in Building Peace in Yemen,' 2023, Oxfam, <http://tinyurl.com/mr2d9mhx>

(8) The same source

(9) Samara Al-Shaibani, 'Yemeni Women: What After Gaining Political Participation Rights,' World Bank Blog, February 2014, <https://blogs.worldbank.org/ar/arabvoices/yemeni-women-what-after-gaining-political-participation-rights#>

However, the outbreak of war in 2015 led to a regression in these gains. Women were marginalized again in the political arena and community-building process. For instance, the formation of the Presidential Council in 2022 excluded any women's representation.

Additionally, women's participation in the workforce became extremely limited, accounting for no more than 6.3% of the total labor force in 2020.⁽¹⁰⁾

Nevertheless, there are still women-led organizations in Taiz Governorate that are actively working to promote women's rights and increase their participation in political and social processes through leading community projects. These organizations, driven by women, have focused their efforts on projects related to gender equality, protection, relief, and development. Taiz is among the first governorates where women have emerged as influential figures

in local mediation. The study conducted by the Saba Youth Foundation reveals that women's activities in this field accounted for 4.8% of the surveyed sample.⁽¹¹⁾

In this regard, a female leader from civil society organizations in Taiz states, "The activity of women-led organizations in Taiz can be attributed to influential female figures in the governorate who have played a significant role in various areas, particularly in relief and humanitarian assistance. This includes identifying beneficiaries, conducting community needs assessments, and providing cash and food. Despite these successes and achievements, women-led organizations or organizations led by women face numerous challenges, with one of the most significant being difficulties in accessing funding. The following are the key challenges related to accessing funding that have emerged from the findings.

(10) Fatima Jafar, previous reference.

(11) Dr. Mohamed Al-Kamil and Lubayb Shaif, previous reference.

First: Institutional Capacity Weakness

The interviewed women expressed that the primary reason for the funding and financial resource shortage is the weakness of institutional systems, particularly in their financial and logistical aspects. This has impacted their access to donors and their ability to fulfill donor requirements, which demand high organizational capabilities. One leader in a civil society organization stated, 'Institutional capacities and limited financial skills are the main challenges for us to compete for financial grants.'⁽¹²⁾

Additionally, women feel that they face challenges due to the weak infrastructure of their foundations, meaning a lack of necessary human, technological, and administrative resources for implementing effective and sustainable projects. For example, their ability to write professional project proposals that convey clear messages and adhere to impact measurement standards and desired outcomes is limited. Consequently, they tend to write proposals for short-term, quickly implementable activities without focusing on their strategic plans, limiting their options for achieving financial sustainability.

Furthermore, women's organizations struggle with managing funds and grants they receive due to the lack of financial policies that would enable them to appear as a transparent organization capable of managing funds ethically. Meeting donor and partner standards and assurances that funds and grants have been managed accurately and impartially, without errors or suspicions about their spending practices, poses a significant challenge.

Women feel that funding opportunities are confined between organizations with male leadership that possess high competitiveness, as they continue to work even in challenging and dangerous conditions. These conditions have led many women's organizations to close their doors to protect their staff, or due to restrictions imposed by authorities on the freedom and movement of civil society organizations, such as road closures, notably the closure of the Houban road since 2015.⁽¹³⁾

(12) Basma Al-Sharabi, Women and Children Development Center, Personal Interview, December 2023.

(13) 'Yemen: Houthis Should Urgently Open Taiz Roads,' Human Rights Watch, August 2022, <https://www.hrw.org/ar/news/2022/08/29/yemen-houthis-should-urgently-open-taizz-roads>

The head of a civil society organization in Taiz states, 'In 2017, men were working and able to go out and move even in unsafe situations, unlike women.

For example, I stopped working and stayed at home for three years until the situation calmed down somewhat.⁽¹⁴⁾ ' She adds, 'We, as women, left the field to them (men). During the armed conflicts, they obtained many funds, worked on various projects, expanded their relationships and experiences, and gained the trust of donors. However, we, as women, were late to join, facing a challenging competitive environment.'⁽¹⁵⁾

On the other hand, women-led organizations face weaknesses in understanding the mechanisms for accessing donors and mobilizing integrated funding. This is due to a lack of knowledge about donors and partners working in Yemen, their specialties, experiences, the programs they fund, and project funding criteria. Additionally, there is a weakness in their capacity to diversify channels and sources for resource mobilization and funding, such as using media or coordinating visits to market their projects, and focusing on aligning these interventions with donor preferences.

(14) Iman Al-Qudsi, Ambition Association for the Care and Rehabilitation of the Deaf, Personal Interview, December 2023.

(15) The same source

Second: the lack of funding opportunities for women's organization:

Despite the increase in external funding for Yemen in 2021, reaching \$3.27 billion compared to \$2.25 billion in 2020 due to the effect of the COVID-19 pandemic,⁽¹⁶⁾ the interviewed women feel that the opportunities for their organizations from this funding are very limited. They believe that international non-governmental organizations and United Nations agencies do not prioritize women-led organizations. They feel excluded from strategic funding discussions, while women's rights are part of many workshop agendas and meetings.⁽¹⁷⁾

Additionally, they express difficulty in meeting the funding requirements set by some donors who stipulate that organizations must have executed multiple projects with high budgets and achieved high standards in project management and financial administration in previous years. Therefore, women in women's organizations feel that donors impose challenging conditions for financial grants. One woman working in civil society organizations describes these conditions and standards by saying, "Initially, the funding ceiling was a major obstacle as we were a nascent organization. The funding conditions were challenging since we

" The Women's Rights in Development Association estimates that only 1% of gender equality funding will go to women's rights organizations ".⁽¹⁸⁾

were a newly established organization, and the conditions and standards set by some donors were considered inhibitory, especially for emerging organizations. The grant requirements and expectations were often unrealistic and did not consider the specific challenges faced by women-led organizations, limiting their ability to access essential funding.

Where some donors required us to have executed projects with large amounts, and at that time, we hadn't executed projects with such amounts, and this remains a problem until now.⁽¹⁹⁾

(16) 'Social Sector Sustainability Report for the year 2021: Yemen Report,' previous reference.

(17) A worker at a civil society organization in Taizz, Personal Interview, December 2023

(18) Iman Al-Qudsi, previous reference.

(19) Strategic Plan: 2021-2025, UN Trust Fund to End Violence Against Women, 2020, [https://unfpa.unwomen.org/sites/default/files/Field Office UNTF/Images/2021/Strategic Plan 2021/UNTF SP 2021 2025 ARABIC-compress.pdf](https://unfpa.unwomen.org/sites/default/files/Field%20Office%20UNTFF/2021/Strategic%20Plan%202021-2025%20ARABIC-compress.pdf)

On the other hand, women feel that large organizations compete with emerging organizations through interventions in various fields and their chances of obtaining high grants, even those outside their expertise, due to their financial and organizational capabilities. One of the interviewed women says, “Many organizations suddenly shifted towards women’s protection projects because donors desired to work on these projects, even though our center has been specialized in protection for a long time. We executed large and tangible projects and established a shelter to provide psychological support and empower women. However, these organizations secured funding because of their previous financial capabilities.”⁽²⁰⁾

Workers in civil society organizations who were interviewed believe that the war has affected funding opportunities. For example, grants were directed towards peace, accountability, enhancing political and social participation for youth and

women, in addition to democracy, election system projects, and development projects. Since the outbreak of the war, all these funds were closed, and funding shifted towards emergency relief and response programs, affecting organizations that did not work in relief, making it difficult for them to obtain funding in the relief field. This led many organizations to close, and some managed to engage and adapt to relief and emergency response programs. Although funding for development, peace, and protection projects resumed since 2018, the return of organizations that closed their doors was extremely challenging, as was the case for those that could not transfer to relief work. Feminist leaders interviewed feel that women’s organizations were among those that could not transfer to humanitarian/relief work due to the risks associated with interventions in conflict zones, the need for movement and travel under current conditions, not to mention the lack of agreement on interventions between women’s organizations and authorities and armed groups.

(20) Head of a Civil Society Organization in Taizz, Personal Interview, December 2023.

Third: Social Norms

Accessing funding sources sometimes requires travel and attending joint meetings between men and women. Some funding sources may rely on personal relationships, which can be a obstacle for women-led organizations. Breaking cultural and social barriers is often challenging for fear of defamation campaigns and to maintain their public image within local communities. On the contrary, women's access to projects requiring good relationships with local stakeholders may be easier.

However, in many cases, accessing such projects proves extremely difficult due to customs, traditions, and the reluctance of relevant parties to accept the presence or interaction with women.⁽²¹⁾

Furthermore, some activities require travel and staying outside cities, posing a barrier for women due to fear of rumors and defamation.

In the context of spreading hate speech and incitement against organizations and women working in them, one worker in a women's organization mentioned, 'I participated in a project addressing women's rights, specifically the issue of female genital mutilation and the health and physical consequences.

However, the project faced complete rejection from the community, and we were unable to it.⁽²²⁾

From another perspective, women working in organizations face security risks during travel, especially with the closure of airports and official travel routes. Women now spend more than 12 hours traveling on risk and rugged roads. Additionally, authorities impose restrictions on women's movement, such as the presence of a male guardian during travel or while staying in hotels for attending workshops and meetings with local and international donors or agencies.

The policy of gender segregation in areas under "Houthi" control further limits their ability to build relationships, networks, and partnerships with donors and other partners. A female worker in a women's organization adds, 'We, as women, suffer a lot during travel from one area to another. We are required to have a male guardian, and safety is not guaranteed during our journeys. We remain hindered by narrow-minded perception of women in society.

These societal obstacles make it difficult for to implement projects access donors, and participate in meetings and workshops that could bring us together with them.⁽²³⁾

(21) Majed Al-Khalidi, President of Youth Without Borders Organization, Personal Interview, December 2023.

(22) Muath Al-Soufi, National Organization for Community Development, Personal Interview, December 2023.

(23) A worker at a civil society organization in Taizz, Personal Interview, December 2023.

Fourth: Weakness of Local Support and Funding Sources

There are various funding strategies followed by civil society organizations, including women-led organizations.

However, grants provided by non-governmental organizations, international agencies, and development agencies are considered the primary and main source of funding for women-led organizations, according to the women interviewed in Taiz. International organizations and UN agencies contribute to funding programs and projects implemented by local organizations directly or through local partners, which is the most common type of funding.

Nevertheless, women-led organizations may face difficulty in accessing this funding due to the complex criteria and conditions imposed by international organizations and development agencies. Local organizations may struggle to meet these requirements.

Additionally, the women interviewed expressed a sense of difficulty in competing with other organizations that have greater institutional and financial capacities for these funding opportunities.

On the other hand, women-led civil society organizations receive very little support from local sources such as the private sector, local authorities, and

business people. This support is typically obtained by charitable organizations or those working in the care of disabled individuals and marginalized groups.

However, these organizations may face challenges in attracting sufficient donations to meet their financial needs. It can be difficult to access a wide network of potential donors and convince them of the importance of supporting their projects, putting the organization in a constant state of financial risk due to the fear of losing the support provided by donors.

On another aspect, women-led organizations in Taiz Governorate, or even outside it, often face a lack of funding from partnerships and collaborations with larger organizations. This is because larger organizations have the capacity and financial resources to access financial grants, either due to their institutional and financial capabilities or their personal relationships and past experiences with donors.

Women-led organizations participate in implementing activities in their specialized fields in exchange for very minimal financial grants that do not cover their institutional financial obligations towards employees and operational expenses. Additionally, they struggle to find partners and establish sustainable and strategic relationships.

Due to funding constraints, some women-led organizations or organizations led by women resort to self-funding, especially those that are emerging or have transitioned from youth initiatives to civil society organizations. They organize fundraising events such as food and clothing bazaars, as well as selling various handcrafted items,⁽²⁴⁾ in the hope that this will help them gain experience in project management and the ability to compete for financial grants in the future. The interviewed women mentioned that their organizations rely on volunteers,

both women and youth, to implement their activities in order to avoid the costs of employee salaries that they cannot afford to pay.

However, it may be challenging for women-led organizations to undertake large-scale projects through self-funding or achieve financial sustainability in the short term. This at least keeps them operating within the realm of their initiative-based work.

(24) Ghada Al-Areeqi, Wusul for Peace Organization, Personal Interview, December 2023

Fifth: Laws and public policies

The Yemeni law does not differentiate between women-led organizations and other civil society organizations. Law No. (1) of 2001 and its executive regulations No. (129) of 2004 govern the affairs of associations and non-governmental organizations under the supervision of the Ministry of Social Affairs and Labor.⁽²⁵⁾

Similarly, Ministerial Decision No. (211) of 2011 regulates cooperation between the government and all international organizations and development agencies in Yemen, and it is implemented under the supervision of the Ministry of Planning and International Cooperation.⁽²⁶⁾

All offices of the Ministry of Social Affairs and the Ministry of Planning and International Cooperation in all governorates are subject to the same laws and regulations, although each may follow different bureaucratic procedures and practices.⁽²⁷⁾

Civil society organizations in Taiz Governorate, like their counterparts in other governorates, face restrictions imposed by the authorities that have affected their movement and activities. For example, they encounter challenges in obtaining licenses from the Ministry of Social Affairs and Labor and renewing them annually. They also face difficulties in obtaining permits for each project individually. Additionally, they suffer as a result of overlapping and conflicting

responsibilities and authorities between different political parties and entities.

For instance, local organizations in Taiz Governorate have experienced complications due to the deteriorating relationship between the Ministry of Social Affairs and Labor and the Ministry of Planning and International Cooperation, as both compete to assert their control over the organizations.

Moreover, in 2021, the office of the Ministry of Social Affairs and Labor in the governorate refused to recognize licenses issued by the ministry's headquarters and demanded that organizations re-register with them.

All of these factors have hindered organizations from implementing their projects and activities. According to the United Nations Office for the Coordination of Humanitarian Affairs (OCHA), only 87 humanitarian projects were implemented in 2021 due to the lack of approvals from the authorities.⁽²⁸⁾ These practices represent additional constraints for women-led organizations, especially if they do not have strong networks of relationships with government entities. The process of obtaining licenses and permits, as well as the conflicting authorities between government agencies, requires organizations to have strong personal connections within these government entities in order to obtain project permits without being subjected to verbal or financial extortion.

(25) Law No. (1) of 2001 Regarding Associations and Civil Institutions, National Information Center, February 2001, https://yemen-nic.info/db/laws_ye/detail.php?ID=11717

(26) "Procedures and Organization Guide for Arab and Foreign Non-Governmental Organizations," Ministry of Planning, 2014, <http://tinyurl.com/4patw6db>

(27) Sustainability Report for the Community Sector 2021: Yemen Report, previous reference.

(28) The same source

Efforts and roles:

Recently, local and international organizations have been encouraged to form alliances and coalitions between small and large organizations. This is driven by the belief that being part of high-capacity alliances gives organizations a competitive advantage over others. For women-led organizations, alliances with organizations that have strong institutional capabilities have provided opportunities to access financial and logistical support. Additionally, these alliances and partnerships have allowed women-led organizations to build their organizational and institutional capacities.

One interviewed woman stated, “Being a member of a coalition of civil society organizations, we benefited from being hosted for a whole year in the premises of Tamdeen Youth organization. However, as our projects expanded, we needed our own offices, so we moved to Youth Without Borders Organization, who provided us with a well-equipped office at an affordable price.

Moreover, they provided us with technical consultations through coalition members and supported us by providing training rooms and involving us in capacity-building programs.⁽²⁹⁾

Women-led organizations feel that some donors lack transparency. They perceive a lack of transparency and unclear procedures and criteria from some donors when it comes to providing grants. This sometimes acts as a barrier for women-led organizations in accessing funding.

International organizations and development agencies have also worked to support the formation of alliances among civil society organizations with different areas of specialization.

One such organization is the Search for Common Ground, which, in its project “Engaging Women in Accessing National Support,” aims to build the

capacities of weak women’s organizations in various fields and provide them with grants to meet donor requirements in competing for financial grants.⁽³⁰⁾

(29) Iman Al-Qudsi, previous reference.

(30) Women’s Engagement in National Support Project, Protection and Rehabilitation Center, Taiz, 2023, <http://tinyurl.com/3xabaz4t>

On the other hand, international organizations and development agencies have sought to train and build the institutional capacities of local organizations. They have done this through organizing capacity-building projects targeting civil society organizations and by entering into partnerships with local organizations in Taiz Governorate.

Examples of these international organizations and agencies include UN Women, UNFPA, Search for Common Ground, and CARE. They have formed partnerships with several local organizations in Taiz, such as the Yemen Women's Union, Generations Without Qat, Daughters of Hodeidah, and Tamdeen Youth.

However, opportunities for selection tend to favor organizations that have the competencies and skills to enter into partnerships, and the requests of weak and emerging organizations are not always considered.

Despite the existence of capacity-building and training programs for civil society organizations, many of these programs are not specifically targeted towards women's organizations or those led by women. Even projects aimed at women-led organizations, such as women's empowerment projects, often do not include activities specifically focused on developing their financial and logistical capacities.

Interviewed women mentioned that international organizations do not differentiate between women-led and non-women-led organizations in providing support unless the project design specifically targets support for women-led organizations. As a result, the women interviewed feel that there is a need for policies that assist women-led organizations in accessing financial resources, taking into consideration positive discrimination for women-led organizations.

Recommendations:

Taking into consideration the discussions in the previous sections and based on the suggestions of the researchers, this paper proposes that the government adopts a set of recommendations that can contribute to improving the access of women-led organizations to financial resources. These recommendations aim to cover all relevant parties, as follows:

First: Women-led organizations

1. Enhancing institutional capacity:

Enhancing institutional capacity is crucial for women-led organizations as it will strengthen their position in front of donors and funders from international organizations and development agencies. This can be achieved through:

- **Developing financial and administrative policies:**

By developing financial and administrative policies, organizations can establish clear guidelines for accounting, financial, logistical, and operational procedures to be followed within the organization. This includes preparing financial reports, monitoring accounts, and financial transactions. It also encompasses human resource management policies, including recruitment, hiring, training, performance evaluation, and skill development for employees and volunteers. Additionally, it is important to work on governance and transparency policies, which involve setting standards for transparency, accountability, and governance within the organization, such as financial disclosure policies, audit procedures, and internal regulations of the organization. Similarly, procurement policies, project management policies, and risk management policies are also essential elements to consider.

- **Strategic planning:**

Strategic planning for the organization involves a systematic and comprehensive process that includes analyzing the current situation to assess the organization's financial and human resources, programs, and services. This includes analyzing the challenges and opportunities that may impact the organization's work and helps in establishing a clear and explicit vision and mission. It also involves setting measurable and results-oriented strategic objectives that the organization aims to achieve. Additionally, it involves developing a specific action plan with the necessary steps, required resources, responsibilities, timelines, and monitoring and evaluation mechanisms.

- **Developing its website and online presence:**

Before embarking on the development of the organization's website and social media accounts, it is important to analyze the organization's objectives and determine the information it wants to share with the public. Identifying these needs and goals will help in creating purposeful content that reflects the organization's objectives and targets the desired audience. The organization should work on designing an attractive and user-friendly interface and implement a set of practices and strategies to increase the visibility of the website in search engine results. Additionally, creating accounts for the organization on popular social media platforms such as Facebook, X(Twitter), and LinkedIn will make it easier for the organization to market its projects to potential donors and funders.

- **Training and equipping the team:**

It is important for education and development to be an ongoing part of the organization's culture by encouraging team members to continue learning and developing their skills through workshops, training courses, and other educational resources. Taking into consideration the organization's needs and the team's skills and knowledge required to achieve the organization's goals and mobilize resources, it is necessary to identify these needs before starting the training and qualification process.

2. Establishing a Resource Mobilization Committee:

Forming a resource mobilization committee is an important strategic step that an organization can take to enhance its access to funding. This committee plays a crucial role in gathering the necessary resources to finance activities and projects. It achieves this by diversifying the organization's funding sources, which may include donations from the private sector, individuals, and business leaders, as well as government and international grants. Additionally, the committee can assist in strengthening communication with local and international donors and funders. It also plays a vital role in evaluating potential projects and programs and continuously identifying funding priorities. Furthermore, the committee's ability to develop strategic relationships with donor entities can contribute to funding the organization's projects and programs.

3. Expanding Networks and Partnerships:

This can be achieved by attending conferences and workshops, as well as organizing meetings with potential partners and donors. The organization should also establish alliances and partnerships with other organizations through the signing of cooperation agreements for the exchange of information, expertise, and resources regarding resource mobilization and attracting funding. Women's organizations can collaborate with government entities and the private sector to implement joint projects, which may include development projects, training programs, and research initiatives. Additionally, women-led organizations can form networks and partnerships with each other to mobilize resources through advocacy campaigns and pressure efforts aimed at securing financial and logistical support for women-led organizations. This support can include capacity building, targeting women-led organizations with specific financial grants, and advocating for the inclusion of women-led organizations in international and local networks and coalitions for the purpose of managing joint projects.

Second: Donors and International Organization

1. Developing a Resource Mobilization and Fundraising Guide for Organizations:

A guidance handbook can be helpful in providing practical advice and guidelines by clarifying the appropriate strategies for resource mobilization and fundraising. The guide can include information about different funding sources, details on how to prepare essential documents such as budgets and project proposals. Additionally, the guide can provide instructions on how to analyze targets and identify the target audience for funding, how to manage donor relationships, and how to identify potential partners. Furthermore, the guide can offer lessons learned from successful experiences of other organizations in attracting funding.

2. Providing Technical and Logistical Support Organizations:

This can include providing direct funding for projects and programs for women-led organizations. It can also involve supplying necessary equipment and tools, offering training and capacity-building programs, including workshops and training courses on various topics such as strategic planning, financial management, and project development.

3. Positive Discrimination:

International organizations and development agencies can create a supportive environment for women-led organizations by allocating financial resources to support their projects. They can provide technical and advisory support, as well as offer platforms and opportunities for women-led organizations to communicate and exchange knowledge and experiences.

Thirdly: Local Organizations

1. Forming alliances and cooperative partnerships with women's organizations or women-led organizations to exchange knowledge and expertise, enhance opportunities for funding, and potentially organize joint events and projects.
2. Providing assistance in preparing the required documents and paperwork for funding applications from donors, and involving them in training and capacity-building opportunities. This includes project management, impact assessment, financial and human resource management.
3. Marketing women-led organizations in local and international forums and conferences, and advocating for facilitating partnerships between women-led organizations and donors.

The Constraints Facing Women's Organizations in Taiz Governorate

Policy paper



Tamdeen Youth Foundation
مؤسسة تمدين شباب

Tamdeen Youth Foundation (TYF) is a Yemeni NGO.

Its work is focused on humanitarian response, humanitarian aid, local development, climate action, peacebuilding, youth and women empowerment, and good governance.

It started as a voluntary initiative and became a legally registered organization in 2013.

Tamdeen Youth Foundation (TYF) has consultative status from the United Nations Economic and Social Council (ECOSOC).

■ Note: The opinions expressed in this research express the opinion of the researcher only and do not express the view of the institution.

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