



Qualitative Evaluation of EFE-Yemen Programming Using Multiple Case Studies

Key Findings and Recommendations

December 2017

In 2017, EFE contracted Universalia to conduct an external evaluation of EFE-Yemen Job Training and Placement programming using a multiple case studies methodology.

Sample composition

14 case studies



7 males and 7 females



7 graduated from the Pioneers Program, 5 from the Way2Work Program, and 2 from the Health Care Program*



12 held a Bachelor degree and 2 a Vocational Diploma

Yemen



10 from Sana'a and 4 from Aden



Status upon program end: 8 youth employed, 5 youth unemployed, 1 youth dropout

*The Pioneers Program consists of International Finance Corporation's (IFC) Business Edge, English language, IT, Workplace Success, and Yemeni Labour Law. The Way to Work Program consists of modules of Technical/Vocational Training, Business English, and Workplace Success. The Health Care Program consists of Business Edge courses, Success at Work, IT, and English.

Key Findings

01 EFE's training had a positive impact on the lives of the youth

- Youth gained new skills and knowledge. Many reported to have experienced positive behavioral changes.
- Training effectively bridged the gap between the education system and the labor market and built youth resilience.



Most cited skills the youth reported to gain during the training

02

Youth were satisfied overall with training environment and quality although some areas were subject to improvement

- Youth appreciated the interaction with a diverse set of participants and alumni during training.
- Trainers' expertise and teaching style were greatly valued.
- Potential areas of improvement of the training: adjust length to make it less dense, expand training portfolio and open it to more sectors to potentially benefit more youth, avoid scheduling classes in the evenings to avoid participation barriers for some youth (especially females).

03

External factors affected the success of the trainings

- The challenging context in Yemen was mentioned by all youth as an important roadblock to secure decent jobs.
- Rigid personal preferences were associated with more modest program results.
- Women experienced greater restrictions in professional opportunities than males due to cultural factors within the labor market.
- Family support was an enabling factor in youth success following the program.

Key Recommendations



Adapt trainings and processes to better respond to youth's needs

- Organize pre-training orientation activities to allow youth to better understand training content and identify which classes are most aligned with their career objectives and needs.
- Emphasize the practical content of the training and increase the focus on apprenticeship activities.
- Make the training less dense but increase the duration of the English training as youth consider it is a key skill to succeed in the labor market.



Break participation barriers for women and underprivileged youth

- Enable a broader spectrum of vulnerable youth to participate in the training programs by finishing classes before dark and offering the option of attending a reduced-hours training.
- Effectively link women with employers that offer culturally appropriate jobs in non traditional sectors for women.



Strengthen alumni activities

- Restructure of the engagement and communications strategy of the alumni network.
- Energize the alumni network through activities and events, create a peer coaching program, and include the commitment to support and maintain the alumni network as an eligibility criterion for the program.



Photovoice image of a case study participant: The image represents how the training helped her to grow, she is now ready to face challenges and to fly.