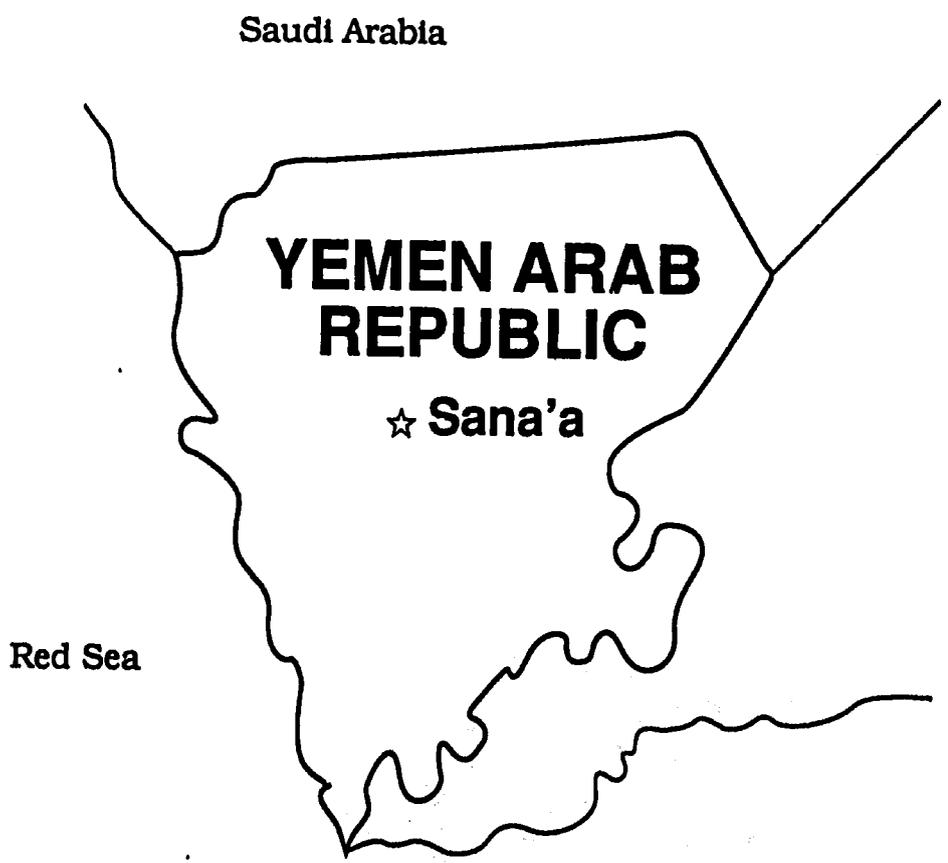


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END OF CONTRACT REPORT

December 1987



CORE SUBPROJECT

Agricultural Development Support Program

END OF CONTRACT REPORT

Prepared by

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Oregon State University

Lead University

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EXECUTIVE SUMMARY

In 1979, the U.S. Agency for International Development initiated a major development assistance program in the Yemen Arab republic in response to that government's request for help in achieving agricultural self-sufficiency. This effort, named the Agricultural Development Support Program (ADSP) included a variety of technical subprojects managed by member universities of the Consortium for International Development (CID). Oregon State University was designated as lead university for the Core Subproject, which was designed to provide advisory services to the Yemen government, to develop and initiate new subprojects in specialized areas and to provide full logistical and administrative support for the entire ADSP.

Technical advisors in a number of agricultural specialties were recruited by Core and assigned to work with Yemeni counterparts in the Ministry of Agriculture and Fisheries (MAF). These included agricultural planning, statistical analysis, extension and water use management, among others. A Documentation and Learning Resource Center (DLRC) was built adjacent to the Ministry complex to provide ready access to literature, reports and research data. The 437-square meter facility is equipped with a photocopy machine, micro-computers with printers, and a microfiche reader. Sometime in 1988, the Core DLRC Advisor will be replaced with Yemeni librarians trained in the U.S.

Training of Yemeni students was an essential feature of the Core Subproject, providing the long-range component of the assistance program. This training was made available at several levels, incorporating in-service training of counterparts in the Ministry, development of secondary agricultural education programs, establishment of a Faculty of Agriculture at Sana'a University, and formal academic training in the U.S., in many cases at the advanced degree level.

A unique feature of the Core design was responsibility for initiating new subprojects within the ADSP. Through Core, funds were made immediately available to begin pre-contract activities with long lead times, such as personnel recruitment and purchase of commodities. Through this arrangement, subprojects in poultry extension and training and the Sana'a University Faculty of Agriculture were begun without the costly delays inherent to traditional AID contracting modes.

The Core Subproject Director was located on the OSU campus. In concert with the CID Directorate in Arizona and the Core Team Leader in Yemen, the Director provided leadership and support for the field activities. The campus office recruited long-term and short-term technical advisors, purchased and shipped project commodities, and provided cost accounting services. A counterpart office in Yemen provided logistical and administrative support in-country. This staff of locally hired employees performed personnel, purchasing and secretarial duties. They maintained a complete motor pool to meet transportation needs and provided leased housing for long-term employees. A Financial Management Officer provided control and documentation of expenditures from a local currency account which totalled over three million dollars in some years.

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LIST OF ACRONYMS

AA	Agricultural Advisor
ADSP	Agricultural Development Support Program
APA	Agricultural Planning Advisor
ASA	Agricultural Sector Assessment
AWP	Annual Work Plan
BIFAD	Board for International Food and Agriculture Development
BODY	Board of Directors of CID/Yemen
CID	Consortium for International Development
COP	Chief of Party
CPO	Central Planning Organization
CSU	Colorado State University
DLRC	Documentation and Learning Resource Center
EOPS	End of Project Status
FAO	Food and Agriculture Organization
FOA	Faculty of Agriculture
HITS	Horticulture Improvement and Training Subproject
ISAI	Ibb Secondary Agricultural Institute
JAFR	Joint Annual Field Review
LOP	Life of Project
MAF	Ministry of Agriculture and Fisheries
MOE	Ministry of Education
OSU	Oregon State University
PACD	Planned Activity Completion Date
PETS	Poultry Extension and Training Subproject
PID	Project Identification Document
PT	Participant Trainee
SOW	Scope of Work
SPP	Subproject Paper
TC	Third Country
TDY	Temporary Duty
TOEFL	Test of English as a Foreign Language
USAID	United States Agency for International Development
WB	World Bank
YALI	Yemeni American Language Institute
YAR	Yemen Arab Republic
YARG	Yemen Arab Republic Government

AUTHOR'S PREFACE

It has been my special privilege to serve the Agricultural Development Support Program (ADSP) in different capacities during the past four years. Recently, I was commissioned by Oregon State University (Core's lead university), the Consortium for International Development (prime contractor), and the U.S. Agency for International Development (funding agency) to write a report on ADSP. This afforded me the opportunity to develop a document on the activities, accomplishments, and course of events associated with ADSP in general and the Core Subproject in particular during the past eight years. I was to complete this task before the lead university status for Core was officially changed from Oregon State University to Colorado State University.

For a variety of reasons, it was decided that this report should deal mainly with Core, one of the subprojects under ADSP. Because of its unique design and manifold functions, however, Core's total separation from the rest of ADSP and its proper study isolated from other subprojects are almost impossible. For a more comprehensive understanding of Core/ADSP, therefore, a cursory review of other subprojects was inevitable. Due to time constraints, a full and complete coverage of the subject matter was, unfortunately, impossible. It is hoped, however, that this report will serve as a nucleus for the development of a more comprehensive study of ADSP, this multifaceted agricultural program.

The historical account of the early development of Core/ADSP was gleaned from early documents such as Subproject Papers and Annual Work Plans developed by CID and/or USAID. Because of an occasional lapse in documentation, a smooth and orderly presentation of the chain of events was not always easy. An attempt was made, however, to develop a continuous and logical record of the development of Core/ADSP in the Yemen Arab Republic.

INTRODUCTION AND BACKGROUND

Introduction

The Agricultural Development Support Program (ADSP) in Yemen, which was conceptualized as a model for Title XII collaborative assistance, is a complex program. It was designed to respond to the agricultural needs of Yemen and to act as a medium for conveyance of a special relationship between the Consortium for International Development (CID), the contractor, the Yemen Arab Republic Government (YARG), and the U.S. Agency for International Development (USAID). These three entities were to be co-equal partners, each with specific responsibilities. YARG was responsible for defining Yemen's needs and priorities in the field of agriculture. CID was to design and implement projects to address these needs. USAID was to fund the projects and develop resources to meet the identified needs. Although in theory these functions were separate and distinct, in practice they were complementary and overlapping. The relationship was one of constant interaction with the three parties working cooperatively together.

Goal and Purpose of ADSP

The goal of ADSP (USAID Project No. 279-0052) as described in the official documents was as follows:

"The goal of the Agricultural Development Support Project and all its component subprojects is increased income and improved quality of life for rural inhabitants in the context of a broad based and equitable social and economic development."

The program purpose was stated as follows:

"The purpose of the Title XII program, also the subgoal of its component subprojects, is to improve the capacity of the YARG and the Yemeni agricultural sector which effectively and efficiently uses Yemeni natural resources, is integrated into the economy, and is supportive of a broad based and equitable social and economic development."

Purpose and Functions of Core Subproject

The Subproject Paper (SPP) for the Core Subproject stated "The program purpose will be pursued through a Core Subproject and a series of other subprojects to achieve by the end of the program (10-15 years hence) the following set of conditions:

- 1) improved YARG capacity for agricultural planning, sector analysis and project design, evaluation, and implementation,
- 2) the construction and establishment of a documentation center in the MAF,
- 3) subprojects designed by priority according to the agricultural sector assessment study and some implemented and in operation,
- 4) mobilization assistance to subprojects during transition from planning to implementation,
- 5) technical, logistical and administrative support being provided to all subprojects,
- 6) ADSP plans and activities coordinated with Ministries and donors participating in agricultural development, and
- 7) long-term linkages between YARG and CID institutions established."

In brief, Core had to serve three general functions: a) support the YARG in expanding the capacities of its institutions, b) design, administer and coordinate a series of other subprojects to address specific objectives, and c) provide administrative and logistical support to ADSP. The Core Subproject was conceived and designed to become the primary means for achieving program purpose and to serve as the main vehicle for delivering assistance and training to the Ministry of Agriculture and Fisheries (MAF).

Background

On 20 April 1974, an economic, technical, and related assistance agreement between the governments of the U.S. and the Yemen Arab Republic was signed by Mr. William R. Crawford, American Ambassador, and Dr. Abd al-Karim al-Iryani, Minister of State for Development, for their respective governments. Under this agreement, the government of the U.S. was to furnish economic and technical assistance as requested by representatives of the appropriate agencies of YARG, and approved by representatives of the agency designated by the government of the U.S.

On 14 June 1979, the Grant Agreement between YARG and the U.S. for agricultural development support was signed (AID Project No. 279-0052). The specific purpose of this agreement was the establishment and development of Yemen's first agricultural training center at Ibb. Prior to this date, however, the YARG had requested that the U.S. provide long-term assistance for a broad

range of activities in support of the agricultural sector in Yemen. The USAID Mission in Yemen considered this an excellent opportunity to engage the Land Grant Universities in the role described in Title XII of the Foreign Assistance Act. CID was selected to plan and implement, in collaboration with USAID and YARG, a long-range program of assistance under a collaborative assistance contract. The choice of CID was apparently based on the following considerations: a) CID was composed of 11 Land Grant Universities in the western part of the U.S., b) the experience of the universities and CID in developmental work in semi-arid lands, and c) the involvement of CID in design and implementation of the Agricultural Training Center at Ibb (CID was the contractor in the above mentioned Grant Agreement).

Under AID Contract No. AID/NE-C-1613, CID's first task was to field a multidisciplinary team of specialists in Summer 1979 to make an assessment of realities and possibilities in agricultural subsectors in Yemen and prepare a baseline report.

The resulting CID Base-Line Study of 30 August 1979, served as the basis for determining developmental constraints in agriculture in Yemen, identifying priority areas for assistance, and establishing strategies for intervention. The CID team was also charged with proposing a long-term (10-15 years) development program, while designing a more detailed first phase covering the initial five years of the Title XII program. Based on the analysis and recommendations of the CID team, USAID/Yemen proposed a program to:

- 1) provide the MAF advisory services and staff training to improve its capacity to plan, evaluate and manage agricultural development programs,
- 2) increase the capacity of the country to produce high quality agricultural scientists and practitioners, and
- 3) develop and initiate specific program subprojects to ease critical constraints to development.

Birth of the Core Subproject

In December 1979, a CID team, in collaboration with USAID, completed the text of the Core Subproject Paper (Core/SPP) which set out the broad scope of the Core Subproject for the following five years. Due to a number of delays on the part of all parties (USAID, CID and YARG), implementation of the Core

Subproject was delayed. Meanwhile, a second contract (AID/NE-C-1698) was signed in July 1980, between USAID and CID providing the general scope of the program for the implementation of the Ibb Secondary Agricultural Institute (ISAI) under the leadership of New Mexico State University. To facilitate the process of implementation of the Core Subproject, the first ISAI Annual Work Plan (AWP) provided for pre-implementation funding of Core. Under this authority, Core activities were initiated. On 31 August 1980, an amendment to the Project No. 279-0052 Grant Agreement was signed in Yemen. This amendment, which provided the context for the Core Subproject program activities and became known as the Subproject Paper for Core, established this subproject. After a series of conferences and meetings between the CID team in Yemen, USAID staff, and MAF officials, a draft interim Work Plan was approved by CID, AID and YARG. The interim work plan covered Core activity for the period of 10 July 1980, through 31 March 1981, with a continuing resolution through 31 July 1981. During this interim Work Plan period, CID/Core began under the leadership of the University of Arizona as the CID designated lead university.

In July 1980, Dr. Dillard H. Gates was recruited as Program Director for the Yemen Title XII ADSP. In August 1980, a decision was made to transfer the lead university status from the University of Arizona to Oregon State University (OSU). A Chief of Party (COP) candidate was identified and sent to Yemen on TDY assignment in October 1980. After serving in a TDY status, he was approved as COP for Core.

Early in 1981, the Board of Directors of the CID/Yemen Program (BODY) visited Yemen to assist with preliminary planning, to make policy decisions for program development, and to assist in establishment of relationships with USAID and the YARG. Also during this period, initial relationships were established within MAF by the COP. An outcome of these early activities was the appointment of a full-time MAF counterpart to the COP as the General Co-Manager of ADSP in Yemen.

Continued discussions between the COP and Ministry officials resulted in the identification of high priority subproject activities - poultry, horticulture, water management and a documentation center (DLRC) were identified as the desired areas of activity.

In December 1980, Oregon State University developed its capabilities and staffing (Core/OSU) for the support of the project and in January 1981, the first shipment of commodities was dispatched to Yemen.

In February and March 1981, two TDY training specialists arrived in Yemen to develop plans and procedures for short-term training and to identify and select eight MAF employees to be trained at OSU in the English language and Management in Agriculture Production. Also during this period, TDY staff were sent to Yemen to fill the positions of Agricultural Advisor (AA) and Administrative Officer.

Regular Program Begins

The first Annual Work Plan (AWP) covering the period 1 May 1981, to 30 April 1982, was completed and approved in June 1981. During this AWP, many important policies and procedures were developed both in the U.S. and in Yemen to assist in effective and efficient operation of the program. Pre-implementation activities which were initiated previously for the subprojects identified in the interim Work Plan continued during this period. In addition, a new subproject (Faculty of Agriculture) was identified in the first work plan and pre-subproject activities were initiated. Also during this time, the first long-term Core advisors established themselves in the MAF and began work with their counterparts.

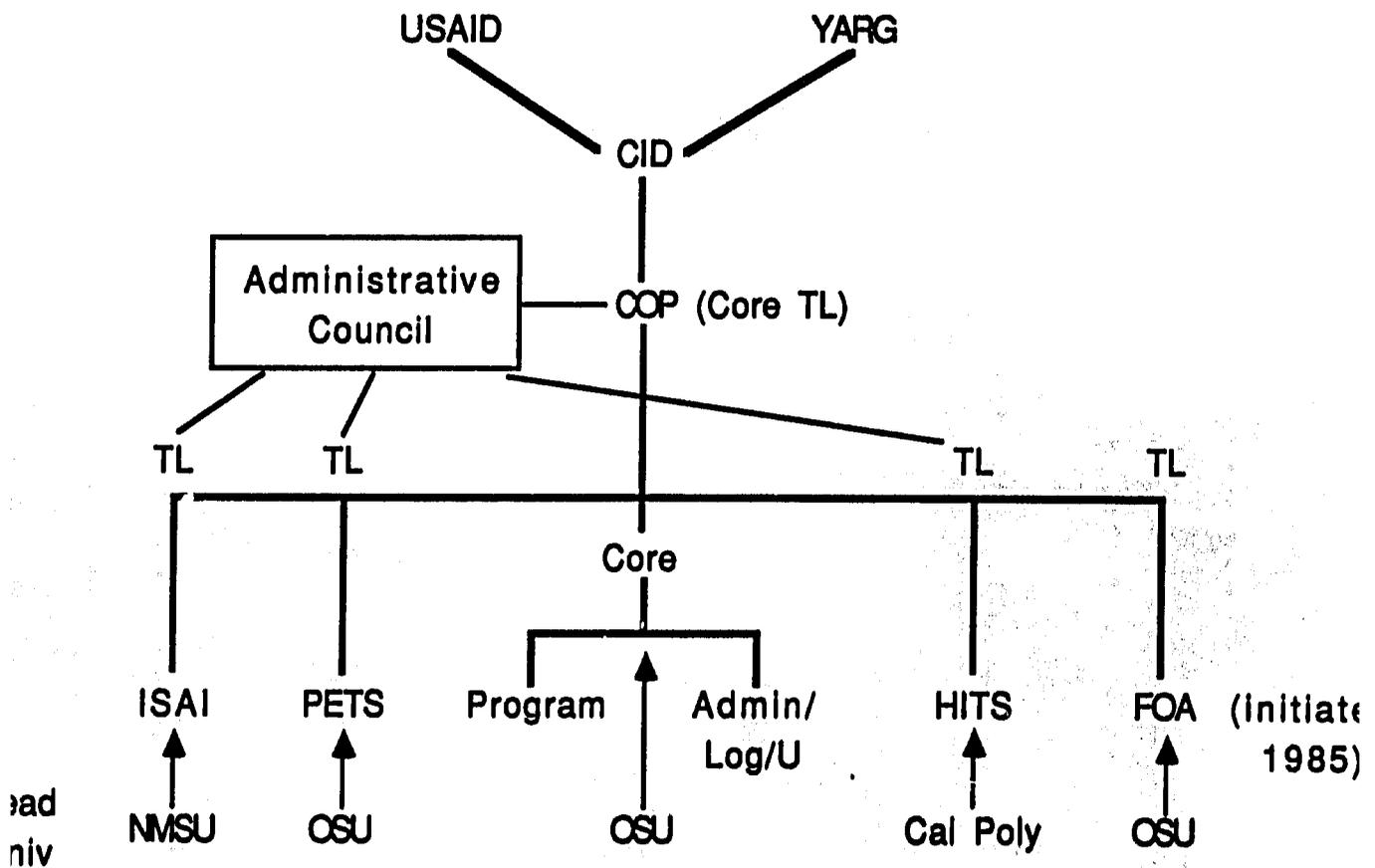
With the identification and selection of OSU and California State Polytechnic University, Pomona as lead universities for the PETS and HITS subprojects, respectively, and the initiation of these two subprojects during Core's second AWP, the full significance and operational structure of ADSP emerged and the unique feature of Core as the initiator of subprojects was realized.

ADSP Administrative Structure in Yemen

Project 052 was initiated as the BIFAD model Title XII collaborative assistance project and was to be a "total program" for U.S. agriculture assistance in Yemen over a period of 10-15 years. The subprojects were not to be subordinate to any project, but to ADSP. The Core Subproject, with the primary purpose of institution building, was to exist for the life of ADSP and was given the responsibility to design, administer, and coordinate a series of

other subprojects. The selection of the lead universities to implement each individual subproject was to be made by CID with the concurrence of USAID and YARG. Although the COP also served as Team Leader for Core, no subproject was to be subordinate to any other subproject. To ensure that ADSP functioned as an integrated program rather than a collection of separate subprojects, and that close cooperation and coordination existed between the COP and the Subproject team leaders. An in-country CID Administrative Council, consisting of the COP and team leaders, was established. The COP was designated as the Chairman for this Council and was the sole official representative of CID in Yemen. Coordination and cooperation among all the subprojects were maintained by the COP, who met with team leaders individually or collectively on a regular basis or whenever conditions demanded it.

The above description is graphically presented below:



Core Successfully Completes Its First Phase (1980-85)

With only minor modifications, the Core Subproject continued on its course with the abovementioned objectives and functions until October 1985. Work plans were developed annually during Joint Annual Field Review (JAFR) sessions which were held alternately in Yemen and in the U.S. During the period of the last AWP for Phase I of the Core Subproject, USAID announced its intention to remove CID as the prime contractor and to enter into direct contract with the lead universities for the implementation of their respective subprojects. This policy change had little impact on ADSP's day-to-day operation in the field. CID's participation in the management of ADSP was, however, diminished and with that the role of COP as an overall program coordinator was gradually decreased.

Extension of Core Subproject - Phase II

In April 1985, an amendment was made to the Core Subproject Paper proposing the extension of Core for a second five-year period. This amendment, which constituted the SPP for Phase II of the Core Subproject, was prepared by a team of six technicians who were to evaluate the performance of Core during its first phase and to make recommendations for a more effective performance during its second phase. The basic program, approach, philosophy, and functions of Phase I were retained for Phase II of this Subproject. In order to eliminate some of the constraints encountered during the first phase, a number of administrative and project implementation changes were proposed.

As its extension was authorized, Core launched Phase II with the development of its first AWP covering the period of 1 October 1985, to 30 December 1986. This AWP was agreed upon by all the concerned parties gathered in Sana'a for the JAFR during the second week in September 1985.

The Transitional Period

Core Phase II began with a number of administrative changes. Within a month of the start of this new phase, a decision was made to transfer the COP and Core Team Leader to the newly initiated Faculty of Agriculture Subproject. In a memorandum dated 27 November 1985, to ADSP subproject team leaders, the COP wrote "...the decision by USAID and AID/W to terminate the contract with CID was made almost one year ago. In spite of the slow deterioration of the CID

Chief of Party authority, CID still holds the ADSP contract and is responsible for its implementation... In view of the above and with the move of the present COP to the FOA Subproject Team Leader, a formal delegation of authority and responsibility for the CID contract in Yemen is necessary."

This memorandum served to weaken the COP position which had been the symbol of the "total program" and coordinated work in ADSP. Records show no written agreement or disagreement by USAID, CID or OSU with this move.

The COP's transfer to the FOA Subproject created a vacancy in the position of Core Team Leader. The selection and appointment of the next Core Team Leader took more than five months, during which time the Senior Agricultural Advisor served as the Acting Team Leader. The protracted period of time taken to fill the permanent position and a lack of unanimity about the choice of a suitable candidate was disruptive, and contributed an element of uncertainty to the direction of the Core Subproject.

The new Team Leader was appointed at the end of April 1986. Two weeks earlier, however, Mr. Charles F. Weden, the Director of USAID/Y, had sent a telex to Dr. Edwin C. Price, Director of International Agriculture at OSU. The telex stated "... Although we previously discussed continuing the Core Subproject activities through a direct contract with OSU, after further consideration and discussion with AID/W, we have reached a judgement that a competitive selection procedure would be in the best interest of the U.S. government, ADSP, and the Core Subproject. Accordingly, we plan to open the selection process, in addition to OSU, to other universities within CID ... In the meanwhile, from this point on, OSU should not recruit for, nor contract, any Core positions unless specifically approved in advance by AID and CID."

The Core Subproject, whose main responsibility was to "institutionalize" MAF, witnessed the deterioration of its own institutional strength. CID's position in, and its relation to, ADSP had become indistinct. The position of the COP had been eliminated. The selection period of a new Core Team Leader had been too long. Core was destined to acquire a new lead university and, consequently, the newly installed Team Leader had to function essentially as the caretaker for the Subproject.

These successive developments could not fail to create an atmosphere of doubt and anxiety among the Core staff. These circumstances continued for nearly two years.

Meanwhile, CID identified Colorado State University (CSU) as the lead university for Core II. The term "Core II" was introduced, apparently to differentiate between Core under OSU leadership (Core I) and Core under CSU leadership (Core II). The various processes of issuance of Request for Proposal by USAID/Y, the identification of the lead university by CID, the development of a proposal by CID/CSU, the preparation of their response by USAID to the proposal, and the development of another response to the one prepared by USAID have all consumed a very prolonged period of time. The Core II contract between USAID and CID/CSU is yet to be signed, but all concerned parties are determined to consummate this contract by early 1988.

It should be noted that the MAF, a collaborative partner in ADSP, had no active role in the process of changing the Core Subproject lead university. Consequently, Ministry officials have been apprehensive about this change and have remained cautiously negative throughout the transition period. In his speech at the opening session of the 1987 JAFR in Sana'a, His Excellency, the Deputy Minister of the MAF stated "We should do our utmost to work together cooperatively without ignoring the Ministry's part in selection of priorities, planning, choosing the executing institutions, and selecting the experts."

**PROGRAM DESCRIPTION AND GENERAL OVERVIEW OF
ACCOMPLISHMENTS DURING THE PAST SEVEN YEARS**

The areas of activity for Core Subproject are spelled out as End of Program Status (EOPS) in the Subproject Paper. Following are the EOPS and the Scope of Work (SOW) for Core as detailed in the SPP and the subsequent Annual Work Plans.

- I. Improvement of MAF's Capability to Plan, Evaluate and Manage Agricultural Development Programs
- II. Development of Appropriate Training Programs for the Personnel of the YAR Agricultural Institutions
- III. Design and Mobilization of Other Subprojects
- IV. Construction and Development of DLRC
- V. Coordination of ADSP Plans and Activities with Those of Other Donors
- VI. Provision of Administrative and Logistical Support to All Subprojects
- VII. Preparation of Updated and Expanded Agricultural Sector Assessment (ASA), Studies and Reports
- VIII. Establishment of Long-term Linkages Between YARG and CID Institutions.

The following sections explain how each EOPS has been addressed.

I. IMPROVEMENT OF MAF'S CAPABILITY TO PLAN, EVALUATE AND MANAGE AGRICULTURAL DEVELOPMENT PROGRAMS (INSTITUTIONALIZATION OF MAF)

The Program's efforts to institutionalize an increased capacity in MAF to more efficiently serve the agricultural sector fall into three major categories: a) establishment of long-term advisory services in MAF, b) development of training programs for MAF's employees, and c) design and mobilization of other subprojects to address constraints in the YAR agriculture. Development of appropriate training programs and design and mobilization of other subprojects are two major tasks of the Core Subproject as previously stated. They will be discussed under their own separate headings. In this section, only the provision of advisory services and its accomplishments in MAF will be examined.

A. Advisory Services in MAF

1. Philosophy and Approach

The strategy is to provide advisors to some of the key directorates in MAF for addressing technical and managerial constraints which limit the capacity of MAF. In this regard, the primary role of each advisor is to serve as a counterpart to the appropriate MAF official and train him in his technical and managerial duties. In addition to his role as an in-house consultant to his counterpart(s), the advisor can call upon the resources of ADSP to assist his counterpart(s) and to provide the needed technical assistance to MAF.

Referring to the institutionalization program, the second AWP (May 1982-April 1983) states "This objective will be met by the end of Core only if: 1) counterparts working together with CID staff can effectively develop linkages among CID, YARG, and USAID, 2) Yemenis are trained to manage their responsibilities in each function within the program, and 3) an infrastructure is developed in YARG whereby they can manage and/or operate projects in the agricultural sector."

2. Background

The beginning of Core advisory services in MAF coincided with the period of progressive termination of the advisory positions which the World Bank (WB) had financed. The WB advisors were, reportedly, quite effective in assisting the YARG in the establishment of the new Ministry and in helping Yemeni staff in the operation and management of the nascent institution. There was a short overlapping of WB advisory and Core advisory services in MAF. During this period, the WB team was very helpful to the first two Core advisors and their contemporary COP's by providing them with counsel and useful information which eased their entry into an unfamiliar atmosphere.

In the Core SPP, provision was made for three advisory positions, namely, Social Scientist Advisor, Agricultural Advisor, and Agricultural Planning Advisor. A fourth advisory position, Agriculture Education Advisor, was approved in the first AWP. For programmatic and administrative reasons, Core later abolished the two positions of Social Scientist and Agriculture Education Advisors. The second AWP proposed six additional advisors under Core. These advisory positions were in the areas of Rural Development, Communications/Project Design, DLRC Library Services, DLRC Reference, DLRC Data Management/Computer, Water Use and Management, and Extension and Training. The third AWP (October 1983-September 1984) further added the position of Statistics and Data Management Advisor to the list. With a few more modifications, the following emerged as Core's long-term advisors who served in the MAF for various durations:

- a. Agricultural Advisor (AA)
- b. Agricultural Planning Advisor (APA)
- c. Water Use and Management Advisor
- d. Extension and Communications Advisor
- e. Statistics and Data Management Advisor
- f. Beekeeping Specialist

- g. Training Advisor (TA)
- h. DLRC Library Services Advisor
- i. DLRC Reference Librarian

The positions of TA and DLRC advisors will be dealt with under the headings of Development of Appropriate Training Programs for the Personnel of the YAR Agricultural Institutions and Construction and Development of DLRC, respectively.

3. Advisors

a. Agricultural Advisor

Two individuals served in this position for a total of four years: Tom LaQuey, September 1981-August 1983 and Amir Badfeif, November 1983-November 1985.

Tom LaQuey was the very first Core advisor to begin work in MAF. Since the timing of his advisory services coincided with the period of initiation and pre-implementation activities of PETS and HITS, much of his time was spent on the development of these two subprojects. Also, a major duty of the AA at that time was the implementation of ADSP's training program in the country.

The two AA's worked mainly in the General Directorate of Agricultural Affairs and their counterpart was the Director General of this Directorate. The overall responsibilities of the AA's were to serve as technical advisors within MAF and ADSP and to train their counterparts. During the four years of their services, the two AA's advised the Director General of Agricultural Affairs and the seven directors under him in the discharge of their duties, assisted the MAF officials in the preparation of numerous reports and the development and evaluation of many projects, helped in the implementation of ADSP's training program, developed organ-

izational structure for the Departments of Forestry, Horticulture, and Field Crops, participated in the pre-implementation of other ADSP subprojects, assisted teams of short-term consultants in the performance of their tasks, cooperated and coordinated work with other donors, conducted an invitational tour of the U.S. for two high ranking officials of the MAF, and functioned as Acting COP, or Acting Team Leader, for other subprojects for an aggregate of 15 months.

The second AA was appointed Senior Advisor in May 1985, and Core Team Leader in November of the same year. With this last appointment, the position of AA was phased out of the Core advisory program.

b. Agricultural Planning Advisor

The position of APA was occupied by Milton M. Snodgrass (March 1982-July 1984) and Victor F. Amann (May 1985-April 1987). In order to increase the effectiveness of Core advisors in MAF, the appointment of joint advisors was recommended in the 1985 amended design for this subproject. The first joint advisor to be recruited was Abdul-Hakim al-Iryani, who has been serving MAF/ADSP as Agricultural Planning Joint Advisor since October 1985.

As in the case of the first AA, the first APA spent much of his time and efforts in providing guidance and assistance to the development of other ADSP subprojects in general and DLRC in particular. In his end-of-tour report, he stated that about 30-40% of his time was spent on activities outside MAF.

The major responsibilities for the APA's were to assist MAF to develop policy analysis and agricultural strategy options and to provide technical guidance to Yemeni staff within the Directorate General of Agricultural Planning and Statis-

tics. During their advisory services in MAF, the two APA's assisted the Director General of Planning and Statistics and his staff in the discharge of their daily duties, informally trained the counterparts in agricultural economics and project evaluation, helped MAF personnel in conducting a number of studies related to agricultural commodities, addressed agricultural policy issues within MAF, wrote several reports, developed terms of reference for new subunits in MAF, assisted short-term consultants in their program of activities, and participated in the preparation of AWP's and budgets for Core and other ADSP subprojects.

Recently there have been a few changes introduced in the Scope of Work for the APA position. Ministry officials maintain that a bilingual advisor should be recruited for this position which is to continue under Core II.

c. Water Use and Management Advisor

Richard E. Griffin was Core's Water Use and Management Advisor from October 1984-December 1985. During this period, the Advisor assisted a short-term consultant in developing a report on the organizational needs to support irrigation development in Yemen, installed the first two Data Pods (micro-processors) for irrigation scheduling in deciduous fruits, made many extension trips to private farms to advise farmers on their irrigation systems, conducted a training course for personnel in the General Directorate of Irrigation, arranged for an exhibit and demonstration of modern irrigation equipment at al-Irra Station, and accompanied three Yemenis to a short irrigation course in the U.S.

Since the departure of Mr. Griffin, the SOW for this position has been the subject of considerable discussion and modification. In one form or another, the position of Water Use and Management Advisor is scheduled to continue under Core II.

d. Extension and Communication Advisor

Darryl H. Kuhnle filled the post of Extension and Communication Advisor from October 1984-June 1987. The main functions for this advisory position were to determine the information needs of Yemeni farmers and to assist the staff of the Directorate of Extension in developing technical capability to produce agricultural media programs in order to provide farmers with technical information related to development of the agricultural sector.

To achieve the above, the Advisor helped MAF staff in conducting a nation-wide survey on the information needs of farmers, assisted in analysis of the survey, arranged for procurement of a video equipment package worth \$180,000 US to enhance MAF's capability to produce extension video programs, and conducted training courses in planning and production of video programs.

Similar activities are to be pursued by the next Extension and Communication Advisor under Core II.

e. Statistics and Data Management Advisor

David Faulkenberry has been serving as Core Statistics and Data Management Advisor since September 1986. The Advisor serves in the Department of Statistics of MAF and his counterpart is Director of this department.

The overall responsibilities of the Statistical Advisor are to help improve MAF's capability to collect reliable agricultural data, develop and analyze an up-to-date agricultural data base, and produce timely statistical reports on the YAR agricultural sector.

The Advisor has, so far, participated in planning a nationwide wheat production survey, arranged for installation of a Wang Personal Computer (PC) in the Department of Statistics, initiated installation on the PC of a data editing system (CONCOR) and a Lotus data base program for processing wheat survey data, trained staff in the use of the PC, arranged for production of aerial photography for two districts to evaluate the use of area sampling frames in the YAR, and encouraged allocation of ADSP funds to MAF for conducting market prices surveys and a cost of production study.

The activities in the field of Statistics and Data Management are to increase considerably under Core II and the position of the Advisor is to continue for the next five years.

f. Beekeeping Specialist

Jan Karpowicz served as Beekeeping Specialist from January 1985-March 1986. He began his work in the YAR in a beekeeping rehabilitation program at ISAI shortly after the Dhamar earthquake of 12 December 1982. From October 1984-January 1985, he functioned under the HITS Subproject. Thenceforth, he continued his services under Core until his departure in March 1986.

During his brief period with Core, the Beekeeping Specialist established several beekeeping centers throughout Yemen, produced many colonies of bees in Top Bar hives, distributed about 200 colonies of local honey bees to the beekeeping centers, identified major apicultural zones in the country, made many extension trips that extended to the far corners of Yemen an innovative beekeeping technology, formulated apicultural management plans for Yemeni beekeepers, trained many Yemenis in the art of beekeeping, and developed several pamphlets and video tapes on beekeeping.

Since the departure of the Core Beekeeping Specialist, Ministry officials have requested assistance from other donors. No provisions have been made for the continuation of apicultural activities in the Core II program.

B. Other Activities and Accomplishments Within MAF

1. Agricultural Weather Stations

The importance of weather data for agricultural development and work is very well known. Because of lack of reliable meteorological data in the agricultural sector, the Core Subproject began the establishment of weather stations throughout Yemen in 1985. Twelve Agmet Meteorological Stations were installed, two in Hajja and one in each of the ten remaining provinces. These stations automatically record weather data on cassette tapes. Using a specially developed computer program, these data are translated and retrieved in a printed format. The accumulated weather data during the first six months' operation of the stations were published in Volume 1 of Meteorological Data, published jointly by MAF and ADSP. Data have been collected for subsequent volumes of this publication. An Apple II computer and a printer were installed in MAF and two employees were trained in their use and operation.

The installation of the Agmet Stations and the training of Yemenis in collection and development of weather data are the most significant contribution of Richard D. Field (Core Technician, October 1984-July 1987) to the work of ADSP in Yemen. The computer programming for the weather data was developed by James Ziegler, a computer consultant. Before Richard Field, the position of Core Technician was occupied by Glen Muilenberg (August 1981-August 1984), whose time and technical capabilities were mostly utilized to help the two emerging subprojects, PETS and HITS.

Core II is committed to an increase in the number of meteorological stations and continuation in the collection and dissemination of weather data.

2. Improved Computational Services

In addition to the Apple II computer installed in the meteorological section of the General Directorate of Irrigation to be used for processing agricultural weather data, and the Wang PC which is used for Arabic and English cataloging at DLRC, the following computers were installed in the Ministry: 1) a Wang PC in the General Directorate of Planning and Statistics, 2) a Wang PC in the Department of Agricultural Statistics, 3) an IBM PC in the General Directorate of Agricultural Affairs, and 4) a Wang VS-15 in the computer center of MAF.

A short training course on word processing was conducted for a number of Ministry employees. Until now, the Wang VS-15 computer had been used solely for word processing. The major task of the System Analyst, soon to be recruited under Core II, will be the acquisition of appropriate software and the training of several MAF employees in the use of computers in their work.

Improved computation services in MAF will enhance the Ministry's ability to update sector analyses, prepare annual and five-year plans, manage and publish agricultural statistics, produce analytical studies, monitor training programs, evaluate the projects, and manage areas such as warehousing and payroll.

3. Development of the Third Five-Year Plan

Core played a major part in the development of the third Five-Year Plan of the Ministry of Agriculture. The Core Subproject helped in the formulation of the Plan, financed several surveys, assisted MAF in evaluation of agricultural projects, and helped the Ministry logistically in production of required documents.

also, Core has assisted MAF in conducting many other surveys and studies and has helped in production of numerous agricultural documents.

4. Establishment of a Print Shop at the MAF

In order to support the publication program of the Ministry and to expand its printing capability, the Core Subproject assisted the General Directorate of Extension and Training of MAF, both technically and materially.

Four individuals were trained in all aspects of the work, i.e., pre-press layout, darkroom processes, negative layout and stripping, operation of the offset press, bookbinding and finishing work. The print shop is equipped to produce most types of printed matter such as leaflets, posters, pamphlets, magazines and books for use in the extension and information activities of the Ministry.

Edwin Varona, the Core Consultant and Technician, spent several months in the Ministry installing the equipment and training the staff.

II. DEVELOPMENT OF APPROPRIATE TRAINING PROGRAMS FOR THE PERSONNEL OF THE YAR AGRICULTURAL INSTITUTIONS

A. Need for Agricultural Training

In the early days of Core development, the authors of the 1982 Agricultural Sector Assessment proposed a number of strategic components for ADSP in Yemen. Agricultural Education and Training was the first strategy which was recommended. The ASA states "Education is of the highest priority because the major impediment to successfully carry out development activities is the lack of an effectively functioning staff or work force in the public and private sectors." In a 1986 updated version of the ASA, "trained manpower" has been referred to as Yemen's "scarcest resource" in the agricultural sector. Agricultural development in the YAR has been severely encumbered by inadequacy of skilled manpower at all levels. To alleviate the seriousness of the situation, the YARG has taken steps to provide broad-based agricultural education in the country. With support from USAID, the British Government and the World Bank, the YARG has established three secondary agricultural schools. Also, with assistance from USAID and other donors, the Faculty of Agriculture was established at the University of Sana'a in 1984. These and other corrective measures taken by the YARG will certainly strengthen agricultural education in Yemen. At this time, however, agriculture is quite short of technically trained personnel. This is certainly true with respect to availability of trained staff in MAF. A survey conducted in 1986 showed that within the central MAF about one-third of all the established positions were unfilled, and at least one-quarter of the filled positions were filled by employees with less than the required training.

B. Background and Philosophy (Strategy)

At a meeting of CID's Board of Directors of Yemen (BODY) in March 1981, a program policy in training and education was developed. The policy states "The BODY holds the strong conviction that long-term

and lasting achievement in agricultural development and production can only take place when undergirded by a strong and sound educational and training program. A well-rounded educational and training program is, therefore, recommended for the Yemen Program." The training and educational policy of the BODY recommends the following: 1) assist in developing a Faculty of Agriculture at the University of Sana'a, 2) assist the development of Secondary Agricultural Education Programs, and 3) develop additional training programs as part of the Core Subproject.

The third strategy is discussed in this section and the first two strategies will be dealt with under the heading "Design and Mobilization of Other Subprojects."

The development of a training program is an integral part of the Core Subproject and, as was mentioned before, it is one of the three strategies used to strengthen the functioning of MAF. The implementation of ADSP's training program in the YAR was mainly the responsibility of Core's Training Advisor (TA). For the first two years, however, the Agricultural Advisor was charged with this responsibility. Then, G. R. Jack Law, who served Core from October 1983-December 1986, was recruited as a full-time TA. Much of the organizational development and procedural improvement of the ADSP training program is attributed to this Advisor's initiatives and efforts. Since the departure of the TA, Mutahhar Al-Huthi, Core's Training Officer, has been handling the TA's responsibilities.

Core's training program encompasses in-service, academic, technical and English language training. Each training category is briefly discussed below under accomplishments.

C. Accomplishments

1. In-Service Training

Long-term advisors and technicians provided informal training during their daily work with their counterparts and other MAF staff. This type of training is an integral part of each advisor's SOW. The good working relationships that existed between the TA and his two assigned counterparts, for example, created an excellent opportunity for this type of informal education. The in-service training for these counterparts consisted of almost daily discussions and consultations on policies and procedures for dealing with training matters and on the strategy for conducting the manpower survey. Another example to be cited here is the training of the counterpart of Core's Beekeeping Specialist. This counterpart acquired adequate first-hand technical appreciation and knowledge of basic beekeeping techniques to become a trainer and overseer of the field operators. His acquisition of beekeeping skills and experience was mainly through daily encounters and hands-on training.

Each of the eight advisory positions within MAF created this type of informal training for the assigned counterparts and other Ministry staff. The number of employees trained in this way within MAF is estimated to be from 40 to 55.

Core made provision for formal in-service training as well. The Core advisors and consultants conducted seminars and courses in post-harvest food losses, forestry, project evaluation, management, women in agriculture, irrigation, beekeeping, production of audio-visual programs, and cataloging and library services.

2. Academic Training

Academic training is the most important component of the ADSP training program in Yemen and is one which will have the greatest impact on the future course of agricultural development in this country. In consultation with the Ministry of Education (MOE), MAF and USAID, a set of policies and procedures was developed for effective administration of this program. Train-

ing of Ministry candidates is undertaken with the concurrence of the YARG Central Planning Organization (CPO) and USAID. The complicated process of identifying acceptable trainees and their preparation for departure is a lengthy one and consists of announcement of programs, nomination, selection, approval, clearance procedures, follow-up and record keeping. For the candidates to be trained in American universities, proof of English language proficiency at a TOEFL 500 level is required.

Since the inception of the Core Subproject, a total of 48 individuals have departed Yemen for their academic studies. Of these, nine were enrolled as M.S. degree candidates in the U.S., 20 as B.S. degree candidates in the U.S., and 19 as B.S. degree candidates in Third Countries (TC's). These trainees were enrolled in a variety of academic fields of study such as Agricultural Economics, Agricultural Statistics, Irrigation, Soil Science, Agricultural Engineering, Field Crops and Agricultural Extension.

3. Technical Training

To increase skills of the staff at the Ministry and to expose the agricultural technicians to recent developments in their field of work, Core has sponsored the participation of many of MAF employees in a wide range of short technical courses offered in the U.S. and TC's. Most of these courses in the U.S. have been offered by the U.S. Department of Agriculture. English language proficiency has been required by all these courses. Partially in response to this requirement, Core has also sent a large number of the Ministry's staff to participate in short technical courses conducted in Arabic-speaking TC's, particularly Jordan.

Of the total 127 trainees, 46 received their training in the U.S. and 81 in TC's. These participants were trained in Personnel Management, Secretarial Skills, Extension, Research Adminis-

tration, Water Resources, Fruit Production, Vegetable Production, Plant Protection, Marketing, Project Analysis, Computer Application, Farm Management and Rural Development.

A list of all ADSP participant trainees is presented in Annex A.

4. English Language Training

English language training became a part of Core's SOW because 1) English language proficiency is a pre-requisite for academic and technical training in the U.S. as described above, and 2) verbal as well as written communication within MAF with donors and non-Arab visitors is mainly in English. Very few MAF administrators and directors have a good command of English.

For academic training in the U.S., nominees with an English language proficiency lower than 500 TOEFL are enrolled in the Yemeni-American Language Institute (YALI) to study English until reaching the required TOEFL score. The progress of nominees in learning the language is monitored through administration of International and Institutional TOEFL tests by YALI. Departure for training in the U.S. is allowed only after attainment of an official TOEFL score of 500. The records indicate that so far a total of 85 ADSP students have been enrolled in YALI. Of this number, 25 students departed for the U.S. and 12 are currently enrolled in YALI.

In a less formal setting, Core has conducted a series of English classes at MAF for its employees. The records show that since the inception of this program, some 120 employees have participated in these English courses. The classes were held early in the morning and late in the afternoon, before and after working hours. Upon the resignation of the last English teacher from his job in August 1987, the English teaching program in MAF came to a halt. However, it is the intention of Core II to resume this useful program in the near future.

III. DESIGN AND MOBILIZATION OF OTHER SUBPROJECTS

A. Background and Philosophy

Under normal USAID contracting procedures, the time that elapses between project concept and project implementation can be very long. This often causes a delayed response to the host country's request, invalidating the cost projections made at the time of Project Identification Document (PID) and altering commitments made and priorities set at the start. Project 052 was designed to overcome this problem through the Core Subproject.

A unique feature of Project 052 is the concept of Core, which in turn is unique in its capability to initiate and implement subproject activities while the subproject is being designed. Prior to USAID authorization of a PID, Core may be given authority to expend \$100,000 U.S. for pre-subproject activities. Expenditures in excess of this amount can be provided for these activities if funds are approved by AID/ Washington. Funding for pre-subproject activities can also be provided by a procedure which allows funds to be shifted across categories, not only within an approved subproject, but also across subproject activities. This is accomplished through amendments or changes in the approved Annual Work Plan.

Design and mobilization of other subprojects to address constraints on agriculture in the YAR was Core's third strategy for advancing MAF's capacity to more efficiently serve the agricultural sector. Several constraints on agricultural development in Yemen were identified in the Baseline Field Study Report and ASA. This served as the basis for identifying priority areas for assistance and strategies for intervention. Within these areas, subprojects were proposed and the Core Subproject was charged with their initiation and pre-implementation activities. DLRC was one of the identified areas of activity to be implemented by Core as a separate subproject. For budgetary and logistic reasons, however, DLRC was implemented as a subactivity under the Core Subproject.

B. Other ADSP Subprojects

1. Ibb Secondary Agricultural Institute (ISAI) Subproject

This is the only subproject which predates the Core Subproject. ISAI was given high priority by the YARG, and CID initiated this Subproject in advance of ADSP. The physical facilities for the Institute were financed by the International Bank for Reconstruction and Development (IBRD). USAID was requested to undertake responsibility for development of the school program, as well as to advise and assist with administration of ISAI.

The ISAI Subproject was authorized in 1979 for an initial period of five years. At the end of the first contract, an additional five-year development effort was approved and became effective with the signing of the 1986 Annual Work Plan.

The purpose of this Subproject was to develop a secondary agricultural education system capable of supplying Yemen's agricultural sector with personnel possessing middle-level agricultural skills. New Mexico State University was selected within CID to provide leadership in development of curricula, agricultural textbooks, training laboratories, the school farm and administrative and academic training of Yemeni counterparts for permanent faculty positions.

The first cadre of agriculture instructors were expatriates who were recruited from other Arabic-speaking countries. They were charged with providing leadership in curriculum development and teaching skills while qualified counterparts were recruited for long-term training overseas. To date, 28 Yemeni have either earned or are in the process of earning Masters degrees in the U.S. or Egypt. All but one of the expatriates employed originally have been replaced with these qualified counterparts.

Fifteen of the first graduates of the secondary agricultural

institutes received scholarships from the ISAI Subproject to pursue B.S. degrees in agriculture in Egypt. They have finished their degree studies and are in the process of completing their military obligations or are being assimilated into the secondary agricultural education system as teachers and technicians.

Seven agriculture textbooks have been published in Arabic and are in use. Eight more books are in the publication process. Twenty-two books are planned for completion by the end of the project. Production of "Yemenized" textbooks is a significant step in the institutional development process and is expected to have a long-range impact on quality of instruction.

The curriculum originally developed and in use from the outset is being revised. When this revision is complete, it will include relevant agricultural competencies which will be taught through a combination of classroom theory and relevant practical instruction. This approach will provide students with direct "hands-on" experiences to enhance their agricultural expertise.

The major focus during seven years of the project has been on direct institution-building activities. However, several relevant institutional research studies have also been done. The first graduates of ISAI were evaluated formally to determine job effectiveness and the total program was carefully reviewed. The results of this review were used to refine and improve the quality of instruction. Next the curriculum which had been in place for five years was studied and a task inventory was conducted within the agricultural industry to validate the competencies needed by Secondary Agricultural Institute graduates. These results are in the process of being incorporated into the curriculum.

During FY86-87, two studies of significance were carried out. A study was made to assess the need for additional secondary agricultural institutes, and a second study was an investigation of

successful agricultural training programs for women and their role in agriculture with a view toward future strategies for development of women's training programs.

Initially, and throughout most of Phase I, activity focused on institution building from the standpoint of hiring faculty, securing equipment and supplies, identifying and developing instructional materials, developing and modifying instructional laboratories, and developing the school farm. Emphasis in Phase II has been on development of programs and infrastructures which will support agricultural education in the years after the project is finished and USAID assistance is completed. The lessons learned during development of the Ibb School are being extended to the other secondary agricultural institutes.

2. Poultry Extension and Training Subproject (PETS)

PETS was officially approved in February 1983, for a period of five years. Since there was substantial pre-project implementation by Core prior to February 1983, the starting date for PETS was back dated to September 1982. Oregon State University was designated as the lead university in 1982 for the implementation of this Subproject. The accelerated phase-out of the Subproject began in November 1986, and was completed in August 1987.

The goal of PETS was to increase egg production in the traditional sector and, thereby, reduce Yemen's dependence on imported eggs. The purpose of this Subproject was to assist in establishment and implementation of an improved extension and training program within MAF to increase egg and poultry meat production among the private producers in the traditional sector and small-scale and medium-scale producers.

To accomplish the above objective, PETS conducted the following activities:

a. Training

1) In-country Training

For training of extension agents and other interested individuals, the PETS team developed an 18-week poultry course of both classroom instruction and field activity. Through these courses, 93 Yemenis, of which 26 were commercial poultry farm managers, were trained and graduated. The SPP called for in-country training of only 69 poultry extension agents and facility managers. In addition, eight interns received extensive on-the-job training over the Life of the Project (LOP).

2) Academic Training

PETS sponsored nine participant trainees to study Poultry Science at Oregon State University. One completed a M.S. degree program and is currently continuing his studies in a Ph.D. program. The other eight are pursuing their studies in a B.S. program. The administrative PACD (Planned Activity Completion Date) has been extended from August 31, 1987, to December 31, 1990, for completion of academic training for these students.

b. Pullet Production, Rearing and Distribution

One of the primary objectives of PETS was to provide a source of pullets for establishing family and small-scale commercial flocks throughout Yemen. This was achieved through construction of a pullet rearing facility at Bir Al Qhusain. In this facility and two smaller ones, also supervised by Subproject personnel, 190,000 pullets were produced over the LOP. One-day-old chicks were brought from Holland and raised at these facilities until 16 weeks old, at which time they were sold. The pullets were distributed by truck

to outlying villages. The Subproject technicians and MAF employees provided instructional information on bird care and feeding with each delivery. Through this process, 6,675 family flocks of three to 25 birds were established, as well as 15 small-sized and 13 medium-sized commercial flocks.

c. Structures

For the purposes of pullet rearing and in-country training, the Subproject constructed:

- 1) Classrooms and dormitories at Hasaba farm for the 18-week training courses. Hasaba farm, which was established prior to PETS, is used as a layer demonstration unit for future poultry farm employees.
- 2) Eight poultry houses at Bir Al-Qhusain farm, each of which holds 5,000 pullets. This farm is for the purpose of producing 18 week-old pullets to be distributed to villages and small commercial operations.

3. Horticulture Improvement and Training Subproject (HITS)

HITS is a seven-year activity which is functioning as one of the ADSP subprojects. The California State Polytechnic University at Pomona, as the lead university, is implementing this Subproject. HITS was authorized in February 1983, for a period of seven years with a projected completion date of December 1989. Considerable pre-project implementation was completed by Core before the Subproject's approval date. For example, Al-Irra Station was fenced and its border trees were planted. A road to the station and roads within it were completed and a well was constructed. Also, construction at Al-Jarouba station, initiated by the previous USAID Project 0024, was continued by Core. In effect, the Subproject was an ongoing activity before its official authorization. The original purpose of this

Subproject was to develop the institutional capability of MAF to support increased fruit production through extension, training, plant protection and delivery of disease-free stock of improved varieties of fruits. During the past five years of existence HITS has accomplished the following:

a. Development of Two Horticultural Stations

- 1) Deciduous Horticulture Training Station is located in the Central Highlands near the village of Al-Irra, approximately 10 kilometers north of Sana'a. Al-Irra has approximately 1,500 deciduous trees of nearly 85 different varieties that are being evaluated for suitability for conditions in Yemen. Additional trees of proven varieties are being grown and used for bud and graft wood to produce trees of superior genetic ability. The infrastructure at this station includes a classroom, offices for the personnel, two residences, a workshop, two shade houses, a greenhouse, chemical and supply storage units, two wells and a new irrigation system.
- 2) Tropical/Subtropical Horticulture Training Station is located on the Tihama near the village of Al-Jarouba, approximately 90 kilometers south of Hodeidah. Al-Jarouba was founded as a citrus station by USAID Project 0024 in 1978. Due to the occurrence of citrus canker, 185,000 budded citrus trees and seedlings were destroyed in January and February 1986. The station is currently being used for growing a collection of tropical and subtropical trees for the purposes of production and varietal testing. The infrastructure is similar to that of Al-Irra Station, with a total of four residential houses, two shade houses and an advanced irrigation system.

b. Plant Protection

Several pathological problems, including bacterial citrus canker and crown gall, have been studied and recommendations been given to the government and private producers for eradication of these diseases. A research program related to disease problems of watermelon, papaya, banana and guava has been initiated. The HITS team has also initiated an integrated pest management program for two insect pests of citrus, collected and identified many fruit insects in Yemen, conducted numerous extension visits, prepared some 20 extension pamphlets, produced a video tape on the safe use of pesticides, and trained counterparts and technicians in the safe handling of pesticides.

c. Extension

The extension unit has conducted a continuous program of dissemination of technical information and recommendations, established 15 field plots in cooperation with Yemeni farmers, produced numerous extension materials including video tapes and slide sets on cultural practices, conducted farmer field days each year, and made over two hundred extension visits annually.

d. Through the year 1987, the Subproject has trained:

- 619 short-term trainees at Al-Irra and Al-Jarouba
- 3 short-term trainees in the U.S.
- 4 short-term trainees in TC's

In academic training, one B.S. and two M.S. students are pursuing their studies in Horticulture at Cal Poly and another completed his M.S. degree in the same field at Oregon State University.

4. Faculty of Agriculture (FOA) Subproject

USAID signed an agreement with the YARG on 14 May 1985, to provide a technical assistance grant over an 11-year period to establish within Sana'a University Yemen's first Faculty of Agriculture. The U.S. assistance is to be used to train 29 future Yemeni professors to the Ph.D. level in the U.S., develop a 22-hectare instructional farm, design and supervise construction of the FOA classroom buildings and provide teaching staff and other technical assistance to teach classes and develop curricula. The FOA is to grant a B.S. degree to an average of 120 graduates annually. The expected standard is to be equal to that of a College of Agriculture in a U.S. Land Grant University.

The Core Subproject has been active in the implementation and pre-project activities of FOA since 1981. In addition to the preparation of all necessary documents, Core began implementation of some of the objectives of FOA prior to its 1985 authorization. Preliminary work on the instructional farm and the initiation of academic training for the future Yemeni professors at the FOA were the major undertakings.

Since 1985, the pace of activities has increased considerably. The instructional farm, which is a vital part of FOA's training program, is about 90 percent complete. This farm will provide a practical laboratory which will complement the curriculum in all areas, allowing students to study in the field as well as in the classroom. There are currently five participant trainees in the U.S. and two in Egypt pursuing their doctorate degrees in different agricultural fields of study. Another three future participant trainees are receiving English language training at YALI. The Dean and the Associate Dean of FOA have received three months of administrative training in the U.S., a short-term, hands-on farm shop training course has been conducted, and the curricular needs assessment has been completed. Design for the construction of the classroom/laboratory complex is completed. Contracting for this construction is anticipated to take place in Spring 1988.

Meanwhile, the FOA size has expanded from two staff members at the time of the governmental decree for its establishment to 15 members. The student body has increased from 60-70 first-year students to more than 450 for all classes. These students are allowed to concentrate on one of five areas of study, namely, Agricultural Economics/ Extension, Animal Production, Agricultural Mechanics/Soils, Food Science and Plant Production.

5. Irrigated Farm Practices (IFP) Subproject

The IFP Subproject is still in the planning stage. The Project Identification Document (PID)/Concept paper was prepared in February 1984. The Subproject Paper was drafted by a team co-sponsored by USAID/Core in August 1985. Core commissioned three separate studies related to this Subproject. These studies were conducted by R. Griffin and D. Varisco 1984, David T. Higgins 1985, and Talaat Al-Naser 1985. As a pre-project implementation activity, Core initiated the academic studies in Water Management for four PT's in the U.S.

At this stage, the drafted SPP is seen to need considerable modification. The Subproject is to be funded for initiation in fiscal year 1989.

IV. CONSTRUCTION AND DEVELOPMENT OF DLRC

A. Background and Philosophy

The need for a wide range of information for proper planning and effective execution of agricultural development in Yemen was identified in the 1979 Baseline Field Study Report, and subsequently in the Core SPP, interim Work Plan, ASA, and the first and second AWP. Until the establishment of DLRC in 1984, there was neither a repository of agricultural information nor a systematic process for acquiring, maintaining and disseminating such information. Although there existed a substantial number of reports, special studies, analyses, maps and basic economic and statistical data, their availability for use was never certain.

During the 1978-79 negotiations concerning the initiation of ADSP in Yemen, one of the YARG's most earnest requests was for assistance in the establishment of a documentation center. Such a center was identified as an important element in the development of the institutional capability of MAF. In the 1983 Report on Documentation and Learning Resource Center by R. Vierich et al., it was stated "The need for such a facility (DLRC) has long been recognized as one of the major elements necessary for strengthening the entire institutional base of the Ministry and, hence, agricultural development in Yemen." At the time on the MAF side, DLRC was one of the few, and perhaps the only, concepts relating to collaborative development of institutional capabilities and capacities that was readily recognized and identified as appropriate and desirable.

Core's responsibility in the establishment of DLRC was set forth as EOPS No. 2 in the Subproject Paper, where it states "...Agricultural Documentation and Learning Center established in the Ministry of Agriculture and making library materials, reports, and training materials available for public information, reference, planning and evaluation purposes." The interim Work Plan for Core established the design and initial implementation of DLRC at MAF as an activity

for this Subproject. During the first AWP (81-82), a complete justification and plan to initiate DLRC was prepared. AID's approval permitting the expenditure of \$360,000 US for construction of the Center was obtained in January 1983. The construction of DLRC adjacent to the MAF started at the end of 1983 and was completed in 1984. The building was dedicated on 29 September 1984, during the al-Thora celebrations.

B. Accomplishments

DLRC was established to collect, preserve, organize and make available MAF publications, donor reports and other information related to agriculture in the YARG in order to assist MAF in planning and implementing agricultural development programs. In other words, the Center is to meet the critical information needs of the agricultural sector in general and of the Ministry of Agriculture in particular. To achieve this, MAF/ADSP staff had to develop a number of procedures, guidelines and policies, conduct many activities and perform numerous functions. The most important accomplishments and activities during the past three years of DLRC's operation are as follows:

1. Staffing

a. Expatriates

- 1) Audrey Dibble, DLRC Reference Librarian, May 1984-July 1985, and DLRC Library Services Advisor, July 1985-present. This Advisor has been the main force behind all achievements of DLRC since its opening in 1984.
- 2) G. Yazdani Siddiqui, DLRC Library Services Advisor, November 1984-July 1985.
- 3) Two TDY Catalog Librarians (Mary Fahnestalk and Jerome W. Anderson) worked at DLRC for a total of six months focusing on training and cataloging.

b. Local Staff

- 1) Halim Amman, Library Technician, February 1985-August 1985, ADSP employee.
- 2) Mohammed Abdallah Al-Alimi, Library Technician and Counterpart, April 1985 - present, MAF employee.
- 3) Abia Saleh, Documentation Assistant, October 1985-present, ADSP employee.
- 4) Abdal-Sallam Sharafaddin, Library Technician, January 1986-December 1986, MAF employee.
- 5) Aneesa Ahmed Nasser, Library Technician, February 1986-present; MAF employee until September 1987, and ADSP employee since then.

2. Furnishings and Equipment

The Center is furnished and equipped with modern library seating, shelving and office equipment including electric typewriters, a photocopy machine, a micro-computer, two computer printers and a micro-fiche reader.

3. Training

One M.L.S. candidate is currently at the University of Arizona Graduate School and is scheduled to complete his studies in Library Science by June 1988. This trainee, together with one technician, received six months of technical training at the Arid Lands Information Center in Tucson, Arizona. Another library technician completed a short course at the Arab League Documentation Center in Tunisia. The project has also funded training in computers and Arabic typing for employees of the Center. In-service training has been offered continuously.

4. Collection and Cataloging

By 1 October 1987, the Center had collected a total of 14,300 items including a small collection of maps, micro-fiche and audio-visual materials, books, documents and research reports. About 50% of the collected items have received full cataloging and processing.

To process these materials, an original computer software program was developed which produces standard catalog card sets in both Arabic and English. Systems have been designed and implemented to link the Arabic and English collections with additional subject cards.

5. Services

During three years from 1 October 1984, to 30 September 1987, the Center received 8,522 visitors and processed 3,082 requests for information. During the same period, 51,265 pages of photocopies were made and 6,591 materials were used by visitors to the Center.

V. COORDINATION OF ADSP PLANS AND ACTIVITIES WITH THOSE OF OTHER DONORS

The Core Subproject had to coordinate not only ADSP plans with those of other donors but also the activities of the subprojects within ADSP.

A. Coordination of Work with Other Donors

The issue of coordination of programs and activities of different donors in the agricultural sector in Yemen needs proper attention and official action. Currently, there are over 20 donors in this country participating in developmental activities in agriculture. New projects are proposed and old ones are implemented with little or no regard for coordination. Overlapping and repetitious work is not uncommon.

In the Core Subproject Paper, it is stated "It is imperative that the Core team develop close working relationships with other donors and other AID projects to avoid duplication and to identify opportunities for productive cooperation." Core has been a strong advocate of establishment of a system through which coordination of plans and activities in agriculture could be achieved. Other entities, such as the Food and Agricultural Organization (FAO) and WB, have also expressed their strong support for such a development. It is, however, MAF's responsibility to take the lead and address this issue urgently and effectively.

A certain amount of coordination of activities is achieved through contacts and exchange of information among different donors. Core, with its broadly based advisory services in MAF, has played a significant part in this respect. The Subproject's Team Leader and its advisors have always brought the duplicating nature of a proposed activity to the attention of MAF officials.

One of the significant functions performed by the advisors, especially the APA and AA, has been the revision of other projects' documents. This task was usually performed at the request of MAF

officials. The advisors' comments on the documents, which ranged from pre-feasibility studies to project papers to evaluation reports, were solicited. Also, new visitors and prospective donors were frequently referred to the Core advisors as information resource persons. At other times, the advisors were requested to attend meetings where other donors and MAF officials were discussing proposed activities or reviewing the implementation plans of various agricultural projects. All these occasions provided the Core advisors excellent opportunities to tactfully but effectively play their program coordinating roles.

On a smaller scale, the advisors could also advocate coordination of work in their respective areas of expertise. Each advisor had contact with experts and workers in his own sphere of activity. Much cooperation and coordination of programs were achieved through these contacts and sharing of information. The DLRC advisor in particular has played a more general and significant role in this respect. The wide range of her contacts at the Center and her familiarity with published works of agricultural donors in Yemen have contributed to her effectiveness. The DLRC itself, in its silent way, has been the most effective coordinator of programs at MAF. Almost all newcomers and donors are routinely directed to the Center for acquisition of information on agricultural programs in the country. Of all the visitors to the Center, foreign experts and donors have been in the forefront.

The coordination of donors' programs achieved through all these channels is unofficial and limited in nature. The issue is important enough to warrant MAF's intervention. Since all program activities of all donors are invariably channeled through the General Directorate of Planning and Statistics, this Directorate provides an excellent venue for achieving program coordination. To a certain degree, this coordination is achieved through the vigilance of the Director General and his staff. But the volume of work is indeed overwhelming for this small band of people. A functioning, authoritative and informed committee should be formed within this Director-

ate for the sole purpose of coordinating all donors' activities and programs within MAF. Furthermore and on a higher level, the Central Planning Organization (CPO) of the YARG is the responsible agency within the country for overall development planning and coordination. The CPO may need to become more assertive in its coordinating role.

B. Coordination of Work Within the ADSP

The Core SPP stated "The Core team, in collaboration with USAID and the YARG, will identify, design, mobilize, implement, provide technical, administrative and logistic support for, and coordinate activities of all subprojects in the Program."

Prior to cancellation of the COP's position, it was easier and more logical for Core to play the role of a coordinator within ADSP. It was mentioned before that the COP was also Team Leader for this Subproject and that he was the sole representative of CID in Yemen. Coordination of activities and cooperation among all subprojects was maintained by the COP. He met with the ADSP team leaders, individually or collectively, for the purpose of sharing information and identifying the direction of each subprojects' activities.

ADSP's structure helped to bring about cooperation among all the subprojects. ADSP was presented and accepted in Yemen as one program under one leadership. The unity in leadership could not fail to create a sense of unity in purpose. The removal of the COP contributed perceptibly to the emergence of a feeling of separation and divergence of the plans within ADSP. Nowhere else was this effect more acutely felt than in the MAF. Before, Ministry officials regarded all ADSP activities within MAF to be different parts and activities of the same program. They were used to dealing principally with one person concerning all matters within this diversified program. After the elimination of the COP position, however, they had to negotiate with different individuals who were not necessarily promoting a one-program concept. Each team leader had,

understandably, the interest of his own subproject at heart. The concept of one ADSP representative in the MAF is still strongly advocated by the majority of ADSP counterparts and the officials at MAF.

In a previous section, the unique function of Core to design and mobilize other subprojects was fully discussed. This function has enabled the Core Subproject to be closely associated and identified with the newly developed subprojects. In the capacity of initiator and pre-project implementor of other subprojects, Core has provided guidance in program selection, work plan preparation and document production. At the early stages of a subproject development, Core's coordinating ability for that subproject is at its highest. This capability diminishes, however, as the newly born subproject matures.

Core is also charged with the duty of providing technical assistance to the other ADSP subprojects. Core has responded positively and generously to numerous requests by other subprojects for technical assistance. Administration of training programs, design and installation of irrigation systems and production of A-V material are examples of technical assistance which Core has extended to other subprojects. This assistance, however, is more of a cooperative nature than a coordinating one.

Provision of administrative and logistical support to all subprojects, to be discussed in the next section, has been cited by some as another positive factor in Core's coordinating ability. In program coordination, however, this function plays a minor role. The original intent of this function was to incur some economy of scale by centralizing administrative/logistical support functions. Support in areas such as secretarial and expediting services does affect the timely execution of a task and Core has provided these satisfactorily in support of all the subprojects. Thus, Core has assisted the ADSP subprojects in the implementation of their objectives.

In the 1985 amended design for Core Subproject, the coordination of the ADSP Subprojects was variably assigned to the following:

1. Agricultural Development Officer - "The USAID Agricultural Development Officer will be responsible for working with YARG and subproject coordinators to ensure that the various activities are interrelated and coordinated in a manner consistent with program purpose and goal."
2. Core Subproject - "The Core Subproject, through its administrative/logistic support to all subprojects and its provision of a broad range of advisory services relevant to all subprojects, serves as a principal means of program coordination."
3. Program Coordinating Committee - "The major function of the Program Coordinating Committee is to maintain and enhance the program as a set of integrated subprojects directed toward achieving a clearly articulated set of program goals."

VI. PROVISION OF ADMINISTRATIVE AND LOGISTICAL SUPPORT TO ALL SUBPROJECTS

Efficient and timely implementation of any technical program requires expeditious delivery of administrative and logistical services. Effective delivery of human, material and financial resources strongly influences the eventual outcome of a project.

In the SPP, Core was assigned the responsibility of providing all administrative and logistical support services for all ADSP subprojects. To discharge this duty, Core had to develop capabilities both in the U.S. and in Yemen. In the U.S., Core provided administrative/logistical support to the field by procuring commodities required by the program, shipping goods and commodities to ADSP via sea freight and air freight, recruiting long-term staff members and consultants for design and pre-project implementation of subprojects, coordinating participant training activity in the U.S., establishing a cost accounting system for the program, and providing other services such as pouch and telecommunications that were supportive of the total program. These various activities were performed by the staff of the Office of International Agriculture at Oregon State University and the CID Executive Office through the Program Director and Deputy Director for the Yemen Program respectively. OSU, as the lead university for Core, developed its Yemen program staff during the first AWP year. CID's direct involvement in this function decreased as the Core/OSU team became more experienced and enterprising.

In the YAR, the Core Subproject provided support services to all ADSP subprojects and their staff. It operated and maintained a motor pool and repair facility in Sana'a, leased and furnished houses for ADSP Staff, managed the local currency funds made available to the program, performed expediting services for visa and custom clearances, obtained driver's licenses, and prepared any documents required by the YARG. It also coordinated the flow of information within the YAR and between the YAR and the U.S. by providing pouch, telephone and telex services. Following is a brief description of these support services extended to all the ADSP subprojects by Core:

A. Housing and Office Facilities

Comfortable houses were leased for expatriate staff and adequate office space and warehousing facilities were provided. Arrangements were made for utilities, telephone, telex and other services as required.

B. Transportation

The motor pool was organized to meet transportation needs, vehicle liability insurance was arranged, proper maintenance of program vehicles was ensured, and drivers were hired and trained.

C. Personnel

A pool of local employees was established, proper record keeping and personnel actions for these employees were ensured, and travel authorization was obtained for all local and international travel.

D. Shipping, Receiving Goods and Customs Clearance

Release and customs clearance were expedited for all incoming air and surface shipments of program commodities and authorized personal and household effects, packing and forwarding was arranged for personal effects and other outbound shipments, and shipping and clearance documents were prepared to ensure proper routing and distribution of goods to the ADSP subprojects.

E. Procurement

Specifications were developed for all procurement items and services originating in Yemen, purchasing was carried out in accordance with provisions of the AID/CID contract, and service contracts were arranged for office equipment and other non-expendable equipment.

F. Warehousing

Inventory control and accountability procedures were established for expendable and non-expendable property, proper maintenance was ensured for non-expendable property, and secure and orderly storage was arranged for all project items under ADSP.

G. Contracting

Contracts were prepared and negotiated as necessary to provide required ADSP support services and the performance of the contractors was monitored.

H. Communications, Record Keeping and Secretarial and Translation Services

Procedures were developed for an orderly communication flow within ADSP to ensure that internal clearances and input of relevant functional offices were obtained, filing and record keeping systems were established, availability of secretarial and translation services were ensured to meet program requirements, and procedures were developed and executed for incoming and outgoing mail pouches.

I. Financial Accounting, Control and Management

Adequate documentation procedures were established that ensured control of all expenditures of local currency funds, local currency budgets were prepared for the AWP's, the administration of expenditures was supervised in accordance with the AWP's, monthly and other financial reports were prepared for transmission to CID, USAID or OSU, and reimbursement requests were transmitted to USAID for local currency expenditures and ensured their compliance with the terms of the CID-USAID contract.

In Summer 1987, the USAID Mission in Sana'a assumed responsibility for maintenance of housing and vehicles and procurement of office

and other common supplies. Also, management of the Administrative and Logistic Unit under Core II will be essentially independent of the Core Subproject. But before these changes and until recently, all support services provided by Core were grouped under and administered by three primary sections, namely: a) financial management, directed by the Financial Management Officer, b) office functions, supervised by the Administrative Assistant, and c) general support services, directed by the General Services Officer. The last two sections (office functions and general support services) were under the general supervision of Core's Executive Officer. The following chart represents the organization of Core as of 31 December 1986.

CORE TEAM LEADER

Amir A. Badiei

EXECUTIVE OFFICER

Ross L. Huff

ADVISORS/TECHNICIANS

- Training Advisor - Jack Law
- Agric. Planning Advisor - Victor Amann
- Statistics and Data Mgmt. Advisor - David Faulkenberry
- Extension Communications Advisor - Darryl Kuhnle
- Library Services Advisor - Audrey Dibble
- Water Use Mgmt. Advisor - Vacant
- System Analyst - Vacant
- Catalog Librarian - Vacant
- Core Technician - Richard Field
- ESL Trainer - Mohamed Nagi
- Adjoint Advisor - Abdul Hakim Al-Iryani
- Training Assist - Mutahhar Al-Huthi
- Library Technician - Abia Ghalib

SECRETARIES

- Latifa Al-Asri (MAF)
- Jemala S. Saleh
- Helen Calvin
- Ann Pritchard

FINANCIAL MANAGEMENT OFFICER

- Al Arp
- Saeed A. Saeed - Accounting Sup.
- Mohamed Mansur - Assist. Acct.
- Mahmoud Al-Thari - Cashier
- Issam M. Saeed - Voucher Examiner

GENERAL SERVICE OFFICER

Floyd Pritchard

ADMINISTRATIVE ASSISTANT

- Obad Al-Mawri - Warehouse Manager
- Irvil Kear - Warehouse Secretary
- Husseln A. Mubarak - WH Supply Supervisor
- Hamoud A. Abdo - Custodian/WH Laborer
- Abdullah Al-Harazzi - Maintenance Foreman
- Abdullah Al-Hazizi - Mechanic/Repairman
- Ahmed Al-Geraldi - Mechanic
- Hussain Al-Mawri - Mechanic - Temp.
- Yahya A. Mohammed - Maintenance Foreman
- Ahmed Mohsin - Maintenance
- Mohamed Abubaker - Warehouse Driver
- Saadalah A. Ali - Purchaser

- Abdulbasit Is-Hak - Personnel Officer
- Amin S. Ba'all - Expeditor Supervisor
- Faisal Al-Kuhaly - Expeditor
- Mohamed Sakran - Traffic Expeditor
- Abdul W. Faraj-Alla - MAF Expeditor
- Raya A. Monem - Secretary/Arabic Typist
- Hana Ahmed Radman - Arabic Typist
- Inshirah Khoulaidy - English Typist/Daily Hire
- Jamal Ali Aulaqi - Receptionist
- Ahmed Nagi - Photocopy Person

- Mohamed Abdulatif - Core Dispatcher
- Aziz M. Kabilly - Driver
- Mohamed Hilal - Driver
- Abdo G. Kassim - Driver
- Ali Al-Harazi - Driver
- Abdii-Elah Saeed - Driver
- Jamil Babouri - Driver

- Abubaker Saad-a-din - Translator
- Mohammed Salf - Translator

- Ghalib H. Al-Garadi - Janitor
- Fawzia Omer Faraa - Janitress
- Mohamed Al-Yemani - MAF
- Sharaf M. Al-Ezzi - MAF
- Ali Fara'a - Compound Guard
- Hizam Halder - Guard House No. 1
- Ahmed Thabed - Guard House No. 4
- Abdullah Afif - Guard House No. 6

CORE ORGANIZATIONAL CHART

VII. PREPARATION OF UPDATED AND EXPANDED AGRICULTURAL SECTOR ASSESSMENT (ASA), STUDIES AND REPORTS

The Core team was charged with the duty of expanding, by the end of Phase I of the Subproject, the CID Baseline Field Study Report, prepared as part of the design of ADSP, into a full-fledged agriculture sector analysis. In addition, Core staff and MAF personnel were to produce a series of studies and analyses of specific subjects required for planning the development of the agriculture sector.

Production of ASA was a high priority item for long-term planning and financing of the Yemen agricultural program. The first AWP identifies two main tasks for the Agricultural Planning Advisor: "a) conduct the ASA as described in the Core Subproject Paper, and b) coordinate activities with other Core staff, MAF, MOE, COP personnel and TDY specialists so that on-going studies and analyses are incorporated into the Sector Study."

The preparation of the ASA began in August 1981, and its first draft was completed in October 1981. After considerable revision and modification of this draft, the final version of the ASA was prepared in December 1982. Since its publication, this document has become one of the most important reference materials in the agricultural sector in Yemen. Other donors have used it extensively for planning purposes and for mapping strategies in their agricultural assistance projects in this country.

The Agricultural Sector Assessment made the following strategy recommendations for U.S. assistance: a) assistance to establish agricultural education, emphasizing first the B.S. level and then the secondary school level, b) assistance to expand the institutional capability of MAF to provide services to private farmers, c) assistance to increase the capability of MAF to undertake improvements which would increase the effective utilization of water supplies for irrigation, and d) assistance to promote private sector development, particularly in marketing agricultural products, supplies and equipment.

The 1982 ASA was updated in 1985 and republished in January 1986. This new version of the ASA made the following recommendations for U.S. assistance: a) assistance to strengthen the Statistics and Planning Section of MAF to assemble and analyze the agricultural data necessary for planning and investment decisions, b) assistance to increase the involvement of the private sector in as many aspects of the development program as possible, c) assistance to support training in the agricultural sector, particularly at the long-term secondary and university levels, and d) assistance to conduct applied research, particularly in high-value crops and in efficient use of limited irrigation water.

In addition to the production and updating of the ASA, CID/Core has conducted many studies, directed several surveys and produced numerous publications and reports such as Post Harvest Handling, Storage and Marketing of Fruits and Vegetables in the Yemen Arab Republic, An Assessment of the Manpower Needs of the Ministry of Agriculture and Fisheries During the Third Five-Year Plan of the Yemen Arab Republic, Realities and Possibilities of Wheat Production in the Yemen Arab Republic, and a series of beekeeping pamphlets and guidelines. A partial list of these publications is presented in Annex B. Both the long-term advisors and temporary duty (TDY) specialists contributed to this wealth of information. The list of CID/Core TDY's is quite long. While some of these specialists were concerned only with administrative matters, others were fielded to work on surveys, subproject initiation, project implementation, reports and other programmatic activities. A partial list of the program TDY's is presented in Annex C.

VIII. ESTABLISHMENT OF LONG-TERM LINKAGES BETWEEN YARG AND CID INSTITUTIONS

It is stated in the Core SPP "A major objective of this program, in the context of the Title XII philosophy, is to develop the kind of long-term linkages which endure beyond the phases sustained by AID funding. The CID Advisory Board, together with the on-campus Program Director and on-campus subproject directors, will devise, before March 1981, a work plan for achieving these objectives and will proceed to implement the work plan." The linkages and relationships that have so far developed are primarily the outcome of these activities, namely a) training of the Yemeni students in the U.S., b) visits made by Yemeni officials to the U.S., and c) visits to Yemen by staff of the CID universities.

The institutions with long associations with Yemen and/or with a large number of Yemeni students have developed stronger ties with the YARG than others. For example, many Yemeni individuals have developed personal and professional interests in OSU. This university has been involved in the agricultural development of the YAR for seven years, been the lead university for three ADSP subprojects, trained a significant number of Yemeni PT's, played host to visiting officials, and dispatched many of its staff members to Yemen as TDY's or long-term specialists. It is no wonder that during the October 1987 visit of the OSU President to Yemen, that YARG officials showed him such great respect and expressed, through him, their sincere appreciation and deep gratitude to the institution which has participated significantly in the development of the agricultural sector in Yemen. After the President's departure from YAR, His Excellency, the Deputy Minister of the MAF sent him the following telex:

"DR. JOHN BYRNE
PRESIDENT
OREGON STATE UNIVERSITY

IT WAS MY PLEASURE TO MEET YOU AND SPEND SOMETIME WITH YOU IN YEMEN. I HOPE THAT YOUR NEXT VISIT TO OUR COUNTRY WILL BE OF LONGER

DURATION. WE GRATEFULLY ACKNOWLEDGE OSU'S FRIENDSHIP AND SUPPORT AND HOPE FOR YOUR CONTINUED CONTRIBUTION TO DEVELOPMENT OF YEMEN AGRICULTURE.

BEST REGARDS,
MOKBIL AHMED MOKBIL
DEPUTY MINISTER, MAF
YEMEN ARAB REPUBLIC"

However significant this relationship may be, it is basically passive in nature and is a by-product of activities such as training and visiting. Its strength is based more on individuals than institutions. Therefore, this type of relationship is principally different from the one advocated by the Core SPP, where it was stated "... CID is charged with the responsibility for development of a long-term relationship in the broad field of agricultural and natural resources development and conservation." It is this type of relationship and linkage which was a major objective of the ADSP and the implementation of which requires much deliberation, planning and hard work.

During the aforementioned visit of the OSU President to Yemen, a cooperative agreement was signed between the University of Sana'a and Oregon State University. This may mark the beginning of an institutionalized and systematic approach to the establishment of long-term linkages between the YARG and a CID institution.

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" " " " " (May 1, 1982 - April 30, 1983)
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" " " " " (Oct. 1, 1984 - Sept. 30, 1985)
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10. " " " " , Jan Karpowicz, Beekeeping Specialist, March 1986
11. " " " " , Darryl Kuhnle, Extension-Communication Advisor, June 1986
12. " " " " , Thomas A. LaQuey, Agricultural Advisor, August 1983
13. " " " " , G.R. Jack Law, Training Advisor, December 1986
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States of America for Agricultural Development Support, June 1979
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Republic As An Institution - A Goal of the AID/CID Agricultural Develop-
ment Support Program, January 1985

ANNEX A
ADSP PARTICIPANT TRAINEES

Name of Participant	Subject of Study	Training Institution	Start Date	End Date
Hussein Ali Safarjal	Office Management	Oregon State University	01-Apr-81	01-Oct-81
Hassan Ali Faya	Office Management	Oregon State University	01-Apr-81	01-Oct-81
Ali Al-Khawlni	Office Management	Oregon State University	01-Apr-81	01-Oct-81
Ahmed Mohamed Loqaan	Office Management	Oregon State University	01-Apr-81	01-Oct-81
Yahya Hussein Teiha	Office Management	Oregon State University	01-Apr-81	01-Oct-81
Mohamed Abdalla Al-Eryani	Office Management	Oregon State University	01-Apr-81	01-Oct-81
Ahmed Mohamed Said Farea	Office Management	Oregon State University	01-Apr-81	01-Oct-81
Sharaf Sharaf Othman	Office Management	Oregon State University	01-Apr-81	01-Oct-81
Mohamed Hussein Sharafadin	Office Management	Oregon State University	01-Apr-81	01-Oct-81
Abdulaziz Kaid Yahya	Agr. Economics	Oregon State University	22-Sep-82	20-Jan-87
Noria Yahya Abdalla Al-Bada	Home Economics	University of Suez	01-Oct-83	01-Jun-87
Adel Abdulgalil Abou	Gen. Agriculture	Univ of Kafra Sheikh	01-Oct-82	01-Jun-87
Mohamed Amin Al-Masybi	Gen. Agriculture	University of Shubra	01-Oct-82	01-Jun-88
Noaman Mohamed Al-Muisi	Agr. Economics	New Mexico State University	05-Jun-83	10-Feb-86
Saleh Ahmed Bin Rabaa	Agr. Irrigation	U.S. Department of Agriculture	05-Jul-83	30-Aug-83
Mohamed Tareq K Aghbari	Agr. Economics	U.S. Department of Agriculture	12-Sep-83	31-Oct-83
Siham Abdalla Abdulrehean	Gen. Agriculture	University of Cairo	01-Oct-83	01-Jun-88
Hussein Hussein Al-Mesha	Gen. Agriculture	Univ of Kafra Sheikh	01-Oct-83	01-Jun-88
Abdulrehean Fadl Al-Eryani	Animal Science	Colorado State University	20-Jan-84	15-May-87
Faizah Abdo Said Saleh	Agr. Extension	U.S. Department of Agriculture	15-Aug-84	30-Dec-84
Hamood Hamood Al-Rubaidi	Plant Protection	U.S. Department of Agriculture	01-Aug-84	02-Oct-84
Sulaiman Abdulkader Awagi	Animal Science	Angelo State Univ.	01-Apr-83	23-Aug-85
Anwar Ahmed Al-Sanabani	Gen. Agriculture	University of Arizona	10-Jun-84	01-Jun-88
Abdulfattah Abdulhaq Nasher	Plant Protection	U.S. Department of Agriculture	10-Jun-84	20-Jul-84
Sharaf Sharaf Othman	Agr. Bus. Management	Jordan Institute of Management	15-May-84	21-May-84
Nadeem Shukri Abdalla Zewar	Agr. Irrigation	Utah State University	30-Aug-84	06-Oct-84
Mohamed Ahmed Mohamed Ajeer	Gen. Agriculture	University of Mansura	01-Oct-83	01-Jun-88
Abdulkafi Abdalla M Al-Eryani	Agr. Economics	Colorado State University	07-Jan-85	01-Jun-88
Mohamed Hussein Masood	Agr. Administration	Jordan Institute of Management	25-Nov-84	30-Dec-84
Ali Iseail Al-Masyabi	Farm Management	Jordan Institute of Management	09-Jul-86	15-Aug-86
Sharaf Sharaf Othman	Agr. Bus. Management	Colorado State University	01-Jan-85	31-Mar-85
Abdullaagid Mohd Saleh Abdo	Gen. Agriculture	Shobak Institute	30-Jan-85	01-Jun-87
Samir Shaasan Ahmed Al-Maanary	Gen. Agriculture	Shobak University	30-Jan-85	01-Jun-87
Abdulkarim Mohd N Al-Kirshi	Gen. Agriculture	Shobak University	30-Jan-85	01-Jun-87
Ahmed Alwan S Ezzed Al-Maanary	Gen. Agriculture	Shobak University	30-Jan-85	01-Jun-87
Abdulkarim Hassan S Al-Maanary	Gen. Agriculture	Shobak University	30-Jan-85	01-Jun-87
Adel Abdulkader Ayesb	Agr. Economics	Oregon State University	15-Mar-85	30-Aug-88
Mohamed Abdalla Alini	Library Science	University of Arizona	15-Apr-85	15-Sep-85
Mohamed Abu Talib	Library Science	University of Arizona	18-Apr-85	15-Sep-87
Arif Abdutaher Al-Saghir	Computer Applic	Coos Bay Community College	01-Jan-85	30-Jun-88
Ali Ali Al-Olabi	Administration	Jordan Institute of Management	27-Feb-85	20-Mar-85
Saleh Mohamed S Al-Ansi	Agr. Communication	Cooperative Institute	15-Mar-85	06-May-85
Jamil Ali Hassan Al-Kirshi	Agr. Communication	Cooperative Institute	15-Mar-85	06-May-85
Hayel Ali Shaasan A-Gabar	Gen. Agriculture	University of Zagazig	15-Jan-85	01-Jun-88
Mohamed Mahyob A Abdulwali	Gen. Agriculture	University of Zagazig	15-Jan-85	01-Jun-88
Haider Mohad Awad Al-Habar	Gen. Agriculture	University of Zagazig	15-Jan-85	01-Jun-88
Mahaud Mohd Seif A Al-Hakimi	Gen. Agriculture	University of Zagazig	15-Jan-85	01-Jun-88
Abdalla Mohamed Al-Mahdi	Library Tech	University of Arizona	16-Apr-85	01-Mar-86
Aisha Ali Al-Lowzi	Advanced. Sec. Skill	Kinda Business Center	10-Apr-85	10-Jun-85
Amal Malik Mohd Al-Makhezi	Advanced. Sec. Skill	Kinda Business Center	10-Apr-85	10-Jun-85
Ahmed Abdalla Al-Asbahi	Irrigation	University of Jordan	02-Oct-85	27-Nov-85
Mohamed Munir Al-Masri	Irrig. Practices	University of Jordan	24-Apr-85	24-Oct-85
Ahmed Saghar A Barer	Irrig. Practices	University of Jordan	02-Oct-85	27-Nov-85
Mohamed Ahmed Al-Mushki	Secretarial Adm	University of Jordan	12-Mar-86	25-Apr-86
Abdullah Abughanem	Irrig Administration	ICARDA	10-May-85	17-May-85
Abdalla Abdulrehean	Agr Communication	Cooperative Institute	03-Jul-85	11-Sep-85
Mohamed Abdalla Al-Masabi	Agr Communication	Cooperative Institute	03-Jul-85	21-Aug-85
Mohamed Abdo Al-Lawzege	Beekeeping	New Mexico State University	09-Jul-85	17-Aug-85

Annex A

Name of Participant	Subject of Study	Training Institution	Start Date	End Date
Mohamed Mohad Abutaleb	Beekeeping	New Mexico State University	09-Jul-85	17-Aug-85
Saleh Yahya Al-Ashauri	Beekeeping	New Mexico State University	09-Jul-85	17-Aug-85
Fatema Hassan Hameid	Advanced Sec. Skills	Kinda Secretarial Center	09-Jul-85	11-Sep-85
Huda Salem Hadrami	Advanced Sec. Skills	Kinda Secretarial Center	10-Jul-85	11-Sep-85
Latifia Abdalla Al-Asri	Advanced Sec. Skills	Kinda Secretarial Center	10-Jul-85	11-Sep-85
Abdusalam Ahmed Sharfudin	Library Technology	University of Arizona	16-Jul-85	15-Jan-86
Mohamed Mohamed Al-Noweira	Micro Computer Syst.	U.S. Bureau of Census	20-Jul-85	09-Aug-85
Abdulwasa Ali Yousuf	Civil Eng/Hydrology	Colorado State University	13-Aug-85	30-Jun-86
Mohamed Ahmed Al-Sharafi	Agr. Finance	U.S. Department of Agriculture	03-Sep-85	20-Oct-85
Abdulmalik Kassis Al-Thor	Micro Computer Mgt.	University of Minnesota	05-Oct-85	01-Nov-85
Abdulelah Abughanem	Irrig. Research	ICARDA	05-Oct-85	10-Oct-85
Ali Noaman Abdalla	Wheat Breeding	Oregon State University	12-Nov-85	01-Aug-86
Ali Said Mohamed Al-Yousufi	Fruit Production	University of Jordan	12-Feb-86	09-Apr-86
Ali Ali Al-Attani	Admin. & Sec. Practices	Kinda Secretarial Center	12-Mar-86	23-Apr-86
Hamid Mansour Zeman	Admin. & Sec. Practices	Kinda Secretarial Center	12-Mar-86	23-Apr-86
Mohamed Ahmed Al-Mushki	Admin. & Sec. Practices	Kinda Secretarial Center	12-Mar-86	23-Apr-86
Ali Nagi Al-Yahiri	Plant Protection	University of Jordan	12-Mar-86	21-May-86
Saleh Ali Al-Makaleh	Plant Protection	University of Jordan	26-Mar-86	21-May-86
Abdulhai Abduaheed Saif	Plant Protection	University of Jordan	26-Mar-86	21-May-86
Mohad Abdalla Musleh Al-Ahadi	Personnel Mgt	Jordan Institute of Management	16-Apr-86	30-May-86
Adel Mohamed Ali Al-Hureibi	Agr. Econ./ Stat	Colorado State University	24-May-86	30-Dec-90
Mohamed Lutfi Obad	Agr. Marketing	Colorado State University	31-May-86	01-Aug-86
Abdusalam Al-Zabidi	Micro Computer Applic	Colorado State University	31-May-86	18-Jul-86
Ahmed Ali Al-Akwa	Project Analysis	Colorado State University	31-May-86	18-Jul-86
Nabil Mohamed Maqum	Integrated Pest Mgt.	Purdue University	31-May-86	18-Jul-86
Ammar Mohamed Al-Astri	Agr. Economics	New Mexico State University	21-Jun-86	31-Dec-90
Ali Abdimalik Al-Abisi	Rural Development	U.S. Department of Agriculture	14-Jun-86	30-Jul-86
Ibrahim Ali A Al-Sugairy	Veg. Crop Production	U.S. Department of Agriculture	21-Jun-86	20-Aug-86
Osar Abdulkader Safadel	Farm Irrigation	U.S. Department of Agriculture	05-Jul-86	09-Aug-86
Ali Saleh Al-Nozali	Farm Management	Ministry of Agriculture	09-Jul-86	13-Aug-86
Ali Ismail Al-Masyabi	Farm Management	Ministry of Agriculture	09-Jul-86	13-Aug-86
Mohamed Abdalla Mansoor	Farm Management	Ministry of Agriculture	09-Jun-86	13-Aug-86
Ali Mohamed Al-Zumer	Farm Water Mgt	Utah State University	12-Jul-86	27-Sep-86
Sanad Faisal A/Wahed Ubaid	Agr. Economics	New Mexico State University	09-Aug-86	30-Dec-90
Nasser Ahmed Hutab	Agr. Economics	New Mexico State University	12-Mar-86	30-Dec-90
Ali Saleh Zakari	Agr. Engineering	New Mexico State University	12-Aug-86	30-Dec-90
Badr Mohamed Ali Akwa	Agr. Economics	Colorado State University	16-Aug-86	31-Dec-90
Saif Ahmed Guf	Personnel Mgt	Jordan Institute of Management	24-Sep-86	15-Oct-86
Ahmed Abdurehman Hashim	Personnel Mgt	Jordan Institute of Management	24-Sep-86	15-Oct-86
Waleed Abdulhug Mohd Noaman	Agr Eng/Irrigation	University of Arizona	11-Oct-86	30-Dec-91
Ali Ali Al-Mahfadi	Personnel Mgt	Jordan Institute of Management	29-Oct-86	20-Nov-86
Ahmed Abdu Al-Ashwal	Personnel Mgt	Jordan Institute of Management	29-Oct-86	20-Nov-86
Mohamed Yahya Al-Shahari	Proj. Management	Univ of Connecticut Health Cent	04-Nov-86	11-Dec-86
Hamood Hamood Al-Rubaidi	Proj. Management	Univ of Connecticut Health Cent	04-Nov-86	11-Dec-86
Mohamed Ahmed Al-Thari	Irrig. Methods	University of Jordan	12-Nov-86	12-Jan-87
Mohamed Ali Al-Sadi	Irrig. Methods	University of Jordan	12-Nov-86	12-Jan-87
Abdo Ahmed H. Najihadin	Irrig. Methods	University of Jordan	12-Nov-86	12-Jan-87
Abdulwasea Al-Khirbush	Irrig. Methods	University of Jordan	12-Nov-86	12-Jan-87
Hazza Hashim M. Al-Salhi	Elements Dec. Making	Jordan Institute of Management	26-Nov-86	17-Dec-86
Mohad A-Narith Al-Ashwal	Elements Dec. Making	Jordan Institute of Management	26-Nov-86	17-Dec-86
Ali Ali Al-Glab:	Elements Dec. Making	Jordan Institute of Management	26-Nov-86	17-Dec-86
Alawi Ahmed Bad:	Elements Dec. Making	Jordan Institute of Management	26-Nov-86	17-Dec-86
Khadem, Jameel Mohad Raskhan	Soil/Water Science	University of Arizona	27-Dec-86	30-Dec-91
AL-Sakkaf, Alawi Hassan A-Rahaan	Soil/Water Science	University of Arizona	27-Dec-86	30-Dec-91
AL-Madhaji, Sanad Ahmed	Soil/Water Science	Utah State University	27-Dec-86	30-Dec-91
Mutaher, Ismail Mohamed	Agr. Economics	Colorado State University	24-Jan-87	30-Dec-91
Sabra, A-Karim Mohamed	Auditing	Jordan Institute of Management	11-Mar-87	03-Apr-87
AL-Kadi, Mutaher Saeeq	Auditing	Jordan Institute of Management	11-Mar-87	03-Apr-87
AL-Hadi, Mohamed Abdo	Agr. Extension	Oregon State University	09-May-87	30-Dec-91

Name of Participant	Subject of Study	Training Institution	Start Date	End Date
Ali Abdulkarim Al-Faddeel	Vegetable Crop Prod	Rutgers University	29-Jun-87	21-Aug-87
Jamil Abou Mohamed Awon	Seed Improvement	Mississippi State University	01-Jun-87	31-Jul-87
Ali Abdalla Gabr	Proj. Analysis	U.S. Department of Agriculture	08-Jun-87	17-Jul-87
Kasim Mchsin Hameed Al-Man	Plant Protection	University of Jordan	03-Jun-87	06-Aug-87
Abdalla Ali Al-Zaari	Plant Protection	University of Jordan	03-Jun-87	06-Aug-87
Abbas Ali Abucloqhni Hanidadin	Integrated Mgt.	Purdue University	03-Jun-87	17-Jul-87
Mohamed Lutf Obad	Vegetable Crop Prod.	Rutgers University	29-Jun-87	21-Aug-87
Abdul salam Mohamed Al-Zabidi	Micro Comput Applic.	U.S. Department of Agriculture	29-Jun-87	07-Aug-87
Abdulhafiz Karhash	Agr. Ext. & Admin.	Oregon State University	18-Dec-85	15-Aug-86
Mohamed Ali Al-Thasari	Irrigation Eng.	Utah State University	21-Dec-85	30-Jun-86
Amer Mohd Amin Moanan	Agr. Econ./Stat.	New Mexico State University	04-Jan-86	30-Jun-90
Abdulkarim Ali Mchana	Agr. Econ./Stat.	New Mexico State University	04-Jan-86	30-Jun-90
Gamal Abdumohamed Al-Makleh	Gen. Agriculture	University of Jordan	04-Feb-86	30-Jun-90
Abdusalam Ali Mohad Ibhi	Gen. Agriculture	University of Jordan	05-Feb-86	30-Jun-90
Mahmud Mohd Fara Al-Zureiki	Gen. Agriculture	University of Jordan	05-Feb-86	30-Jun-90
Abduhakim Ahmed M Said	Gen. Agriculture	University of Jordan	05-Feb-86	30-Jun-90
Al-Nozaili, Ali Saleh	Proj Management	Cal Poly Pomona Univ	16-Aug-87	06-Sep-87
Mansour, Mohamed Abdalla	Proj Management	Cal Poly Pomona Univ	16-Aug-87	06-Sep-87
Al-Alimi, Mohamed Abdalla	Documentation Skills	Documentation and Inform Center	28-Aug-87	11-Oct-87
Al-Alimi, Abdalla Hamood	Agr. Economics	Colorado State University	01-Aug-87	30-Dec-91
Biddoho, Saleh Mohamed	Water Service Engi	Utah State University	20-Aug-87	28-Feb-90
Ali Mohamed Al-Thawr	Int Soil Meeting	U.S. Department of Agriculture	03-Oct-87	17-Oct-87
Abdulaleem Khaled Saif	Int Soil Meeting	U.S. Department of Agriculture	03-Oct-87	17-Oct-87
Abdo Nasher	Agr. Extension	University of Jordan	15-Oct-87	30-Nov-87
Ali Mansour Mokbil	Agr. Extension	University of Jordan	15-Oct-87	30-Nov-87
Ahmed Khaid Zoriq	Agr. Extension	University of Jordan	15-Oct-87	30-Nov-87
Mohamed Abdo Saees	Agr. Extension	University of Jordan	15-Oct-87	30-Nov-87
Abdulhakim Mohamed Saleh	Agr. Extension	University of Jordan	15-Oct-87	30-Nov-87
Ali Sailan Mchsin Al-Soraisi	Agr. Extension	University of Jordan	15-Oct-87	30-Nov-87
Al-Sakkaf, Ghazi Ahmed	Farming Systems Rech	University of Arkansas	17-Oct-87	27-Oct-87
Ismail A. Rahman Al-Hadad	Soil Survey	New Mexico State Univ	01-Sep-81	30-Sep-83
Saleh Mohad A Othman	Horticulture	Cal State Polytech Univ	01-Aug-81	30-Sep-83
Aliu Kassim Isoail	Agr. Education	New Mexico State Univ.	01-Aug-81	01-Jun-84
Ahmed Abdo Saif	Agr. Education	New Mexico State Univ.	01-Aug-81	01-Jun-84
Abdul Faris Saeed Kassim	Agr. Education	New Mexico State Univ.	15-Aug-81	01-Jun-84
Mussein Mohd F Al-Madhaji	Agr. Education	New Mexico State Univ.	15-Aug-81	01-Jun-84
Mansoor Ahmed Al-Hawshbi	Agr. Education	New Mexico State Univ.	15-Aug-81	01-Jun-84
Mohamed Saleh Haider	Agr. Education	New Mexico State Univ.	15-Jul-82	26-Aug-85
Gamal Abdo Ahmed Saad	Gen. Agriculture	University of Mansura	01-Oct-82	10-Jun-86
Moha Abdo Al-Londah	Gen. Agriculture	University of Mansura	01-Oct-82	10-Jun-86
Ali Masud Ali Taher	Gen. Agriculture	University of Mansura	01-Oct-82	10-Jun-86
Mag: Monad Saef Ibrahim	Gen. Agriculture	University of Mansura	01-Oct-82	10-Jun-86
Murtada Taha Jazeem	Gen. Agriculture	University of Mansura	01-Oct-82	10-Jun-86
Tawfik Saif Ahmed Abdalla	Gen. Agriculture	University of Mansura	01-Oct-82	10-Jun-86
A-Rehman Mohamed Bisher	Gen. Agriculture	University of Mansura	01-Oct-82	10-Jun-86
A-Kario Mohad Ahmed Al-Ashwai	Gen. Agriculture	University of Mansura	01-Oct-82	10-Jun-86
Abdulgalil Ali Saleh	Gen. Agriculture	University of Mansura	01-Oct-82	10-Jun-86
Ali A Ghalib Al-Shuga	Gen. Agriculture	Univ of Agr College	27-Oct-82	01-Jun-87
A-Kario Qaid Saleh Al-Taa	Gen. Agriculture	Univ of Agr College	27-Oct-82	01-Jun-87
Yassin Thabit Salim	Gen. Agriculture	Univ of Agr College	29-Oct-82	01-Jun-87
Abdu Ahmed Mahyub Mukbil	Gen. Agriculture	Univ of Agr College	28-Oct-82	01-Jun-87
Abdulrehman Saif Makki	Gen. Agriculture	Univ of Agr College	28-Oct-82	01-Jun-87
Abdulgalil Yahya A-Wali	Gen. Agriculture	Univ of Agr College	28-Oct-82	01-Jun-87
Ahmed I Saif Al-Sabri	Agr. Education	New Mexico State Univ.	25-Mar-83	30-Mar-86
Abdalla Mohad Al-Dubai	Horticulture	New Mexico State Univ.	13-Apr-83	30-Mar-86
Hayel Haider Sallam	Agr. Education	New Mexico State Univ.	25-Mar-83	01-Mar-86
Nadiyah Saleh Saif	Bee Keeping	Ohio State University	11-Jul-83	27-Jul-83
Faiza Ali Nassiry	Bee Keeping	Ohio State University	10-Jul-83	29-Jul-83

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Name of Participant	Subject Study	Training Institution	Start Date	End Date
Jaaaleedin Mohd Rassaa	Food Technology	New Mexico State Univ.	05-Jun-84	25-Jun-84
Abdulaziz Mahyub Al-Wahesh	Agr. Education	Mushtaher Ag. Institute	10-Mar-85	30-Jun-88
Abdulelah Omer A Al-Aghbari	Agr. Education	Mushtaher Ag. Institute	10-Mar-85	30-Jun-88
Abdulrub A Aheed Qadasi	Agr. Education	Mushtaher Ag. Institute	10-Mar-85	30-Jun-88
Mohamed Abdalla Munif	Agr. Education	Mushtaher Ag. Institute	10-Mar-85	30-Jun-88
Taha Yassin S Al-Adeemi	Agr. Education	New Mexico State Univ	29-Jun-85	30-Dec-87
Jamaldin Mhad Rassaa	Agr. Education	Mushtaher Ag. Institute	01-Sep-85	30-Dec-87
Kasim Saeed Al-Madhagi	Agr. Education	University of Zagazig	20-Sep-85	30-Dec-87
Mutaher Sharaf M Shaiban	Agr. Education	University of Zagazig	20-Sep-85	30-Dec-87
Nabil Abdulkarim Al-Ansi	Agr. Education	University of Zagazig	20-Sep-85	30-Dec-87
Mohamed Hassan Debwan Saleh	Agr. Education	New Mexico State Univ.	01-Jan-87	30-Sep-90
Abdalla Mohamed Al-Dobae	Nur. Operation	Voc Tech High School	06-Jul-87	20-Aug-87
Ahaed Ibrahim S. Al-Sabri	Art Insem Traini	New Mexico State Univ	06-Jul-87	20-Aug-87
Issail A-rehban Al-Haddad	Agr. Education	University of Zagazig	30-Jan-86	30-Jun-88
Saleh Abdalla H. Mothana	Agr. Education	University of Zagazig	01-Oct-87	30-Sep-90
Mohamed Abdalla Saleh Othman	Agr. Education	University of Zagazig	01-Oct-87	30-Sep-90
Mohamed Abdulhabib Radman	Agr. Education	University of Zagazig	01-Oct-87	30-Sep-90
Abdulbari Abdulrub	Agr. Education	University of Zagazig	01-Oct-87	30-Sep-90
Hassan Kasim Khalil	Agr. Education	University of Zagazig	01-Oct-87	30-Sep-90
Al-Saghir, Fuad Thabet	Agr. Education	University of Zagazig	01-Oct-87	30-Sep-90
Ameen Seif Obad	Agr. Education	University of Zagazig	01-Oct-87	30-Sep-90
Saif Abdul Khaliq Othman	Agr. Education	University of Zagazig	01-Oct-87	30-Sep-90
Saleh Abdu Aheed Al-Sherabi	Agr. Education	University of Zagazig	01-Oct-87	30-Sep-90
Sharafudin, Mohamed Hossein	Horticulture	Oregon State University	16-Oct-82	31-Dec-85
Othman A. Ali Al-rosnab	Horticulture	Oregon State University	01-Sep-83	30-Aug-86
Jamil Mohamed Ahaed	Nursery Training W/Shop	Oregon State University	22-Jun-83	19-Aug-83
Abbas Ali A.Mogni Haididin	Nursery Training W/Shop	University of Arizona	22-Jun-83	19-Aug-83
Mansoor Mohamed Al-Dallas	Nursery Training W/Shop	Cal State Polytechnic Univ	30-Jul-84	20-Aug-84
Abdu Farea Ali Al-Roseih	Plant Quarantine	Cal State Polytechnic Univ	12-Aug-86	06-Oct-86
Abbas Ali A.Mogni Haididin	Plant Quarantine	University of California	12-Aug-86	06-Oct-86
Wadei Saif A. Al-Dubae	Plant Protection	University of Alexandria	15-Sep-86	15-Mar-89
Mansoor Mohamed Al-Dallas	Horticulture	Cal State Polytechnic Univ	20-Mar-87	30-Dec-87
Akhan, Mohamed Kasim Ali	Horticulture	Cal State Polytechnic Univ	04-Jan-87	30-Oct-91
Yahya Aheed Al-Maswar	Plant Protection	University of Jordan	03-Jun-87	06-Aug-87
Abdalla Hamood Al-Khailani	Plant Protection	University of Jordan	03-Jun-87	06-Aug-87
Abdalla Ali Abdulwahab	Plant Protection	University of Jordan	03-Jun-87	06-Aug-87
Aheed Nasser Al-Aerani	Plant Protection	University of Jordan	03-Jun-87	06-Aug-87
Aheed A. Mckbil Al-Hakim	Fruit Production	University of Jordan	12-Feb-86	09-Apr-86
A-Baset A-karia Al-Eryani	Fruit Production	University of Jordan	12-Feb-86	09-Apr-86
Hamid Nagi Al-Bashiri	Fruit Production	University of Jordan	12-Feb-86	09-Apr-86
Al-Sirury, Abdalla A-raaib	Horticult. Science	Cal State Polytechnic Univ	20-Aug-87	30-Jan-90
PETS				
Fuad Aheed Bin Aheed	Poultry Science	Oregon State University	10-Sep-83	20-Dec-87
Hanan A.Gaifur Sido	Poultry Science	Oregon State University	10-Sep-83	30-Jun-87
A-Malek Mohamed Muthish	Poultry Science	Oregon State University	26-Jan-84	30-Dec-88
Haseb H. Jaffer Aman	Poultry Science	Oregon State University	15-Jun-84	30-Dec-89
Mohad Ali Al-Kohlani	Poultry Science	Oregon State University	14-May-84	10-Jul-84
Saeed A. Abdalla Zewar	Poultry Science	Oregon State University	15-Jan-85	30-Dec-89
Maher Mohad Ali Atta	Poultry Science	Oregon State University	26-Mar-85	30-Dec-89
Mansoor Ali Ali Allaw	Poultry Science	Oregon State University	26-Mar-85	30-Dec-89
Abdulrabbo A. Thabet	Poultry Science	Oregon State University	26-Mar-85	30-Dec-89
Abdulhakim Mohad A-own	Poultry Science	Oregon State University	26-Mar-85	30-Dec-89
Amin A-Kader Saadan	Poultry Science	Oregon State University	01-Apr-85	30-Dec-89
Mohad Ali Al-Kohlani	Poultry Technology	Oregon State University	30-Jul-85	03-Aug-85

Name of Participant	Subject Study	Training Institution	Start Date	End Date
FOA Abdourennan H. Nasser	Poultry Science	Oregon State University	01-Jan-83	30-Dec-87
Mohamed A-Rehman Al-Habshi	Agricultural Economics	Texas A&M University	01-Oct-83	01-Jun-89
Ibrahim Yahya Al-Fatesh	Soil & Water Science	Oregon State University	28-Dec-83	30-Sep-89
Tawfic A-gabbar Hassan	Entomology	Oregon State University	29-Dec-83	30-Dec-87
Mohamed Tarek K. Al-Aqbani	Agricultural Economics	Washington State University	11-Jan-85	01-Jun-91
Ahmed Hamza Al-Yamani	Special Administration	Oregon State University	19-May-85	31-Jul-85
Nagib Saeed A. Zaker	Food Technology	Oregon State University	16-Jun-85	30-Jun-90
Nadeem Shukry A. Zewar	Soil & Water Mgt.	University of Arizona	13-Aug-85	15-Feb-88
AL-Sanabani Mohamed Mosleh	Soil & Water Science	University of Arizona	27-Dec-86	30-Dec-89
Thabet, Abdourehman Ali M	Biological Control	U.S.Department of Agriculture	15-Jun-87	10-Jul-87
Al-Eryani, Dr Mohamed	Micro Comput. Workshop	Colorado State University	27-Jun-87	14-Aug-87
Al-Radah, Dr. Saied	Soil&Plant Nnutrition	University of Arizona	04-Jul-87	04-Aug-87
Al-Bar, Dr. Ali Mohamed	Rabbit Production	Oregon State University	04-Jul-87	04-Aug-87
Abdulwali Mohad Al-Aqbani	Poultry Science	Oregon State University	15-Sep-85	15-Mar-88
Abu Ghanea, Abdoulehah Ahmed	Int Soil Correlation	U.S.Department of Agriculture	04-Oct-87	16-Oct-87

ANNEX B
CID PUBLICATIONS

PROJECT PLANNING/ASSESSMENT

Core Subproject Paper
1979

Core Subproject Paper Amendment
E.B. Hogan, J.R. Meissner, J.R. Miner, R. Morrow, W.A. Rutherford, J.
Britton
1985

Yemen Agricultural development Support Program External Evaluation
Report
The Pragma Corporation
1984

Annual Work Plan for Core Subproject, May 1, 1981-April 30, 1982
1981

An Evaluation of Social Analyses and CID Projects
Michael E. Bonine
1980

Ibb Agricultural Training Center Subproject, CID Project Paper: Amend-
ment No. 1
1979

ADSP Baseline Field Study Report
CID Design Team
1979

Ibb Secondary Agricultural Institute Subproject Second Annual Work
Plan, May 1, 1981 - April 30, 1982
1981

Final Report
Thomas LaQuey, Agricultural Advisor
1983

ADSP Project Identification Document
1979

Annual Work Plan for the Core Subproject, October 1, 1986 - September
30, 1987
1986

Ibb Secondary Agricultural Institute Subproject: Phase II Subproject
Paper
1985

USAID ADSP and Institution Building of the Ministry of Agriculture and Fisheries, Sana'a, YAR
Kenneth F. Smith, John M. Stevens, B. Thomas Walsh
1985

End of Tour Report
Victor F. Amann, Agricultural Planning Advisor
1987

Strengthening the Ministry of Agriculture and Fisheries in the Yemen Arab Republic as an Institution: A Goal of the AID/CID ADSP
Milton M. Snodgrass
1985

ADSP Evaluation
1982

ADSP Design Team Report
1979

Review of Secondary Agricultural Schools in Yemen
Mohamed Al-Harazi
1987

Second Annual Workplan for Core Subproject, May 1, 1982 - April 30, 1983
1982

Review of Yemen ADSP Core Subproject
Jan Noel, David L. McKinney
1985

Subsistence Farms Development and Management Subproject Paper
N. Keith Roberts
1980

Surdud Secondary Agricultural Institute: Project Identification Document
1980

The Secondary Agricultural Education System in the Yemen Arab Republic
Bonnie Stewart
1984

What We're Trying to Accomplish in Yemen
Michael V. Martin
No Date

GENERAL AGRICULTURE

Agriculture Sector Analysis: Yemen Arab Republic
J.B. Wyckoff, James M. McCullough, Hassan
Sharafuddin
1981

Realities and Possibilities of Wheat Production in the Yemen Arab Republic

Willie L. McCuiston
1986

Post-harvest Handling, Storage and Marketing of Fruits and Vegetables in the Yemen Arab Republic

Ron Buescher
1983

The Need for Collecting and Disseminating Agricultural Market Information in the Yemen Arab Republic

Tom Clevenger
1983

Economic Factors Influencing Why Technological Consultations are Important in Fruit and Vegetable Marketing in the Yemen Arab Republic

Tom Clevenger
1983

A Diagnosis of the Agricultural Marketing Systems in the Yemen Arab Republic

Tom Clevenger
1983

Possibilities for Attaining Agricultural Self-sufficiency or Food Security in the Yemen Arab Republic

Ministry of Agriculture and Fisheries, YAR
1985

Computer Recommendations Report - ADSP

Tim Cross
1985

Report of Statistical Planners - Taizz Pilot Area Sampling Frame

William Wigton, Julio C. Robles
1985

Agricultural Extension Services in Yemen: Assessment of Current Programs and Recommendations for Improvement

Thomas B. Stevenson
1983

TRAINING

Agricultural Management Training Program: Final Report

Samuel M. Doran
1981

End of Tour Report

G.R. Jack Law, Training Advisor
1986

Report on TDY Trip to Yemen Arab Republic in Preparation for the
Agricultural Management Training Program to be Conducted at Oregon
State University
Samuel M. Doran
1981

POULTRY

Broiler Growing and Management Program for the Yemen Arab Republic
Paul Heidloff
1983

Broiler Growing and Management Program for the Yemen Arab Republic
Paul Heidloff
1985

Partial Evaluation of the Poultry Extension and Training Subproject
(PETS) Based on Impact at Household Level
Loretta Payne
1987

Poultry Extension and Training Subproject Summary Report
Oregon State University
1987

Broiler Growing and Management Program for the Yemen Arab Republic -
Special Report
Paul Heidloff, Abdulmalek Modhish, D.W. Francis, D.H. Helfer, A.
Zabarah
1986

End of Tour Report
Paul Heidloff, Poultry Technician
1987

End of Tour Report
K.A. Holleman, Subproject Team Leader
1986

Poultry Extension and Training Subproject Paper Revised Edition
1982

Implementation Plan for a TDY Participation in OSU Yemen Project
E. Milton Newport
1984

Poultry Extension and Training Subproject - Phase-out Report
G.H. Arscott, C.M. Fischer, D.H. Helfer, K.A. Holleman
1986

Proposal - Yemen Poultry Extension and Training Project, 1985-87
Oregon State University
No Date

HORTICULTURE

Horticulture Improvement and Training Subproject (HITS) Paper
CID
1982

Fruit Horticulture Subsector Assessment, Yemen Arab Republic
Warren J. Enger
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Chris Herman, Labat-Anderson Inc.
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October 1, 1984 - September 30, 1985
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YAR Horticulture Production, Extension and Training Project - Interim
Report
I. Asmon
1982

Citrus Seedling Production in the Jaruba Station - A Progress Report
Jami Issa
No Date

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Ronco Consulting Corp.
1981

Citrus in Yemen
Charles H. Jameson
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FACULTY OF AGRICULTURE

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James A. Vomocil, LeRoy Daugherty, John Leffel
1983

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1985

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Robert Morris, Lewis A. Holland
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Program of Requirements: Faculty of Agriculture, University of Sana'a,
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Robert Morris
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Site Inventory Analysis: Faculty of Agriculture, University of Sana'a,
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S. Masson
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Study Tour and Recommendations: Faculty of Agriculture Planning Unit
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WATER MANAGEMENT

Evaluation of Irrigation Technologies for the Yemen Arab Republic:
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Irrigated Farming Practice Concept Paper
Rueben J. Johnson, Daniel M. Varisco
1984

Irrigated Farming Practices Subproject Identification Document
Rueben J. Johnson, Daniel M. Varisco
1983

Agricultural Water Resources Project Identification Document
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1979

Irrigated Farming Practices Subproject Paper
1985

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Water Policy Initiatives for Yemen: Recommendations by CID Water
Team - Executive summary
C. Bernhardt, et al.
1980

Integrated Crops and Water Management Subproject Paper
Melvin B. Belcher, David E. Cole, Norman Goetze, Joe Y.T. Hung, J.R.
Kearns
1981

Use of Sewage Effluent for Irrigation of Crops - Sana'a System, Stage
One
CID
1982

Water Planning for Yemen - Report of the CID Water Design Team on:
Policy and Planning; Watershed Management Practices; Irrigation
Practices; Appraisal of Known Information
C. Bernhardt, R. Griffin, D. Hendricks, M. Norvelle
1980

BEEKEEPING

Extension Beekeeping Video Course
Karpowicz
1985

Beekeeping in Yemen - TDY Report, August 30 - October 18, 1982
Elbert R. Jaycox
1982

ANNEX C
STAFFING CHRONOLOGY

CHRONOLOGICAL LIST
U. S. PERSONNEL STAFFING PATTERN

NAME	INSTITUTIONAL AFFILIATION	ARRIVAL	E. T. D.	PURPOSE SUBP	RESPONSIBILITY
ARFA, D.	U of A	10/80	12/80	CORE	Administrative Officer TDY
GATES, D.	OSU	10/80	11/80	CORE	TDY, Program Director
HENDERSON, H.	CSU	10/80	12/80	CORE	TDY, C. O. P.
EISGRUBER, L.	OSU	10/80	11/80	CORE	TDY, Chairman, BOD/Y
OREAN, c.	NMSU	10/80	10/82	CORE	Res., Chief Mechanic
McCLOSKEY, L.	Independent	10/80	1/81	CORE	TDY Secretary Admin. Assistant
HENDERSON, H.	CSU	1/81	8/81	CORE	Res., C. O. P.
DOLPHIN, G.	Independent	1/81	3/81	CORE	Executive Secretary
GATES, D.	OSU	2/81	3/81	CORE	TDY, Program Director
MORRAY, M.	OSU	2/1/81	2/28/81	CORE	TDY, English Language Training
LEE, A.	OSU	2/81	4/81	CORE	TDY, Ag. Education Advisor
ARSCOTT, G.	OSU	2/81	3/81	PETS	TDY, Poultry Project
EISGRUBER, L.	OSU	3/81	3/81	CORE	TDY, Chairman, BOD/Y
MacVICAR, R.	OSU	3/81	3/81	CORE	TDY, President, OSU
HORN, Allen	OSU	3/81	4/81	CORE	TDY, Administrative Officer
LEE, A.	OSU	6/81	8/81	CORE	Res., Ag. Education Advisor
HORN, Allen	OSU	6/81	3/1/82	CORE	Res., Administrative Officer
HORN, Amy	OSU	6/81	3/1/82	CORE	Res., Secretary
LENHART, J.	U of A	6/81	6/83	CORE	Res., Technician
EISGRUBER, L.	OSU	7/81	7/81	FOA	TDY, Ag. Faculty Sub-Project
FENDALL, R	OSU	7/81	7/81	FOA	TDY, Ag. Faculty Sub-Project
BROOKS, R.	OSU	7/81	10/81	CORE	TDY, Associate Director Yemen Program
WYCKOFF, J.	OSU	8/81	10/81	CORE	TDY, Ag. Sector Analysis
FISCHER, C	OSU	8/81	9/81	PETS	TDY, Team Leader Poultry Design

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NAME	INSTITUTIONAL AFFILIATION	ARRIVAL	E. T. D.	PURPOSE SUBP	RESPONSIBILITY
SNODGRASS, M.	NMSU	8/81	9/81	PETS	TDY, Design Officer Poultry
HELPER, D	OSU	8/81	9/81	PETS	TDY, Poultry Disease Specialist
KEARNS, J.	U of A	8/81	9/81	PETS	TDY, Social Scientist Poultry
DAY, M.	OSU	8/81	10/81	PETS	TDY, Poultry Specialist
BELCHER, M.	Cal Poly	8/81	9/81	ICWM	TDY, ICWM Team Leader
COLE, D.	Cal Poly	8/81	8/81	ICWM	TDY, ICWM Ag. Economist
HUNG, J.	Cal Poly	8/81	9/81	ICWM	TDY, ICWM Ag. Engineer
GOETZE, N.	OSU	8/81	9/81	ICWM	TDY, ICWM Agronomist
JAMESON, C.	Cal Poly	8/81	10/81	ICWM	TDY, ICWM Hort. Specialist
McCULLOUGH, J.	U of A	8/81	10/81	CORE	TDY, Ag. Sector Analysis
CRAMER, J.	OSU	8/81	10/81	PETS	TDY Poultry Specialist
MUILENBERG, G.	OSU	8/81	8/83	CORE	Res., Demo. Farm Manager
ARSCOTT, G.	OSU	8/81	9/81	PETS	Poultry Project Coordinator, TDY
LAQUEY, T.	CSU	9/81	9/1/83	CORE	Res., Agricultural Specialist, LONG TERM
SWANJORD, D.	NMSU	9/81	12/6/84	ISAI	Res. IBB English Lang. Instructor - LONG TERM
WITTERS, R.	OSU	9/81	12/81	CORE	TDY, Acting C. O. P.
FENDALL, R.	OSU	9/81	10/81	FOA	TDY, Ag. Faculty Sub-Project
RUNYAN, C.	NMSU	9/81	11/27/84	ISAI	IBB Farm Manager LONG TERM
ISSA, Jami	OSU	10/81	10/83	HITS	Hort. Specialist Jarouba - LONG TERM
BAYINTON, B	CID/Tucson	10/21/81	10/27/81	CORE	TDY, Corp. Headq'trs Fiscal
HEDRICK, J.	CID/Tucson	10/21/81	10/27/81	CORE	TDY, Corp. Headq'trs Fiscal
LANGHAM, S.	NMSU	10/28/81	11/11/81	ISAI	TDY - ISAI
VIERICH, R.	U of C Riverside	11/13/81	1/13/82	CORE	TDY - Documentation in the MOA
GATES, Dillard	OSU	11/25/81	12/16/81	CORE	TDY, Assist Acting C. O. P. - CID Pro. Dir

CHRONOLOGICAL LIST
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NAME	INSTITUTIONAL AFFILIATION	ARRIVAL	E. T. D.	PURPOSE SUBP	RESPONSIBILITY
MATTHEWS, Doyle	USU	12/9/81	12/16/81	CORE	TDY Evaluation Team
BURKE, Gerald	NMSU	12/9/81	12/16/81	CORE	TDY Evaluation Team
BRISKEY, Ernest	OSU	12/9/81	12/16/81	CORE	TDY Evaluation Team
FISCHER, John	CID/Tucson	12/4/81	12/16/81	CORE	TDY Evaluation Team
MATTESON, Harold	NMSU	12/11/81	12/23/81	ISAI	TDY - IBB
SNODGRASS, Milton	NMSU	12/9/81	12/20/81	CORE	TDY, Ag. Sector Development
WITTERS, Robert	OSU	1/19/82	2/2/84	CORE	Chief of Party LONG TERM
MARTIN, Robert	NMSU	2/3/82	4/3/84	ISAI	Team Leader - IBB LONG TERM
LANGHAM, Sunny	NMSU	2/3/82	2/10/82	ISAI	TDY - IBB
MATTESON, Harold	NMSU	2/10/82	2/17/82	ISAI	TDY - IBB
GATES, Dillard	OSU	3/10/82	4/7/82	CORE	TDY for CID CORE Work Plan
BAINTON, Barry	CID/Tucson	3/17/82	3/31/82	CORE	TDY for CID CORE Work Plan
HEDRICK, Jim	CID/Tucson	3/17/82	3/17/82	CORE	TDY for CID CORE Fiscal Aid
BOERSMA, Larry	OSU	3/17/82	4/14/82	CORE	Team Leader, Sewage Eff TDY, Soil Specialist
MOORE, James	OSU	3/17/82	4/14/82	CORE	Sewage Eff. Team TDY, AGR. Engineer
BISHOP, A.	Indep.	3/17/82	4/14/82	Core	Sewage Eff. Team TDY, AGR. Engineer
McFEETERS, Gordon	MSU	3/17/82	4/14/82	CORE	Sewage Eff. Team TDY, Microbiologist
HARPER, Wilmer	NMSU	3/17/82	4/14/82	CORE	Sewage Eff. Team TDY, Economist
VOMOCIL, James	OSU	3/17/82	4/14/82	CORE	DEMO Farm Team TDY, Irrigation Spec.
LEFFEL, John	OSU	3/17/82	4/14/82	CORE	DEMO Farm Team TDY, Livestock Spec.
DAUGHERTY, Leroy	NMSU	3/17/82	4/14/82	CORE	DEMO Farm Team TDY, Soils/Agronomist
SNODGRASS, Milton	NMSU	3/17/82	9/24/84	CORE	AGR. Planner
PRICE, David	CSPU	3/17/82	12/16/83	HITS	Horticultural Spec. LONG TERM
SCHIPPERS, R. H.	CSPU	3/24/82	9/15/82	CORE	Administrative Officer TDY - CID

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NAME	INSTITUTIONAL AFFILIATION	ARRIVAL	E. T. D.	PURPOSE SUBP	RESPONSIBILITY
HEDRICK, James	CID/Tucson	4/7/82	5/6/82	CORE	Internal Audit TDY - CID
EL-GAWHARY, Al M.	CID/	4/5/82	5/4/82	CORE	Internal Audit TDY - CID
MUCKLERoy, Jim	NMSU	3/31/82	5/11/82	ISAI	TDY - IBB
JAYCOX, Elbert	NMSU	3/31/82	6/1/82	ISAI	TDY - Beekeeper for IBB
LANGHAM, Sunny	NMSU	4/15/82	5/15/82	ISAI	TDY - IBB
FISCHER, John	CID/Tucson	4/30/82	5/5/82	CORE	TDY, Evaluation Review
HEIDLOFF, T. Paul	OSU	4/21/82	5/22/87	PETS	Poultry Technician LONG TERM
FRANCIS, David	NMSU	4/28/82	3/17/84	PETS	Poultry Specialist LONG TERM
DEAN, James	NMSU	5/12/82	6/11/82	ISAI	TDY, Shop Development
DIMITMAN, Jerome	Cal Poly	5/19/82	7/18/82	HITS	TDY Hort. Design Team
KLEIN, Marvin	Cal Poly	5/19/82	7/18/82	HITS	TDY Hort. Design Team
STEVENSON, Thomas	Cal Poly	5/19/82	7/18/82	HITS	TDY Hort. Design Team
GATES, Dillard	OSU	5/19/82	5/30/82	CORE	Final Review of Workplan
BARNES, Edwin III	Cal Poly	5/26/82	7/18/82	HITS	TDY Hort. Design Team
MATTESON, Harold	NMSU	6/24/82	7/2/82	ISAI	TDY - IBB
BARNES, Edwin III	Cal Poly	6/30/82	7/28/82	HITS	TDY Hort. Team Design
BROOKS, Royal	OSU	7/28/82	9/25/82	CORE	Acting C. O. P.
WOOTEN, John	CID/Tucson	8/4/82	8/25/82	CORE	TDY Assist Hort. Spp and FOA Paper
JAYCOX, Elbert	NMSU	9/15/82	10/15/82	ISAI	TDY, Assist Beekeeper Program - IBB
EL-GAWHARY Al M.	CID/Tucson	8/22/82	9/3/82	CORE	TDY - Accountant to
MADDY, Richard	OSU	9/11/82	9/3/84	CORE	Administration Officer LONG TERM
EL-KHEIR, K.	Sudan	10/5/82	11/10/82	CORE	ASA
REYNOLDS, Mary	NMSU	10/15/82	11/1/82	ISAI	TDY - Bookkeeping and Administration - IBB
HAMILTON, Joseph	NMSU	10/20/82	11/20/82	ISAI	TDY - IBB Maintenance Specialist

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NAME	INSTITUTIONAL AFFILIATION	ARRIVAL	E. T. D.	PURPOSE SUBP	RESPONSIBILITY
CULVER, Dennis	Cal Poly	10/6/82	10/26/82	HITS	TDY - Hort. Team
HAGOOD, Mel	WSU	10/6/82	10/26/82	HITS	TDY - Hort. Team
BROOKS, Royal	OSU	10/6/82	11/14/82	CORE	TDY - ASA/Engineer
HEDRICK, James	CID/Tucson	10/4/82	10/12/82	CORE	TDY - Assist new Administrator
EL-GAWHARY, Ali M.	CID/Tucson	9/29/82	10/6/82	CORE	TDY - Accountant to assist Administrator
FURTICK, William	U of Hawaii	10/7/82	11/6/82	CORE	TDY - ASA/Agronomist
EL KHEIR K. KHALID	SUDAN	10/5/82	11/10/82	CORE	TDY - ASA/Livestock Sp.
HELPER, Donald	OSU	11/3/82	12/1/82	PETS	TDY - Poultry Director
FISCHER, John	CID/Tucson	11/9/82	11/12/82	CORE	ASA AID/Y Review
WINCHESTER, Julie	OSU	11/17/82	1/14/83	CORE	TDY - Secretary
HEDRICK, James	CID/Tucson	12/1/82	12/7/82	CORE	Work on Financial Records
VIMMERSTEDT, E. T.	CID/Tucson	12/1/82	12/10/82	CORE	Work on Financial Records
WOOTEN, John	CID/Tucson	1/5/83	2/3/83	FOA	Work on FOA SPID
CONKLIN, Frank	CID/Tucson	1/5/83	2/3/83	FOA	Work on FOA SPID
FENDALL, Roger	OSU	1/5/83	2/3/83	FOA	Work on FOA SPID
BELCHER, Mel	Cal Poly	1/25/83	2/2/83	HITS	Assist in HITS WP
EISGRUBER, L.	OSU	1/5/83	1/21/83	CORE	Work on Strategy Statement
ROSS, H. Eugene	NMSU	1/5/83	1/20/82	ISAI	Develop long and short Range Ext. Prog. - ISAI
MATTER, Fred	OSU	1/26/83	2/23/83	DLRC	DLRC Specialist
VIERICH, Richard	OSU	1/26/83	2/25/83	DLRC	DLRC Specialist
GOODIN, Kenneth	NMSU	12/1/82	10/12/84	CORE	Warehouse Mgr. Maint. Specialist, LONG TERM
GOODIN, Patricia	NMSU	1/15/83	10/20/84	CORE	Executive Secretary LONG TERM
CHRISTENSEN, A.	Cal Poly	3/2/83	3/9/83	HITS	TDY - Review Hort. Program in Yemen
COLEMAN, Carson	OSU	3/2/83	2/2/86	PETS	Poultry Technician LONG TERM

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NAME	INSTITUTIONAL AFFILIATION	ARRIVAL	E. T. D.	PURPOSE SUBP	RESPONSIBILITY
MATTESON, Harold	NMSU	4/13/83	4/26/83	ISAI	Help prepare ISAI Work Plan
LANGHAM, Sunny	NMSU	4/6/83	5/3/83	ISAI	Help prepare ISAI Work Plan
DITITMAN, Jerome	Cal Poly	3/30/83	5/25/83	HITS	Inspect Citrus Trees and Plants
WIGTON, Bill	Independent OSU	4/17/83	5/15/83	CORE	Prepare Work Plan to Collect AG Stats
EL-GAWHARY, Ali	CID/Tucson	4/6/83	4/21/83	CORE	Internal CID Audit
BROOKS, Royal	OSU	4/20/83	5/3/83	CORE	Project Coordination & Prepare 83-84 CORE WP
HELPER, Don	OSU	4/20/83	5/3/83	CORE	Coordinate with YARG & AID & 83-84 CORE WP
BELCHER, Mel	Cal Poly	4/20/83	5/4/83	CORE	Project Coordination & work on 83-84 Work Plan
BAINTON, Barry	CID/Tucson	4/20/83	5/4/83	CORE	Prepare CORE Work Plan PSS
BUESCHER, Ronald	Postharvest Institute	4/16/83	4/25/83	CORE	General Survey of Prod. & Postharvest Channels
CLEVENGER, Thomas	NMSU	5/6/83	6/3/83	CORE	Marketing Study
JAYCOX, Elbert	NMSU	5/11/83	6/20/83	ISAI	IBB Beekeeping Subproject
ABERNATHY, G.	NMSU	5/11/83	6/3/83	ISAI	Coordinate Survey IBB Plan Irrigation System
HEDRICK, James	CID/Tucson	4/30/83	5/11/83	CORE	Coordinate CID Audit with USAID
BUESCHER, Ronald	Postharvest	5/25/83	6/10/83	CORE	Survey of Production & Post-harvest Channels
HEDRICK, James	CID/Tucson	6/14/83	6/22/83	CORE	Follow-up Audit
BARNES, Edwin	Cal Poly	6/19/83	7/19/83	HITS	Serve as Horticulture
BROOKS, Royal	OSU	6/5/83	8/7/83	CORE	TDY - Acting C. O. P.
BRISKEY, Ernest	OSU	6/10/83	6/17/83	CORE	Take part in JAFR
WOOTEN, John	CID/Tucson	6/10/83	6/17/83	CORE	Take part in JAFR
FISCHER, John	CID/Tucson	6/10/83	6/17/83	CORE	Take part in JAFR
AFIESH, Gregory	Cal Poly	7/13/83	9/5/83	HITS	Work in Jarouba
ARSCOTT, George	OSU	6/15/83	7/13/83	PETS	TDY, Acting Team Leader & Poultry Specialist
LAW, Jack	CSU	6/22/83	8/24/83	CORE	TDY, Learn training Advisor job

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NAME	INSTITUTIONAL AFFILIATION	ARRIVAL	E. T. D.	PURPOSE SUBP	RESPONSIBILITY
SPELLENBERG, R.	NMSU	7/6/83	8/5/83	ISAI	TDY, Identify & Survey Plants at IBB School
SCHROEDER, D.	Cal Poly	7/13/83	9/5/83	HITS	TDY, Jarouba Station Horticulture Technician
BADIEI, Amr A.	OSU	8/3/83	9/16/83	CORE	TDY, Ag. Advisor
HOLLEMAN, K.	OSU	9/14/83	10/26/83	CORE	TDY Logistic & Admin Support, PETS
SWENSON, Doug	CIT/Tucson	9/9/83	9/16/83	CORE	TDY - Audit by OSU & CID
BAXTER, John	CSU	9/7/83	10/13/83	CORE	TDY Agronomist, Farm Water Mge SPID Design
WALTERS Forrest	CSU	9/7/83	10/12/83	CORE	TDY Economist, Farm Water Mge SPID Design
VARISCO, Dan	CID/OSU	9/8/83	10/16/83	CORE	TDY Anthropologist, Farm Water Mge SPID Design
JOHNSON, Reuben	CID/OSU	9/7/83	10/12/83	CORE	TDY Team Leader, Farm Water Mge SPID Design
BRANSON, Thomas	Cal Poly	10/12/83	3/7/84	HITS	TDY Extension Spec. Tihama Region - HITS
REYNOLDS, Mary	NMSU	10/26/83	11/17/83	ISAI	TDY Review of Financial Records - IBB
LANGHAM, Sunny	NMSU	10/12/83	11/2/83	ISAI	TDY Admin & Logistical Support - IBB
FENDALL, Roger	OSU	10/12/83	11/23/83	FOA	TDY Team Leader FOA Project Paper Design T.
KRAYNICK, Roger	OSU	10/12/83	11/24/83	FOA	TDY Ag Economist FOA Project Paper Design T.
MINER, Ron	OSU	10/12/83	11/19/83	FOA	TDY Ag Engineer FOA Project Paper
FANCHER, Burr	OSU	10/12/83	11/23/83	FOA	TDY Curriculum Spec FOA Project Paper Design T.
HOLLAND, Lewis	NMSU	10/12/83	11/21/83	FOA	TDY Ag. Education FOA Project Paper Design T.
STEWART, Bonnie	NMSU	10/16/83	11/22/83	FOA	TDY Econ Anthropologist Project Paper Design T.
ARSCOTT, George	OSU	11/6/83	11/21/83	FOA	TDY Poultry Spec. FOA Project Paper Design T.
VARADY, Robert	U of A	12/11/83	1/12/84	DLRC	TDY DLRC Operation Manager
NEWCOMER, Norman	NMSU	2/22/84	3/8/84	ISAI	TDY Dairy Specialist Ed. Material - IBB
BADIEI, Amr A.	OSU	11/9/83		CORE	Ag. Advisor & CORE Team Leader, LONG TERM
VERLOOP, Robert	Cal Poly	12/11/83	2/24/84	HITS	TDY Hort. Technician Jarouba Station
LAW, Jack	OSU	10/22/83	12/6/86	CORE	Training Advisor CORE LONG TERM

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NAME	INSTITUTIONAL AFFILIATION	ARRIVAL	E. T. D.	PURPOSE SUBP	RESPONSIBILITY
MATTESON, Harold	NMSU	12/11/83	12/16/83	ISAI	TDY Discuss Reorganiz. & Mge Issues - ISAI
DIMITMAN, Jerry	Cal Poly	1/15/84	2/18/84	HITS	TDY Plant Pathologist
VIMMERSTEDT, E.	CID/Tucson	3/2/84	3/13/84	CORE	TDY Coordinate CID/CORE Accounting System USAID
BARNES, Ed	Cal Poly	1/8/84	2/1/84	HITS	TDY Acting Team Leader for HITS
HOLMAN, Kevin	Cal Poly	1/15/84	3/30/84	HITS	Lab Technician
COOK, Elaine	U of A	2/18/84	3/16/84	DLRC	TDY Coordinate Imp. Activities for DLRC
WOOTEN, John	CID/Tucson	3/13/84	3/21/84	CORE	TDY SPD Meeting & work 84-85 Annual Work Plan
HELPER, Don	OSU	3/7/84	3/30/84	PETS	TDY SPD Meeting & work 84-85 Annual Work Plan
BROOKS, Royal	OSU	1/26/84		CORE & FOA	CORE C.O.P - FOA Team Leader - LONG TERM
SCRHUS, Colin	OSU	3/7/84	4/18/84	CORE	TDY SPD Meeting & work on CORE 84-85 Work Plan
JONES, Douglas	CID/Tucson	3/9/84	3/29/84	CORE	TDY SPD Meeting & work on CORE 84-85 Work Plan
BARNES, Ed	Cal Poly	3/1/84	4/9/84	HITS	TDY SPD Meeting & work on HITS 84-85 Work Plan
PHILLIPS, R.	Cal Poly	3/1/84	6/86	HITS	HITS Team Leader
LANGHAM, Sunny	NMSU	3/7/84	3/28/84	ISAI	TDY SPD Meeting & work on ISAI 84-85 Work Plan
VERLOOP, Robert	Cal Poly	3/1/84	1/28/87	HITS	Hort. Technician Jarouba - LONG TERM
ADRA, Najwa	OSU	4/15/84	6/4/84	CORE	TDY CORE Social Sc. of ISAI Design Paper Ex.
VARISCO, Dan	OSU	3/2/84	6/4/84	CORE	TDY Review and resolve IFP Concept Paper Issue
GRIFFIN, Richard	OSU	3/2/84	6/4/84	CORE	TDY Review and resolve IFP Concept Paper Issue
DIBBLE, Audrey	WSU	5/22/84		DLRC	DLRC Reference Librarian - LONG TERM
VIMMERSTEDT, E.	CID/Tucson	6/9/84	6/16/84	CORE	TDY CID Internal Audit
HEDRICK, James	CID/Tucson	7/4/84	7/12/84	CORE	TDY CID SEC/TREAS to work with AID/CID BOC
EL-GARHARY, Ali	CID/Tucson	7/3/84	7/18/84	CORE	TDY CID Auditor assist in Fiscal
SMITH, E. Pat	OSU	6/6/84	8/29/84	CORE	TDY Secretarial Support
HOLLEMAN, K	OSU	4/18/84	3/21/86	PETS	PETS Subproject Team Leader - LONG TERM

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**CHRONOLOGICAL LIST
U. S. PERSONNEL STAFFING PATTERN**

NAME	INSTITUTIONAL AFFILIATION	ARRIVAL	E. T. D.	PURPOSE SUBP	RESPONSIBILITY
FONG, Richard	Cal Poly	4/25/84	3/17/85	HITS	HITS Jarouba Station Manager - LONG TERM
SWENSON, Doug	CID/Tucson	7/11/84	7/17/84	CORE	TDY CID Auditor Assist in Fiscal
NEWPORT, Earl	OSU	7/25/84	8/22/84	PETS	TDY Assist during of PETS Technician
WATSON, James	Independent	7/22/84	2/5/85	PETS	TDY Erection of Prefab
SORHUS, Collin	OSU	6/30/84	8/19/84	CORE	TDY Acting C. O. P.
STEWART, B	NMSU	8/1/84	8/29/84	CORE	TDY Social Sc. Analyst ISAI Redesign Team
FENDALL, R.	OSU	8/1/84	8/29/84	CORE	TDY ISAI Redesign Team Design Officer
KRAYNICK, R.	OSU	8/1/84	8/29/84	CORE	TDY ISAI Redesign Team Agricultural Economist
MATTESON, H.	NMSU	7/28/84	8/19/84	8/19/84	TDY ISAI Redesign Team Senior Adm/Coordinator
FANCHER, Burr	OSU	8/1/84	8/29/84	CORE	TDY ISAI Redesign Team Education/Curriculum Sp
DHILLON, G.	Cal Poly	7/21/84	2/21/85	HITS	AI Irra Station Manager LONG TERM
ROSS, Eugene	NMSU	8/1/84	8/23/84	ISAI	TDY Stateside IBB Subproject Director
GRUBE, Joaquim	Independent	9/8/84	9/14/84	CORE	TDY Consultant Review CID Const. Pol. & Proc.
JAYCOX, Elbert	NMSU	9/5/84	10/3/84	ISAI	TDY Assist with Beekeeping activities
VIMMERSTEDT, E.	CID/Tucson	7/11/84	7/18/84	CORE	TDY Assist in Fiscal Audit of CID/Yemen
BARNES, Ed.	Cal Poly	10/21/84	11/3/84	HITS	TDY Review of SP Management
MATTESON, H.	NMSU	8/23/84	8/29/84	CORE	TDY ISAI Redesign Team Senior Ad/Coordinator
SORHUS, Collin	OSU	8/20/84	8/21/86	CORE	Executive Officer CORE LONG TERM
KENNON, Eugene	NMSU	10/3/84	11/28/84	ISAI	TDY Illustrate the Text books for ISAI
McELROY, Delbert	NMSU	11/7/84	11/18/84	ISAI	TDY Demonstrate use & install/instruct Dairy
ASKARI, Ahmad	Cal Poly	9/29/84		HITS	Hort. Entomologist LONG TERM
FIELD, Richard	OSU	10/3/84	7/27/87	CORE	CORE Technician LONG TERM
VIMMERSTEDT, E.	CID/Tucson	10/31/84	11/9/84	CORE	TDY CORE Internal Audit Cash and Inventory
FENDALL, Roger	OSU	10/31/84	11/14/84	CORE	TDY CORE Finalize ISAI Redesign Project Paper

CHRONOLOGICAL LIST
U. S. PERSONNEL STAFFING PATTERN

NAME	INSTITUTIONAL AFFILIATION	ARRIVAL	E. T. D.	PURPOSE SUBP	RESPONSIBILITY
JONES, Douglas	CID/Tucson	11/28/84	12/18/84	CORE	TDY CORE Finalize ISAI Redesign Project Paper
GRIFFIN, Richard	OSU	10/10/84	12/5/85	CORE	Water Use & Management Advisor - LONG TERM
KUHNLE, Darryl	OSU	10/31/84	5/28/87	CORE	Communication/Extension Advisor - LONG TERM
SIDDIQUI, Y.	U of A	11/10/84	8/17/85	DLRC	DLRC Library Services Advisor - LONG TERM
VIERICH, R.	OSU	11/13/84	1/13/85	Core	MOA
BISHOP, Alvin	Independent	11/14/84	11/28/84	CORE	TDY Special Irrigation Study for MAF
HELPER, Don	OSU	10/31/84	11/28/84	PETS	TDY Work W/VET SER Project & W/PETS T.L.
CHAMMAN, Margaret	Cal Poly	11/17/84	10/86	HITS	Lab Technician LONG TERM
ROSENCRANS, C.	NMSU	11/7/84	7/13/87	ISAI	Farm Manager ISAI LONG TERM
NOEL, Janet	WSU	12/1/84	12/12/84	CORE	TDY Review Ad. and Log.
McKINNEY, David	U of I	12/1/84	12/12/84	CORE	TDY Review Ad & Log. Support Functions
TULLOCK, Robert	Cal Poly	12/12/84	12/23/84	HITS	TDY Review/Assist HITS Implementation Activity
TULLUCK, Robert	Cal Poly	1/12/85	2/16/85	HITS	TDY Acting Team Leader
NOLAND, Warren	NMSU	1/23/85	1/27/85	ISAI	TDY Beginning Teacher Specialist
WIGTON, Wm	Independent	2/20/85	3/15/85	CORE	TDY Assist MAF/National Plan Develop Ag Statis
HOGAN, E.	Independent	2/13/85	3/20/85	Core	Redesign
ROBLES, Julio	Independent	2/20/85	4/27/85	CORE	TDY Assist MAF/National Plan Develop Ag Statis
MATTESON, H.	NMSU	3/8/85	3/22/85	ISAI	TDY IBB Redesign
REYNOLDS, Mary	NMSU	3/27/85	4/27/85	ISAI	TDY Inventory/Budget
CALVIN, Helen	OSU	3/8/85	3/4/87	CORE	CORE Secretary LONG TERM
STUCHLYK, Sylvia	OSU	3/6/85	3/12/85	CORE	CORE Secretary LONG TERM
DIMITMAN, Jerry	Cal Poly	2/23/85	3/20/85	HITS	TDY Acting Team Leader
BAME, James	NMSU	2/13/85		ISAI	ESL Instructor - Surdud IBB - LONG TERM
MINER, Ronald	OSU	2/13/85	3/20/85	CORE	TDY Ag Scientist for CORE Redesign

**CHRONOLOGICAL LIST
U. S. PERSONNEL STAFFING PATTERN**

NAME	INSTITUTIONAL AFFILIATION	ARRIVAL	E. T. D.	PURPOSE SUBP	RESPONSIBILITY
TULLOCK, Robert	Cal Poly	3/31/85	6/3/87	HITS	HITS Team Leader LONG TERM
MUILENBURG, Glen	Cal Poly	3/31/85	6/10/85	HITS	TDY Install Irrigation System at Jarouba
ELLIOT, Phillip	Cal Poly	3/31/85	7/8/85	HITS	TDY Install Irrigation System at Jarouba
KRAYNICK, Roger	OSU	3/16/85	5/6/85	FOA	TDY FOA Instruct. Farm A/E Contract
PRICE, Edwin	OSU	3/10/85	3/16/85	CORE	Meet with USAID Off. Regarding CORE Redesign
FICKLIN, James	NMSU	4/3/85	4/24/85	ISAI	TDY Film Producer Agri Opportunities in Yemen
FICKLIN, Jolene	NMSU	4/3/85	4/24/85	ISAI	TDY Camera Operator and Assist to James Ficklin
HEDRICK, James	CID/Tucson	4/23/85	5/1/85	CORE	TDY Financial Review Assess Audit Requir.
HUGHES, Peter	OSU	4/24/85	6/5/85	CORE	TDY Prepare for
HILL, Robert	Independent	4/15/85	5/6/85	CORE	TDY Training (weather Sta) Irrigation Show
THOMAS, Richard	Independent	5/1/85	6/30/85	CORE	TDY Hydrology Consultant
SWENSON, Douglas	CID/Tucson	5/8/85	5/17/85	CORE	TDY Local Currency Audit/Core Closeout
AMANN, Victor	OSU	5/9/85	4/10/87	CORE	Agricultural Advisor LONG TERM
ANDREWS, Simon	Cal Poly	5/11/85	7/11/85	HITS	TDY Deciduous Nursery Technician for HITS
HIGGINS, David	WSU	5/30/85	8/1/85	CORE	TDY Irrigation Analyst and Advisor
NEWPORT, Earl	OSU	6/19/85	8/20/85	PETS	TDY Collecting DATA & Assisting Poultry Prog.
WILHELM, Fred	OSU	5/22/85	6/26/85	CORE	TDY Acting CORE Executive Officer
KEAR, M. Irvil	OSU	6/19/85	5/1/87	CORE	CORE Secretary LONG TERM
HUTCHISON, C. F.	U of A	6/26/85	7/5/85	DLRC	TDY Appraise progress DLRC/help with problems
VARADY, Robert	U of A	6/26/85	7/5/85	DLRC	TDY Appraise progress DLRC/help with problems
JONES, Douglas	CID/Tucson	6/30/85	7/9/85	CORE	TDY Plan changeover of University Contractors
ROSS, Gene	NMSU	6/26/85	7/10/85	ISAI	TDY Review WP & Review Various Programs
MARTIN, Mike	OSU	7/3/85	7/17/85	CORE	TDY MAF/CID Officials Work Plan & CORE II
VARISCO, D.	OSU	7/30/85	9/10/85	Core	IFP

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NAME	INSTITUTIONAL AFFILIATION	ARRIVAL	E. T. D.	PURPOSE SUBP	RESPONSIBILITY
EL-NAZER, Talaat	OSU	7/6/85	8/14/85	CORE	TDY Initiate Benefit vs Cost Analyses Study Tm.
SMITH, K.	Independent	7/24/85	9/12/85	Core	MAF
FENDALL, Roger	OSU	7/9/85	8/7/85	FOA	TDY Help FOA Initiate
KRAYNICK, Roger	OSU	7/31/85	8/25/85	FOA	85-86 WP & work w/Rose TDY Help FOA Initiate
GLOVER, Irma	NMSU	8/8/85	8/12/85	ISAI	85-86 WP & work w/Rose TDY - IBB Visit
CHIMONIDES, S.	Independent	8/8/85	9/10/85	Core	IFP
HALLIGAN, James	NMSU	8/8/85	8/12/85	ISAI	TDY President NMSU to Review NMSU Subprojects
SCHMEHL, Willard	OSU	8/8/85	9/10/85	CORE	TDY - IFP
VOMOCIL, James	OSU	8/20/85	9/85	CORE	TDY - IFP
ABERNATHY, G.	NMSU	8/8/85	9/10/85	CORE	TDY - IFP
MOORE, James	OSU	8/9/85	9/13/85	CORE	TDY - IFP
LYNDEMAN, Jon	Cal Poly	7/31/85	6/25/87	HITS	HITS LONG TERM
MATTESON, Harold	NMSU	8/8/85	8/10/85	ISAI	TDY - IBB Visit
MAYNEZ, Rosemarie	NMSU	8/8/85	8/10/85	ISAI	TDY - IBB Visit
HOGAN, Ed	Independent	8/8/85	9/10/85	CORE	TDY - IFP
MORROW, Robert	Independent	8/8/85	9/10/85	CORE	TDY - IFP
STEWART, Ian	Independent	8/8/85	9/10/85	CORE	TDY - IFP
LINTNER, Steve	Independent	8/8/85	9/10/8	CORE	TDY - IFP
MOORE, J.	OSU	8/9/85	9/13/85	Core	TDY - IFP
VARISCO, Dan	Independent	7/30/85	9/10/85	CORE	TDY - IFP
CHIMONIDES, S.	Independent	8/8/85	9/10/85	CORE	TDY - IFP
ABERNATHY, B.	NMSU	8/8/85	9/10/85	Core	TDY - IFP
SMITH, Ken	Independent	7/24/85	9/12/85	CORE	TDY - O/D MAF
KRAYNICK, R.	OSU	7/31/85	9/25/85	CORE	TDY - FOA

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CHRONOLOGICAL LIST
U. S. PERSONNEL STAFFING PATTERN

NAME	INSTITUTIONAL AFFILIATION	ARRIVAL	E. T. D.	PURPOSE SUBP	RESPONSIBILITY
ARSCOTT, George	OSU	9/3/85	9/11/85	CORE	TDY - JAFR
HELPER, Don	OSU	9/3/85	9/11/85	PETS	TDY - JAFR
MARTIN, M.	OSU	9/3/85	9/11/85	CORE	TDY - JAFR
EISGRUBER, L.	OSU	9/3/85	9/11/85	CORE	TDY - JAFR
FANCHER, Burr	NMSU	9/16/85	10/16/85	ISAI	TDY
JONES, Doug	OSU	9/4/85	9/11/85	CORE	TDY - JAFR
MATTESON, H.	NMSU	9/3/85	9/11/85	ISAI	TDY - JAFR
MCGOWAN, J. P.	OSU	8/21/85	8/28/85	FOA	TDY
BRADBRUY, S.	OSU	8/21/85	8/28/85	FOA	TDY
HARMAN, J. L.	OSU	8/21/85	8/28/85	FOA	TDY
GERLITZ, G.	OSU	8/21/85	8/28/85	FOA	TDY
MULTBY, J. E.	OSU	8/28/85	9/4/85	FOA	TDY
COOK, Allyn A.	Cal Poly	9/1/85	8/14/87	HITS	Plant Pathologist
MAZAHERI, A	OSU	7/16/85	8/28/85	CORE	TDY Preparatory work for IFP Project
RUTHERFORD, W. A.	Independent	9/16/85	9/30/85	CORE	TDY - Organization Development Study MAF
FAHNESTALK, M	WSU	10/26/85	1/20/86	DLRC	TDY - Catalog Librarian
PETTIBONE, T. S.		10/23/85	11/22/85	ISAI	TDY - IBB School Eval.
PETTIBONE, MRS.T.		10/23/85	11/22/85	ISAI	TDY - IBB School Eval.
VARONA, Edwin	Independent	10/15/85	3/3/86	CORE	Consultant
MATTESON, H	NMSU	10/23/85	10/31/85	ISAI	TDY Development of School Farm Courses
CROSS, T.	OSU	11/28/85	1/1/86	CORE	Comp Consultant
EISGRUBER, L	OSU	10/26/85	11/3/85	CORE	TDY Reorganization of CORE Management
ARP, A.	OSU	11/3/85	12/18/85	CORE	FMY
MINER, RON	OSU	12/4/85	12/16/85	CORE	TDY

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**CHRONOLOGICAL LIST
U. S. PERSONNEL STAFFING PATTERN**

NAME	INSTITUTIONAL AFFILIATION	ARRIVAL	E. T. D.	PURPOSE SUBP	RESPONSIBILITY
BOYKIN, C.	OSU	11/29/85	12/19/85	CORE	FOA Livestock
LOCKARD, Ray	Cal Poly	1/31/86		HITS	Horticulture LONG TERM
ARSCOTT, George	OSU	1/11/86		CORE	FOA Project Paper
BALTZER, Gary	Cal Poly	2/20/86	12/16/87	HITS	LONG TERM
FENDALL, Roger	OSU	1/30/86		CORE	FOA
HEIM, Orville	Independent	3/86	9/5/87	FOA	Consultant
ARP, Alvin	OSU	3/25/86	3/03/88	CORE	Financial Manager LONG TERM
PRICE, Edwin	OSU	4/15/81		CORE	Contracting
NOLAND, Warren	NMSU	4/10/86		ISAI	Team Leader - IBB LONG TERM
BRISKEY, Ernest	OSU	4/15/86		CORE	Contracting
ANDERSON, J. W.	WSU	5/28/86	8/28/86	DLRC	TDY - DLRC
FAULKENBERRY G.D.	OSU	9/25/86		CORE	Statistics and Data Management - LONG TERM
MCREYNOLDS, R.	OSU	9/27/86		FOA	LONG TERM
MCCUISTION, W	OSU	10/1/86	11/15/86	CORE	TDY - WHEAT STUDY
VARONA, Edwin	OSU	11/14/86	2/27/87	CORE	TDY - Off Set Printer
PRITCHARD, Floyd	OSU	12/2/86		CORE	GSO LONG TERM
VIMMERSTEDT, E.	CID/Tucson	12/6/86	12/20/86	CORE	TDY
DANIELS, Kent	OSU	12/6/86	12/20/86	CORE	TDY
BASIOUNY, Fouad	Independent	1/16/87	2/16/87	HITS	TDY Evaluation Team
DUNCAN, Andrew	Independent	1/16.87	2/16/87	HITS	TDY Evaluation Team
KRATKA, Bruce	Independent	1/16/87	2/16/87	HITS	TDY Evaluation Team
ALLEN, Richmond	Independent	1/16/87	2/16/87	HITS	TDY Evaluation Team
HERMANN, Chris	Independent	1/16/87	2/16/87	HITS	TDY Evaluation Team
RAHMAN, M. A.	Independent	1/16/87	2/16/87	HITS	TDY Evaluation Team

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U. S. PERSONNEL STAFFING PATTERN

NAME	INSTITUTIONAL AFFILIATION	ARRIVAL	E. T. D.	PURPOSE SUBP	RESPONSIBILITY
SHANER, Willis	CSU	1/19/87	3/23/87	ISAI	TDY Evaluation of IBB
STARKEY, Robert	Cal Poly	1/21/87	1/21/88	HITS	TDY - Entomology
BERGSMA, Harold	CSU	2/1/87	2/28/87	ISAI	TDY Feasibility Study
MCREYNOLD, Mary	NMSU	2/28/87	4/5/87	ISAI	TDY IBB School
MATTESON, Harold	NMSU	2/20/87	2/28/87	ISAI	TDY Assist Development Phase II ISAI Project
BARNES, Ed	Cal Poly	7/1/87	7/15/87	HITS	TDY HITS Evaluation & Work Plan
VENGROFF, Richard	Cal Poly	7/1/87	7/15/87	HITS	TDY HITS Evaluation & Work Plan
RUNYAN, Craig	NMSU	7/3/87		ISAI	LONG TERM - Farm Mgr. Ibb School
PYBURN, Ann	NMSU	7/6/87	8/20/87	ISAI	TDY - Women in Development, Thru Ministry
PAYNE, Loretta	OSU	7/7/87	9/27/87	FOA	TDY
KRAYNICK, Roger	OSU	8/2/87		FOA	FOA
SHANER, Willis	CSU	8/13/87		CORE	CORE II proposed Team Leader
PEDERSON, Thomas	OSU	8/19/87	9/11/87	CORE	Assist in Audit with USAID
MATTESON, Harold	NMSU	8/23/87	8/28/87	ISAI	TDY - Annual Work Plan
MCCABE, James	CID/Tucson	8/19/87	9/11/87	CORE	TDY - Audit
SWENSON, Douglas	CID/Tucson	8/19/87	9/11/87	CORE	TDY - Audit
BODYFELT, F.	OSU	10/2/87		CORE	FOA
BERGSMA, Harold	NMSU	10/5/87	10/15/87	ISAI	TDY JAFR Meeting
MINER, Ron	OSU	10/8/87	10/22/87	CORE	TDY JAFR Meeting
COLLUM, James	CID/Tucson	10/8/87	10/15/87	CORE	TDY JAFR Meeting
SPENCER, William	CSU	10/9/87	10/15/87	CORE	TDY JAFR Meeting
BARNES, Edwin	Cal Poly	10/9/87	10/15/87	CORE	TDY JAFR Meeting
KELLOGG, Earl	CID/Tucson	10/10/87	10/15/87	CORE	TDY JAFR Meeting
VARONA, Edwin	OSU	10/10/87	12/6/87	CORE	TDY - Off Set Press

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U. S. PERSONNEL STAFFING PATTERN**

NAME	INSTITUTIONAL AFFILIATION	ARRIVAL	E. T. D.	PURPOSE SUBP	RESPONSIBILITY
RIGHETTI, Timothy	OSU	10/26/87	10/32/87	HITS	TDY - PhD program for for PT Othman
KRAYNICK, Roger	OSU	10/25/87	11/7/87	FOA	TDY
JANSEN, Martin	CSU	11/29/87	12/9/87	CORE	TDY - Computer Consultant
VIMMERSTEDT, Eric	CID/Tucson	12/8/87	12/15/87	CORE	TDY - Transition from OSU to CSU
COLLOM, James	CID/Tucson	12/10/87	12/15/87	CORE	TDY - Transition from OSU to CSU
HERREN, Ray	OSU	1/15/88		CORE	FOA
NEIHAUS, Merle	CID/Tucson	12/10/87	12/15/87	CORE	TDY - Transition from OSU to CSU
HAUS, C.	OSU	1/15/88		CORE	FOA
PEDERSON, Thomas	OSU	2/9/88	2/29/88	CORE	TDY - Audit of Inventory
SWENSON, Doug	CID/Tucson	2/16/88	3/1/88	CORE	TDY - Audit of Inventory
VIMMERSTEDT, Eric	CID/Tucson	2/20/88	3/1/88	CORE	TDY - Audit of Inventory

ANNEX D
FINANCIAL SUMMARY

CONSORTIUM FOR INTERNATIONAL DEVELOPMENT
YEMEN 1698
EXPENSES AS OF 3/31/88

<u>Expense Category</u>	<u>CORE</u>
Salaries	4,380,369.18
Indirect Costs	2,969,841.27
Fringe Benefits	1,136,558.72
Consultants	617,644.73
Allowances	603,425.85
Travel & Trans	1,968,690.77
Exp Equip & Materials	466,408.35
Non-exp Equipment	824,348.75
Participant Costs	1,333,446.20
Other Direct Costs	819,836.12
CID G & A	1,023,574.96
TOTAL	<u>16,144,144.90</u>

ANNEX E
CORE SUB-PROJECT CONTRIBUTORS

PROJECT CONTRIBUTORS

Technical Assistance

Hugh Henderson Chief of Party	Richard Maddy Administrative Officer	Colin Sorhus Executive Officer
Royal H. Brooks Chief of Party	Milton Snodgrass Ag Planning Advisor	Richard Field Technician
Robert E. Witters Chief of Party	Kenneth Goodin Maintenance Specialist	Richard Griffin Water Mgmt. Advisor
Amir A. Badiei Team Leader	Patricia Goodin Administrative Assistant	Darryl Kuhnle Extension Comm. Advisor
Allen Horn Administrative Officer	G.R. Jack Law Training Advisor	G.Y. Siddiqui DLRC Advisor
Amy Horn Secretary	Audrey Dibble DLRC Advisor	John R. McDowell Poultry Vet Advisor
Susan Hase Executive Secretary	Victor Amann Ag. Planning Advisor	Alvin Arp Financial Mgmt. Officer
Thomas LaQuey Agricultural Advisor	Helen Calvin Secretary	G.D. Faulkenberry Data Mgmt. Advisor
Glen Muellenberg Technician	Irvil Kear Secretary	Floyd Pritchard General Services Officer
Clinton Orean Mechanic	Jan Karpowicz Beekeeping Advisor	

OSU/CID

Dillard Gates Project Director	Chris Sinnett Clerical Assistant	Lydia Perry Secretary
E.P. Smith Admin. Assistant	Frank Conklin Project Director	Douglas Jones Dep. Exec. Director
J.A. Warrington Secretary	Michael Martin Project Director	James Collom Dep. Exec. Director
Paul Girouard Accountant	J. Ronald Miner Project Director	
Dorothy Reiley Secretary	C. Fred Wilhelm Asst. Project Director	

Yemen Ministry Officials

Ahmed Ali Al-Hamdani Minister, MAF	Ahmed Mohammed Talib Director General, Agricultural Affairs	Abdullah Abdulrahman Al-Sharee Director, Extension Communication
Husain Abdullah Al-Amri Minister, MAF	Mohammed Abdullah Al- Iryani Director General, Agricultural Extension	Mohammed Mohammed Al- Nowairah Director, Statistics
Mokbil Ahmed Mokbil Deputy Minister	Husain Ali Faghii Director General, Irrigation	Mohammed Husain Masoud Foreign Advisors
Lutf Lutf Al-Ansi Director General, Planning and Statistics	Ahmed Husain Al-Geradi Director General, Irrigation	Abdul Kafi Al-Iryani Director, Agricultural Economics
Ali Noaman Abdullah Director General, Agricultural Affairs	Ali Ali-Zomair Deputy Director General, Irrigation	Mohammed Al-Haidari Director Agricultural Economics
Mohammed Husain Sharaf- Aldin ADSP Co-manager	Sharaf Sharaf Othman Director, Follow Up	Mohammed Abdullah Al- Alimi DLRC Technician
Abdul Hufiz Karhash ADSP Co-manager	Ahmed Ali Al-akwa Director, Foreign Relations	Mohammed Al-Awaj Beekeeping Technician
Mohammed Yahya Al-Ghasim Director General, Agricultural Affairs		Wahid Al-Asbahi Meteorological Technician

USAID Yemen

Charles Ward Mission Director	H.P. Peterson Ag. Development Officer	John Rifembark Project Officer
Charles F. Weden Mission Director	G. Tracy Atwood Ag. Development Officer	George Miller Project Officer
Kenneth H. Sherper Mission Director	John Swanson Ag. Development Officer	Mohammed Abubaker Asst. Program Manager
		Mohammed Al-Harazi Agriculture Assistant