PD-AAZ-033 716-8
ISN = 23334

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279-51-000-020 [illegible] July 19[illegible] [illegible] 1976 [illegible]

Training for YAR Development

[illegible] 13 [illegible] 18 Feb. 2, 1973 [illegible]

[illegible] 514,000 [illegible] 29,000 [illegible] 4,344,000

[illegible]

Director of [illegible] - YALI [illegible] (PSC)

English Language Teacher [illegible] (PSC)

[illegible] project [illegible] until the end of [illegible] with the following [illegible]

1. Project [illegible] that [illegible] continuing [illegible] new project, [illegible] specifically defined [illegible]

2. Delete "YAR [illegible] training [illegible] as a part of [illegible]" as an output of the project [illegible] listed in Section III.

Best Available Document

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II. PERFORMANCE OF KEY INPUTS AND ACTION AGENTS

A. INPUT OR ACTION AGENT (CONTRACTOR, PARTICIPATING AGENCY OR VOLUNTARY AGENCY)	B. PERFORMANCE AGAINST PLAN: UNSATISFACTORY 1	2	SATISFACTORY 3	4	5	OUTSTANDING 6	7	C. IMPORTANCE FOR ACHIEVING PROJECT PURPOSE (X): LOW 1	2	MEDIUM 3	4	HIGH 5
1. PSC's YALI							X				X	
2.												
3.												

Comment on key factors determining rating

Both PSC's dedicated themselves fully to training as many Yemeni potential participants as possible. Throughout the one year period of their contract they brought 53 potential participants to the acceptable call-forward language level.

A. PARTICIPANT TRAINING	1	2	3	4	5	6	7	1	2	3	4	5
							X					X

Comment on key factors determining rating: Since activating YALI and bringing the PSC language instructors on board there has been a surplus of nominees for training. USAID has had to either defer them until the next FY or they were able to go under $300,000 end of year funds allotted in June 1976. In either case, departure depended on participants language proficiency.

B. COMMODITIES	1	2	3	4	5	6	7	1	2	3	4	5
None												

Comment on key factors determining rating

N/A

C. COOPERATING COUNTRY		1	2	3	4	5	6	7	1	2	3	4	5
	a. PERSONNEL						X					X	
	b. OTHER: Attendance of language trainees		X									X	

Comment on key factors determining rating

YARG has greatly increased its input by assigning a full-time training officer to CPO. They have also increased their nominations of potential participants and enrolled most of these in language classes at YALI. They have not, however, assured regular attendance of candidates at language classes.

The YARG contribution has been recalculated and now includes airfare to and from Cairo, participant salaries, YARG training officials salary, and participant predeparture costs.

D. OTHER SUPPORT	1	2	3	4	5	6	7	1	2	3	4	5
N/A												

(See Next Page for Comments on Other Factors)

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II. 7. Continued: Comment on key factors determining rating of Other Donors

USAID has assisted the UNDP by placing their participants in U.S. institutions and by picking up key personnel whose funding had been exhausted or training completed so that they could remain and complete their studies. Potential participants from outside Sana were also enrolled in English language classes at NIPA or the British Consul in Taiz and Hodeida.

III. KEY OUTPUT INDICATORS AND TARGETS

A. QUANTITATIVE INDICATORS FOR MAJOR OUTPUTS		TARGETS (Percentage/Rate/Amount)					
		CUMULATIVE PRIOR FY	CURRENT FY +TQ TO DATE	CURRENT FY +TQ TO END	FY 77	FY ___	END OF PROJECT
Training personnel in the administrative and technical fields.	PLANNED	100	30	45	100	-	Approx. 245
	ACTUAL PERFORMANCE	100	55				
	REPLANNED			-	-	-	-
Development of a career training program as an integral part of YAR.	PLANNED	1	-	-	-	-	0
	ACTUAL PERFORMANCE	0	0				
	REPLANNED			0	0	0	0
Centralized governmental machinery for selecting, monitoring, and placing trainees.	PLANNED	1	1	1	1	1	1
	ACTUAL PERFORMANCE	1	1				
	REPLANNED			-	-	-	-
	PLANNED						
	ACTUAL PERFORMANCE						
	REPLANNED						

B. QUALITATIVE INDICATORS FOR MAJOR OUTPUTS	COMMENT
Trained personnel.	All participants continue to return to YAR and occupy positions of responsibility. Many of the returnees have been appointed to positions of greater responsibility as a result of their training.
YARG career training program as part of its civil service.	Although NIPA is operating, it was not created as a direct result of this project. This output, therefore, has been deleted in para. III,A above.
Central Coordinating point for all YARG training.	CPO has been named as the focal point of all donor training by YARG law. There is a training branch within CPO which was organized as a result of this project's efforts. It now coordinates all training programs.

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IV. PROJECT PURPOSE

A. 1. Statement of purpose as currently defined. 2. Same as in PROP? [X] YES [ ] NO

The purpose of this project is to strengthen the YARG Government and selected private sector services through participant training of middle management and senior level officials.

B. 1. Conditions which will exist when above purpose is achieved.	2. Evidence to date of progress toward these conditions.
1. First line cadre of foreign trained personnel with sufficient back-up to take care of normal attrition.	1. To date 52 participants have been sent to the U.S. for training, and 31 have returned. In addition, 81 have been sent to third-countries, of which 30 have returned. All returnees are working in a position of equal or greater responsibility.
2. Have begun to develop a Civil Service organization and modern personnel management practices, including the beginning of a career development training system.	2. YAR does have a National Institute of Public Administration (NIPA); however, it was not created as a bi-product of Project 0020. Therefore, this condition is being deleted. Returned participants have definitely contributed towards developing a back-up core of personnel trained abroad in modern management practices.
3. Have begun to plan for the local institutions which could meet continuing management training requirements.	3. The Central Planning Organization (CPO) has been designated by Yemen Law as the focal point for coordinating all YAR donor training. This is a direct off-shoot of USAID efforts thru Project 0020. However, YARG still does not have the internal analytical mechanism whereby it can survey individual ministries and agencies and identify specific training needs, i.e., human resource planning.

V. PROGRAMMING GOAL

A. Statement of Programming Goal

Long-term: A public service exposed to modern management and administrative techniques... more capable of meeting the operational and administrative responsibilities of a modernizing society.

Short term: Provide management and technical training to selected government and private sector officials who will occupy positions of responsibility in those YAR ministries, agencies, and institutions directly concerned with economic and social development and resource management.

B. Yes. The only way to build a government and public sector capable of coping with the developmental and social problems confronting YAR is through training the key personnel who are filling positions of responsibility.