مشروع تنمية وادارة الثروة السمكية في عمان
FDMP *Oman Fisheries Development and Management Project*

FINAL

FIRST ANNUAL WORK PLAN

(NOVEMBER 1991 - APRIL 1993)

AGENCY FOR INTERNATIONAL DEVELOPMENT
CONTRACT NUMBER 272-0106-C-00-1001-00

Prepared by :

CHEMONICS INTERNATIONAL CONSULTING DIVISION

NOVEMBER 16, 1991

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Introduction and Strategy

The goal of the AID-funded Oman Fisheries Development and Management Project (FDMP) is the sustainable growth and development of the fisheries industry in Oman. This goal will be achieved primarily by strengthening the technical, administrative, and management s'dlls of the Directorate General of Fisheries Resources (DGFR). The development of a strong public sector management authority, together with appropriate incentives, is designed to lead to increased private sector confidence in the fishing industry and, ultimately, to private sector-led development of the industry consistent with a sound policy of resource conservation. This is also consistent with the realization that private sector growth has become essential to the provision of sustained growth in employment opportunities.

In order that the DGFR develop such a strong authority, the project design is focused on two key issues: (1) the capacity of the DGFR to develop its human resources, in particular to provide the number of staff with adequate training and experience necessary for sustaining its major programs, and (2) the institutional capacity for planning and for the development and control of appropriate budgetary support for its programs, including planned infrastructure schemes. The project is also concerned with the related goal of conserving the marine resources of Oman through mature management policies, strategies and programs, which are based on improved knowledge of fisheries resources, and by strengthening the Government's capacity to undertake research and planning to ensure the long-term sustainability of fishing industry development.

The project objectives will be attained by providing training opportunities for Omanis in the fisheries sector and by providing technical assistance to upgrade the technical, administrative and management skills of DGFR personnel. These activities will be carried out under three principal technical components (assisted by administrative support units in Oman and in the United States) of the project:

1. Manpower Development and Training

2. Planning and Administration

3. Resource Management.

Upgrading the skills of new and existing staff of the DGFR will be achieved through

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a combination of on-the-job training, short-term technical training, and long-term academic training, all of which will be closely linked to an overall manpower development plan for the DGFR to ensure that the training is relevant to the present and future needs of the organization as well as in accordance with individual skills and preferences.

The impact of the training and technical assistance provided under the project will be closely evaluated and monitored to insure that the progress of strengthening the technical, administrative, and management skills of the DGFR can be adequately verified. Such monitoring and evaluation of the impact of training will be carried out at both the individual level (i.e., by measuring the degree to which individual skills have been upgraded to meet specified, identifiable targets) and at the institutional level (i.e., by measuring the extent to which the upgrading of individual skills has contributed to the ability of the DGFR to better perform its functions).

The focus of the project on training provides a common link between the three technical components, with each component operating in an on-the-job training mode. The on-the-job training approach will be further strengthened by the formation of task forces (consisting of technical advisors and DGFR counterpart staff) to address key issues. In addition, the monitoring and evaluation system for training, which will be developed as part of the Manpower Development and Training component, will be a common feature of all components and will provide a means by which the progress toward project goals and objectives can be measured. Each component contains specific reference to on-the-job training as the mobilizing vehicle for strengthening the capabilities of the DGFR in performing functions required of it to meet the objectives of the Five-year Plan. In both the Planning and Administration and Resource Management components, the strategy of using task forces to fulfill on-the-job training needs is spelled out in detail. The Manpower Development and Training component has on-the-job training as one of its main points of emphasis, both for its own operations and as a feature requiring specific management and monitoring activities on behalf of the project as a whole.

The schedule for carrying out work on the project during the 18-month planning period includes a measure of the level of effort (LOE) of short-term and long-term technical advisers needed for each task. The allocation of the level of effort of individual technical advisors to several technical components reflects the interaction among the components, principally as a result of the common training function of the project. The budget anticipated for each technical component also reflects the actual LOE to be expended on each component.

Short-term technical advisers will be allocated to specific, identifiable tasks of the project. The functions of each short-term technical advisor as listed will include, where practical and appropriate, participation in a task force to address each problem area. In this way, technical assistance provided by short-term advisers will also support on-the-job training activities.

The success of the work to be carried out under this work plan depends heavily on the commitment of the DGFR management, particularly since the task force approach which has been adopted cannot function without the active participation of both the technical advisors and counterpart staff. For this reason, an indication of the LOE required by the DGFR is included with this workplan to better enable the DGFR management to plan for the allocation of appropriate staff to project work.

1. Manpower Development and Training

A. Component Objective

The objective of the Manpower Development and Training Component is to strengthen the human resources development capacity of the Directorate General of Fisheries Resources (DGFR) and, where possible, of other units in the fisheries sector. There exists a shortage of skills and experience in all units of the DGFR. The extent of this shortage has not been accurately measured, but it is felt by all of the directors in the DGFR. Further, a considerable number of new recruits from secondary schools and Sultan Qaboos University has been added to the DGFR. Therefore, the program in manpower development will be centrally concerned with the design and implementation of training courses, exercises, and assignments for these new recruits, and also to make progress in training existing staff. Study tours for senior members of the DGFR are envisaged as part of this improvement program which also will examine and assist with training opportunities for staff of other units of the fisheries sector, including the Sultan Qaboos University, Oman Bank for Agriculture and Fisheries, and Oman Fisheries Company.

B. Activities

The Chemonics contract calls for a number of interrelated activities under this component. These will all be addressed during the first 18 months of the project. For the sake of clarity, these activities will be dealt with separately as identified in section C (pages 9-10) of the prime contract, as follows:

1. Prepare a sector-wide training plan (in detail for the DGFR and units of MAF, less detailed at this stage for other fisheries institutions).

2. Update this training plan.

3. Implement this training plan.

4. Strengthen the training capacity of the DGFR.

5. Evaluate the impact of training.

6. Manage and monitor the on-the-job training activities of the project.

7. Train DGFR staff in the fields of fisheries protection (and at a later stage of the project, quality control).

Tasks

Each of the above activities will be accomplished through a series of tasks leading to defined outputs at the end of the first 18 months of the project, as shown on the following chart:

Timeline for First Annual Work Plan: Manpower Development and Training Component

TASK	1991 Nov-Dec	1992 Jan-Dec	1993 Jan-Apr	TA Res	P/M	DGFR P/M
1. PREPARE A TRAINING PLAN FOR DGFR AND OTHER UNITS IN THE SECTOR				GM	2.0	
1.1 Classify skills employed in the sector	Nov			GS	0.5	
1.11 Specify standards for each skill area	Dec			GS	0.5	3.0
1.2 Identify the skills required and construct ideal skill profiles	Jan			GS ST	1.0 2.0	3.0
1.3 Prepare inventory of existing skills and construct actual skill profiles	Feb			GS ST	1.0 2.0	3.0
1.4 Prepare inventory of training facilities available	Mar			GS/MAA	1.0	
1.5 Construct skills development priority plan	Apr			GS	0.5	3.0
1.6 Construct training requirements, training facilities plans and training finance plans	May			GS	1.5	
1.7 Develop recruitment plan (DGFR)	Jun			GS	1.0	3.0
1.8 Integrate these plans into overall manpower development plan	Jul			GS	1.0	
2. UPDATE THE TRAINING PLAN						
2.1 Develop an assessment and review system whereby the training plan can be monitored and evaluated as part of its updating activity	Aug-Sep			MAA	1.0	3.0
2.2 Conduct a preliminary assessment of the need to undertake a feasibility study of the proposed Fisheries Training Center	Aug			GS	0.5	

Timeline for First Annual Work Plan: Manpower Development and Training Component

TASK	1991 Nov	Dec	Jan	Feb	Mar	Apr	May	1992 Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	1993 Feb	Mar	Apr	TA Res	P/M	DGFR P/M
3. IMPLEMENT THE TRAINING PLAN																					
3.1 Implement the sector–wide training plan through structured assignments, on–the–job training, longer training and educational courses							■	■	■	■	■	■	■	■	■	■	■	■	MAA ST	2.0 2.0	2.0
3.2 Process the departure of the first batch of nominees for degree training in US and elsewhere	■	■	■																MAA	1.5	
3.3 Assess and process nominees for training programs in US and elsewhere	■	■	■	■	■	■	■	■											MAA	2.0	
3.4 Development of participant training program i.e., selection criteria and mechanism, and training unit resources and procedures	■	■	■	■	■	■	■												MAA	2.0	
3.5 Development of record system, i.e.; create computerized database for degree, technical training, and on–the–job training participants. Input data.	■	■																	MAA ST	1.0 1.0	
3.6 Development of monitoring system, i.e., define objectives for specified period of time/training. Measure progress of training. Report on training and trainee progress				■	■	■	■	■	■	■	■	■	■	■	■				MAA	2.0	
4. STRENGTHEN THE TRAINING CAPACITY OF THE DGFR																					
4.1 Establish a Training Unit within the DGFR for the coordination and supervision of the various training activities in the sector				■	■	■	■	■	■	■	■	■							MAA ST	1.0 1.0	6.0

Timeline for First Annual Work Plan: Manpower Development and Training Component

TASK	1991						1992									1993			TA		DGFR
	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	Res	P/M	P/M
4.2 Review of current DGFR programs and procedures in order to identify areas that need to be strengthened									▓▓										GS	1.0	
5. EVALUATE THE IMPACT OF TRAINING																					
5.1 Establish on−going system for evaluation of training impact on individuals and institution, i.e., outputs defined; evaluation system designed; data inputs; trial run of system; revision of system if necessary			███████████████████████████████████																MAA DC	1.0 1.0	3.0
5.2 For OJT, establish in collaboration with project advisors and specialists, structured programs with identified objectives, methodology, and results to enable a system of performance and measurement to be applied			█████																MAA ST	1.0 3.0	
5.3 For OJT and other activities, establish links with the civil service performance evaluation scheme to align results and impact of training with the on−going methods and procedures of staff appraisal								██											MAA	0.5	

Timeline for First Annual Work Plan: Manpower Development and Training Component

TASK	1991 Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	1993 Jan	Feb	Mar	Apr	TA Res	P/M	DGFR P/M
6. MANAGE AND MONITOR THE ON-THE-JOB TRAINING ACTIVITIES																					
6.1 Design and operate procedures whereby OJT activities are managed and monitored as a control-cum-service task on behalf of all concerned work. This task will attempt to comprehend training activities initiated and on-going in other units, external to DGFR, within the fisheries sector.			▓▓▓																GS MAA	1.0 1.0	
7. TRAIN STAFF FOR FISHERIES PROTECTION																					
7.1 Establish within the Fisheries Training Plan, a detailed plan for training the staff of the Fisheries Affairs Department in all aspects of fisheries protection.					▓▓▓														GW	3.0	1.0
7.2 Design and operate OJT programs for the management personnel in the planning and management of fisheries protection agencies (FPA).								▓▓▓											GW	5.0	2.0
7.3 Draw up specifications and documentation for procedures in in FPA														▓▓					GW	2.0	1.0

Timeline for First Annual Work Plan: Manpower Development and Training Component

TASK		1991 Nov	Dec	Jan	Feb	Mar	Apr	1992 May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	1993 Feb	Mar	Apr	TA Res	P/M	DGFR P/M
7.4	Improve data flow for FPA.																	■		GW	1.0	
7.5	Embark on program designed to improve coordination procedures between the Fisheries Affairs Department and other GOVOMAN agencies, such as Royal Oman Police, Coast Guard, etc.																		■	GW	1.0	1.0

GS – George Stalker, Manpower Planning Specialist

MAA – Martha Abu–Amr, Fisheries Training Advisor

DC – Debidas Chakraborty, Statistics Advisor

GW – Gary Wood, Fisheries Protection Training Specialist

ST – Short Term Technical Assistance

	TOTAL	53	34

2. Planning and Administration

A. Component Objective

The objective of the Planning and Administration Component is to strengthen the performance of the DGFR by improving planning, programming, budgeting, and administrative systems and skills. The central task of the component is to enhance DGFR capacity to budget, plan, and manage sector-wide plans. Furthermore, present administrative systems are to be improved within the limits of prevailing GOVOMAN regulations.

The strategy underlying the performance of the activities is as follows:

1. The role of the Technical advisor is to plan, guide, train and evaluate the on-going work. The actual work will be done through task forces.

2. Mobilize Task Forces. Counterpart staff will be selected from those DGFR departments which will be effected most directly by the systems and procedures being developed.

3. Orient members of the Task Forces to (a) task objectives; (b) how to do the work; (c) suggested methodologies to be followed; and (d) specific deliverables prior to commencing the task work.

4. Conduct short workshops/seminars to train members of the Task Force in the appropriate methodologies, if necessary, to enhance their participation and contributions. Counterparts are expected to play active participatory roles in problem definition, problem analysis, system development, and implementation as part of the task work.

5. The technical advisor and the department head will monitor and evaluate task progress to ensure that task objectives are being met and quality products are delivered.

6. Upon completion of the task, debrief the Task Force.

7. Study and assess systems and procedures in use as a baseline to build upon, with consideration of MAF and GOVOMAN regulations.

B. Activities

The following are the activities of the component:

1. Design a planning, programming, and budgeting system to relate DGFR plans, budgets, and performance to fisheries sector wide plans; provide measures of performance for the various fisheries.

2.   Assist department managers to develop Annual Action Plans to implement the activities given in the Fourth Five-year Plan. These action plans are to support budget submissions.

3.   Train departmental managers in the use of the planning, programming, and budgeting systems.

4.   Establish measures of DGFR Performance.

5.   Review present management, financial, and administrative procedures, and recommend improvements in accordance with civil service statutes.

6.   Assist in the preparation and implementation of a training plan for fisheries planning, finance, and administrative staff.

Two additional activities are suggested:

1.   Organizational Development. This activity is included in the contract as part of the Manpower Development Component. In this activity the structure and functional descriptions of DGFR as they are at present will be reviewed in the context of the new ministry structure and functional descriptions in order to recommend the necessary changes and to provide the required input to the Manpower Development Component.

2.   Computer applications to functions of planning, budgeting and administration.

Timeline for First Annual Work Plan : Planning and Administrative Component

TASK	1991 Nov	Dec	1992 Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	1993 Jan	Feb	Mar	Apr	TA Res	TA P/M	DGFR P/M
1. PLANNING, PROGRAMMING, AND BUDGETING																					
1.1 Develop Annual Action Plans																			GM	1.0	
1.11 Analyze requirements, prepare instructions, develop departmental performance indicators			█	█	█	█	█	█	█	█	█	█	█	█					HK	1.0	2.0
1.12 Prepare Action Plan Preparation Manual			█	█															HK	1.0	1.0
1.13 Assist departments with developing their Action Plans				█	█														HK	1.0	10.0
1.2 Develop System for Planning, Programming, and Budgeting																					
1.21 Review present budget procedures and policies							█												HK	0.5	2.0
1.22 Develop revised budget preparation procedure manual, identify performance indicators									█										HK	1.0	4.0
1.23 Prepare Training Plan for Managers and Staff										█									HK/MAA	1.5	
1.24 Conduct training and assist with 1993 budget preparation on a pilot basis in a region												█	█						HK	1.0	2.0
1.3 Train Department Managers																					
1.31 Plan and conduct workshops in management and administration, planning process, planning and budgeting as tools of management			█		█		█			█	█	█				█			HK/GS MB/DC	2.0	2.0

12.

Timeline for First Annual Work Plan : Planning and Administrative Component

TASK	1991 Nov	Dec	1992 Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	1993 Jan	Feb	Mar	Apr	TA Res	TA P/M	DGFR P/M
2. ESTABLISH MEASURES OF DGFR PERFORMANCE																					
2.1 Develop methodology for measuring performance identifying qualitative, quantitative and internal/external indicators.			████	████	████														HK ST	1.0 1.0	2.0
2.2 Collect data for these indicators in each activity — Note 1						████	████	████	████	████	████	████	████	████	████	████	████				
2.3 Analyze organization at and system performance as systems are upgraded.										████						████			HK	1.0	1.0
3. PERFORM ORGANIZATIONAL REVIEW OF DGFR																					
3.1 Compare and analyze functions and organization given in Ministry Organization to that in DGFR. Recommend changes required, prepare implementation plan including staffing, manpower development and training				████	████														HK/AH	2.0	2.0
3.2 Study feasibility of establishing a Planning Unit in DGFR including functions of monitoring the five-year plan						████	████												HK	1.0	1.0
3.21 Develop staffing needs, management and budgetary procedures and budget requirements over a five year period								████											HK/GS	1.5	2.0
3.22 Assess training and manpower development requirements of the unit.										████									HK/GS	1.5	1.0

Timeline for First Annual Work Plan : Planning and Administrative Component

TASK	1991		1992												1993				TA		DGFR
	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	Res	P/M	P/M
4. REVIEW PRESENT MANAGEMENT, FINANCIAL AND ADMINISTRATIVE PROCEDURES																					
4.1 Review procedures in use. Identify priority procedures which need to be revised and improved								▬											HK	1.0	1.0
4.2 Recommend revisions to those identified above within existing regulations/laws. Prepare revised procedures.									▬▬										HK	1.0	2.0
4.3 Train staff in use of revised procedures											▬▬▬▬▬▬▬▬								HK ST	2.0 2.0	2.0
5. JOINTLY WITH THE TRAINING COMPONENT, PREPARE AND IMPLEMENT TRAINING PROGRAMS IN PLANNING, FINANCE AND ADMINISTRATION																					
5.1 See Tasks 1.3 and 4.3 above.																					
6. ASSESS AND PLAN COMPUTER NEEDS AND APPLICATIONS FOR PLANNING, FINANCE AND ADMINISTRATIVE FUNCTIONS IN DGFR																					
6.1 Assess needs and analyze areas of applications							▬												HK/DT	1.5	1.0

Timeline for First Annual Work Plan : Planning and Administrative Component

TASK	1991 Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	1993 Jan	Feb	Mar	Apr	TA Res	P/M	DGFR P/M
6.2 Prepare a computerization plan for DGFR. State hardware and software needs and five year budget support. Develop organization, staffing, manpower development and training needs.								▬	▬	▬									HK/DT ST	1.5 1.0	1.0
7. PROJECT MANAGEMENT AND COORDINATION																					
7.1 Administration and Management	▬	▬	▬	▬	▬	▬	▬	▬	▬	▬	▬	▬	▬	▬	▬	▬	▬	▬	GM	9.5	
7.2 Establish project performance criteria and assess performance of major activities											▬	▬							GM ST	1.0 0.5	0.5

GM – Gary Morgan, Chief of Party

HK – Hrand Kurkjian, Planning and Administrative Specialist

GS – George Stalker, Manpower Planning Specialist

MAA – Martha Abu–Amr, Fisheries Training Advisor

DC – Debidas Chakraborty, Statistics Advisor

AH – Anthony Harrison, Research Advisor

DT – Dana Thomas, Research Specialist

ST – Short–term Technical Assistance

Note 1 – Data will be collected as activities and tasks are being performed.

TOTAL	40.0	39.5

3. Resource Management

A. Component Objective

The objective of the Resource Management Component is to improve the capacity of the DGFR to manage the fishery resources and fisheries of Oman.

The strategy underlying the performance of the tasks listed on the timeline below are as follows:

1.   Mobilize task forces with membership drawn from those units of the DGFR affected by and related to the task. (Task forces are coordinating mechanisms, they do not disturb administrative structures, roles or responsibilities.)

    a.   Use the task force to produce baseline studies, evaluate objectives, canvas options, and make recommendations.

    b.   Where a task force is concerned with the management of a particular fishery, encourage the DGFR to refer all relevant matters to the task force for comment. Plan to convert the task force into a permanent, standing advisory committee on the fishery with membership from the fishing industry.

    c.   Monitor and evaluate the task force in accordance with the procedures developed by the training component.

    d.   Chemonics staff to work with individual Omanis or small groups to conduct analysis, assessment, develop computer programs, and undertake fisheries research.

    e.   Conduct seminars, workshops, and training courses, and recommend academic training as part of the overall manpower development of the DGFR.

2.   Orient members of the task force to procedures.

3.   Form special research groups to conduct subtasks. The work of the core task-force group will identify subtasks in areas such as biological research, resources, extension, licensing, and enforcement which will require detailed examination by special research groups. These sub-groups will serve a dual purpose by providing in-depth study and drawing a larger body of DGFR personnel into the training aspect of the task force approach.

B. Activities

The Chemonics contract calls for a series of fourteen related activities to be undertaken for this component. These will be implemented over the life of the project. In the first 18 months, the work to be done is grouped, for the sake of emphasis, under four

main headings, as follows:

1.   Organization and coordination of activities concerned with fisheries management. Provide assistance to upgrade the organizational structure of this component in the DGFR and the coordination of its work with other projects and agencies in order to improve fisheries management and facilitate fisheries development, as one objective of the fourth Five-Year Plan.

2.   Provision of advice on specific aspects of fisheries management. Provide advice on fisheries management, particularly in basic stock assessment, and the introduction of the CANOFISH system of stock assessment that can be used for both research and training purposes.

3.   Collaborative fisheries research projects. Conduct fisheries research on subjects agreed upon as priority areas, including the operations of a National Fish Ageing Facility, and the establishment of a fish reference collection.

4.   Development and implementation of computer programs for stock assessment. Prepare and implement computer programs for stock assessment, statistical analysis and fisheries management.

Each of these activities will be completed by a series of tasks leading to defined outputs during the first 18 months of the project. Some activities involve the establishment of task forces or the organization of formal seminars, study groups, or training courses. They are described in detail in the following timelines.

Timeline for First Annual Work Plan : Resource Management Component

TASK																					TA Res	P/M	DGFR P/M
	1991 Nov	Dec	1992 Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	1993 Jan	Feb	Mar	Apr				
1. ORGANIZATION AND COORDINATION																						
1.1 Establish and operate a task force to evaluate the fisheries management decision—making process in the DGFR																					AH GM HK	1 0.5 0.5	2
1.2 Establish and operate Task Force A to advise on the management and development of a specified fishery.																					AH JD	2 1.0	6
1.3 Preliminary investigation on a possible fishery for Task Force B.																					JD AH	0.5 0.5	0.5
1.4 Establish and operate a task force to investigate collaboration between MSFC and Statistics Dept																					AH MB DC JD	0.5 2.0 2.0 0.5	5.0
1.5 Review of MSFC activities																					AH	0.5	0.5
2. ADVICE ON FISHERIES MANAGEMENT																						
2.1 Conduct a regular seminar series.																					JD ST	1.0 0.5	1.0
2.2 Conduct a 15—unit course in basic stock assessment and fisheries management in conjunction with existing course.																					AH JD DT	1.0 1.0 1.0	1.0
2.3 In collaboration with counterparts, provide ad hoc advice on fisheries management issues as requested.																					JD AH GM	3.0 1.0 1.0	.6.0
2.4 With the active participation of counter— parts, install and introduce CANOFISH system.																					DT ST	8.0 0.5	4.0
2.5 Coordination with other projects and agencies.																					AH/JD DC/GM	2.0 2.0	1.0

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Timeline for First Annual Work Plan : Resource Management Component

TASK		1991 Nov–Dec / 1992 Jan–Dec / 1993 Jan–Apr (timeline)	TA Res	P/M	DGFR P/M
2.6	Establish and operate a task force to review handling, transfer, validity, and use of data collected by the national fisheries statistics program, the fisheries licensing program, and research projects operating from MSFC.	Nov 1991 – Jun 1992	GM DC MB AH ST JD	0.5 5.0 5.0 1.0 0.5 1.0	8.0
2.7	Recommendations to DGFR on ways to strengthen the statistics program.	Jul 1992	AH DC	0.5 1.0	1.0
2.8	Plan implementation of revised collections and data–handling procedures.	Sep 1992	MB DC	1.0 1.0	3.0
2.9	Initiate program of training statistical staff and data collectors. (Training plans prepared as part of component 1.)	Jan 1992 – Apr 1993	MAA MB DC	0.5 5.0 3.5	3.0
2.10	Establish and operate a task force to prepare the annual statistical report.	Jan 1992 – Mar 1992	MB DC AH/GM	3.0 2.0 1.0	2.0
3. COLLABORATIVE FISHERIES RESEARCH PROJECTS					
3.1	Continue or implement specific research projects relevant to government objectives and task force activities.	Nov 1991 – Apr 1993	AH JD ST	2.5 3.5 1.0	20.0
3.2	Plan and commence the operation of a National Fish Ageing Facility	Nov 1991 – Apr 1993	AH JD ST	1.0 3.0 2.0	5.0
3.3	Establishment of a fish reference collection as part of the aquarium.	Jan 1992 – Apr 1993	JD MB	1.0 1.5	2.0

Timeline for First Annual Work Plan : Resource Management Component

TASK	1991 Nov	Dec	1992 Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	1993 Jan	Feb	Mar	Apr	TA Res	P/M	DGFR P/M
4. IMPLEMENTING COMPUTER PROGRAMS																					
4.1 Survey available computer programs with Dr Hirai.				▬	▬														DT	1.0	2.0
4.2 Identify needs for new programs and/or training demands.						▬													DT/GM AH GS	1.0 0.5 0.5	1.0
4.3 Install CANOFISH and other stock assessment and management programs as appropriate.						▬	▬	▬	▬	▬	▬	▬	▬	▬	▬				DT	2.0	2.0
4.4 Review past stock assessments.		▬	▬																AH/GM	1.0	0.5
4.5 Conduct analysis as identified by task force A to aid the management of the fishery.							▬	▬	▬	▬	▬	▬	▬	▬	▬	▬	▬		AH DT	2.0 2.0	
4.6 Carry out, with the assistance of subcontractors, a preliminary analysis of existing data relevant to stock assessment stock assessment.		▬	▬	▬	▬														ST AH JD	1.0 1.0 1.5	9.0
														TOTAL						94.0	85.5

GM – Gary Morgan, Chief of Party

HK – Hrand Kurkjian, Planning and Administrative Specialist

AH – Anthony Harrison, Research Advisor

JD – John Dorr, Research Specialist

MB – Mahmood Bouhlel, Data Collection Specialist

DC – Debidas Chakraborty, Statistics Advisor

DT – Dana Thomas, Research Specialist

MAA – Martha Abu–Amr, Fisheries Training Advisor

ST – Short Term Technical Assistance

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4. Oman Support Unit

A. Component Objective

The Chemonics-FDMP technical assistance team requires a variety of administrative, financial, and document production support services to function efficiently and effectively. The Oman Support Unit is responsible for providing all of these support services for three office locations, the Directorate General of Fisheries Resources, the Marine Science and Fisheries Center, and the off-site office.

During the First Annual Work Plan, the staffing of the Oman Support Unit will be completed. In the three areas of support services -- administration, financial control and reporting, and publications -- all core systems, procedures, and policies will be developed, tested, refined, and instituted. The effectiveness of the Oman Support Unit will be evaluated with respect to its ability to deliver in a timely manner (a) routine administrative support services to technical assistance tasks, (b) financial control of expenditures and related reporting documents in an "audit-ready" and punctual manner, and (c) translation, editing, and documentation services to technical assistance tasks.

B. Activities

There are three major areas of activities: administration, financial control and reporting, and publications. Especially during the first eight months, priority will be placed on the training of the Oman Support Unit staff in AID regulations and Chemonics' administrative policies and procedures.

1. Administration

a. Staffing: One-half of the Oman Support Unit administrative staff has been recruited and employed, including the office support manager, two administrative assistants, two secretaries, one Arabic typist, and one driver. One additional secretary has been recruited and will be employed by early November 1991. A training assistant will be recruited and hired in December 1991 to assist in the administration of training-related activities.

b. Administrative systems, procedures and policies will be developed and instituted for the following support services:

- Procurement of expendable equipment
- Procurement of household furnishings
- Procurement of 12 project vehicles
- Procurement of other non-expendable equipment
- Vehicle management
- Inventory control system
- Support staf: personnel procedures
- Visas, licenses, work and other permits
- Import/export of household goods
- Supervision of household and office leases

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- Communications
- Master filing system
- Computer services
- Travel arrangements
- Special affairs

2. Financial Control and Reporting

a. Staffing: One accountant has been recruited and employed. No additional accounting personnel will be hired.

b. Financial control and reporting systems, procedures, and policies will be developed and instituted for:

- Vouchers
- Ledgers and journals
- Host country support staff salaries
- Monthly invoices
- Financial files
- Budget preparation and control
- Financial policy and procedures memoranda

3. Publications

a. Staffing: One translator, already recruited, will begin employement in early November. An English-language editor will be recruited and hired by December 1991 to work on Quarterly Progress Report-Two.

b. Systems, procedures, and policies will be developed for the following publications services:

- Translations
- Editing of documents
- Establishment and maintenance of a project library
- Quarterly progress reports
  - QPR-1 (July/August/September 1991)
  - QPR-2 (October/November/December 1991)
  - QPR-3 (January/February/March 1992)
  - QPR-4 (April/May/June 1992)
  - QPR-5 (July/August/September 1992)
  - QPR-6 (October/November/December 1992)
  - QPR-7 (January/February/March 1993)
- Second Annual Work Plan (1992-1993)

Timeline for First Annual Work Plan : Oman Support Unit Component

TASK	1991 Nov	Dec	1992 Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	1993 Jan	Feb	Mar	Apr	TA Res	P/M	OSU P/M
1. ADMINISTRATION																			RS	8	126
1.1 Recruitment																					
1.2 Procure Expendable Equipment																					
1.3 Procurement Furnishings																					
1.4 Procurement Vehicles																					
1.5 Other Non–expendable Equipt																					
1.6 Vehicle Management																					
1.7 Inventory Control																					
1.8 Host Country Personnel																					
1.9 Visas, etc.																					
1.10 Import/Export HHEs																					
1.11 Leases																					
1.12 Communications																					
1.13 Filing System																					
1.14 Computer services																					
1.15 Travel Arrangements																					
1.16 Special Arrangements																					
2. FINANCIAL CONTROL AND REPORTING																			RS	0.5	18
2.1 Recruitment																					
2.2 Vouchers																					

Timeline for First Annual Work Plan : Oman Support Unit Component

TASK	1991 Nov Dec	1992 Jan Feb Mar Apr May Jun Jul Aug Sep Oct Nov Dec	1993 Jan Feb Mar Apr	TA Res	TA P/M	OSU P/M
2.3 Ledgers and Journals						
2.4 Host Country Salaries						
2.5 Monthly Invoices						
2.6 Financial files						
2.7 Budget Preparation						
2.8 Procedural Memorandums						
3. PUBLICATIONS				RS	0.5	34
3.1 Recruitment						
3.2 Translations						
3.3 Edit Documents						
3.4 Project Library						
3.5 Quarterly Progress Reports						
3.6 Annual Work Plan – Two						
TOTAL					9	178

RS – Regina Soos, Administrative Officer

OSU – All support staff of Oman Support Unit

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5. Home-Office Support Unit

A. Component Objective

The home-office support unit, which is based in Washington, D.C., will provide logistical support to the field team in the following areas:

1. Administration and finance, including recruitment, travel and transportation arrangements, sub-contractor liaison, and contract financial management.
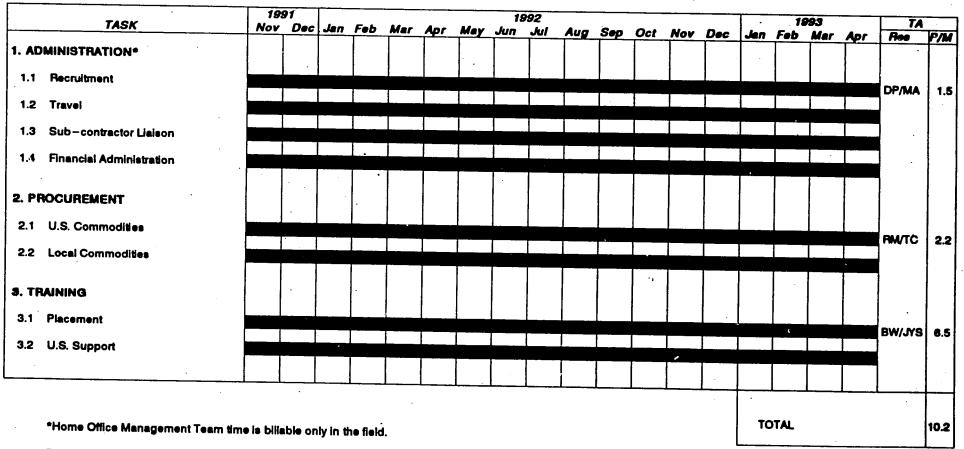
2. Off-shore procurement of commodities and advice on procedures for locally-procured commodities.

3. Participant training, including administrative and support services for trainees in the U.S., assistance in placing trainees in U.S. institutions, and advice on AID participant training regulations.

B. Activities

All necessary systems and staff are presently in place to undertake the logistical support in the areas listed above. As a result, all activities in these areas will be continuous throughout the planning period. Defined outputs from this component will include the identification and recruitment of long-term and short-term technical advisers, financial and procurement management which meets the requirements of AID regulations and this contract, and the implementation and support of participant training programs in the U.S.

Timeline for First Annual Work Plan : Home Office Support Unit

TASK	1991 Nov	Dec	1992 Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	1993 Jan	Feb	Mar	Apr	TA Res	P/M
1. ADMINISTRATION*																				
1.1 Recruitment																			DP/MA	1.5
1.2 Travel																				
1.3 Sub-contractor Liaison																				
1.4 Financial Administration																				
2. PROCUREMENT																				
2.1 U.S. Commodities																			RM/TC	2.2
2.2 Local Commodities																				
3. TRAINING																				
3.1 Placement																			BW/JYS	6.5
3.2 U.S. Support																				
																		TOTAL	10.2

*Home Office Management Team time is billable only in the field.

DP – Douglas Petrie, Project Supervisor

MA – Marie Aziz, Project Administrator

RM – Robert Maruca, Procurement

TC – Terry Collier, Procurement

BW – Brenda Wilson, Training Manager

JYS – Jane Shepard, Training Assistant

6. Table of Outputs/Deliverables

Component/Activity	Output/Deliverable	Due Date
1. Manpower Developing/Training		
1.1 Prepare Training Plan for DGFR and other units in the sector	Report to DGFR proposing priorities for staff training during the 4th 5-year Plan period	March 31, 1992
	Training Plans for following units:	
	Fisheries Affair	April 30, 1992
	Fisheries Resources	July 31, 1992
	Extension & Training	July 31, 1992
	Statistics	March 31, 1992
	MSFC	May 30, 1992
	Administration & Finance (DGFR)	July 31, 1992
	Directorate of Fisheries Salalah	July 31, 1992
	Directorate of Fisheries Musandam	July 31, 1992
	Regional Offices of MAF, with respect to fisheries sections or departments	July 31, 1992
	Other Fisheries Institutions	July 31, 1992
1.2 Update the Training Plan	Progress Report to DGFR on first few months operation and modifications required	September 30, 1992
	Report to DGFR outlining findings of preliminary study of plan to establish Fisheries Training Institute	September 30, 1992
1.3 Implement the Training Plan	Progress Report to DGFR on training activities over past six months and showing future OJT requirements	June 30, 1992 December 31, 1992
	Monthly Progress Reports to DGFR on activities in Participant Training Program showing numbers entering institutions, program specialization, etc.	December 31, 1991 through June 30, 1992
1.4 Strengthen Training Capacity of DGFR	Report to DGFR on results of first graduates program (January – March 1992) showing results achieved and plans for successive programs	April 30, 1992

6. Table of Outputs/Deliverables

Component/Activity	Output/Deliverable	Due Date
	Progress Report to DGFR on work done in establishing Training Unit and staff activities therein	June 30, 1992
	Technical report to DGFR on the procedures and recording systems in place for the Participant Training Programs	April 30, 1992
1.5 Evaluate the Impact of Training	Technical report to DGFR on design and installation of the evaluation and monitoring system for training within and for the DGFR, with reference to OJT schemes of staff development	March 31, 1992
	Progress report to DGFR on linkages established between training and the system of staff appraisals being initiated by the Ministry of Civil Service, as regards results within the DGFR	August 31, 1992
1.6 Manage and Monitor OJT Training Activities	Quarterly Report to DGFR on results of OJT schemes, identifying possibilities for refinements and their extension to other units in MAF and the fisheries sections	January 31, 1992 April 30, 1992 July 31, 1992 October 31, 1992 January 31, 1993 April 30, 1993
1.7 Train Staff for Fisheries Protection and Quality Control	Quarterly Report to DGFR on training activities relating to Fisheries Protection	June 30, 1992 September 30, 1992 December 31, 1992 March 31, 1993
2. Planning & Administration		
2.1 Planning, Programming, and Budgeting	Annual Action Plans for each of the five departments of the DGFR to be produced by the departments themselves.	April 30, 1992
	Revised Budget Procedures	July 31, 1992
	Manpower Development and Training Needs	August 30, 1992

6. Table of Outputs/Deliverables

Component/Activity	Output/Deliverable	Due Date
2.2 Establish Measures of DGFR Performance	Measures of DGFR Performance and Evaluation	April 30, 1992
2.3 Perform Organizational Review of DGFR	Organization Assessment of the DGFR and recommend restructuring based on Ministry Organization Report	April 30, 1992
	Feasibility Report on a Planning Unit in DGFR	May 31, 1992
	DGFR Planning Unit: Organization, Staffing and Long-term Budget Support	July 31, 1992
	DGFR Planning Unit: Manpower Development and Training Needs	August 30, 1992
2.4 Review Present Management, Financial and Administrative Procedures	Recommended Administrative Procedures	August 30, 1992
2.6 Assess/Plan Computer Needs and Applications for Planning, Finance and	Assessment of Long-term DGFR Computer Needs	May 31, 1992
Administrative Functions in DGFR	DGFR Plan of Computerization, including staffing, organization, manpower development and training needs, and budget support	August 30, 1992
2.7 Establish project performance criteria and assess performance	Report on project performance	October 31, 1992
3. Resource Management		
3.1 Organization and Coordination	Report and recommendations on fisheries management decision-making	January 31, 1993
	Management Plan for specified fishery	April 30, 1993
	Report on mechanisms for collaboration in Statistics	January 31, 1992
	Report on MSFC review	January 31, 1992
3.2 Advice on Fisheries Management	Reports on ad hoc issues as required	various

6. Table of Outputs/Deliverables

Component/Activity	Output/Deliverable	Due Date
	User manual for CANOFISH system	December 31, 1992
	Report and recommendations on modified statistical system	July 31, 1992
	Training implementation	Various
	Annual Statistical Report	April 30, 1992
3.3 Collaborative Fisheries Research Projects	Report on specific research projects as appropriate	various
	Manual of techniques for ageing local fish species	June 30, 1992
	Collated list of identified fish species	April 30, 1993
3.4 Developing Computer Programs	Report on available programs	April 30, 1992
	Report on training needs for MSFC in computerized stock assessment	June 30, 1992
	User manuals for all installed programs	February 28, 1993
	Review report on past stock assessments	February 28, 1992
	Reports as appropriate on assessment of specified fisheries	various
	Report and appropriate scientific publications on assessment of fish stocks	April 30, 1992 (report)

6. Table of Outputs/Deliverables

Component/Activity	Output/Deliverable	Due Date
4. Oman Support Unit		
4.1 Administration	Vehicle Management Plan	February 28, 1992
	Project Inventory Control System (PICS)	December 31, 1991
4.2 Financial Control and Reporting	Local Budget Monitor	December 31, 1991
4.3 Publications	Translation Requisition System	December 31, 1991
	Editing Requisition System	January 31, 1992
	Project Library	January 31, 1992
*Note: The majority of the administrative and financial control systems for the Oman Support Unit were established between May 15, 1991 – October 31, 1991.		
5. Home–Office Support Unit		
5.1 Administration	Financial and Contract Management	On–going
5.2 Procurement	Procurement Management	On–going
5.3 Training	Placement and U.S. support	On–going

7. Short-term Level of Effort

Component/Task	Function	Duration	P/M
Manpower Development and Training			
Task 3.5	Establish computerized data-base for record-keeping system	11/91	1
Task 5.2	Establish monitoring & evaluation system for OJT activities	11/91-12/91	3
Task 1.2, 1.3	Finalize inventory of DGFR job descriptions	11/91-2/92	4
Task 3.1, 4.1	Various short programs and seminars	various	3
Planning and Administration			
Task 2.1	Develop system for Performance Measuring	1/92	1
Task 4.3	Train staff in the use of Revised Procedures	9/92-2/93	2
Task 6.2	Prepare computerization plan	7/92-8/92	1
Task 7.2	Establish performance criteria and assess project performance	10/92	0.5
Resource Management			
Task 2.1	Present seminars on stock assessment and fisheries management (in conjunction with other ST assignments)	To be determined	0.5
Task 2.4	Assist in installation of CANOFISH system and provide training	3/92-4/92	0.5
Task 2.6	Provide advice and training in CANOFISH system for optimizing statistical sampling	3/92-4/92	0.5
Task 3.1	Provide specific expertise on ongoing research projects and fisheries management issues	To be determined	1
Task 3.2	Provide training in tropical fish ageing, including micro-structural analysis	5/92-6/92	2
Task 4.6	Assist and provide training in fish stock assessment methodologies	1/92	1
Home-office Support	Supervisory Visit	4/92	0.5
		10/92	0.5
		4/93	0.5
Total Short-term LOE			**22.5**

8. List of Commodities to be Procured Off-Shore (U.S.A.)

Commodity	Units
Project vehicles	8

9. List of Commodities to be Procured Locally

Commodity	Units
Office Equipment	
Photocopier	1
Photocopier (12-month rental)	1
Typewriter	3
Telephone System	2
Desk with computer table	4
Executive Chairs	4
Secretary Table and Chair	3
Filing Cabinet	3
Storage Cabinet	3
Visitor Chair	8
Conference Table	1
Conference Chairs	12
Small Refrigerator	1
Computer Equipment	
Personal Computer, basic configeration	9
Personal Computer, advanced configeration	4
Personal computer, portable	3
Mini-computer work station	1
Personal computer with enhanced graphics capabilities	2
Dot matrix printer	1
Laser Printer	4
Modem	3
Phones lines as needed	
Wide carriage printer	1
Scanner	1
Slide Maker	1
Various software	
Scientific Equipment	
To be identified	

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10. In-Country Training Activities

A. Training Activities

Listed below are the in-country training activities planned for the period of the first annual work plan. Courses are planned in eleven subject areas for a total of 454 trainees from the DGFR and other fisheries institutions. (Note: Individuals may participate in more than one course. These activities will be organized either by local institutions, short-term assistance, or 'in-house' teams of the DGFR).

1. English-as-a-Second-Language:
   Low intermediate course:
   3 months each x 4 courses x 10 trainees
   High intermediate course:
   3 months each x 4 courses x 10 trainees
   Total number of trainees: 80

2. Basic Math:
   2 months each x 2 courses X 15 trainees
   Total number of trainees: 30

3. Basic Science:
   2 mos each x 2 courses x 15 trainees
   Total number of trainees: 30

4. Basic Statistics:
   1.5 mos x 1 course X 12 trainees
   Total number of trainees: 12

(The statistics course will complement on-the-job training by the technical advisors.)

5. Extension:
   2 weeks each x 3 courses x 15 trainees
   Total number of trainees: 45

(The training courses will reinforce on-going on-the-job training activities.)

6. Data Collection:
   2 weeks each x 3 courses x 27 trainees
   Total number of trainees: 81

(On-the-job training of data collectors is now on-going. The above courses are intended for review and reinforcement.)

7. Management Seminars:
   1/2 day each x 8 seminars x 12 trainees
   Total number of trainees: 96

8. Basic Administrative/Secretarial Sciences:
   5 months x 1 course x 12 trainees
   Total number of trainees: 12

9. Computer Skills Training:
   3 months x 2 courses x 8 trainees
   Total number of trainees: 16

10. Basic Stock Assessment:
    15 weeks x 1 course x 12 trainees
    Total number of trainees: 12

(The training activities will support on-the-job training activities by the technical advisors.)

11. Observer Program:
    1 week x 1 course x 40 trainees
    Total number of trainees: 40

(The training activities will be conducted in conjunction with on-the-job training activities.)

B. Requirements for trainers

One trainer will be assigned to each training activity with the exception of courses on data collection and stock assessment which will be undertaken by long-term technical advisors assigned to the project.

All long-term technical advisors will be involved in on-the-job training as part of the technical assistance being provided under the project.

C. Proposed Locations

All training activities will be conducted in either the capital area or in Salalah although some courses may be held in Regional Fisheries Offices, according to demand.

11. List of Initial Nominees for Participant Training Programs During the Period November 1991 — April 1993

	NAME	FIELD	LEVEL	RECOMMENDATIONS
1	Abdulrahim, Shama Zakieddin	Fisheries Biology	Bachelors	Placement proceeding in recommended field at recommended level
2	Abubakr, Alawi Mohammed Ahmed Al Sheik	Marine Law	Masters	Placement proceeding in recommended field at recommended level
3	Al Abdelsalam, Thabit Zahran	Fisheries Biology	PHD	Placement proceeding in recommended field at recommended level
4	Al Akhzamy, Younis Khalfan	Computer Science	Masters	Placement proceeding in recommended field at recommended level
5	Al Ambusaidi, Hilal Saud	Acoustics	Masters	Placement proceeding in recommended field at recommended level
6	Al Ammri, Salem Amer Hamdan	Navigation	Technical	Technical training in navigation
7	Al Asry, Ahmed Khaled Said	Marine Biology	Masters	Standardized testing, prerequisite academic work, placement in Master's program
8	Al Balushi, Miriam Mohammed Ali	Marine Biology	Technical	Technical training in marine biology laboratory
9	Al Bariki, Shineen Rashid Shineen	Seafood Technology	Technical	Practical training in seafood technology
10	Al Glay, Abdulla Ahmed Juman	Management	Bachelors	Standardized testing, prerequisite academic work, placement in Bachelor's program
11	Al Habsi, Saud Hamood	Fisheries Management	Masters	Placement proceeding in recommended field at recommended level
12	Al Hadabbi, Abdulla Mohammed Yahya	Quality Control	Masters	Placement in Master's degree program in quality control.
13	Al Harasi, Nasser Mohammed Salem	Fishing Gear Technology	Bachelors	Standardized testing, placement in Bachelor's degree program
14	Al Harthy, Sabra Mohammed Hilal	Fisheries Biology	Masters	Placement proceeding in recommended field at recommended level
15	Al Harthy, Salem Said Mohammed	Administration	Diploma	English, placement in diploma program in administration/secretarial
16	Al Hashemi, Zaied Khamis Salem	Data Collection	Technical	Placement in training/observation tours
17	Al Hatroushy, Qais Juma Rashid	Computer Skills	Technical	Local technical training
18	Al Hinai Saleh Zahran	Aquaculture	Masters	Placement proceeding in recommended field at recommended level
19	Al Hinai, Mohammed Said Mohammed	Marketing	Masters	Placement proceeding in recommended field at recommended level
20	Al Hinai, Tariq Al Azher	Oceanography	Bachelors	Placement proceeding in recommended field at recommended level
21	Al Hosni, Ahmed Hareb	Fisheries Management	Masters	Placement proceeding in recommended field at recommended level
22	Al Hosni, Suad Saleh Mohammed	Secretarial	Technical	Local or in-region technical training
23	Al Jabari, Said Saleh Ali	Economics	Masters	English, standardized testing, submissions to Master's degree programs
24	Al Jabary, Ibrahim Khalfan Ali	Administration	Certificate	Placement in in-region certificate program in administration/secretarial
25	Al Jabary, Yaqoob Salem Saif	Data Collection	Technical	Placement in training/observation tours
26	Al Jadhamy, Abdulhaleem Hafith Nasser	Social Work	Bachelors	Return to complete Bachelor's degree at University of Alexandria
27	Al Jahwary, Mubarak Salem Mubarak	Computer Science	Bachelors	In country English and math, submission to 2-year diploma, submission to Bachelor's program

11. List of Initial Nominees for Participant Training Programs During the Period November 1991 – April 1993

NAME	FIELD	LEVEL	RECOMMENDATIONS
28 Al Jaradi, Sami Said Salem Hameed	Data Collection	Technical	Placement in training/observation tours
29 Al Khabouri, Hussain Jawad	Computer Science	Bachelors	Placement proceeding in recommended field at recommended level
30 Al Kharusi, Lubna Hamed Said	Marine Chemistry	Masters	Placement proceeding in recommended field at recommended level
31 Al Kiyumi Fatma Rashid	Stock Assessment	Masters	Placement proceeding in recommended field at recommended level
32 Al Kiyumi, Hamdan Rashid Hamed	Electronics	Technical	In-region training in electrical/electronic repair
33 Al Kumzari, Mohammed Ali Hassan	Extension	Technical	Placement in training/observation tours
34 Al Mahrooqi, Ahmed Yaqoob Mohammed	Quality Control	Bachelors	Local English/academic skills, standardized testing, submission to 2-year program, then to Bachelor's programs
35 Al Marhoum, Saed Salem Saed	Computer Science	Diploma	English, GED, submission to 2-year diploma program
36 Al Mashani, Suhail Mohammed Saed	Computer Operations	Certificate	Certificate level training in computer operations
37 Al Masroori, Ahmed Salim	Oceanography	Masters	Placement proceeding in recommended field at recommended level
38 Al Mazrooi, Ahmed Mohammed	Aquaculture	Masters	Placement proceeding in recommended field at recommended level
39 Al Mugheiry, Sabra Juma	Food Science	Bachelors	Placement proceeding in recommended field at recommended level
40 Al Mukheini, Hilal Mohammed Ali	Oceanography	PHD	Placement proceeding in recommended field at recommended level
41 Al Mukhini, Adel Said Mubarak	Data Collection	Technical	On-the-job training
42 Al Murazza, Mohammed Hassan Abdulla	Economics	Bachelors	Submission to 2-year program, followed by submission to Bachelor's degree program
43 Al Mushiki, Ali Rajab Ali	Aquaculture	Bachelors	Standardized testing, submission to Bachelor's degree program
44 Al Obeed, Saleh Sulaiman Rajab	Biology/Chemistry	Bachelors	English, submission to 2-year program, submission to a Bachelor's program
45 Al Ojaily, Abdulrahim Ahmed	Fisheries Management	Masters	Placement proceeding in recommended field at recommended level
46 Al Oraimi, Abdulla Mubarak Eid	Training	Technical	On-the-job training and US-based seminars
47 Al Qasimi, Adel Khalfan	Seafood Technology	Masters	Placement proceeding in recommended field at recommended level
48 Al Qatan, Amar Salem Ali	Computer Science	Technical	In-region certificate training
49 Al Qatan, Amer Salem Bakheet	Fisheries Science	Diploma	English, submissions to 2-year program
50 Al Raisi, Nadia Ali Dawood	Stock Assessment	Masters	Placement proceeding in recommended field at recommended level
51 Al Rawas, Hamid Hafeedh Abdulaziz	Economics	Masters	Submission to Master's degree programs
52 Al Riyami, Ali Shekhan Salem	Marine Biology	Bachelors	Submissions to Bachelor's degree programs
53 Al Salmy, Sulaiman Salem Mohammed	Computer Operations	Technical	In-country computer and statistics training
54 Al Shaikh, Khalid Ali Omar	Computer Science	Bachelors	Placement proceeding in recommended field at recommended level

11. List of Initial Nominees for Participant Training Programs During the Period November 1991 — April 1993

NAME	FIELD	LEVEL	RECOMMENDATIONS
55 Al Shanfari, Adel Ahmed Awad	Biology	Masters	Standardized testing, placement in US English/pre—academic program, submission to Master's degree program
56 Al Shanfari, Awad Hassan	Oceanography	Masters	Placement proceeding in recommended field at recommended level
57 Al Shanfari, Ghazi Salem Ahmed			No recommendation before discussion with directors
58 Al Shaqsi, Hilal Mohammed	Hydroacoustics	Masters	Placement proceeding in recommended field at recommended level
59 Al Shehhi, Ahmed Masoud Mohammed			No recommendation before discussion with directors
60 Al Shehi, Abdulla Ali Mohammed	Data Collection	Technical	Placement in training/observation tours
61 Al Sinawi, Mansour Nasser Hamood	Extension	Technical	Placement in training/observation tours
62 Al Somali, Ali Saed Musa	Fishing Gear Technology	Diploma	English, GED, submission to 2—year diploma program
63 Al Subhy, Salman Khalaf Suleiman			No training at present
64 Al Suqri, Abdullah Mohammed	Fisheries Management	Bachelors	Placement proceeding in recommended field at recommended level
65 Al Urimi, Ali Khamis Abdulla			No training at present
66 Arafah, Abed Abdul Aziz	Computer Science	Masters	Placement proceeding in recommended field at recommended level
67 Barsheed, Khamis Ashoor Khamis	Computer Science	Diploma	English, submission to 2—year diploma program
68 Beit Sabeeh, Fawzi Hamdoon Khamis	Navigation	Technical	Technical training
69 Idroos, Ahmed Alawi Hassan	Mechanics	Technical	In—region technical training
70 Idroos, Mohsin Ahmed Akeel			No recommendation before discussion with directors
71 Jaboob, Ahmed Saed Salem	Electronics	Diploma	English, submission to 2—year programs
72 Juma, Ali Salem Issa	Public Relations	Technical	Intensive English language training followed by in—region training in public relations
73 Kashuob, Masoud Ali Salem	Marine Law	Masters	Submission to in—region marine law/affairs program
74 Moqaobel, Abdulla Ahmed Aqeel	Biology/Chemistry	Diploma	English, submission to 2—year programs
75 Qatan, Salem Ahmed Ali	Harbor Management	Bachelors	Standardized testing, placement in a Bachelor's degree program
76 Rafeet, Musallem Salem Ahmed	Fisheries Management	Masters	Placement proceeding in recommended field at recommended level
77 Saloomi, Juman Khamis Farah	Fishing Gear Technology	Diploma	English, GED, submission to 2—year diploma program
78 Tabouk, Bakhit Hassan Musallam	Data Collection	Technical	Placement in training/observation tours
79 Waridan, Mohammed Hussein Mubarak	Data Collection	Technical	Placement in training/observation tours

12. Schedule of Technical Reports

All reports will submitted and distributed in accordance with AIDAR clause 752.7026.

Technical Report	Submission Date
Quarterly Progress Report-Two	January 31, 1992
Quarterly Financial Report-Two	January 31, 1992
Quarterly Personnel Report-Two	January 31, 1992
Quarterly Progress Report-Three	April 30, 1992
Quarterly Financial Report-Three	April 30, 1992
Quarterly Personnel Report-Three	April 30, 1992
Quarterly Progress Report-Four/ Annual Progress Report-One	July 31, 1992
Quarterly Financial Report-Four/ Annual Financial Report-One	July 31, 1992
Quarterly Personnel Report-Four/ Annual Personnal Report-One	July 31, 1992
Draft Second Annual Work Plan	September 15, 19
Quarterly Progress Report-Five	October 31, 1992
Quarterly Financial Report-Five	October 31, 1992
Quarterly Personnel Report-Five	October 31, 1992
Quarterly Progress Report-Six	January 31, 1993
Quarterly Financial Report-Six	January 31, 1993
Quarterly Personnel Report-Six	January 31, 1993
Quarterly Progress Report-Seven	April 30, 1993
Quarterly Financial Report-Seven	April 30, 1993
Quarterly Personnel Report-Seven	April 30, 1993

13. Approvals and Special Conditions

In accordance with section F of Chemonics' prime contract, approvals for various actions proposed under this work plan, and for any changes to the work plan, will be sought from the Project Officer. Special conditions incorporated into this work plan include those which are itemized in paragraphs F.7 and F.11 of the contract.

Appendix A:	Summary of Level-of-Effort for Long-Term Technical Advisors, by Project Component for the period November 1991 — April 1993					
Technical Advisor	Position	Project Technical Component				Total LOE
		Manpower Development & Training	Planning and Administration	Resource Management	Management and Coordination (1)	
GM	COP, Fisheries Advisor	2	1	4.5	10.5	18
GS	Manpower Planning Specialist	10	2	0.5	0	12.5 (2)
MAA	Training Advisor	16.5	1	0.5	0	18
HK	Planning and Administration Specialist	0	17.5	0.5	0	18
AH	Research Advisor	0	1	17	0	18
DC	Statistics Advisor	1	0.5	16.5	0	18
MB	Data Collection Specialist	0	0.5	17.5	0	18
JD	Research Specialist-1	0	0	18	0	18
DT	Research Specialist-2	0	1	14.5	0	15.5
GW	Fisheries Protection Training Specialist	12	0	0	0	12
Total LOE		41.5	24.5	89.5	10.5	166

(1) Included in Planning and Administration timeline.

(2) Approval will be sought for the extension of George Stalker's assignment through November 1992.

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Appendix B: Summary Budget for the First Annual Work Plan
November 1991 – April 1993

Cost Item	Work—plan Budget (U.S. Dollars)
I. SALARIES	1,030,528
II. FRINGE BENEFITS	150,024
III. OVERHEAD	431,437
IV. TRAVEL/TRANSPORTATION	338,679
V. ALLOWANCES	576,990
VI. OTHER DIRECT COSTS	284,631
VII. RESEARCH ACTIVITIES	75,000
VIII. TRAINING	1,179,948
IX. COMMODITIES	945,000
X. SUBCONTRACTS	3,118,885
TOTAL COSTS	8,131,122
XI. GENERAL & ADMINISTRATIVE	278,084
XII. TOTAL	8,409,206
XIII. FIXED FEE	438,961
XIV. COSTS PLUS FIXED FEE	8,848,167

Appendix C: Work–plan Budget by Major Component

Cost Category	Technical Assistance Module US$	Oman Support Unit US$	Home Office Support US$	Total US$
Technical Assistance				
Salaries, Fringe Benefits, Overhead				
Travel, Transportation, Allowances				
–Long–term Expat	2,276,181			2,276,181
–Short–term Expat	413,115			413,115
–Local Hire		337,528		337,528
–Home Office			506,209	506,209
SubTotal	2,689,296	337,528	506,209	3,533,033
Other Direct Costs	172,358		86,155	258,513
Research Activities	75,000			75,000
General and Administration	243,693	11,543	20,259	275,495
Fixed Fee (including subs)	384,673	18,222	114,361	517,256
Total Technical Assistance	3,565,020	367,293	726,984	4,659,297
Commodities	945,000			945,000
Training	3,243,870			3,243,870
Long–term U.S.				
Long–term Third Country				
Short–term U.S.				
Short–term Third Country				
Short–term Oman				
TOTAL CONTRACT	7,753,890	367,293	726,984	8,848,167