



QUARTERLY PROGRESS REPORT THREE (JANUARY 1, 1992 - MARCH 31, 1992)

OMAN FISHERIES DEVELOPMENT AND MANAGEMENT PROJECT
AID CONTRACT NUMBER 272-0106-C-00-1001-00

Prepared by :

CHEMONICS INTERNATIONAL CONSULTING DIVISION

and submitted to :

THE OMANI - AMERICAN JOINT COMMISSION

APRIL 30, 1992

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AGENCY FOR INTERNATIONAL DEVELOPMENT

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Quarterly Progress Report Three
(January 1, 1992 - March 31, 1992)

1. Summary of Accomplishments, Progress and Issues

Project activities during the third quarter (January 1, 1992 - March 31, 1992) focused on carrying out the work schedule established in the First Annual Work Plan covering the period from November 1, 1991 - April 30, 1993. The quarter saw the full implementation of all technical assistance in the three major components of the project with particular emphasis on the establishment and operation of a monitoring and evaluation system for on-job-training (OJT). This formal structure for the operation of OJT as part of project activities has linked technical and learning objectives within a task force environment and has ensured that all technical assistance is verifiably performed as an OJT exercise.

The most significant achievements during the quarter relate to the successful establishment and management of the Task Forces, consisting of Technical Advisors and their DGFR counterparts, to perform scheduled technical work on the project. This progress provides the basis not only for achieving the technical objectives of the project but also for passing on skills to counterparts.

Specific accomplishments and progress within the three technical components and the Oman Support and Home Office Units are presented as follows. Note that the Annual Work Plan task to which the accomplishment refers is included in parentheses after each item:

A. Manpower Development and Training Component

* Skill Requirements Surveys were completed for the Statistics, Fisheries Affairs, and Training/Extension Departments of the DGFR and planning meetings were undertaken with the remaining departments. Skill Inventory Surveys were completed for the Statistics and Fisheries Affairs Departments. This work was carried out using Task Forces and has proved to be a very effective approach. (AWP 1.2 and 1.3)

* Training resources were identified through visits made to Sultan Qaboos University, the Vocational Training Institute, private education and training institutes, and English-language institutes. A resource library composed of materials from training institutions in the United States was established and potential training institutions in Jordan and Egypt were identified. (AWP 1.4)

* A Draft Skills Development Priority Plan was submitted to the DGFR following assessments made of the main skill deficiencies. (AWP 1.5)

* Local and in-house training activities are well ahead of the Work-plan schedule with the Task Forces carrying out arrangements for the Young Graduates Program (to commence on April 18, 1992), Data Collectors Upgrading (June 20, 1992), and Ship Observers courses (Fish Identification and Navigation in process and On-board Procedures to commence May 10, 1992). (AWP 3.1)

* Processing of the original list of 27 nominees for U.S.- based academic training continued. While twenty-one nominees were confirmed with placements at U.S.-based institutions and made ready for travel, the lack of Government of Oman clearances prevented their departure. Assessment started on 31 new nominees for training put forward by the Ministry. (AWP 3.2 and 3.3)

* A system for assessing nominees for academic training was established in coordination with DGFR management and OAJC staff. This system of assessment conforms with AID Handbook 10 guidelines and involves (a) submission and assessment of documentation of educational preparedness, (b) arranging, where necessary, in-country standardized objective examinations in English and scholastic achievement, and (c) ensuring that proposed training is in accordance with training plans being prepared under the project. The implementation of selection criteria established under this assessment procedure is still under discussion with OAJC. (AWP 3.4).

* The Monitoring and Evaluation system for On-Job-Training was established. This system is now fully installed and covers OJT as well as other structured training courses. Procedures have been established for managing and administering this system. These procedures are being followed in all OJT activities using Task Forces. (AWP 5.2 and 6.1)

* Ad hoc activity: Three Technical Advisors participated in the Conference on Technology Transfer to Local Industries at Sultan Qaboos University, College of Engineering where they presented papers.

B. Planning and Administration Component

* An Action Plan Preparation Manual was prepared in Arabic and English in consultation with DGFR Department Directors and it was distributed to all senior- and middle-level managers within the DGFR. This manual will form the basis for preparing Departmental Action Plans. (AWP 1.12)

* Presentations were made to all DGFR Departmental Directors on the need for and methodology of preparing Action Plans. (AWP 1.11)

* An assessment of the staffing requirements of the DGFR was made and a report was prepared for the DGFR. Although this was an ad hoc activity and related to the DGFR's move towards decentralization, it also provides essential background material for the scheduled organizational review of the DGFR. (AWP 3.1)

* Work commenced on establishing measures of DGFR performance. A SOW was prepared for a short-term consultant to assist in developing performance indicators and a methodology to measure performance. (AWP 2.1)

* Ad hoc Activity: A review of the organization and staffing of the office of the Director General of Fisheries Resources was undertaken at the request of the Director General and a report was submitted to the DGFR in both Arabic and English.

* Ad hoc Activity: A study on DGFR decentralization, requested by the Director General, was commenced but was later deferred at his request in order to undertake the assessment of DGFR staffing. This study will be completed as time permits during the next quarter.

C. Resource Management Component

* Following the review of the activities of the Marine Sciences and Fisheries Center, a program of future work for the MSFC was developed in collaboration with the Director of the MSFC. This plan was approved by the Director General of Fisheries Resources and will form the basis of future fisheries research activities within the DGFR. (AV.P 1.1)

* As part of this future program of work of the MSFC, and in collaboration with the Director of the MSFC, research responsibilities were allocated among MSFC staff. A task force was established and a review of available data and past analyses of the small pelagic fisheries commenced. (AWP 1.2)

* Further progress was made in building links with other agencies. A formal link with Sultan Qaboos University was finalized through a joint SQU/MSFC abalone project. The Research Advisor presented a paper at the Technology Transfer Conference held at the University. Advisors participated in seminars in the School of Fisheries for the first time. Links with University staff on remote sensing were made. The Research Specialist again represented the MSFC on the Advisory Committee to the Department of Laboratory Science at the Oman Technical & Industrial College. (AWP 2.5)

* Staff and facilities for the establishment of a Fish Ageing Facility have been identified in collaboration with the Director of the MSFC and as have possible short-term experts. (AWP 3.2)

* A review of past stock assessments was completed and a report was submitted. (AWP 4.4)

* The Statistics Review Task Force was established and met two times during the quarter. The task force is proceeding well if more slowly than originally expected. (AWP 2.6)

* A regular seminar series was initiated and seminars are conducted at approximately two-week intervals. (AWP 2.1)

* Management advice was provided to the DGFR in relation to the sardine and demersal trawl fisheries. (AWP 2.3)

* A training program for data collectors was initiated at the MSFC. (AWP 2.9. See also accomplishments listed under the Manpower Development and Training Component)

* Ad hoc activities: Reports were prepared for the DGFR on (a) the prospects for shrimp farming in the Sultanate of Oman, (b) the need for a new fisheries research vessel for the DGFR, and (c) management of the fisheries resources.

* Ad hoc activity: Computer needs of the MSFC were assessed and a report was prepared for the DGFR.

* Ad hoc activity: To make better use of satellite imagery for oceanographic purposes at the MSFC, the Osam satellite receiver was sent to its manufacturer for updating. A short-term expert will shortly arrive to reinstall the equipment and to train MSFC staff in its use.

D. Oman Support Unit

* The total staff in the support unit now numbers eleven including the receptionist who was recruited and began work in February 1992. The Unit began the process of recruiting the English-language editor and the training assistant.

* After approval was obtained from USAID for the first stage of the Oman FDMP vehicle procurement plan, the contract for purchase of five utility vehicles was signed on February 15, 1992, and the vehicles were inspected and found to be satisfactory.

* The Oman FDMP computer procurement plan, submitted to USAID, has been partially approved. Procurement activity was initiated for equipment to be used by the OSU.

* Chemonics' FDMP off-site office in Medinat Qaboos was officially opened in the first week of February 1992. Office furniture and equipment were purchased and installed.

* Procurement of household furniture for two technical advisors fielded in October was completed and procurement activity for one technical advisor fielded in January 1992 was begun.

* The OSU Training Plan was approved by USAID. Training sessions were conducted for various Chemonics' communications systems and AID allowances. Computer software training began for eight staff members.

E. Home Office Support Unit

- * The home office project supervisor completed a two-week supervisory visit to the project.
- * Three short-term consultants were recruited for work on the project.
- * The home office provided continuous support in the areas of procurement, participant training, and project management.

2. Outputs

In accordance with the First Annual Work Plan, the following outputs were delivered:

OUTPUT	DUE	DELIVERED
Report to DGFR on Participant Training Activities	January 31, 1992	January 31, 1992
Quarterly Report to DGFR on OJT schemes	January 31, 1992	January 31, 1992
Report to DGFR on Participant Training Activities	February 28, 1992	February 28, 1992
Training Plan for Statistics	March 31, 1992	March 31, 1992
Report to DGFR Proposing Priorities for Staff Training	March 31, 1992	March 31, 1992
Report to DGFR on Design and Installation of the Evaluation and Monitoring System for Training	March 31, 1992	March 31, 1992
Report to DGFR on Participant Training Activities	March 31, 1992	March 31, 1992
Review Report on Past Stock Assessments	March 31, 1992	March 31, 1992
Editing Requisition System	March 31, 1992	March 31, 1992

In addition to the deliverables required under the Work Plan, the following technical reports were produced during the quarter:

Quarterly Progress Report Two January 31, 1992 January 31, 1992

The following reports were prepared in conjunction with ad hoc activities not included in the Work Plan:

Advice on Management of Fisheries Resources	No due date	February 23, 1992
Technology Transfer in the Development of Fisheries	No due date	March 1, 1992
Development and Transfer of Management Technology	No due date	March 1, 1992
Immediate Computer Needs for MSFC and the Statistics Section	No due date	March 3, 1992
Economic Feasibility of Shrimp Farming	No due date	March 8, 1992
Evaluation of the Need for a Fisheries Research Vessel within the DGFR	No due date	March 18, 1992
DGFR Organizational and Staffing Assessment	No due date	March 22, 1992

3. Inputs

The level of effort (person months) expended to achieve the outputs for each technical component of the project listed above is shown in the table on the following page. Financial expenditures are presented in Appendix One, A and B.

**3. Project Inputs: Quarterly Level of Effort by Project Component (Person Months)
January 1, 1992 – March 31, 1992**

Staff Classification	Project Component												Total LOE for Quarter	Total LOE to date
	Manpower Development & Training		Planning and Administration		Resource Management		Other**		Oman Support Unit		Home–Office Support Unit			
	Quarter	Total	Quarter	Total	Quarter	Total	Quarter	Total	Quarter	Total	Quarter	Total		
Long–term TA	6.95	16.28	4.29	8.56	14.39	27.93	0.89	6.11	3.10	8.33	0	0	29.62	67.21
Short–Term TA	2.5	5.95	0	0	0.51	1.49	0	1.38	0	0	0	0	3.01	8.82
Oman Support Unit									31.5	62.62			31.50	62.62
Home–Office Support Unit*											5.21	16.11	5.21	16.11
Total	9.45	22.23	4.29	8.56	14.9	29.42	0.89	7.49	34.6	70.95	5.21	16.11	69.34	154.76

* Billable time only.

** Includes management and coordination, and other ad hoc project–related activities.

4. Progress Towards End-of-project Status

The methodology for moving towards the main objective of the project -- skills upgrading and institutional development -- was firmly established with the completion of work on a formal framework for conducting on-job-training. This framework specifically links learning objectives and technical objectives through a task force approach and ensures that the process of skills upgrading within the DGFR is verifiable and measurable. Efforts have been initiated to establish measures of DGFR performance which will also enable the resultant process of institutional development to be verified and measured.

Chemonics' scope of work in the Planning and Administration component of the project includes the expectation that the Oman Support Unit will function as a model administrative unit which can demonstrate to the DGFR how an efficient and productive support unit operates. As part of obtaining this objective, a training plan for the local-hire support staff members was approved this quarter by the OAJC and implementation of the plan commenced. When this training plan is completed the unit will be able to not only provide the necessary support services to the technical assistance team but also demonstrate the operation of a model administrative unit for the benefit of the DGFR.

5. Delays and/or Problems

A. Manpower Development and Training Component

Final clearances from the Ministries of Education and Civil Service have yet to be obtained for the initial group of 27 participant trainees for US-based degree training who are otherwise ready to begin study in the United States. Delay in receiving clearances is likely to be a serious on-going impediment to the efficiency of the training component, especially since most of the 31 newly-nominated candidates do not meet the requirements for study abroad of either the Ministry of Education or the Civil Service. This issue will be discussed with the OAJC and the Minister of Agriculture and Fisheries in an effort to rationalize the system for nomination of participant trainees.

B. Planning and Administration Component

Performance of the major task within the Planning and Administration component of assisting in the development of annual action plans for DGFR Departments (task 1.13) continues behind schedule. However, with the completion of the manual necessary to undertake this work, it is expected that this activity will now move ahead during the next quarter. The delay incurred to date may result in a rescheduling of the follow-on tasks under Activity 1.2, "Develop System for Planning, Programming and Budgeting." The need for any such rescheduling will be examined during the next quarter.

C. Resource Management

The problems of DGFR administrative support at the MSFC, highlighted in Quarterly Progress Report Two, remain unresolved. These difficulties were graphically demonstrated this quarter by the acute difficulty in finding an adequate office for a research specialist and the long delay in finalizing research responsibilities.

D. Oman Support Unit

Receipt of the five project utility vehicles was delayed over the issue of customs duties exemption and is now expected in early May. The development of the FDMP vehicle management plan was likewise delayed as a result in the need to clarify with the OAJC basic policies related to title, operation, and management of the project vehicles.

The establishment of the project library remains pending as a result of the need to initiate re-recruitment of the local-hire editor who is responsible for this task. The re-recruitment process has now been finalized and the library will be established as soon as the editor commences duties.

E. Home-office Support Unit

The continuing delay in resolving the interpretation of the Rights in Data provision of the contract with the DGFR and OAJC has prevented the conclusion of the subcontract between the Center for Estuarine and Environmental Studies (CEES) and Chemonics. This has begun to have an impact on technical progress within the Resource Management component and has delayed the initiation of work on Annual Work Plan items 2.4, 4.3 and 4.6. These tasks will be rescheduled as soon as the subcontract is concluded. Chemonics, CEES and the OAJC have now reached an agreement regarding this issue and are awaiting a response from the DGFR. It is anticipated that the problem will be resolved during the next quarter.

6. Plans for the Next Quarter

The schedule for activities for the Fourth Quarter (April 1, 1992 - June 30, 1992) will follow the timeline set out in the First Annual Work Plan except for those activities noted above where rescheduling may be necessary. Possible rescheduling applies particularly to tasks 1.1 and 1.2 of the Planning and Administration component and tasks 2.4, 4.3 and 4.6 of the Resource Management component. In addition, the establishment of the project library and the preparation of a vehicle management plan have been rescheduled to the fourth quarter.

APPENDIX ONE A : QUARTERLY FINANCIAL REPORT BY PROJECT COMPONENT
 JANUARY 1, 1992 TO MARCH 31, 1992

COST CATEGORY	TECHNICAL ASSISTANCE		OMAN SUPPORT UNIT		HOME OFFICE SUPPORT		TOTAL		Cummulative Cost Thru 3/31/91
	Cummulative Cost Thru 12/31/91	Quarter 1/1/92-3/31/92							
TECHNICAL ASSISTANCE									
Salaries, Fringe Benefits, Overhead, Travel, Transportation, Allowances									
-- Long-term Expatriate	686,235.69	497,558.91					686,235.69	497,558.91	1,183,794.60
-- Short-term Expatriate	81,970.50	51,746.81			13,027.52	0.00	94,998.02	51,746.81	146,744.83
-- Local Hire			48,475.47	62,120.66			48,475.47	62,120.66	110,596.13
-- Home Office					107,570.59	37,834.29	107,570.59	37,834.29	145,404.88
Subtotal - Technical Assistance	768,206.19	549,305.72	48,475.47	62,120.66	120,598.11	37,834.29	937,279.77	649,260.67	1,586,540.44
Other Direct Costs	25,187.40	44,006.82			69,755.37	10,541.31	94,942.77	54,548.13	149,490.90
Research Activities	0.00	135.05					0.00	135.05	135.05
General and Administration							42,371.22	31,133.35	73,504.57
Fixed Fee (including subs)							66,883.64	49,724.59	116,608.23
TOTAL - TECHNICAL ASSISTANCE	793,393.59	593,447.59	48,475.47	62,120.66	190,353.48	48,375.60	1,141,477.40	784,801.79	1,926,279.19
TOTAL COMMODITIES	183,274.97	204,799.63			482.80		183,757.77	204,799.63	388,557.40
TRAINING									
-- Long-term U.S.	22,864.28	1,008.00					22,864.28	1,008.00	23,872.28
-- Long-term Third Country	0.00						0.00	0.00	0.00
-- Short-term U.S.	0.00						0.00	0.00	0.00
-- Short-term Third Country	0.00						0.00	0.00	0.00
-- Short-term Oman	79.99						79.99	0.00	79.99
TOTAL - TRAINING	22,944.27	1,008.00	0.00	0.00	0.00	0.00	22,944.27	1,008.00	23,952.27
TOTAL CONTRACT	999,612.83	799,255.22	48,475.47	62,120.66	190,836.28	48,375.60	1,348,178.44	890,609.42	2,338,788.88

**APPENDIX ONE : B. SUMMARY OF QUARTERLY FINANCIAL REPORT
JANUARY 1 TO MARCH 31, 1992**

Cost Item	Cummulative Cost Thru 12/31/91	Quarter 1/1/92– 3/31/92	Cummulative Cost Thru 3/31/92
I. SALARIES	279,900.09	226,336.05	506,236.14
II. FRINGE BENEFITS	50,982.84	36,176.64	87,159.48
III. OVERHEAD	181,715.22	127,196.57	308,911.79
IV. TRAVEL/TRANSPORTATION	144,887.10	71,624.58	216,511.68
V. ALLOWANCES	266,935.98	176,433.84	443,369.82
VI. OTHER DIRECT COSTS	94,410.87	53,706.29	148,117.16
VII. RESEARCH ACTIVITIES	0.00	135.05	135.05
VIII. TRAINING	2,446.99	25.00	2,471.99
IX. NON PIO/P TRAINING COSTS	21,029.18	983.00	22,012.18
IX. COMMODITIES	183,757.77	204,799.63	388,557.40
X. SUBCONTRACTORS	12,858.52	12,914.96	25,773.48
TOTAL COSTS	1,238,924.56	910,331.61	2,149,256.17
XI. GENERAL & ADMINSTRATIVE	42,371.23	31,133.35	73,504.58
XII. TOTAL	1,281,295.79	941,464.96	2,222,760.75
XIII. FIXED FEE	66,883.65	49,144.46	116,028.11
XIV. COSTS PLUS FIXED FEE	1,348,179.44	990,609.42	2,338,788.86

**Appendix Two: Status of Participant Training
March 31, 1992**

GROUP 1. NOMINEES APPROVED BY MAF		
NAME	SUBJECT	STATUS
1 ABDULHALEEM, Shama	Fisheries Biology	In placement
2 ABUBAKR, Alawi	Fisheries Law	In placement
3 AL-ABDISALAAM, Thabit	Fisheries Biology	Admitted, Oregon State, September 1992
4 AL-AKHZAMY, Younis	Computer Science/MIS	In placement
5 AL-AMBUSAIDI, Hilal	Fisheries Acoustics	In placement
6 AL-HABSI, Saud	Fisheries Management	Admitted (provisional), NOVA University
7 AL-HARTHY, Sabra	Fisheries Biology	ESL/In placement
8 AL-HINAI, Mohammed	Marketing	Admitted, New Hampshire College, June 1992
9 AL-HINAI, Saleh	Aquaculture	Admitted, University Maryland & Old Dominion University
10 AL-HINAI, Tariq	Oceanography	ESL/In placement
11 AL-HOSNI, Ahmed	Fisheries Management	In placement
12 AL-KHABOURI, Hussain	Computer Science	ESL/In placement
13 AL-KIYUMI, Fatma	Stock Assessment	In placement
14 AL-MASROORI, Ahmed	Oceanography	Admitted, Florida Institute of Technology ,
15 AL-MAZROOEI, Ahmed	Aquaculture	Admitted, Old Dominion University
16 AL-MUKHEINI, Hilal	Pending	Awaiting award of Masters degree.
17 AL-OJAILLY, Abdulrahim	Fisheries Management	In placement
18 AL-QASIMI, Adel	Seafood Technology	Admitted, University of Rhode Island, Jan 1993
19 AL-RAIESI, Nadia	Stock Assessment	Admitted (provisional), Oregon State University
20 AL-SHAIKH, Khalid	Computer Science	Postponed
21 AL-SHANFARI, Awadh	Oceanography	Admitted, Florida Institute of Technology
22 AL-SHAQSY, Hilal	Hydroacoustics	ESL/In placement
23 KULAIB, Abed Abdulaziz	Computer Science/MIS	Admitted, New Hampshire College, June 1992
24 RAFEET, Musallem	Fisheries Management	In placement