

**AGENCY FOR  
INTERNATIONAL  
DEVELOPMENT**



# **ANNUAL BUDGET SUBMISSION**

## **FY 1977**

### **YEMEN**

BEST AVAILABLE

**DEPARTMENT  
OF  
STATE**

JULY 1975



ANNUAL BUDGET SUBMISSION

FY 1977

United States Agency for International Development

Sana, Yemen Arab Republic

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1977 ANNUAL BUDGET SUBMISSION

Continued Validity of the DAP

The Development Assistance Program for Yemen was approved in January 1975 and remains valid. Changes have been minimal and have not altered the overall strategy and specific projects in the congressionally legislated areas of concentration. The only differences that have arisen over the past 6 months relate to the approval of a Special Development Fund of \$25,000 for FY 1976 and our intention to reconsider a Title I program. These changes however do not affect the strategy and direction of the DAP and it remains our basic plan for the foreseeable future.

Centrally Funded Research

Because of uncoordinated external training, increased internal educational facilities, and the demands of an economy just arriving in the modern era, a thorough manpower requirements study is requested. The research would include an accounting of trained personnel now in the country, an appraisal of the quantity and quality of all training now taking place and planned, and an estimation of future requirements on a year to year basis until 1990. The research required for this DAP approved area of activity should be across the board and include all facets of economic life. The study will probably require 6 man months of research and tabulation, and should present the foundation for the preparation of a Project Paper. Following on the completion and perhaps in conjunction with the study, we plan to bring on board a direct hire manpower specialist during FY 1976. If this type of research is approved, it would need to be designed and coordinated with the studies planned in the PID on manpower planning and development.

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YERKIN  
SUMMARY TABLE  
FISCAL YEAR 1976  
(000)

	F&M	FR&M	E&R	SDP	Development Assistance Total
<b>ONGOING GRANTS:</b>					
022 - Rural Water Supply		1,077			
025 - Water and Mineral Survey				430	
020 - Training for YAR Development			429		
019 - Poultry Planning	300				
023 - Pre-Development Studies (Secondary Cities feasibility study, manpower studies, and others to be determined)				195	
<b>Subtotal</b>	(300)	(1,077)	(429)	(625)	2,431
<b>NEW GRANTS*</b>					
031 - Rural Development	639				
030 - Sorghum/Millet Improvement	322				
028 - Water System Management		230			
- Special Development Fund				25	
<b>Subtotal</b>	(961)	(230)	-	(25)	1,216
<b>LOANS*</b>					
027 - Taiz Water and Sewerage	-	15,000	-	-	
<b>Subtotal</b>		(15,000)	-	-	15,000
<b>Total</b>	1,261	16,307	429	650	18,647
<b>HIGs (non-add)</b>	-	-	-	-	
<b>PLA80:</b>					
Title I (non-add)		YARG request under study			
Title II (non-add)		(3,304)			
*Activities listed by funding priority					

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 YEMEN  
 SUMMARY TABLE  
 FISCAL YEAR 19 Interim Quarter  
 (\$000)

	F&N	PF&N	E&R	SDP	Development Assistance Total
<b>ONGOING GRANTS:</b>					
022 - Rural Water Supply		700			
031 - Rural Development	185				
025 - Water and Mineral Survey				50	
030 - Sorghum/Millet Improvement	30				
019 - Poultry Planning	51				
Subtotal	(266)	(700)		(50)	1,016
<b>NEW GRANTS*</b>					
032 - Manpower Planning and Development			360		
024 - Tropical and Sub-Tropical Horticulture	671				
Subtotal	(671)	-	(360)	-	1,031
<b>LOANS*</b>					
Subtotal					
Total	937	700	360	50	<u>2,047</u>
HICs (non-add)	-	-	-	-	
<b>PLASO:</b>					
Title I (non-add)	To be determined				
Title II (non-add)	(830)				
*Activities listed by funding priority					

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 SUPPLEMENTARY TABLE  
 FISCAL YEAR 19 77  
 (\$000)

	F&N	PP&R	I&HR	SDP	Development Assistance Total
<b>ONGOING GRANTS:</b>					
022 - Rural Water Supply		966			
031 - Rural Development	300				
025 - Water and Mineral Survey				136	
020 - Training for YAR Development			365		
024 - Tropical and Sub-Tropical Horticulture	300				
030 - Sorghum/Millet Improvement	255				
019 - Poultry Planning	260				
028 - Water Supply System Mgt.		155			
023 - Pre-Development Studies				200	
- Special Development Fund				50	
<b>Subtotal</b>	<b>(1,115)</b>	<b>(1,121)</b>	<b>(365)</b>	<b>(386)</b>	<b>2,987</b>
<b>NEW GRANTS*</b>					
<b>Subtotal</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>LOANS*</b>					
029 - Secondary Cities Water Supply	-	6,000	-	-	
<b>Subtotal</b>	<b>-</b>	<b>(6,000)</b>	<b>-</b>	<b>-</b>	<b>6,000</b>
<b>Total</b>	<b>1,115</b>	<b>7,121</b>	<b>365</b>	<b>386</b>	<b>8,987</b>
<b>HIGs (non-add)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>PL480:</b>					
Title I (non-add)	To be determined				
Title II (non-add)	(3,324)				
*Activities listed by funding priority					

ONGOING GRANT ACTIVITIES REQUIRING ADDITIONAL FUNDING

Poultry Planning 019

The initial obligation of funds for this project was made only two months ago and consequently no direct progress has been made in attaining the outputs. However, simultaneously with the signing of the ProAg, a PIO/T was issued to recruit the two project technicians, AID/W was authorized to issue a PIO/C for the required commodities, USAID is proceeding with the planning for construction of facilities, and the identification of participants is underway. A delay of five and one-half months between the PROP schedule for ProAg signing and the actual signing has occurred because of delayed receipt of allotment. A revised PROP is not considered necessary at this time but may be required if further delays are encountered.

Training for YARG Development 020

The original PROP designed in 1973 did not incorporate a logframe but did discuss the project's major output, the annual training of 25 Yemeni in administrative and technical fields. The expanded version of this will continue to be the major output of the project.

To date 17 participants have completed training in the US and returned to Yemen, 10 are currently in the US, and another five are scheduled for departure. The pace of the US training is hampered by lack of English capability. To remedy this problem, we will begin an intensive English language training program in August, 1975 employing two PSC teachers funded under the project.

In addition to participant training in the US, approximately 25 participants have gone to the Amilieh Technical Institute in Lebanon for technical training in direct support of YARG/USAID program objectives.

We plan to continue sending a number of non-project technicians for additional training to Amilieh, but in the future training related to projects will be financed by the individual projects. We are also planning to expand the project to include degree training in agriculture at Cairo University for up to 40 secondary school graduates a year, and to finance Master's Degree training in the US for selected key personnel.

A second output briefly stated in the PROP related to the development of a career training program. No work has been done in this area for various reasons and this output will not be incorporated in the revised PROP. However the groundwork and studies required to develop the PID on manpower planning and development into a Project Paper may address the question and assist YARG in developing such a program.

The third mentioned output related to centralized government machinery capable of selecting, monitoring and placing trainees. This could well be an additional purpose of the project, but whether purpose or output, the Central Planning Organization is becoming increasingly competent in coordinating training. All requests for training are channeled thru and examined by the CPO. Likewise, to the degree possible they monitor training and are centrally involved in determining additional training required for the 550 secondary school graduates each year.

The training conducted in the US and Lebanon and the improving training capability of the CPO are moving towards achieving the nebulous project purpose of "strengthening the YARG and private sector services thru participant training of middle management and senior level officials".

As one can surmise from the preceding, there is no question concerning the necessity of a PROP revision. Besides re-examining the logframe and arriving at a more realistic purpose, the outputs will be made more specific and expanded to cover other contemplated training.

#### Rural Water Supply - 022

This project is designed to provide potable water by drilling new wells for 15 villages a year and to strengthen the Rural Water Supply Division of the Ministry of Public Works in the planning, construction, and management of rural water supplies. In addition, this project now makes provision for installing and/or improving water systems, such as cisterns, spring development and small pipelines, in up to 20 small villages per year. These smaller projects do not require newly drilled wells. This aspect of the project is being carried out in coordination with the Ministry of Public Works, local development boards, and village leaders on a self-help basis. The local development boards usually provide land, right-of-way, local materials, unskilled labor and housing for skilled project workers. Eleven of these self-help systems were completed during FY 75 and 4 are still under construction.

The major output of the project is furnishing potable water requiring drilled wells for 15 villages or village groups per year. In FY 75 a total of 17 wells were drilled, however of these 5 were dry and only 12 are producing. Some of the producing wells were capped pending arrival of commodities such as pumps, and pipes procured under the project or made available from the donors. Some of the commodities have recently arrived and installation of water supply systems for several of the village areas is now underway.

The project also calls for on-the-job training of skills related to water supply systems. Extensive training of this type has been undertaken and is continuing on an increased basis as more drilling rigs become available for project purposes. Classroom instruction in teaching basic English for the trainees is also continuing. The training of 2 people from each village where a well has been drilled, in basic maintenance skills, was not

formally begun at the Camp Site. However, extensive training did take place in the village areas of personnel who are to be responsible for the wells. More formalized training at the camp site is scheduled for FY 1976 as more village water systems become operational. Thirteen participants have also been trained for this project at Amilieh Technical Institute in Beirut. These participants have now returned and are part of the cadre to train other Yemeni in basic vocational skills.

#### Pre-Development Studies 023

There was no obligation of funds under this project in FY 1975. However we consider it an on-going project and funding is planned for FY 1976. The purpose is to conduct technical analyses, feasibility studies and pilot activities to assist the Central Planning Organization in determining the possibilities of specific projects. Outputs are stated in terms of completed studies. During FY 1975 Montgomery Consulting Engineers completed a feasibility study of the proposed Taiz Water and Sewer Project and have submitted a portion of their preliminary draft. Prior to this, studies were completed in the feasibility of a tobacco industry and on the Taiz Airport. Also the Water and Minerals Survey of North Yemen (025) was originally a sub-project of this Project. If this area of assistance is to continue beyond FY 1976, a PROP revision will be required.

#### Water and Mineral Survey 025

This project was designed with the purpose of developing a primary data base covering groundwater and mineral resources in north Yemen, and in cooperation with parallel efforts of the United Nations and British and West German government, assist the YARG in building a capability to design and conduct water and mineral surveys in other areas of the country. The project consists of three major outputs: 1) a groundwater survey of the country north of 15° North latitude; 2) an Earth Resources Technical Satellite (ERTS) survey of the entire country; and 3) a mineral survey north of the 15° North latitude.

In moving toward the purpose, observation well-nets have been established in the Amran and Sana Basins and data on water level fluctuations are now available for a complete yearly cycle. Inventory of existing wells is approaching completion in the Amran Basin and coverage has substantially increased in the Sana Basin. Reconnaissance reports on the groundwater resources in many other areas of northern Yemen have also been prepared.

In regard to building up the YARG's capability, project employees are being trained in sub-professional aspects of hydrological investigations.

Preliminary compilation of the ERTS imagery is complete as is a comprehensive bibliographic search of the existing geologic literature concerning the country. A three member ERTS team arrive in-country June 15, 1975 to check office compilation against field realities. The arrival of the minerals geologist was postponed pending completion of the ERTS study.

The project is considerably behind schedule due largely to the late arrival of equipment and a PROP revision is required. It will be necessary to extend the project at least one additional year. The equipment and commodity budget is adequate, but additional funding will be required for extension of the USGS-PASA. Also to be included in the revision will be the requirement for a second direct hire on USGS-PASA groundwater hydrologist and specialized TDY assistance.

PL 480 TITLE II NARRATIVE

The only voluntary agency currently operating a title II program in Yemen is the Catholic Relief Services. Their Program Plan for FY 1977 follows to large measure their FY 1976 plan. However, there are several significant changes.

In accordance with USG guidelines, more emphasis will be given to MCH Programs and an increase from 10,000 to 25,000 recipients has been requested. CRS is making a determined effort to improve nutrition programming in Yemen by introducing village level nutrition education projects under the supervision of a qualified nutritionist. Projects begun in FY 75 in Hodeidah and Sana'a will be increased in scope and quality.

The CRS Food for Work Program is also planned to increase from 62,000 total recipients to 100,000. This has been requested for two major reasons. Local development boards, now active in all regions of Yemen, are expected to increase the quality and quantity of Food for Work Projects. Food for Work is the primary development tool available to them, and with proper controls and the increased CRS field staff, will make a significant contribution to local development self-help projects. The second reason relates to a CRS attempt to shift its refugee feeding and emergency programs into Food for Work. Barring unanticipated disasters, recipients previously under the two reduced programs should be able to contribute to national development through organized work projects.

Other child feeding has been added to the CRS Program for FY 77 with a recipient level of 5000. This will allow CRS to assist those children not covered by other categories who are suffering from malnutrition.

Given the financial condition of Yemen, it is again necessary to supplement the cost of inland transport and handling of CRS PL 480 commodities. For FY 1977, CRS is requesting authority to sell bulk wheat for the amount of \$185,000 under its authorized sales program.

The total dollar funding required for FY 1977 comes to \$3,324,000. The Mission concurs with the CRS Program Plan and the dollar funding required.

PL 480 Title II FY 77

Yemen Arab Republic

Sponsor's Name Catholic Relief Services-USCC

A. Maternal and Child Health .....Total Recipients 25,000

<u>No. of Recipients</u>	<u>Commodity</u>	<u>Pounds (000)</u>	<u>Dollars (000)</u>
25,000	WSB	990	111
25,000	SFSG	600	55
25,000	BW	600	49
<u>Total MCH</u>		<u>2190</u>	<u>215</u>

B. Refugees .....Total Recipients 5000

<u>No. of Recipients</u>	<u>Commodity</u>	<u>Pounds (000)</u>	<u>Dollars (000)</u>
5,000	BW	6,000	490
5,000	Oil	60	22
<u>Total Refugees</u>		<u>6,060</u>	<u>512</u>

C. Other Child Feeding .....Total Recipients 5,000

<u>No. of Recipients</u>	<u>Commodity</u>	<u>Pounds (000)</u>	<u>Dollars (000)</u>
5,000	WSB	198	22
5,000	SFSG	120	11
5,000	BW	120	10
<u>Total Other Child Feeding</u>		<u>438</u>	<u>43</u>

D. Food for Work .....Total Recipients 100,000

<u>No. of Recipients</u>	<u>Commodity</u>	<u>Pounds (000)</u>	<u>Dollars (000)</u>
100,000	BW	24,000	1,948
100,000	Oil	1,200	421
<u>Total Food for Work</u>		<u>25,200</u>	<u>2,369</u>

E. Other (Authorized wheat sales at estimated transport cost of \$20.00 per ton) .....Total Recipients NA

<u>No. of Recipients</u>	<u>Commodity</u>	<u>Pounds (000)</u>	<u>Dollars (000)</u>
-	Wheat (bulk) W/bags	2,780	185

Total of Overall CRS Request \$3,324,000

SUMMARY TABLE

A.I.D. Financial Support for Private and Voluntary Organizations

(\$ 000)

Country Yemen Arab Republic (CRS)	FY 1976	INT. GTR.	FY 1977
<u>ONGOING GRANTS:</u>		None	
<u>NEW GRANTS:</u> OPG's (in priority order) (\$000)			
No. 1 Applied Health/Nutrition (Program (D)	155	35	105
No. 2 Hodeidah Technical School (D)	85	10	38
No. 3 School Demonstration Farms/Community Gardens (D)	98	22	82
No. 4 Mocha Palmgroves (D)	85	20	80
No. 5 Dar Al-Agaza (D)(Vocational Training for Women)	60	10	27
No. 6 Integrated Artisanal Fisheries Development (D)	<u>240</u>	<u>60</u>	<u>170</u>
Total	723	157	502

(CRS has prepared project proposals in draft on Projects 2 thru 6, and has submitted Project No. 1 to the Mission for review. After each proposal has been reviewed, we will forward the proposal along with Mission comments and recommendations to AID/W for final approval. It is doubtful that all projects will receive favorable Mission recommendation, and the total amounts stated above will not be requested).

REVISED PROP AND PRP/PP SUBMISSION SCHEDULE

National Sorghum and Millet Crop Improvement 030 PP	July 1975
Rural Development 031 PP	August 1975
Tropical and Subtropical Horticulture 024 PP Review	September 1975
Water and Mineral Survey of North Yemen 025 PROP Revision	November 1975
Manpower Planning and Development PRP	December 1975
Pre-Development Studies 023 PROP Revision	January 1976
Water Supply Systems Management 028 PP	February 1976
Secondary Cities Water Supply 029 PP	February 1976

Agency for International Development  
Project Identification Document Face Sheet

Transaction Code
Add <input type="checkbox"/> Delete <input type="checkbox"/> Change <input type="checkbox"/>

1. Country/Regional Entity/Grantee  
Yemen Arab Republic

3. Project Number 279-11-690-032

4. Bureau Code  
NESA 4

5. Project Title  
A. Manpower Planning and Development

8. Purpose Code  
Category \_\_\_\_\_ Code \_\_\_\_\_

9. Special Concerns Codes \_\_\_\_\_

2. Document #1 --PID  
Status: New  Revision # \_\_\_\_\_   
Proposed Next Document:  
PRP January, 1976  
Proposed Date of Submission: \_\_\_\_\_

6. Estimated Initial/Final Obligation  
FY 77 FY 80

7. Estimated Cost (Life of Project)  
(\$000 or equivalent. \$1=¥4,50)  
AID Approp. 3,480  
Other U.S. 600 (Title II)  
Total U.S. 4,080  
Host Govt. 1,020  
Other Donor(s) -  
Total 5,100

10. AID Appropriated Funds (\$000)					11. Other U.S.		
Appropriation	1st Year		All Years		Program Type	1st Yr.	All Yr.
	Grant	Loan	Grant	Loan			
Education and Human Resources	360		3,480		H.I.G.		
					PL 480-Title II	150	600
<b>Total</b>	<b>360</b>		<b>3,480</b>		<b>Total</b>	<b>150</b>	<b>600</b>

12. Project Goal  
Develop adequate manpower to more effectively implement and achieve objectives and targets stated in the first and subsequent three year development plans.

13. Project Purpose(s)  
To support the development of a manpower development and analysis unit in the Central Planning Organization and build a capacity to provide priority training and instruction in English and occupational skill requirements on an intensive, short-term basis in rural and urban areas.

14. Planning Resource Requirements (Staff/Funds)  
NESAs Bureau of Census PASA, 4 man months, no funding; TDY team, 12 man months, \$90,000,023 project funds; 1 Direct Hire position, MOB funds initially.

15. Originating Office Clearance  
Signature: R. Bostick & K. Shafer *K. Shafer*  
Title & Date: TDY Economist & Program Officer

Date Received in AID/W, or for AID/W Documents: date of Distribution: \_\_\_\_\_

PROJECT IDENTIFICATION DOCUMENT

COUNTRY : YEMEN ARAB REPUBLIC  
SUBJECT : MANPOWER PLANNING AND DEVELOPMENT  
279-11-690-032  
PROPOSAL : FY 1977 GRANT

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I. SUMMARY OF PROBLEM AND USAID RESPONSE

With few exceptions, problems of human resource development in all of its aspects, are for Yemen critical bottlenecks in the implementation of even modest development activities. In the short run, the high level of foreign assistance in all sectors will place enormous burdens on the professional, technical, skilled and unskilled work force, further exacerbating the absorptive capacity of the Yemeni project implementation process. In this context the need for improved planning and scheduling is only exceeded by the need to identify, train and employ Yemenis to sustain the current rate of development program implementation. Identifying constraints on supply in this short-run framework is not a function of the formal education system at any level. Instead the alternative involves a process of defining complementary economic and manpower objectives within a systematic structure of planning and intensive informal, short-term instructional modes. This would include all members of the current work force at all levels of public sector involvement with development and non-development program design, analysis, and implementation.

In more specific terms, the manpower planning and development problem in Yemen is characterized by the absence of even rudimentary analysis of labor force requirements in the First Three Year Plan. Additionally, there does not exist a central authority responsible for the coordination of manpower requirements in assessing demand and supply problems and their relationships to formal education and other forms of training except in project-specific terms, and here the analysis is conducted by foreign consultants and technicians.

Much of this current incapacity is understood by Yemenis and is highlighted by the fact that the first secondary school graduates, 69, were produced in 1968; 1970 witnessed the first substantive reorganization of key ministries and institutions; and as of June 1975 there were a total of 520 Yemeni university graduates to serve a population estimated at 6.4 million. Of the one to two thousand trained Yemenis working in the public sector, less than 30% are considered professionally trained in the field of their responsibility.

Hence the embryonic nature of the Yemen's emergence into a world of relative modernity presents for Yemeni planners and technicians a formidable challenge in every conceivable aspect of national development.

Major symptoms of the problems and specific components of the corrective challenge as perceived by USAID can be summarized as a combination of past inattention to:

1. clearly articulated and realistic national manpower development objectives coincident with the development of economic and social plans,
2. objectives and programs relating to the needs and medium-term interests of members of the current and future labor force,
3. identification processes for those multitudinous "other factors" that impinge upon, contribute to, or limit the specification of priorities for human capital formation.

Thus USAID concern is primarily that of assisting in developing an institutionalized process that comprehensively defines the parameters of critical human resources development problems in marshalling of Yemeni talent to effectively make decisions on the development and utilization of current and future manpower.

## II. PROPOSED PROBLEM AREAS AND USAID RESPONSE

The proposed problem areas outlined below are suggested for further review and analysis that will lead to refinement of these areas and the identification of others as appropriate for USAID assistance. The basis for the current selection stems from AID/IBRD/UNESCO/UNDP and Government of Yemen reviews and discussions, and reflect at this time agreement as to major problem areas requiring donor assistance.

### 1. Manpower Planning and Analysis at the National Level

In this problem area we see the need to approach planning assistance from two mutually reinforcing processes:

- a. supporting a centralized national planning and analysis capability through which a comprehensive definition of the organizational structure and the professional and technical manpower requirement becomes a continuous process in maintaining the quality of operational staff.
- b. improving the existing national, multi-sector manpower information system and providing for regionalization of manpower planning.

## 2. Intensive English Language and Occupation/Skill Specific Training

In the absence of more efficient methods of English language training programs for semi-skilled, skilled and middle level manpower, the rate of program implementation suffers if not declines in the short-run 3 year time frame of the Development Plan. Existing methods require at least twelve months to obtain functional familiarity and more often than not the instruction is general and unrelated to occupational requirements. Where this type of instruction is provided it does serve a useful purpose, however, in circumstances where there exists an imperative need to speak and understand English, the desirability of shorter training periods geared to skill requirements achieves a necessary function in increasing the rate at which program implementation proceeds.

Under this problem area we propose an assessment of alternative delivery systems for English language training with features that concentrate on intensive and short-term methods of reasonably high quality geared to diverse occupational/skill categories.

Selected alternatives would be tested and revised where required and implemented on a fairly wide scale in a mode that addresses on-the-job constraints for the targeted work force in key ministries. This component might be integrated with higher level management training conducted at the National Institute of Public Administration, as well as within the British Council and USIS English training activities.

The above activity could be complemented by equally efficient skill improvement training as short-term, on-the-job basis. As development project implementation increases in the various areas of the country, at the minimum there will be a demand for a functionally literate, semi-skilled and skilled labor force. This labor force possesses indigenous and trained skills in construction, agriculture and equipment maintenance. However, as the rate of introducing new technologies proceeds, the gap between the sufficiency of these skills and required skills will widen. We propose to examine the feasibility of designing basic and intermediate manpower skill improvement courses for the rural labor force. First concentrating on those participants working directly with developmental projects and second the population at large. The lack of informal and non-formal means of providing more advanced technical instruction to this very large segment of the labor force is a condition that will be addressed by a number of other donor activities planned for FY 78 - 81, all much too distant to impact on the achievement of major targets in the First Plan. Buttressing existing on-the-job training methods through the provision of site oriented training involves incentives, cultural patterns and work habits, which will need a thorough examination prior to deciding levels and types of AID assistance.

### III. PROPOSED PROJECT: GOAL, PURPOSE AND ESTIMATED OUTPUTS

The higher level goal to which this proposed project contributes is to develop adequate manpower to more effectively implement and achieve objectives and targets stated in the First and subsequent Three Year Development Plans.

The successful achievement of the following project purpose will produce ways and means for the attainment of this goal.

#### 1. Purpose

To support the development of:

- a. a manpower planning and analysis unit in the Central Planning Organization, and
- b. to build a capacity to provide priority training and instruction in English and occupational skill requirements on an intensive short-term basis in rural and urban areas.

#### 2. Estimated Outputs and Project Conditions

- a. Operating units for manpower planning and analysis at the central and regional levels,
- b. a functioning manpower information system,
- c. a capacity to prepare development plans in coordination with other ministries and agencies taking into consideration the manpower requirements of all sectors,
- d. development of alternative methods of delivering English language training, and
- e. establishment of an effective rural based delivery system for skills improvement.

### IV. PROJECT DESCRIPTION

The selection and integration of the following proposed project components are not seen as definitive solutions but as strategic elements in supporting a more effective approach to manpower development in the Yemen through major planning assistance and qualitative inputs for the creation of a labor force oriented instructional delivery system.

The proposed project would be implemented under the aegis of the Central Planning Organization. Initially, technical assistance would be provided by one or two long-term consultants assisting in the development of planning and analysis terms of reference in the structuring of this unit at the national

level and one or two other units in major governates of the Yemen. As these units become operational the design and development of a national information system would become a major activity coordinating manpower demand and supply requirements among various sectors. This would include developing criteria for and selection of appropriate vehicles for long-term in-country and external training. As survey activities become more comprehensive and refined, the specification of occupational requirements will provide the basis upon which to institute a more concentrated approach to selecting participants for English language training, and skill upgrading for technical and middle level management personnel.

The nature of the alternatives for the labor force oriented skills improvement component and the mode of instructional delivery systems will be determined during project preparation and tested as the project is implemented. The most cost effective of these alternatives will be chosen for wider application. For the rural component of activity, we envision the utilization of Peace Corps Volunteers both as a major input and as a key source in evaluating the effectiveness of the instructional modes. Similarly, the middle-level intensive occupational training program could be attached to the existing and functioning Institute for Public Administration, as well as being operated within the selected ministries.

At this point we would anticipate that most of the first year would involve an organizational effort within the CPO and in the definition, design and further testing of the content of skill training instructional packages for both rural and urban members of the work force. Additionally the first year would include an assessment of the extent to which monetary or other incentives would need to be established as a prerequisite to assure attendance in the training programs, particularly for those in rural areas whether working in agriculture or in other areas and whether on development or non-development programs. Alternatively, the immediately preceding information might be obtained during project preparation.

#### V. ESTIMATED PROJECT RESOURCES

The probable technical and physical resources required in the planning component of the proposed project might consist of two long-term consultants, the first working directly with the CPO in creating the manpower planning and analysis units, and the second working with existing staff in the Statistical Office, National Institute of Public Administration, and other ministries developing the information system.

The second component, intensive short-term training in English language and skill improvement, might consist of a team of consultants with expertise in designing these intensive training courses in a variety of fields. A period of approximately two years may be required to organize, design, train, test, and monitor reproduction and revisions or additions of the content of course as different skill requirements are identified or as technologies change. The first four of these functions would require the longest period of time; however there exists a well established state of the art that can be modified to fit the socio-cultural and linguistic problems of Yemen. In rural areas the most likely mode of delivering skill improvement instruction could be mobile vans. As mentioned earlier, the formal education system is extremely underdeveloped in rural areas as are adequate facilities for community type activities, particularly activities with a non-formal or informal focus requiring the gathering of more than ten or twenty people. Similarly, the road system is highly undeveloped, and Title II Food for Work commodities would be required to build and maintain access. The use of mobile vans would require an extensive feasibility analysis to assure its effectiveness over construction of facilities.

For both components of this proposed project, there will be a need for paper, instructional aids, and other forms of hardware. These inputs would be imported and as both components expand to include larger audiences, participant material requirements will increase accordingly. Technical training equipment used for demonstration will be required whether or not mobile vans are used.

#### VI. MAJOR ASSUMPTIONS

1. That the continued desire for accelerated modernization on the part of the Yemenis in their attempt to improve institutions,
2. that the level of resources allocated to human resource development activities continues at an increasing rate or does not decline,
3. that continued coordination and collaboration with other donors assures avoidance of replication in providing assistance for the problem area of manpower planning and development, and
4. that PCV assistance will be available for the duration of the project in adequate quantities and of sufficient quality.

#### VII. ACTIVITIES OF OTHER DONORS

1. UNDP: The UNDP program for the Yemen has been approved for the period 1972-1980. As in most countries specific project activities are approved on a one by one basis. At present the UNDP is preparing a manpower survey with the Office of Statistics in an effort to upgrade the quality of recent population and educational census data for the labor force. The activity will not include assistance to the CPO in the area of manpower planning and analysis as a continuous function of the CPO.

2. ILO: At present the ILO is not contemplating assistance to the CPO or the introduction of skill training programs through UNICEF. They are providing consultant assistance to the Civil Service Commission.

There are no other planned donor activities in the problem areas discussed elsewhere in this paper. Discussions with YARG officials about their preferences in the area of manpower assistance has been unequivocally clear in the areas outlined above. The CPO will inform USAID of significant redirections in their preferences and whether other donors will be providing similar assistance in the near future.

#### VIII. BENEFICIARIES

In Yemen few would not qualify as indirect beneficiaries of the assistance outlined above. The proposed project would directly be of benefit to large groups of people depending upon the rate of replication and/or spread effect. People in the public sector of major urban areas working at various levels of the various ministries would be directly affected as well as those in rural areas with access to skill improvement activities proposed under this grant.

#### IX. FINANCIAL ESTIMATES

Assuming four to five consultants for the four year period of FY 77 to FY 80, approximately a million dollars would be required. Shorter term consultancies would cost \$100 thousand. Commodities for instruction materials are estimated at \$20 per participant with a four year attendance of approximately 14,000 persons or a very tentative total of \$280,000, including the cost of design, testing and revision. Equipment costs would include items such as audio-visual machines, projectors, slides and cassettes, demonstration equipment, taping systems and headphones for English language training and tractors and vans if the mobile training unit alternative is found most cost effective. Excluding mobile vans, dollar costs would approximate \$900 thousand. Including the mobile units at \$60,000 each for 20 units for a target population of 14,000 during the life of the project would come to \$1.2 million including a replacement parts inventory. Total grant funded dollar costs including vans are estimated at \$3,480,000. An additional \$600,000 in Title II commodities would be required for road improvement and maintenance.

It is anticipated that the YARG will contribute 25 percent of total project costs, and at the end of our funding period, have sufficiently trained people to continue operation of the vans. We would consider project extension of one year for two of the consultants to insure proper utilization.

#### X. PROJECT DEVELOPMENT

During the period of July 1975 and June 1976 extensive feasibility analysis will be required for reasons stated earlier to assure the most efficient utilization of AID resources. The Mission would therefore like to begin preparation of the PRP as soon as feasibly possible, assuming there are no significant policy issues in the process of approving this document.

Assuming the PID is approved, we are considering the opening of a position for direct-hire manpower specialist to assist in the development of the documentation, maintain the continuity of dialogue already established with a large number of concerned Yemenis, and to manage this and perhaps subsequent projects in the area of human resources development.

Specifically, we envision the project development process along the following lines.

Three months of expert assistance starting mid-September 1975 comprised of an economist manpower planner, information system designer, English language training/curriculum designer, and a basic skills curriculum designer. This team would identify constraints to and possibilities of implementing various aspects of the project.

In addition, and prior to this team's arrival, essential data collection through surveys on a sample basis and their subsequent analysis as well as providing basic information systems information in anticipation of the September team could be provided by the NESAs Bureau of the Census PASA during the months of July, August and September. This PASA team would liaison with current efforts underway in the Office of Statistics and UNDP. The Mission feels this service would be a valuable input as we move toward developing socio-economic information for the Project Paper.