

Oman and Yemen Status Report

Prepared by USAID/Egypt

April 1, 2001

Please Note:

The attached FY 2002 Results Review and Resource Request ("R4") was assembled and analyzed by the country or USAID operating unit identified on this cover page.

The R4 is a "pre-decisional" USAID document and does not reflect results stemming from formal USAID review(s) of this document.

Related document information can be obtained from:

USAID Development Experience Clearinghouse
1611 N. Kent Street, Suite 200
Arlington, VA 22209-2111
Telephone: 703/351-4006 Ext. 106
Fax: 703/351-4039
Email: docorder@dec.cdie.org
Internet: <http://www.dec.org>

Released on or after Oct. 1, 2003

NON-PRESENCE COUNTRIES (NPCs) ANNEX

Oman and Yemen Status Report

Introduction: The current status of the Oman wastewater treatment construction activity is discussed below. With regard to Yemen, USAID/Egypt concluded monitoring responsibilities for Yemen activities September 30, 2000, as directed by USAID/Washington. Two remaining Yemen activities, Development Training III and Commodities Procurement for Maternal and Child Health (MCH) Delivery, both funded from pipeline resources remaining after Mission closure, concluded by September 30, 2000.

I. Oman

Formal USAID involvement in the Oman Water Resources Development Project (272-0104) ended when the USAID-financed wastewater treatment plant was completed and handed over to the Government of the Sultanate of Oman (GOVOMAN), and final payments to the construction and engineering contractors were made in August 2000. Subsequently, USAID/Egypt has continued to monitor the completion of the GOVOMAN project contribution, an extensive sewerage network connecting residences and other users in the city of Salalah to the plant. Progress on the sewerage collection network is progressing well, with its planned completion and hookup to the wastewater treatment plant by October 2001. To safeguard USAID's infrastructure investment, the GOVOMAN has contracted the services of a firm to maintain the treatment plant until it becomes operational. The GOVOMAN is currently developing an international tender to contract for the ongoing services of a private sector firm to operate and maintain the plant and collection system upon the start-up of operations. The GOVOMAN decision to budget for and hire a private sector firm to properly operate and maintain the plant promises to ensure sustainability of the project and the expected benefits to the people of Salalah.

II. Yemen

A. Global Training for Development (GTD) Task Order No. 817 from August 11, 1998 through August 18, 2000 (\$2,590,875)

Under this task order, World Learning, Inc. was contracted in August 1998 to conduct a detailed training needs assessment (TNA) to provide a two-year training plan, implement USAID-approved training interventions, and provide evaluation, tracking, monitoring, and activity follow-up support. The TNA indicated major training interventions to be undertaken to support strengthened capacities, particularly technical and management improvements, in the health and education sectors and for the Yemen Central Statistical Organization (CSO), the Yemen National Institute for Administrative Science (NIAS), and selected NGOs. The majority of the training focused on health and education and was conducted in-country and/or in-region. This task order is funded from the pipeline of two remaining USAID/Yemen projects: Development Training III (Project No. 279-0080) (PACD September 2000) and Options for Family Care (Project No. 279-0090) (PACD September 2000). Summaries of interventions in the above mentioned target areas are as follows.

Strategic Objective 1: Increased Management Capacity in Delivery and Quality of Health Care Services - Yemen Ministry of Public Health (MOPH)

Intermediate Result (IR) 1.1: Upgraded Management Skills of Hospital/Health Administrators and MOPH Staff: Phase one of this MOPH Intervention IR 1.1 successfully concluded on November 11, 1999. Twenty officials (18 men and two women) from MOPH completed four months of training in health and hospital administration, management, and training of trainers (TOT) at the Center for Consultation, Technical Services, and Studies at the University of Jordan in Amman. The intervention targeted health officials from Sana'a, as well as the four other target governorates under the program - Hadramout, Hajjah, Hodeidah, and Lahej, who, once trained, returned to their home communities to train other health care workers. For phase two, 13 officials from the above twenty officials were selected to do additional training. These officials trained 137 health and hospital administrators (125 men and 12 women) at rural health centers/hospitals in the above mentioned governorates. The 13 trainers have successfully implemented the training programs in the five governorates. One external Jordanian consultant trainer undertook follow-on site visits, advised the trainers in the field, and observed training sessions. This intervention has resulted in improved and increased capacity for health care administrators at all levels of the public health care system to more efficiently assume responsibilities, utilize available resources more effectively, manage health care facilities, and more effectively meet the immediate demands of local populations, particularly of women and children.

Intermediate Result 1.2: Upgraded Management Skills of MOPH Mid-level Administrators Staff: The National Institute of Administrative Sciences (NIAS) and MOPH established the curriculum for this intervention and recruited participants from MOPH central (Sana'a) and governorate (Hadramout, Hajjah, Hodeidah, and Lahej) staffs. Fifteen Yemeni trainers, including three women, from NIAS who earlier participated in a six week training of trainers course under NIAS Intervention, IR 4.1, were selected to deliver the training workshops related to the administration of ministerial offices and governorate branches. (See NIAS IR 4.1 discussion, below.) This training focused on such topics as management, budgeting, planning, and staff evaluation, all topics selected by MOPH to develop and strengthen staff capabilities in these areas. The two-week workshop, which included trainees from both the ministries of Health and Education, was successfully completed on August 2, 2000. A total of 52 employees attended the training courses. This intervention has resulted in enhanced budgetary and administrative skills on the part of trainees and improved overall management and reporting to both supervisors and staff. Trainees now have improved understanding and skills to implement government fee-for-service and cost recovery systems for more self-sufficient, sustainable health care facilities.

Intermediate Result 1.3: Upgraded Technical Skills of Paraprofessionals: This intervention was conducted by two consultants from the Egypt High Institute of Nursing. Its purpose was to upgrade/refresh the knowledge, attitudes, and technical skills of 16 maternal and child health (MCH) paraprofessionals; i.e., community midwives, from rural health centers and hospitals. These trainees trained 65 nurses and medical assistants in rural health centers in three of the four above mentioned target governorates. As a result, officials and staff now have increased capacity to provide timely in-service training to rural health care workers. In addition,

midwives and health care workers have improved capacity to more effectively address immediate mother/child issues and provide more effective outreach and health education within the community. However, this intervention was to have originally trained a total of 272 personnel from rural health centers, but was not carried out due to the closure of the project on August 18, 2000.

Strategic Objective 2: Increased Management Capacity in Primary School Administration and Instruction Quality - Ministry of Education (MOE)

Intermediate Result 2.1: Upgraded Administrative and Supervisory Skills of Head Teachers: The objective of this intervention was to increase management capacities in the administration of primary schools and improve the quality of instruction with special emphasis on gender issues related to girls' retention. A group of 34 Yemeni headmasters and educational trainers, including five women, received four weeks of training conducted by two experts from School Development Consultants (SDC), based in Lebanon. Participatory instruction included topics such as research methodology, priority setting, aspects of school improvement planning, leadership, and training methodologies. This TOT course was completed on February 3, 2000. These trainees in turn trained additional 198 participants (including 56 women), which concluded March 12, 2000 with a follow-on visit by SDC. This training has increased the capacity of MOE training staff to design and deliver programs to train headmasters, increased the ability of headmasters to address issues affecting girls' retention, and overall has resulted in more efficient use of human and financial resources by headmasters.

Intermediate Result 2.2: Upgraded Management Skills of Selected Mid-level MOE Staff: This intervention was a collaborative effort between NIAS and MOE. Together they established a curriculum for this intervention for 76 MOE central and governorate staff. Fifteen Yemeni trainers, including three women, from NIAS, who participated in six weeks of training under NIAS Intervention, IR 4.1, were selected to deliver the training workshop related to the administration of ministerial offices and their governorate branches (See NIAS IR 4.1 discussion, below). This training for MOE staff focused on such topics as management, budgeting, planning, and staff evaluation. The two-week workshop, which included trainees from both the ministries of health and education, was successfully completed on August 2, 2000. A total of 75 MOE employees (71 men and four women) attended the training courses. As a result, mid-level MOE administrators have increased capacity to implement policy reforms and support other elements of other donor training interventions.

Intermediate Result 2.3: Upgraded and Refresh Skills of Classroom Primary School Teachers in Rural Areas Who are Class Teachers of Females: Designed to upgrade the skills of already in-place teachers of female primary students, the first phase under this intervention targeted 30 of the best teacher trainers and inspectors in Yemen. Consultants from School Development Consultants (SDC) in Lebanon were selected to conduct the training of trainers for the Ministry of Education. The training focused on critical teaching skills and methodologies, incorporating special modules on issues that relate to the retention of girls in primary schools. Thirty teachers' trainers were selected (21 males and nine females) to train and advise Yemeni teachers in the basic education sector, in particular class teachers of grades one through four. On August 16, 2000, the 30 trainers successfully completed training under this intervention.

However, the second phase of this intervention to train 420 teachers in rural school districts of Hadramout, Hajjah, Hodeidah, and Lahej was not carried out due to the closure of the project on August 18, 2000. The World Bank may fund the completion of this basic education project at a later date. The completed first phase of this intervention has resulted in improved capacity of MOE to provide in-service teacher training and improved capacity of teachers to deliver quality instruction.

Strategic Objective 3: Development of Technical, Training and Administrative Capacity of the NSTC - Central Statistical Organization (CSO)

Intermediate Result 3.1: Upgraded NSTC Capacity to Provide Training to CSO and Line Ministry Staff: The objective of this intervention was to assist in developing technical training and administrative capacities for the newly established National Statistical Training Center (NSTC), a unit which compiles national statistics for all line ministries of the Yemeni government. To implement this activity, CSO selected the Cairo University Institute of Statistical Studies and Research as the training provider to conduct this program. Eight CSO staff members (five males and three females) were selected by CSO in agreement with the USAID Activity Management Office in Yemen. The initial TOT phase of the program was four months, from April 1 through July 31, 2000. The program was conducted at Cairo University and focused on the design, delivery, and evaluation of training and how to develop training manuals/materials and plan a structured training program. The second phase was to have reached an additional 120 participants from CSO branches and Yemeni line ministries but could not due to the expiration of the World Learning task order in August 2000.

Intermediate Result 3.2: Upgraded Ability of Senior NSTC Staff to Manage Overall Responsibilities: Because the newly established National Statistical Training Center (NSTC) does not have an officially appointed director and deputy director, this intervention was cancelled.

Strategic Objective 4: Increased Capacity of the National Institute of Administrative Sciences (NIAS) to Meet Yemeni Civil Service Training Needs

Intermediate Result 4.1: Upgraded NIAS Capacity to Provide Training to Mid-Level Administrators: This intervention involved two external experts from the Egyptian consulting firm, Getrac (Gebril for Training and Consultancy). These trainers conducted a 13-week program to include needs assessment, curricula development, training of trainers, curricula refinement and follow-on. All activities were programmed with NIAS staff as part of capacity building for NIAS. A total of 33 NIAS central (Sanaa) and governorate training staff were selected (24 males and nine females). Branches of NIAS were targeted and represented one-half of the total trainees as part of an effort to assist the Yemeni Government with decentralization. The training commenced on October 23 and ended on December 1, 1999 in Sana'a with the development of training curricula, materials, and refining of curricula also completed at this same time. NIAS then selected 15 trainees to become trainers for follow-on interventions for the Ministries of Health (IR1.2) and Education (IR2.2), both of which were completed by August 2, 2000.

A total of 127 participants from MOPH and MOE (see Ministries of Health (IR1.2) and Education (IR2.2)) from the targeted governorates were successfully trained in administrative skills in NIAS branches nationwide. The areas of training were improvement in administrative sciences and the facilitation of administrative procedures to include better documentation systems, financial and accounting performance, and procurement and documentation systems using computers. The two external experts from Getrac conducted follow-on training and follow-up with the NIAS trainees for two weeks during the same training period. As a result of this intervention, NIAS staff now have upgraded capacity to deliver effective and relevant training. This, in turn, will lead to improved administrative skills of mid-level administrators in targeted ministries.

Intermediate Result 4.2: Upgraded NIAS Capacity to Provide Training to Senior-Level Administrators: The objective of this intervention was to upgrade NIAS capacity to provide conferences and seminars on topics of national interest. Such conferences and seminars are to be designed for senior-level ministry officials to include Deputy Ministers, Vice Ministers, Ministers, Deputy Governors, Governors, Members of Parliament and high-level representatives from the President's Office, Prime Minister's Office, and Consultative Council. NIAS senior officials, Ministry of Planning and Development, Ministry of Civil Service and Administrative Reform, and the President's and Prime Minister's Offices selected the topics for each seminar. The request for seminar development proposals attracted interest from individuals and training institutions throughout the region. Based on an agreed upon criteria, seminar preparers were selected and the training proposals for the external experts were received and selected.

It was decided that three seminars would be undertaken to cover the topics selected including Human Resources and Development Requirements (July 15-19); The Panoramic Approach to Government Modernization (June 24-28); and Decentralization and Development (August 21-26). The first included 21 government officials from Sana'a (19 males and two females). The U.S. Ambassador to Yemen attended the opening session and final proceedings were bound and shared with relevant ministries. For the second seminar, NIAS invited 18 (17 males and one female) high-level government officials and ministers. The seminar was conducted successfully with findings compiled and results published. The third and final seminar could not be held prior to the end of the activity. However, NIAS is trying to secure German Government funding to hold the final phase of this seminar this year.

Strategic Objective 5: Increased Capacity of NGO Leadership to Deliver Services

Intermediate Result 5.1: Upgraded Managerial and Networking Skills of Senior NGO Staff/Leaders: The first program under this training activity sought to train NGO leaders to increase their institutional capacity to serve as effective development partners. Over one hundred different organizations applied for training and on average each organization nominated three individuals to receive training in each workshop's area of focus: executive management, financial management, and service delivery. Criteria for selecting the training provider were established and consultants from the International Management and Training Institute (IMTI) in Lebanon were selected. A total of 177 participants trained in the three-day workshops (122 males and 55 females). NGOs selected for participation fell into the following groups based on Embassy country objectives: Cooperatives, Community Based Organizations, Societies for the

Disabled, Democratic Institutes, Human Rights Organizations, Social Welfare Societies, and Environmental Organizations.

As a result of this intervention: (1) the capacity of NGO managers to administer effective programs has been enhanced as measured by increased ability to formulate convincing and valid proposals; monitor and report programmatic achievements; provide sound fiscal reporting, assess and analyze developmental problems; communicate with constituents, government, and donors; deploy staff; generate and utilize additional resources; and plan multiple activities over a long period of time and (2) networking and alliance-building skills of Yemeni NGOs have been strengthened as measured by the increased frequency and effectiveness of program and issue advocacy.

B. Options for Family Care (OFC) (Project No. 279-0090) Commodity Support for Maternal and Child Health (MCH) Delivery for 29 Health Centers (\$841,111)

USAID procured clinical equipment to support MCH service delivery in approximately 29 health centers. All twenty-nine centers, in 19 governorates, were selected/designated by the Ministry of Public Health (MOPH) based on critical need for upgraded health equipment. The following criteria were used for center selection: (1) availability of female health staff; (2) availability of space for provision of maternal and child health, including family planning services; (3) absence of support by any other agencies for provision of medical equipment; (4) readiness to maintain medical equipment; and (5) within a populated area (more than 10,000 population). A procurement service agent was contracted to procure, consolidate, and ship the equipment. MOPH was responsible for customs clearance, inspection, and inland transportation of the commodities to the health centers. The commodities arrived in Yemen in August 2000.