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ENDORSEMENT MEMO FOR ACTING DIRECTOR OF U.S. FOREIGN ASSISTANCE AND ACTING ADMINISTRATOR OF THE U.S. AGENCY FOR INTERNATIONAL DEVELOPMENT HENRIETTA H. FORE

FROM: Ambassador Stephen Seche 

SUBJECT: Fiscal Year 2007 Performance Report for Yemen

I am pleased to submit the Fiscal Year (FY) 2007 Performance Report for Yemen. I want to commend those members of the Embassy staff who completed this OP and worked hard to carry out USAID's important tasks in this country.

Yemen continues to be a key player in the international war on terror. Long an essential partner of the U.S. in this effort, the Republic of Yemen Government (ROYG) has recently made some miscues, including the release of convicted USS Cole bombing conspirator Jamal al-Badawi. Such missteps underline the need for continued U.S. engagement and support, both to shore up Yemeni counterterrorism efforts and, more importantly, ameliorate the conditions that make the young and disaffected vulnerable to terrorist recruitment and activity. With spreading unrest over the prices of basic commodities, declining oil reserves, rapid population growth, and endemic corruption inhibiting a positive investment climate, a failed state scenario in Yemen cannot be dismissed. USG foreign assistance programs in Yemen focus on preventing this scenario, which would adversely affect security and stability on the Arabian Peninsula, including providing fertile ground for Al Qaeda to reestablish its presence in Yemen.

With its extremely limited resources, USAID is directly contributing to the stabilization of Yemeni society. By targeting five tribal governorates (Sadah, Al-Jawf, Shabwah, Marib, and Amran) where governmental services are relatively limited and extremist groups have in the past set up camp and recruited Yemenis to fight in Iraq and Afghanistan, USAID is supporting a critical part of the post's strategy to promote a just and democratic government. USAID's program however is not only geographic. It is also successful at striking a balance between strengthening basic social services, reinvigorating economic growth, and improving livelihoods. Working in under-served areas, USAID targets at-risk populations, including mothers, children, and youth who are the most vulnerable to growing extremist influences.

Assistance efforts lead by USAID are coordinated with and fully complement other Embassy elements, working to stabilize Yemen and thereby advance the goal of fighting terrorism. Foreign Military Funding ( FMF) and International Military Education and Training (IMET) funds will continue to directly support U.S. counterterrorism goals through the ongoing design, development, and facilitation of a National Counter Terrorist Coordination Center, whose express mission will be to coordinate all counter terrorist operations and enhance communication between the military and interior ministry forces. Non-Proliferation, Anti-Terrorism, Demining and Related (NADR) programs support export control and related border security assistance (EXBS) efforts and small arms and light weapons programs. NADR/Anti-terrorism Assistance is requested for newly developed advanced courses and continued training designed to sustain Yemen's counterterrorism training capabilities. NADR/Terrorism Interdiction Program assistance is requested to implement new and increased program operations and equipment that Yemen will use in support of the ongoing war on terrorism.

### **Accomplishments**

USAID's programs have achieved positive results, and are enthusiastically supported by the ROYG and key tribal groups. Although the USAID budget has been limited, USAID's economic and social initiatives remain key stepping stones to achieving USG foreign policy objectives in Yemen. In FY 2007, in spite of the delayed availability of funding, the U.S. Embassy's (and particularly USAID's) accomplishments have been significant. In the area of education, student enrollment increased by 7.2% overall and 13.6% for girls. This increase, directly related to USAID's work with communities and its ground-up approach to improving education in 77 targeted communities, exceeded the Ministry of Education's predictions of 5%. Accomplishments in the health sector include the renovation of 23 health facilities to provide Maternal and Child Health Care (MCH) and Family Planning and Reproductive Health (FP/RH) services. In targeted areas, 32,974 clients were served by health facilities and outreach services. Additionally, 660 health providers received in-service training, 143 midwives completed pre-service training and another 250 began training. Twenty three health facility renovations were completed and 17 management health staff were trained in strategic information management.

In the agricultural sector during FY 2007 USG assistance helped to train 9,809 farmers in 26 new agricultural technologies and techniques, benefiting 10,373 households. Also, USAID's Small Grant Program provided in-kind contributions to 4957 beneficiaries (2,838 men and 2,119 women) to support sustainable improvements in rural agricultural production and market expansion. Overall, the program has had high impact on communities, increasing the returns of their agricultural activities up to 30% per agricultural harvest.

In FY 2007, in the democracy and governance sector, under a Limited Scope Grant Agreement to combat corruption and increase transparency and accountability within select government offices and public organizations, the Mission undertook a joint USAID-Department of Justice training program provided to 32 representatives of seven government offices on effective public corruption investigative methodologies. Unfortunately the late receipt of FY 2007 funding forced the mission to delay implementation of programming in two program elements (Civic Participation, and Elections and Political Processes) until FY 2008.

Many of USAID's programs complemented DOD's Civil Affairs health and education programs. This close collaboration, which has intensified in the past year, now results in the USG providing a holistic package of assistance to the Yemeni population.

### **Critical Issues**

The indefinite delay of the signing of Yemen's Millennium Challenge Corporation Threshold Country Plan (TCP) will likely cause the Mission to consider very carefully how it uses its funding for assistance. The Mission will do what it can with limited resources to contribute to the stabilization of Yemeni society, an effort with clear implications for our own national security. Without a sustained effort by the USG together with the international community and a serious commitment to reform by the ROYG, Yemen's political and economic structures could collapse in the near-term.

Security remains a serious concern, particularly when traveling outside the capital to field sites. At present, all field trips undertaken by official Americans require approval by the Ministry of Interior (MOI) and escort by Yemeni security forces. Travel to two of USAID's target governorates (Sadah and Al-Jawf) is regularly refused by the MOI; no official American has been granted approval by the MOI to travel to Sadah since March 2006. When American employees are not allowed to travel, the mission relies on its Locally Employed Staff (LES) to monitor and

report on projects. When these areas are also off limits to LES, local staff of USAID's implementing partners are the only resource for monitoring and reporting.

### **Future Directions**

Continued security concerns, tension in the U.S.-Yemeni relationship following the release of convicted USS Cole bombing conspirator Jamal al-Badawi, and the decision to indefinitely postpone the signing of the Millennium Challenge Corporation's TCP for Yemen create significant new challenges as we examine the best and most appropriate ways to provide development assistance to Yemen. The U.S. mission will continue to try and balance the current political reality with practical forward thinking. By working to improve the lives of the Yemeni people we can deny terrorist groups like al-Qaeda access to new recruits. By helping to stave off the possible failure of the Yemeni state we can deny terrorist groups a possible safe haven. Further, by helping the poorest people in this poorest of the Arab countries provide for their own needs, we can create strong and enduring partnerships and promote greater receptivity to active American engagement in the Arab and Islamic world.

Drafted: AMITCHELL, 11/0326/2007

Cleared:

USAID/Yemen Deputy Director MMeredith; 11/4/07

USAID/Yemen Mission Director/ acting DCM: MSarhan; 11/11/07

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## ACRONYMS LIST (A-Z)

ADRA	Adventist Development and Relief Agency
ADS	(USAID) Automated Directives System
AED	Academy for Educational Development
ANE	Bureau for Asia and the Near East
ARI	Acute Respiratory Infection
BE	Basic Education
BEST	Basic Education Support and Training
BHS	Basic Health Services
CEPPS	Consortium for Elections and Political Process Strengthening
CHS	Child Health Survival
COCA	Central Organization for Control and Audit
CONT	USAID Controller
CTO	Cognizant Technical Officer
DCHA	Bureau for Democracy, Conflict and Humanitarian Assistance
DG	Democracy and Governance
DLDSP	Decentralization and Local Development Support Project
DMCHS	Yemen 1997 Demographic, Maternal and Child Health Survey
DOJ	Department of Justice
EFA/FTI	Education for All (Fast Track Initiative)
ESF	Economic Support Fund
EXO	USAID Executive Office
FP/RH	Family planning / Reproductive health
FY	Fiscal Year
GDA	Global Development Assistance
GDP	Gross Domestic Product
GPC	General People's Congress
IDA	International Development Association
IR	Intermediate Result
IMR	Infant Mortality Rate
Islah	Yemen Congregation Party
JMP	Joint Meeting Parties
LADF	Local Authority Development Fund
LSGA	Limited Scope Grant Agreement
MCA	Millennium Challenge Account
MCC	Millennium Challenge Corporation
MCH	Maternal and Child Health
MEPI	Middle East Partnership Initiative
MOE	Ministry of Education
MoLA	Ministry of Local Administration
MoPHP	Ministry of Public Health and Population
MoPIC	Ministry of Planning and International Cooperation
MMR	Mother Mortality Rate
MP	Members of Parliament
MPP	Mission Performance Plan
MPRs	Multi-Purpose Rooms
NDI	National Democratic Institute
NDP	National Decentralization Program
NDS	National Decentralization Strategy
NGO	Non Governmental Organization
NHA	National Health Account

OE	Operating and Expense
OP	Operational Plan
OYB	Operating Year Budget
PA	Program Area
PC	Parent Council
PE	Program Element
PMP	Performance Monitoring Plan
PRSP	(Republic of Yemen) Poverty Reduction Strategy Paper
PSE	Program Sub Element
PTA	Parent Teacher Association
RCO	USAID Regional Contracts Officer
RLA	USAID Regional Legal Advisor
ROYG	Republic of Yemen Government
RSO	USAID Regional Security Officer
SFYP	Yemen Second Five Year Plan, 2001-2005
SO	Strategic Objective
TFR	Total Fertility Rate
UNAIDS	United Nations Program on HIV/AIDS
UNDP	United Nations Development Program
UNFPA	United Nations Population Fund
UNICEF	United Nations Children's Fund
US	United States (of America)
USAID	United States Agency for International Development
USDA	United States Department of Agriculture
USDH	United States Direct Hire (employee)
USG	United States Government
US-PSC	United States Personal Services Contract
WHO	World Health Organization
YASP	Yemen Agriculture Support Program
YPHR	Yemen Partners for Health Reform
YYC	Yemeni Youth Center

# Yemen 2007 Performance Report

## Operating Unit Performance Summary

The Republic of Yemen Government (ROYG) took meaningful steps toward substantive political and economic reforms in 2007. The country also continues to be an essential U.S. partner in the war on terrorism with the U.S. and Yemen making substantial progress in uprooting the Al Qaeda presence in the country. Recognizing Yemen's progress, multilateral financial institutions and key bilateral donors increased their pledges. In late FY 2007, the Millennium Challenge Corporation approved Yemen's \$20.6 million Threshold Country Plan which will be implemented through USAID. However, without sustained engagement by the U.S. and international community, Yemen will continue to risk never graduating or even falling from the "Developing" country category. With dire economic forecasts, declining oil reserves, rapid population growth, and endemic corruption inhibiting a positive investment climate, a failed state scenario in Yemen cannot be dismissed.

USAID works closely with other donors and its implementing partners towards building and sustaining a democratic, well-governed state that responds to the needs of the Yemeni people. USAID objectives in Yemen are to promote governing justly and democratically, invest in people, and spur economic growth and agriculture. More specifically, USAID's assistance improves the quality of life in five underserved governorates by increasing access to basic health services and primary education, and providing technical assistance and in-kind contributions to farmers to promote economic growth. USAID also assists the ROYG's efforts to strengthen its governance capacity and the institutional development of local councils, to support the electoral process, and to mitigate tribal conflicts in rural areas.

USAID collaborates closely with other USG agencies (Departments of State, Defense, Justice, and Agriculture) in Yemen to take advantage of synergies when implementing its development programs. Several cross cutting themes permeate USAID's portfolio: counter-terrorism, conflict management, anticorruption, agricultural development, community participation, and gender equity. For example, all USAID programs are gender-sensitive, working to empower women through capacity building, supporting health and education programs, and providing grants for women's associations for economic empowerment.

All USAID activities are fully compliant with the 22 CFR 216 agency environmental procedures.

### **Element Indicator Narrative \ 2 Governing Justly & Democratically \ 2.2 Good Governance \ 2.2.1 Legislative Function and Processes**

As the program started in late March 2007, the reported results cover only 6 months of activities. Targets were not identified at the time of writing the Operational Plan as the program had not yet started. The National Democratic Institute (NDI) supported the regional meeting of Arab Parliamentarians Against Corruption (ArPAC), engaged 22 Members of Parliament (MPs) and 10 parliamentary staff in several workshops to develop the Guide to the Bylaws of Parliament. Media Coverage of Parliament Roundtable (30 MPs, 15 parliamentary staff, and 10 parliamentary journalists). 12 YemenPAC MPs attended a consultation meeting regarding the design and development of the proposed Anti-corruption Annual Report, while 12 staff from parliamentary secretariat and speakers' offices received basic computer skills training. NDI also worked with Youth Leadership Council, Youth Center of Taiz and Women's National Committee on

advocacy as well.

### **Element Indicator Narrative \ 2 Governing Justly & Democratically \ 2.2 Good Governance \ 2.2.3 Local Government and Decentralization**

During the reporting period, the Decentralization and Local Development Support Project (DLDSP) Mobile Team (MT) and the District Facilitation Teams (DFT's) trained in total 420 persons in 6 USG supported pilot districts in Abyan and Al-Jawf Governorates. On average, 14% of these trainees were local elected councilors, 20% district core team members representing all sector ministry district branches (executive offices) key for local service delivery, and 66% representatives from the Districts Diwans and other executive offices in the pilot governorates. They were trained in the concept of the local authority system in Yemen and in refined procedures on Planning & Budgeting, a training module developed by DLDSP for the Ministry of Local Administration (MoLA). Training did not take place in the Districts Brat Al-Anan and Khab Al-Sha'af due to the delay in local council elections.

During the reporting period, the program provided election support to 12 local council meetings in 6 districts, to elect representatives from their communities to discuss the District Development Report and the Annual Report prepared by the core DLDSP team with support through DFTs and MT the, providing the councilors information on progress on the implementation of last year's Investment Plan, discussing and deciding on a proposed update on the 3 Year Development Plan established in 2006, and serving as a foundation for decisions on next year's priorities.

### **Element Indicator Narrative \ 2 Governing Justly & Democratically \ 2.2 Good Governance \ 2.2.4 Anti-Corruption Reforms**

At this stage the Anti Corruption Coordinator is working on a comprehensive detailed workplan that will include the SOW for the four activities within the Anti Corruption Limited Scope Grant Agreement. Since the SOW for these four activities is still in draft, targets and indicators are unavailable at this time . Indicators will be available by December 30, 2007.

### **Element Indicator Narrative \ 2 Governing Justly & Democratically \ 2.2 Good Governance \ 2.2.6 Program Support (Governance)**

N/A

### **Element Indicator Narrative \ 2 Governing Justly & Democratically \ 2.3 Political Competition and Consensus-Building \ 2.3.2 Elections and Political Processes**

USAID will not be monitoring this indicator as no international observers are expected to be deployed under the current program. The program will train approximately 1000 local monitors in 2008. There was no elections conducted in 2007, therefore there was no domestic election observers trained in 2007.

### **Element Indicator Narrative \ 2 Governing Justly & Democratically \ 2.4 Civil Society \ 2.4.1 Civic Participation**

USAID will design a program to assist Civil Society in Yemen in FY 2008. Currently, USAID has initiated an assessment and design of the civil society sector, which will help inform the design of the program.

Targets will be set in FY 2008 upon the completion of the design.

### **Element Indicator Narrative \ 2 Governing Justly & Democratically \ 2.4 Civil Society \ 2.4.3 Program Support (Civil Society)**

Due to the late receipt of FY 2007 funds, the civil society assessment planned for FY 2007 will be conducted in the beginning of FY 2008. The assessment will look at the legal environment, public image, financial viability, service provision and other key areas and recommend interventions for a future civil society and media programs in Yemen. The programs will be procured in FY 2008.

### **Element Indicator Narrative \ 3 Investing in People \ 3.1 Health \ 3.1.6 Maternal and Child Health**

FY2007 targets were developed by people who no longer work at USAID. They may have been developed with the expectation that FY07 funds would be released late and the implementer would only be able to deliver 1-2 months of results. FY08 targets have been revised to reflect what will be accomplished during the entire period of FY08 regardless of timing and type of funds. Targets reflect the actual number of people who will be trained and who will complete training in FY08. This also may include people who began training in previous years (2005/6) but who will complete training in 2008.

### **Element Indicator Narrative \ 3 Investing in People \ 3.1 Health \ 3.1.7 Family Planning and Reproductive Health**

FY2007 targets were developed by people who no longer work for USAID/Yemen. They may have been developed with the expectation that FY07 funds would be released late and the implementer would only be able to deliver 1-2 months of results. FY08 targets have been revised to reflect what will be accomplished during the entire period of FY08 based on what we achieved in FY07 regardless of timing and type of funds. Targets reflect the actual number of people who will be trained and who complete training in FY08. FY08 targets will also cover the actual number of counseling visits completed and service delivery points.

### **Element Indicator Narrative \ 3 Investing in People \ 3.2 Education \ 3.2.1 Basic Education**

There are two reasons to explain the increase in the number of administrators and teachers trained in 2007 and the adjustment of the 2008 target. First, the original target did not include the number of the Education Management Information System (EMIS) personnel trained by the program. Second, the Ministry of Education (MOE) hired personnel who needed training after setting the targets. Not meeting the target for women, by even a small margin, is the result of the project training participants who are identified by the MOE. The ratio of male to female teachers changes throughout the year and from year to year because of attrition or teachers moving from place to another. The significant increase of students in USG supported schools or equivalent non-school-based settings is two-fold. USAID/Yemen did not include non-school-based setting learners in the original target; this accounts for an increase of 583 learners (19M/564F) for 2007, and 900 learners (150M/750F) for 2008. However, this still does not take into account the significant increase in enrolled learners in USG-supported primary schools. USAID/Yemen believes this significant increase is due to the holistic interventions in project schools: parent council elections and training raising awareness of the importance of education; renovated and expanded school with girls' latrines and privacy walls; and trained teachers.

### **Element Indicator Narrative \ 4 Economic Growth \ 4.5 Agriculture \ 4.5.2 Agricultural Sector**

## **Productivity**

Targets for FY 2007 were exceeded because USAID/Yemen agricultural support program has been revised in order to reach more farmers through a combination of agricultural training and extension services, and subsequently the targets for FY 2008 has been raised accordingly. Target setting for the number of new technologies to be introduced did not consider the feasibility of introducing as many new agricultural technologies into the underdeveloped agricultural sector of Yemen, therefore the new technologies introduced were the ones found to be most effective and feasible for the farmers to adopt, while focus has been shifted to introducing the most effective technologies to the largest number of farmers. The program was also able to benefit more rural households from its extension services due to the spill-over effect where more than one household or farmer family meets with the extension agents and trainers at the same time. Due to small number of women organizations / associations operating in the targeted areas, the program was only able to assist six women associations. It is important to note that neither the current Agriculture Team Leader nor the current Chief of Party of the Implementing partner took part in setting the target for FY 2008.

## **Key Issue Performance \ Anti-Corruption**

In spite of the institutional reforms package implemented by the Republic of Yemen Government, corruption is becoming more widespread in the country, thereby requiring all stakeholders to marshal their anti-corruption resources in the country.

Towards that end, USAID used recommendations from a USAID-financed corruption assessment in late 2006 to develop its anticorruption program which was agreed to with the Ministry of Planning and International Cooperation in early FY 2007. The first USAID program activity undertaken was an innovative training in conjunction with the U.S. Department of Justice to train 32 high-ranking officials on how to identify, report on, and combat corruption. USAID also provides training and technical support for the recently established Supreme National Authority for Combating Corruption, the lead government agency in combating corruption. In FY 2007, USAID also hired a full time Coordinator to advance its anti-corruption program in cooperation with respective government agencies.

USAID also supports the government's decentralization strategy, which aims at empowering local councils, capacity building, and enhancing budget transparency, prioritizing development needs, and managing community projects.

USAID will continue its efforts to increase transparency in the High Tender Board and the Central Organization for Control and Audit and also support the Journalists' Syndicate.

## **Key Issue Performance \ Increasing gender equity**

USAID works to alleviate gender constraints in its programs, especially for women who are often excluded from the political process, and education and health services.

USAID's democracy and governance programs supported the Women's Network, composed of the women's department leaders of the four largest political parties in Yemen to develop an advocacy strategy for establishing a quota in the 2009 elections. The decentralization program paid particular attention to mainstream gender issues in the Ministry of Local Administration's core decision-making processes.

The low status of women is partly responsible for Yemen's poor health indicators and is reflected in women's reduced ability to seek and obtain care on their own (without a man's approval) and in the lack of access for girls and women to professional training to enable them to become health providers. Given the acute shortage of trained providers especially females in rural areas, USAID programs trained women from villages needing basic health services.

USAID's 77 schools in three of Yemen's poorest governorates have shown a significant increase of almost 14% in girls' enrollment. In Yemen, the illiteracy rate is 70% for females and 45% for males. However, male enrollment in schools is dropping as a result of deteriorating economic conditions. The education program will consider gender equity with the goal of transforming issues for males and females, not simply addressing the educational environment for girls.

### **Key Issue Performance \ Counter Terrorism**

USAID's development assistance is a key stepping stone to achieve USG foreign policy objectives to fight the war on terror and address development needs in Yemen.

USAID's health activities helped to meet basic health needs in target governorates while also strengthening the perception among the Yemeni population that the USG and their government are responsive to their basic health needs. USAID-supported training of religious and tribal leaders in health education combined with increased accessibility to health services led to improved cooperation of communities and leaders in target governorates. These communities are working to improve health services and create an environment that is less vulnerable to extremist recruitment. Religious leaders who were involved in Maternal and Child Health (MCH) and Family Planning and Reproductive Health (FP/RH) education training have begun to communicate health messages and raise public awareness of the importance and availability of reproductive health services.

One by-product of investing in education in Yemen is to provide choices to young people who otherwise may feel disenfranchised by their government and thus vulnerable to terrorist recruitment. USAID's investments through its Basic Education program focused on increasing school enrollment and reducing the drop-out rate in 77 schools. The results of investment in this key issue through education, however, cannot and will not be measurable within the confines of a single year.

## 2 Governing Justly & Democratically - Yemen

### 2.2 Good Governance\2.2.1 Legislative Function and Processes

#### Number of Civil Society Organizations receiving USG assisted training in advocacy

	2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
	1	-	3	-	3

### 2.2 Good Governance\2.2.1 Legislative Function and Processes

#### Number of Draft Laws Subject to Final Vote in New or Transitional Legislatures Receiving USG

	2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
	10	-	1	-	5

### 2.2 Good Governance\2.2.1 Legislative Function and Processes

#### Number of National Executive Oversight Actions Taken by Legislature Receiving USG Assistance

	2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
	20	-	-	-	-

### 2.2 Good Governance\2.2.1 Legislative Function and Processes

#### Number of National Legislators and National Legislative Staff Attending USG Sponsored training or educational Events

	2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target	Number of women					Number of men				
						2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target	2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
	80	-	156	-	160	-	-	-	-	-	80	-	156	-	160

### 2.2 Good Governance\2.2.1 Legislative Function and Processes

#### Number of Public Forums Resulting from USG Assistance in Which National Legislators and

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
5	-	7	-	10

2.2 Good Governance\2.2.1 Legislative Function and Processes

**Number of USG assisted Civil Society Organizations that participate in legislative**

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
1	-	2	-	2

935  
chars

**2.2.1 Legislative Function and Processes narrative (no more than 1500 characters)**

As the program started in late March 2007, the reported results cover only 6 months of activities. Targets were not identified at the time of writing the Operational Plan as the program had not yet started. The National Democratic Institute (NDI) supported the regional meeting of Arab Parliamentarians Against Corruption (ArPAC), engaged 22 Members of Parliament (MPs) and 10 parliamentary staff in several workshops to develop the Guide to the Bylaws of Parliament. Media Coverage of Parliament Roundtable (30 MPs, 15 parliamentary staff, and 10 parliamentary journalists). 12 YemenPAC MPs attended a consultation meeting regarding the design and development of the proposed Anti-corruption Annual Report, while 12 staff from parliamentary secretariat and speakers' offices received basic computer skills training. NDI also worked with Youth Leadership Council, Youth Center of Taiz and Women's National Committee on advocacy as well.

2.2 Good Governance\2.2.3 Local Government and Decentralization

**Number of Individuals Who Received USG-Assisted Training, including management skills and Fiscal Management, to Strengthen Local Government and/or Decentralization.**

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target	Number of women					Number of men				
					2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target	2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
266	264	420	-	440	-	-	-	-	-	-	-	-	-	-

2.2 Good Governance\2.2.3 Local Government and Decentralization

**Number of Local Mechanisms Supported with USG Assistance for Citizens to Engage their Sub-**

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
3	3	12	-	14

1456  
chars

**2.2.3 Local Government and Decentralization narrative (no more than 1500 characters)**

During the reporting period, the Decentralization and Local Development Support Project (DLDSP) Mobile Team (MT) and the District Facilitation Teams (DFT's) trained in total 420 persons in 6 USG supported pilot districts in Abyan and Al-Jawf Governorates. On average, 14% of these trainees were local elected councilors, 20% district core team members representing all sector ministry district branches (executive offices) key for local service delivery, and 66% representatives from the Districts Diwans and other executive offices in the pilot governorates. They were trained in the concept of the local authority system in Yemen and in refined procedures on Planning & Budgeting, a training module developed by DLDSP for the Ministry of Local Administration (MoLA). Training did not take place in the Districts Brat Al-Anan and Khab Al-Sha'af due to the delay in local council elections.

During the reporting period, the program provided election support to 12 local council meetings in 6 districts, to elect representatives from their communities to discuss the District Development Report and the Annual Report prepared by the core DLDSP team with support through DFTs and MT the, providing the councilors information on progress on the implementation of last year's Investment Plan, di  
 roposed update on the 3 Year Development Plan established in 2006, and serving as a foundation for decisions on next year's priorities.

**2.2 Good Governance\2.2.4 Anti-Corruption Reforms**

**Number of Anti-Corruption Treaties signed where USG has played a Facilitative or Supportive Role**

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
-	-	-	-	-

**2.2 Good Governance\2.2.4 Anti-Corruption Reforms**

**Number of USG-Supported Anti-corruption Measures Implemented**

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
-	-	-	-	-

**365  
chars**

**2.2.4 Anti-Corruption Reforms narrative (no more than 1500 characters)**

At this stage the Anti Corruption Coordinator is working on a comprehensive detailed workplan that will include the SOW for the four activities within the Anti Corruption Limited Scope Grant Agreement. Since the SOW for these four activities is still in draft, targets and indicators are unavailable at this time . Indicators will be available by December 30, 2007.

**2.2 Good Governance\2.2.6 Program Support (Governance)**

**Number of institutions with improved Management Information Systems, as a result of USG Assistance**

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
-	8	-	8	-

**3 chars**

**2.2.6 Program Support (Governance) narrative (no more than 1500 characters)**

## 2.3 Political Competition and Consensus-Building\2.3.2 Elections and Political Processes

## Number of Domestic Election Observers Trained with USG Assistance

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target	Number of women					Number of men					
					2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target	2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target	
1,200		-	1,000	1,000	-		-				-		-		

2.3 Political Competition and Consensus-Building\2.3.2  
Elections and Political ProcessesNumber of International Election Observers  
Deployed with USG Assistance

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
24	-	-	-	-

304  
chars

## 2.3.2 Elections and Political Processes narrative (no more than 1500 characters)

USAID will not be monitoring this indicator as no international observers are expected to be deployed under the current program. The program will train approximately 1000 local monitors in 2008. There was no elections conducted in 2007, therefore there was no domestic election observers trained in 2007.

## 2.4 Civil Society\2.4.1 Civic Participation

Number of USG Assisted Civil Society  
Organizations that engage in advocacy and

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
-	-	-	-	-

272

**2.4.1 Civic Participation narrative (no more than 1500 characters)**

chars

USAID will design a program to assist Civil Society in Yemen in FY 2008. Currently, USAID has initiated an assessment and design of the civil society sector, which will help inform the design of the program. Targets will be set in FY 2008 upon the completion of the design.

**2.4 Civil Society\2.4.3 Program Support (Civil Society)****Number of sector assessments**

					other				
2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target	2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
-	1	-	-	1	-	1	-	-	1

387

**2.4.3 Program Support (Civil Society) narrative (no more than 1500 characters)**

chars

Due to the late receipt of FY 2007 funds, the civil society assessment planned for FY 2007 will be conducted in the beginning of FY 2008. The assessment will look at the legal environment, public image, financial viability, service provision and other key areas and recommend interventions for a future civil society and media programs in Yemen. The programs will be procured in FY 2008.

### 3 Investing in People - Yemen

#### 3.1 Health\3.1.6 Maternal and Child Health

##### Number of health facilities rehabilitated

	2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
	15	20	24	20	10

#### 3.1 Health\3.1.6 Maternal and Child Health

##### Number of institutions that have used USG-Assisted MIS System Information to inform

	2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
	25	25	224	25	122

#### 3.1 Health\3.1.6 Maternal and Child Health

##### Number of people trained in child health and nutrition through USG-supported health area programs

	2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target	number of women					number of men				
						2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target	2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
	29	30	643	30	600	24	26	417	26	400	5	4	226	4	200

#### 3.1 Health\3.1.6 Maternal and Child Health

##### Number of people trained in maternal/newborn health through USG-supported programs

	2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target	number of women					number of men				
						2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target	2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
	316	178	666	178	600	237	134	422	134	400	79	44	244	44	200

#### 3.1 Health\3.1.6 Maternal and Child Health

##### Number of people trained in monitoring and evaluation

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
70	40	49	50	35

### 3.1 Health\3.1.6 Maternal and Child Health

#### Number of people trained in other strategic information management

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
20	100	437	100	179

590  
chars

#### 3.1.6 Maternal and Child Health narrative (no more than 1500 characters)

FY2007 targets were developed by people who no longer work at USAID. They may have been developed with the expectation that FY07 funds would be released late and the implementer would only be able to deliver 1-2 months of results. FY08 targets have been revised to reflect what will be accomplished during the entire period of FY08 regardless of timing and type of funds. Targets reflect the actual number of people who will be trained and who will complete training in FY08. This also may include people who began training in previous years (2005/6) but who will complete training in 2008.

### 3.1 Health\3.1.7 Family Planning and Reproductive Health

#### Number of counseling visits for Family Planning/Reproductive Health as a result of USG assistance

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target	number of women					number of men (do not use, no need to disaggregate)				
					2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target	2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
200	60	53,709	60	50,000	200	60	53,709	60	50,000	-	-	-	-	-

### 3.1 Health\3.1.7 Family Planning and Reproductive Health

#### Number of institutions with improved Management Information Systems, as a result of USG Assistance

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
25	25	224	25	122

### 3.1 Health\3.1.7 Family Planning and Reproductive Health



**Number of institutions that have used USG-Assisted MIS System Information to inform**

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
-	89	-	1,564	-

## 3.2 Education\3.2.1 Basic Education

**Number of learners enrolled in USG-supported primary schools or equivalent non-school-based settings**

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target	number of women					number of men				
					2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target	2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
14,486	15,220	-	15,935	-	5,881	6,551	-	6,859	-	8,605	8,669	-	9,076	-

## 3.2 Education\3.2.1 Basic Education

**Number of Parent-Teacher Association or similar 'school' governance structures supported**

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
50	75	-	104	-

## 3.2 Education\3.2.1 Basic Education

**Number of teachers/educators trained with USG support**

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target	number of women					number of men				
					2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target	2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
471	583	-	728	-	78	149	-	125	-	383	434	-	603	-

**1400  
chars**

**3.2.1 Basic Education narrative (no more than 1500 characters)**

There are two reasons to explain the increase in the number of administrators and teachers trained in 2007 and the adjustment of the 2008 target. First, the original target did not include the number of the Education Management Information System (EMIS) personnel trained by the program. Second, the Ministry of Education (MOE) hired personnel who needed training after setting the targets. Not meeting the target for women, by even a small margin, is the result of the project training participants who are identified by the MOE. The ratio of male to female teachers changes throughout the year and from year to year because of attrition or teachers moving from place to another. The significant increase of students in USG supported schools or equivalent non-school-based settings is two-fold. USAID/Yemen did not include non-school-based setting learners in the original target; this accounts for an increase of 583 learners (19M/564F) for 2007, and 900 learners (150M/750F) for 2008. However, this still does not take into account the significant increase in enrolled learners in USG-supported primary schools. USAID/Yemen believes this significant increase is due to the holistic interventions in project schools: parent council elections and training raising awareness of the importance of education; renovated and expanded school with girls' latrines and privacy walls; and trained te:

expanded school with girls' latrines and privacy walls; and trained teachers.

# 4 Economic Growth - Yemen

## 4.5 Agriculture 4.5.2 Agricultural Sector Productivity

### Number of individuals who have received USG supported short term agricultural sector productivity training

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target	Number of women					Number of men				
					2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target	2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
-	4,000	9,809	1,200	4,200	-	2,500	4,578	800	2,100	-	1,500	5,231	400	2,100

## 4.5 Agriculture 4.5.2 Agricultural Sector Productivity

### Number of new technologies or management practices made available for transfer as a result of

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
10	50	26	25	-

## 4.5 Agriculture 4.5.2 Agricultural Sector Productivity

### Number of rural households benefiting directly from USG interventions

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
2,500	9,000	10,373	4,500	4,400

## 4.5 Agriculture 4.5.2 Agricultural Sector Productivity

### Number of women's organizations/associations assisted as a result of USG interventions

2006 *	FY 2007 Target	FY 2007 Actual	2008 Original Target	2008 Revised Target
10	55	6	30	-

1263  
chars

4.5.2 Agricultural Sector Productivity narrative (no more than 1500 characters)

Targets for FY 2007 were exceeded because USAID/Yemen agricultural support program has been revised in order to reach more farmers through a combination of agricultural training and extension services, and subsequently the targets for FY 2008 has been raised accordingly. Target setting for the number of new technologies to be introduced did not consider the feasibility of introducing as many new agricultural technologies into the underdeveloped agricultural sector of Yemen, therefore the new technologies introduced were the ones found to be most effective and feasible for the farmers to adopt, while focus has been shifted to introducing the most effective technologies to the largest number of farmers. The program was also able to benefit more rural households from its extension services due to the spill-over effect where more than one household or farmer family meets with the extension agents and trainers at the same time. Due to small number of women organizations / associations operating in the targeted areas, the program was only able to assist six women associations. It is important to note that neither the current Agriculture Team Leader nor the current Chief of Party of the Implementing partner took part in setting the target for FY 2008.