

REPUBLIC OF YEMEN
MINISTRY OF AGRICULTURE AND IRRIGATION

IRRIGATION IMPROVEMENT PROJECT

(IDA Credit No. 3412 – YEM)

Main Technical Assistance Package for IIP

WORKING PAPER 24

Training Report 5

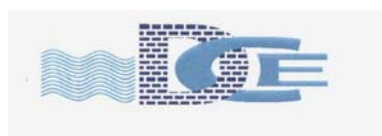
WUA Training Programme
and
Selection of Training Providers

October 2003

 **ARCADIS** EUROCONSULT

IN ASSOCIATION WITH





YEMENI ENGINEERING GROUP

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1 EXECUTIVE SUMMARY

Based on the evaluation of four proposals for the provision of WUA training in administrative and financial management in Wadi Tuban, the PIM Training Specialist together with the PIM Team (PIM Specialist, PIM Trainer and PIU Institutional Specialist) have selected the Aden Cooperative Institute (ACI) as the best qualified training provider.

The PIM Team and the PIM Training Specialist have prepared a WUA training programme with a tentative schedule for the period from October 2003 to October 2004. A budget for the execution of the WUA training in administrative and financial management through the ACI has also be prepared.

The PIM Training Specialist has assisted the PIM Specialist and PIM Trainer with the assessment of four potential training providers for the execution of WUA training in administrative and financial management in Wadi Zabid. The result of the assessment is that the National Institute for Administrative Sciences in Hudeidah is considered the most appropriate training institute with relevant experience in training of association.

The PIM Team and PIM Training Specialist also have prepared a tentative schedule for WUA training from October 2003 to October 2004.

Between July and October 2003, the Communication Specialists have conducted a number of (informal) training courses for PIM Extensionists in Wadi Tuban and Wadi Zabid.

The training of the newly established WUAs in Wadi Tuban have formally started with the execution of the first WUA Orientation Training courses.

2 WUA TRAINING PROGRAMME AND SCHEDULE

2.1 WUA TRAINING PROGRAMME

To ensure that WUAs have the necessary technical, organisational and administrative skills to undertake rehabilitation works and to take over the formal responsibility of the O&M of the main canal systems, a comprehensive training programme in administrative, financial and technical management must be developed and implemented for all established WUAs in Wadi Tuban and Wadi Zabid.

In consultation with the PIM Team (i.e. PIM Trainer, PIM Specialist and PIU Institutional Specialist) in Wadi Tuban as well as the Irrigation Management Specialist of the Main TA Team, the following training courses have been identified:

Name of WUA Training Course	Trainers	Trainees	Number of WUAs	Duration
WUA Orientation Training	PIM Team	All BoD and A&IC members	1	1 day
Administrative Management Training (AMT) 1 (together with FMT 1) <ul style="list-style-type: none"> • planning, conducting and presiding meetings • internal and external communication • mediation and conflict resolution 	Contracted Training Provider	All BoD and A&IC members	2	3 days
Administrative Management Training (AMT) 2 <ul style="list-style-type: none"> • preparation of annual workplan, reports and proposals • preparation of minutes of meeting • maintenance of non-financial records • personnel and stock management 	Contracted Training Provider	Chairman, Secretary, Financial Officer	4	3 days
Financial Management Training (FMT) 1 (together with AMT 1) <ul style="list-style-type: none"> • principles of financial management 	Contracted Training Provider	All BoD and A&IC members	2	1 day
Financial Management Training (FMT) 2 <ul style="list-style-type: none"> • bookkeeping and accountancy • preparation of budget and financing plan • preparation of financial statement and annual account 	Contracted Training Provider	Chairman, Financial Officer, Secretary	4	6 days

Name of WUA Training Course	Trainers	Trainees	Number of WUAs	Duration
Audit Training (AT) • auditing of financial records • preparation of audit report	Contracted Training Provider	A&IC members	4	2 days
Procurement Training (PT)	PIU-CSG	All BoD and A&IC members	1	1 day
Construction Management Training (CMT)	PIU-CSG	WUA Construction Manager, Chairman, Financial Officer, A&IC members	2	2-3 days
Maintenance Training (MT)	To be decided	WUA O&M staff, Chairman, Secretary, Financial Officer	2	7 days
Operation/Water Management Training (O/WMT)	To be decided	WUA O&M staff, Chairman, Secretary	2	6 days
Training on ISF Assessment and Collection (ISFT)	TA/PIU	All BoD and A&IC members	1	1 day

BoD = Board of Directors

A&IC = Audit & Inspection Committee

CSG = Construction Support Group

TA = Main Technical Assistance Team

Each WUA will receive formal training for about 33 to 34 days. Based on the assumption that 16 and 15 WUAs will be established in Wadi Tuban and Wadi Zabid respectively, the total number of training courses to be conducted is about 100 in each Project area.

2.2 TENTATIVE SCHEDULE FOR WUA TRAINING IN WADI TUBAN

During a joint meeting, the PIM Team, PMU Institutional Specialist and PIM Training Specialist have prepared a tentative schedule for the WUA training programme in Wadi Tuban. As it is envisaged that WUAs will undertake part of the rehabilitation works under small works contracts as their contributions to the rehabilitation costs from September 2004, it is essential that all WUAs have received training in administrative and financial management as well as training in procurement and construction management before the start of the rehabilitation works.

The tentative schedule for WUA training in Wadi Tuban from October 2003 to October 2004 can be found in Appendix A of this Training Report.

2.2.1 TENTATIVE SCHEDULE FOR WUA TRAINING IN ADMINISTRATIVE AND FINANCIAL MANAGEMENT IN WADI TUBAN

Before the implementation of the Procurement Training and Construction Management Training prior to the execution of the rehabilitation works by the WUAs, it is required that all WUAs are trained in administrative and financial management. It is, therefore, envisaged that the WUA training in administrative and financial management by the ACI shall be implemented during the first six months of 2004. The following tentative schedule has been prepared:

Period	Name of Training Course	Name of WUAs
January 2004		
1 st week	AMT 1 + FMT 1	Al-Arais + Bustan-Bert Salem
2 nd week		
3 rd week	AMT 2	Al-Arais + Bustan-Bert Salem
4 th week	AT	Al-Arais + Bustan-Bert Salem
February 2004		
1 st week	FMT 2	Al-Arais + Bustan-Bert Salem
2 nd week	AMT 1 + FMT 1	Obar Al-Sadain + Al-Afyah&Al-Fakih
3 rd week	AMT 1 + FMT 1	Ras Al-Wadi + Beizag
4 th week	AT	Obar Al-Sadain + Al-Afyah&Al-Fakih + Ras Al-Wadi + Beizag
March 2004		
1 st week	AMT 2	Obar Al-Sadain + Al-Afyah&Al-Fakih + Ras Al-Wadi + Beizag
2 nd week	AMT 1 + FMT 1	Faleg Al-Nino + Faleg Eyadh
3 rd week	FMT 2	Obar Al-Sadain + Al-Afyah&Al-Fakih + Ras Al-Wadi + Beizag
4 th week	AMT 1 + FMT 1	Obar Lahsan + Al-Thalab
April 2004		
1 st week	AT	Faleg Al-Nino + Faleg Eyadh + Obar Lahsan + Al-Thalab
2 nd week	AMT 2	Faleg Al-Nino + Faleg Eyadh + Obar Lahsan + Al-Thalab
3 rd week	AMT 1 + FMT 1	Al-Hadarem + Obar Yaquab
4 th week	FMT 2	Faleg Al-Nino + Faleg Eyadh + Obar Lahsan + Al-Thalab
May 2004		
1 st week	AMT 1 + FMT 1	Mujahed + Al-Wahet
2 nd week	AT	Al-Hadarem + Obar Yaquab + Mujahed + Al-Wahet
3 rd week	AMT 2	Al-Hadarem + Obar Yaquab + Mujahed + Al-Wahet
4 th week	AMT 1 + FMT 1	Al-Manasara + Al-Furdah
June 2004		
1 st week	FMT 2	Al-Hadarem + Obar Yaquab + Mujahed + Al-Wahet
2 nd week	AMT 2	Al-Manasara + Al-Furdah
3 rd week	AT	Al-Manasara + Al-Furdah
4 th week	FMT 2	Al-Manasara + Al-Furdah

2.3 TENTATIVE SCHEDULE FOR WUA TRAINING IN WADI ZABID

Based on the tentative schedule made for the formation of WUGs and WUAs in Wadi Zabid, the PIM Team and the PIM Training Specialist have prepared a tentative schedule for the WUA training programme in Wadi Zabid. As it is envisaged that WUAs will undertake part of the rehabilitation works under small works contracts as their contributions to the rehabilitation costs from September 2004, it is essential that all WUAs have received training in administrative and financial management as well as training in procurement and construction management before the start of the rehabilitation works.

The tentative schedule for WUA training in Wadi Zabid from October 2003 to October 2004 can be found in Appendix A of this Training Report.

2.3.1 TENTATIVE SCHEDULE FOR WUA TRAINING IN ADMINISTRATIVE AND FINANCIAL MANAGEMENT IN WADI ZABID

Before the execution of the Procurement Training and Construction Management Training prior to the execution of the rehabilitation works by the WUAs, it is required that all WUAs are trained in administrative and financial management. It is, therefore, envisaged that the WUA training in administrative and financial management by the selected training provider shall be implemented between February and July 2004. The following tentative schedule has been prepared:

Period	Type of Training Course	Name of WUAs
February 2004		
1 st week	AMT 1 + FMT 1	Ebri + Wadi Nassry U/S
2 nd week	AMT 1 + FMT 1	Jarhazi + Greeb
3 rd week	AMT 2	Ebri + Wadi Nassry U/S + Jarhazi + Greeb
4 th week	AT	Ebri + Wadi Nassry U/S + Jarhazi + Greeb
March 2004		
1 st week	FMT 2	Ebri + Wadi Nassry U/S + Jarhazi + Greeb
2 nd week	AMT 1 + FMT 1	Birah + Roda-Gerbah
3 rd week	AMT 1 + FMT 1	Yusofi + Mawi
4 th week	AT	Birah + Roda-Gerbah + Yusofi + Mawi
April 2004		
1 st week	AMT 2	Birah + Roda-Gerbah + Yusofi + Mawi
2 nd week	AMT 1 + FMT 1	Buny-Barry + Wadi Nassry D/S
3 rd week	FMT 2	Birah + Roda-Gerbah + Yusofi + Mawi
4 th week	AMT 1 + FMT 1	Maharaqi + Haram
May 2004		
1 st week	AT	Buny-Barry + Wadi Nassry D/S + Maharaqi + Haram
2 nd week	AMT 2	Buny-Barry + Wadi Nassry D/S + Maharaqi + Haram
3 rd week	AMT 1 + FMT 1	Sharabi + Mansury
4 th week	FMT 2	Buny-Barry + Wadi Nassry D/S + Maharaqi + Haram
June 2004		
1 st week	AMT 1 + FMT 1	Rayan + Bagr
2 nd week	AT	Sharabi + Mansury + Rayan + Bagr
3 rd week	AMT 2	Sharabi + Mansury + Rayan + Bagr
4 th week		
July 2004		
1 st week	FMT 2	Sharabi + Mansury + Rayan + Bagr

3 SELECTION OF TRAINING PROVIDER IN WADI TUBAN

An evaluation of the proposals submitted by the four invited training providers has been undertaken and the following strengths and weaknesses have been identified:

Training Provider	Strengths	Weaknesses
Aden Cooperative Institute	<ul style="list-style-type: none"> • relevant training experience • comprehensive proposal with detailed content for administrative management submitted indicating interest to provide training services • good layout of submitted proposal indicating high level of presentation and writing skills • evaluation of conducted training courses planned • issue of certificate to trainees • training on site is possible 	<ul style="list-style-type: none"> • proposed training costs are relatively high with a number of unnecessary budget items • proposed content of training courses seems to be too academic/high level • duration of training courses (up to 8 days) and training days (5 hours) is too long • training methodology and techniques are not specified • no training need assessment proposed • only one trainer per training session proposed • no qualification of proposed trainers given
Ministry of Social Affairs	<ul style="list-style-type: none"> • some relevant experience with training of associations • located in project area • knowledge of WUAs • duration of training courses (2-3 days) and training days (3-4 hours) are adapted to capacities of trainees with limited number of subject per training course • training costs are relatively low, including use of training room • 3-4 trainers per training course 	<ul style="list-style-type: none"> • hand-written proposal with detailed content of proposed training subjects • only provision of training in administrative management and not all relevant subjects included in proposal • training methodology and techniques are not specified • short time (1 hour) allocated for each training subject • no training need assessment specified • no evaluation of conducted training courses included • no qualification of proposed trainers
NIAS	<ul style="list-style-type: none"> • Lowest training costs • specialised training institute with long training experience • short duration (1-3 days) of proposed training courses 	<ul style="list-style-type: none"> • very short proposal without any details about content of proposed training courses • number of training hours per training day are not specified • no training need assessment included

Training Provider	Strengths	Weaknesses
NIAS (cont)		<ul style="list-style-type: none"> • no evaluation of conducted training courses proposed • no qualification of proposed trainers • mainly experience with training of higher-educated (young) students
Centre for Agricultural Training (Gearar)	<ul style="list-style-type: none"> • specialised training institute with long experience in field of agriculture • good training facilities 	<ul style="list-style-type: none"> • no training programme detailed in proposal, only list of topics to choose from • only budget prepared for training in centre with main costs for accommodation and transport • mainly external trainers from university and no qualification of proposed trainers • long training day of 5 hours • no training need assessment proposed • no evaluation of conducted training courses included

Based on the evaluation of the submitted proposals of the four contacted training providers, the Aden Cooperative Institute (ACI) is considered the best training provider and that the Ministry of Social Affairs and the National Institute for Administrative Science (NIAS) are second best.

3.1.1 MEETINGS WITH ADEN COOPERATIVE INSTITUTE

On 30 September 2003, the PIM Team and the PIM Training Specialist visited the ACI to discuss the budgets for the provision of training in administrative and financial management to WUAs as well as a number of issues regarding the structure and duration of training courses and training methodology and techniques with the Director and Deputy Director. The discussions regarding the training budgets have had the following results:

- Payment of the transport costs/per diem for the trainees will be the responsibility of the Project.
- Photocopying of training materials, provision of stationary (i.e. writing pad, ballpoint) and tea/refreshments as well as renting of training rooms will be arranged by the Project.
- The initial budget of YR 40,000 for preparing materials and stationary will be reduced to YR 20,000 per training course in order to cover the costs of preparing and typing the curricula and training materials.
- The budget item of media coverage at a rate of YR 10,000 has been deleted.
- The supervision and evaluation of training courses by ACI will cost YR 15,000 per training course.
- The Project will either arrange transport for the trainers or reimburse the transport costs.

With regard to the structure and duration of training courses, training methodology and techniques as well as logistical issues, it was agreed that:

- The training course on main aspects of WUA as well as the functions and powers of Board of Directors and its office bearers will be conducted by the PIM Team of the Project.
- The Deputy Director will visit one or two WUAs during the first week of October 2003 in order to assess the training needs and educational level of the members of the Board of Directors and to discuss a number of training issues, including the preferred duration of training courses.
- The ACI has agreed with reservation to develop training courses for WUAs with a duration of not longer than 3 days, but if the evaluation of the first training courses reveals that the trainees prefer longer training courses, the training programme will be adjusted accordingly.
- Training courses will be conducted at site, i.e. training rooms of the PIU Office and/or IDAS Project, rented (training) rooms in Al-Hota and/or (class)rooms in main villages. The availability of electricity is a condition as the trainers will use electric equipment, such as overhead projectors.
- Together with the submission of the revised budgets, the ACI will also submit a list with the names and qualifications of its trainers.
- Depending on the topics of the training course, the ACI will appoint one or more trainers for the implementation of the concerned training course.
- The training courses will be as practical as possible with only short lectures/presentation and many opportunities to discuss and practice.

3.1.2 MEETING BETWEEN DEPUTY DIRECTOR OF ACI AND CHAIRMEN OF AL-ARAIIS WUA AND BEIZAG WUA

On 7 October 2003, the PIM arranged a meeting between the Deputy Director of the ACI and the Chairmen of the Al-Arais WUA and Beizag WUA in the PIU Director's office. The main purpose of this meeting was to discuss a number of issues regarding the training in administrative and financial management with WUA Chairmen. The main findings of this meeting are that:

- Both WUA Chairmen have submitted a short report with a short description of their training needs and the level of education of the members of the Board of Directors and the Audit & Inspection Committee. The PIM Team will collect this information for the other WUAs.
- Both WUA Chairmen prefer to have the training during the week and during normal working hours.
- Both WUA Chairmen prefer to one training course of a longer duration than two shorter courses.
- Both WUA Chairmen raised the issue of the payment of the 'per diem' (YR 500) in order to encourage the members of the Board of Directors and the Audit & Inspection Committee to attend the training courses.

The payment of a per diem to trainees is an important issue that could determine the success of the WUA training programme as it is considered a normal practice in Yemen, possibly reinforced by other donor-funded projects, that trainees are paid at least YR 500 per day for attending training courses. Based on the prepared WUA training programme (see 2.1), the payment of YR 500 as a per diem to trainees of WUA training courses would cost around YR 1,878,000 (US\$

10,000) for each Project area. As the success of the planned WUA training programme could depend upon the payment of per diem to trainees, this issue shall be resolved as early as possible.

3.1.3 BUDGET FOR WUA TRAINING IN ADMINISTRATIVE AND FINANCIAL MANAGEMENT IN WADI TUBAN

Based on the decisions made during the meetings on 30 September and 15 October 2003 with the ACI and the revised budget submitted by the ACI on 7 October 2003, the costs of the individual WUA training courses in administrative and financial management to be implemented by the ACI are as follows:

Name of Training Course	Number of Training Days	Costs of First Training Course	Costs of Subsequent Training Courses
Administrative Management Training 1 + Financial Management Training 1	4	YR 83,000	YR 63,000
Administrative Management Training 2	3	YR 69,000	YR 49,000
Financial Management Training 2	6	YR 99,000	YR 79,000
Audit Training	2	YR 59,000	YR 39,000
Total	15	YR 310,000	YR 230,000

The implementation of the first four training courses in administrative and financial management for two WUAs would cost YR 310,000 or about US\$ 1,675, including the payment of YR 20,000 per training course for the preparation and typing of the training curricula. The execution of the subsequent training courses in administrative and financial management would cost YR 20,000 less as the Project only have to pay the expenditures for the preparation and typing of the training curricula once.

The costs for implementing the planned WUA training courses in administrative and financial management for all WUAs in Wadi Tuban through the ACI would be as follows:

Name of Training Course	Number of Training Days	Number of Training Courses	ACI Training Costs
Administrative Management Training 1 + Financial Management Training 1	4	8	YR 524,000
Administrative Management Training 2	3	5	YR 265,000
Financial Management Training 2	6	5	YR 415,000
Audit Training	2	5	YR 215,000
Total	15	23	YR 1,419,000

The provision of 23 training courses for all 16 WUAs in Wadi Tuban by the ACI would cost YR 1,419,000 or about US\$ 7,670, excluding the costs for copying and binding the training materials, stationary, tea/refreshments, renting training rooms and paying a per diem to trainees.

A detailed WUA training budget is enclosed in Appendix B of this Training Report.

4 IDENTIFICATION OF POTENTIAL TRAINING PROVIDERS IN WADI ZABID

According to its Technical Proposal (4.2.6), the Consultant will provide a considerable input regarding the preparation and implementation of appropriate training programmes for staff and farmers at all levels. As far as possible, training by external agencies will be arranged and, where necessary, the Consultant will make curricula and training material available to the selected training institutes, so that they will be able to undertake the envisaged training activities.

In line with the proposed policy in the Consultant's Technical Proposal, the Training Specialist recommends that training in financial, administrative and technical management for WUAs shall be arranged through existing training providers as much as possible.

Prior to the last visit of the PIM Training Specialist to Wadi Zabid, the PIM Team has identified the following four potential training providers for the provision of training in administrative and financial management to the WUAs in Wadi Zabid:

- National Institute for Administrative Sciences (NIAS)
- Ministry of Social Affairs
- Training Department of the Tihama Development Authority (TDA)
- Social Fund for Development

4.1 ASSESSMENT OF FOUR POTENTIAL TRAINING PROVIDERS IN WADI ZABID

On 19 and 20 October 2003, the PIM Team and PIM Training Specialist have visited the four potential training providers in Hudeidah in order to assess:

- relevant training capacity
- willingness to provide training services for IIP
- training costs
- The results of these visits are summarised in the following sections

4.1.1 NATIONAL INSTITUTE FOR ADMINISTRATIVE SCIENCES

The main findings of the meeting with the Training Coordinator of NIAS are as follows:

- NIAS was established in 1975 and it has a long experience in providing training.
- NIAS provides internal training courses of 3 years in the fields of secretary, office administration, accounting and IT.
- NIAS has also provided external training courses for companies and international organisations, such as GTZ (users' groups for water and sanitation project), UNICEF (women's groups) and Social Fund for Development. Examples of existing training materials were shown.

- NIAS has its own trainers and it uses participatory training techniques, such as brainstorming, small group discussions and role plays.
- Information about training costs could not be given. The costs of a 10-day training course on site were US\$ 2,800, excluding per diem for trainees and rent of training room.

The overall conclusion is that NIAS is a very experienced training institute with some relevant experience in training associations and village groups. The only concern is that NIAS has mainly given training to trainees with higher levels of education. Further details about training costs and availability have to be discussed with the Director, who could not attend the meeting due to urgent matters in Sana'a.

4.1.2 MINISTRY OF SOCIAL AFFAIRS

During a meeting with the Director General and the Director Associations of the Ministry of Social Affairs (MoSA), the following information was collected:

- MoSA has not carried out any training for Cooperatives or associations.
- MoSA would be interested to provide training courses in administrative management and it would hire NIAS for the provision of training in financial management.
- The Director Associations consider NIAS as the best training institute for the provision of training in administrative and financial management.

The conclusion is that the MoSA is not suitable for the provision of WUA training as it has not developed any experience in the training of Cooperatives and associations.

4.1.3 TRAINING DEPARTMENT OF TIHAMA DEVELOPMENT AUTHORITY

During a meeting with the Director Training of the Training Department of TDA, the following information was collected:

- The TDA Training Department has mainly experience in the training of its own staff in subjects as IT, monitoring, communication, work planning and secretary skills.
- The TDA Training Department hires outside trainers, mainly from Universities.
- The TDA Training Department only provides training for its agricultural extension workers in technical issues.
- The TDA Training Department has planned the provision of training in community participation, communication and institutional development for TDA staff, rural leaders and Cooperatives in 2004.
- If funds will be available, the TDA Training Department will develop its own training materials for the training of WUAs that are to be established in Wadi Siham.

The overall conclusion is that the Training Department of the TDA does not have relevant experience in the provision of training in administrative and financial management for Cooperatives and/or associations.

4.1.4 SOCIAL FUND FOR DEVELOPMENT

The main findings of the meeting with the Director of the Social Fund for Development (SFD) are that:

- The Social Fund for Development (SFD) was established in 1987 in order to develop and implement projects in poor areas, including education and water supply.
- The SFD receives financial support from international financial institutions and donors, such as EU, World Bank, Arabic Fund, Saudi Fund and the Netherlands Government.
- The SFD provides training in order to improve the local human resources, including topics as accounting, agriculture, irrigation and water management.
- The SFD has experience with the formation of Beneficiaries Committees for water supply schemes and the training of the committee leaders in accounting and other subjects.
- The SFD provides training through hired trainers from other government agencies from all over Yemen.

The conclusion is that the Social Fund for Development has some experience with formation and training of associations, but it is not a training institute as it hires outside trainers for the provision of training for the newly formed associations.

4.1.5 CONCLUSIONS AND RECOMMENDATIONS

The overall conclusion is that the National Institute for Administrative Sciences (NIAS) is the only institute with training capacity and relevant experience in the provision of training to associations.

Therefore, it is recommended that the PIM Team in Wadi Zabid shall invite NIAS to submit a technical and financial proposal for the provision of about 20 training courses with a total of about 76 training days in administrative and financial management for about 16 WUAs in accordance with the prepared WUA training programme and tentative training schedule. In the invitation letter sent to NIAS, the following issues shall be specified:

- NIAS shall briefly describe the training methodologies and techniques to be used in its technical proposal.
- NIAS shall give short descriptions of the training experiences of the proposed trainers in its technical proposal.
- NIAS shall only specify the costs related to trainers' fees per 4-hour training day, transportation of the trainers from and to Hudeidah as well as the preparation of certificates in its financial proposal.
- As it is envisaged that the training provider in Wadi Zabid will use the curricula and training materials developed by the contracted training provider in Wadi Tuban, NIAS shall not include any costs for the preparation of any curricula and training materials in its financial proposal.

Another option could be the recruitment of individual trainers on a daily basis for the provision of WUA training in administrative and financial management. The main disadvantages of this option are as follows:

- The PIM Team has to plan, coordinate and supervise the execution of the different training courses with several individual trainers.
- The recruited individual trainers are not always available for the provision of a specific training courses when it is required.

5 CONDUCTED TRAINING COURSES

5.1.1 TRAINING IN COMMUNICATION SKILLS

The Communication Specialists have conducted two and three-day training sessions for PIM Extensionists in Wadi Tuban and Wadi Zabid in the following fields:

- listening skills
- presentation skills
- dealing with questions
- participatory planning
- ranking skills
- use of 3-D pictures
- gender awareness
- individual presentation
- human behaviour during meetings.

5.1.2 WUA ORIENTATION TRAINING

During a joint exercise, the PIM Team and the PIM Training Specialist have agreed upon the topics for the one-day WUA Orientation Training for Board of Directors and Audit & Inspection Committee as well as the division of tasks regarding the preparation of training materials for the three sessions and the invitation of the Al-Arais WUA.

In addition to three female extensionists from the Ministry of Agriculture and Irrigation, 12 out of 16 members of the Board of Directors and Audit & Inspection Committee of the Al-Arais WUA attended the WUA Orientation Training, including the female members of the Board of Directors.

During a joint evaluation of the first training course prepared and conducted by the PIM Team, the following strengths and weaknesses have been identified and discussed:

Strengths	Weaknesses
<ul style="list-style-type: none"> • Good attendance • Active participation of most participants • Participants with relevant experience • Use of participatory training techniques by PIM Trainer during third session • Well- prepared handouts 	<ul style="list-style-type: none"> • Late start of training course • Not all training materials were available at start of training course • Allocated time per training session was too short • First two training session were dominated by lectures without active involvement of participants • Used overhead sheets had too much text and information • Using existing experience and knowledge of participation was hampered as handouts were distributed at start of first session • Topics without any relations with subjects of training course were discussed • Number of silent/non-active participants

Based on the discussions concerning the identified weaknesses of the conducted training course, the following decisions have been made to improve the preparation and execution of following WUA Orientation Training courses:

- One of the PIM Team members should be made responsible to prepare the training course, so that all necessary training materials and equipment, such as white boards and board markers, overhead projector and screen, are installed and available at the start of the training course.
- As the formal start of the WUA training programme, it is recommended that all participants receive a simple plastic bag with a writing pad and 2 pens at the start of the training course.
- To use the existing knowledge and experience among the participants and to ensure active involvement of the participants, it is essential that participatory training techniques are used during each training session, including:
 - plenary inventory of existing knowledge and experience, which are either written down by the trainer or participants on a white board/flip charts or using prepared cards;
 - small group discussion, whereby the results are written down on flip charts and presented by one member of each group.
 - use of prepared cards with short descriptions of the main functions and powers of the General Assembly, Board of Directors and Audit & Inspection Committee as well as the WUA Office Bearers (i.e. Chairman, Secretary and Financial Officer), which have to be placed by the trainees under the WUA organ and/or Office Bearer.
- The prepared handouts should only be distributed among the participants at the end of the training course/session.

- The trainer should try to involve silent/non-active participants by directing questions directly to them.
- The overhead sheets must be adjusted by reducing the amount of text and information and to increase the letter size from 11 to 18 or 20.
- The number of topics of the one-day training course must be reduced in order to have more time for the most important subjects.

Based on the results of the self-evaluation of the first WUA Orientation Training, the PIM Training Specialist has revised the training programme and prepared the outline for the overhead sheets to be used during the WUA Orientation Training. The revised programme for the one-day WUA Orientation Training and the outline for the overhead sheets are enclosed in Appendix C.

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- A TENTATIVE SCHEDULE FOR WUA TRAINING IN WADI TUBAN AND WADI ZABID**

- B BUDGET FOR PROVISION OF WUA TRAINING IN ADMINISTRATIVE AND FINANCIAL MANAGEMENT BY ADEN COOPERATIVE INSTITUTE**

- C 1 PROGRAMME FOR WUA ORIENTATION TRAINING,
2 PROPOSED TEXT ON OVERHEAD SHEETS FOR WUA ORIENTATION TRAINING &
3 DIAGRAM WITH ORGANISATIONAL STRUCTURE OF WUA**

- D ACTIVITY REPORT FOR TRAINING SPECIALIST SEPTEMBER - OCTOBER 2003**

- E FIELD VISIT REPORTS**

A. APPENDIX

TENTATIVE SCHEDULE FOR WUA TRAINING IN WADI TUBAN AND WADI ZABID

SCHEDULE FOR WUG & WUA FORMATION AND WUA TRAINING IN WADI ZABIL

No.	Name of WUA	2003				2004											
		Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct			
1	Buny-Barry	WUG in Progress		WUG, PC & FDC Formed		WUA Formed	WOT	AMT1, FMT1	AMT2, FMT2, AT	PT				CMT			
2	Roda-Gerbah	WUG Formed		PC & FDC Formed		WUA Formed	WOT, AMT1, FMT1, AT	AMT2, FMT2	PT					CMT			
3	Mansury					PC & FDC Formed		WUA Formed	WOT, AMT1, FMT1	AMT2, AT	FMT2, PT				CMT		
4	Rayan			WUG in Progress	WUG Formed	PC & FDC Formed		WUA Formed	WOT	AMT1, AMT2, FMT1, AT	FMT2, PT				CMT		
5	Bagr					PC & FDC Formed		WUA Formed	WOT	AMT1, AMT2, FMT1, AT	FMT2, PT				CMT		
6	Yusofi	WUG Formed		PC & FDC Formed		WUA Formed	WOT, AMT1, FMT1, AT	AMT2, FMT2	PT					CMT			
7	Mawi	WUG Formed		PC & FDC Formed		WUA Formed	WOT, AMT1, FMT1, AT	AMT2, FMT2	PT					CMT			
8	Ebri	WUA Formed FDC Formed		WOT		AMT1+2, FMT1, AT	FMT2	PT						CMT			
9	Jathazi	WUA Formed FDC Formed		WOT		AMT1+2, FMT1, AT	FMT2	PT						CMT			
10	Wadi Nassry U/S	WUA Formed FDC Formed		WOT		AMT1+2, FMT1, AT	FMT2	PT						CMT			
11	Wadi Nassry D/S			WUG in Progress	WUG Formed PC&FDC Formed		WUA Formed	WOT, AMT1, FMT1	AMT2, FMT2, AT	PT					CMT		
12	Greeb	PC Formed		WUA & FDC Formed	WOT	AMT1+2, FMT1, AT	FMT2	PT						CMT			
13	Birah	PC Formed		WUA & FDC Formed	WOT		AMT1, FMT1, AT	AMT2, FMT2	PT					CMT			
14	Sharabi			WUG in Progress	WUG Formed PC&FDC Formed		WUA Formed	WOT	AMT1, FMT1	AMT2, AT	FMT2, PT				CMT		
15	Maharaqi			WUG Formed	PC & FDC Formed		WUA Formed	WOT, AMT1, FMT1	AMT2, FMT2, AT	PT					CMT		
16	Haram			WUG Formed	PC & FDC Formed		WUA Formed	WOT, AMT1, FMT1	AMT2, FMT2, AT	PT					CMT		

WOT = WUA Orientation Training (1 day) for all BoD and A&IC members (1 WUA)

AMT 1= Administrative Management Training (3 days) for all BoD and A&IC members (2 WUAs)

AMT 2 = Administrative Management Training (3 days) for Chairman, Secretary and Financial Officer (4 WUAs)

FMT 1 = Financial Management Training (1 day) for all BoD and A&IC members (2 WUAs)

FMT 2 = Financial Management Training (6 days) for Chairman, Financial Officer and Secretary (4 WUAs)

AT = Audit Training (2 days) for all A&IC members (4 WUAs)

MT = Maintenance Training (7 Days) for Chairman, Secretary, Financial Officer and O&M staff (2-3 WUAs)

OWMT = Operation/Water Management Training (6 days) for Chairman, Secretary and O&M staff (2-3 WUAs)

PT = Procurement Training (1 day) for all BoD and A&IC members (1 WUA)

CMT = Construction Management Training (2-3 days) for Chairman, Financial Officer, A&IC members and Construction Manager (1-2 WUAs)

ISFT = Training on Assessment and Collection of ISF (1 day) for all BoD and A&IC members (1 WUA)

B. BUDGET FOR PROVISION OF WUA TRAINING

WUA TRAINING IN ADMINISTRATIVE AND FINANCIAL MANAGEMENT
BY ADEN COOPERATIVE INSTITUTE

BUDGET FOR WUA TRAINING IN ADMINISTRATIVE AND FINANCIAL MANAGEMENT IN WADI TUBAN BY ADEN COOPERATIVE INSTITUTE

Name of WUA Training Course	Number of Training Days	Fixed Costs per Training Course (YR)	Costs per Training Day (YR)	Total Costs per Training Course (YR)	Number of Training Courses	Total Costs (YR)	Number of Trainees per Training Course	Per Diem Costs (YR 500/day)
Administrative Management Training 1 + Financial Management Training 1	4				8		30	480,000
- Preparation of Curricula (only 1st training course)		20,000		20,000		20,000		
- Trainers' Fee (4 hours/day @ YR 2,000/hour)			8,000	32,000		256,000		
- Transport for Trainers (YR 2,000/trainer/day)			2,000	8,000		64,000		
- Preparation of Certificates (30 trainees)		8,000		8,000		64,000		
- Supervision and Evaluation		15,000		15,000		120,000		
Sub-Total				83,000		524,000		
Administrative Management Training 2	3				5		15	112,500
- Preparation of Curricula (only 1st training course)		20,000		20,000		20,000		
- Trainers' Fee (4 hours/day @ YR 2,000/hour)			8,000	24,000		120,000		
- Transport for Trainers (YR 2,000/trainer/day)			2,000	6,000		30,000		
- Preparation of Certificates (15 trainees)		4,000		4,000		20,000		
- Supervision and Evaluation		15,000		15,000		75,000		
Sub-Total				69,000		265,000		
Financial Management Training 2	6				5		15	225,000
- Preparation of Curricula (only 1st training course)		20,000		20,000		20,000		
- Trainers' Fee (4 hours/day @ YR 2,000/hour)			8,000	48,000		240,000		
- Transport for Trainers (YR 2,000/trainer/day)			2,000	12,000		60,000		
- Preparation of Certificates (15 trainees)		4,000		4,000		20,000		
- Supervision and Evaluation		15,000		15,000		75,000		
Sub-Total				99,000		415,000		
Audit & Inspection Training	2				5		12	60,000
- Preparation of Curricula (only 1st training course)		20,000		20,000		20,000		
- Trainers' Fee (4 hours/day @ YR 2,000/hour)			8,000	16,000		80,000		
- Transport for Trainers (YR 2,000/trainer/day)			2,000	4,000		20,000		
- Preparation of Certificates (12 trainees)		4,000		4,000		20,000		
- Supervision and Evaluation		15,000		15,000		75,000		
Sub-Total				59,000		215,000		
Grand Total (YR)	15			310,000	23	1,419,000	72	877,500
Grand Total (US\$)				1,676		7,670		4,743

C. APPENDIX C

PROGRAMME FOR WUA ORIENTATION TRAINING

PROPOSED TEXT ON OVERHEAD SHEETS FOR WUA ORIENTATION TRAINING

DIAGRAM WITH ORGANISATIONAL STRUCTURE OF WUA

PROGRAMME FOR WUA ORIENTATION TRAINING

Session 1 (9.00 – 10.00):

- Introduction of purpose of training course (5 minutes):
 - to ensure that all members of the Board of Directors and Audit & Inspection Committee have a good and complete understanding of the legal status, objectives, main functions and powers as well as organisational structure of WUA
 - to ensure that all members of the Board of Directors and Audit & Inspection Committee have a good and complete understanding of the main functions and powers of the General Assembly, Board of Directors, Audit & Inspection Committee and the 3 Office Bearers (i.e. Chairman, Secretary and Financial Officer)
 - to explain that this one-day training course is the start of a comprehensive training programme for their WUA in administrative, financial and technical management before the O&M responsibility can be transferred to their WUA
- ➔ Recommended training techniques: presentation

- Relevant legislation and legal status of WUA (25 minutes):
 - Water Law 2002, Cooperative Law No.39 of 1996, WUA Bye-laws.
 - In accordance with Article 10 of the (new) Water Law of 2002, WUAs could be given the (exclusive) right to operate and maintain (spate) irrigation systems and that is not a conflict of interest with Local Councils or any other institutions in this particular field.
 - WUAs are formally registered under the Cooperative Law No.39 as long as the Executive Procedures for the establishment and registration of WUAs under the (new) Water Law of 2002 are not completed and approved.
 - It must be emphasized that a WUA is not a Cooperative as it is a non-profit organisation aimed at the provision of irrigation services to its members and non-members. Therefore, WUAs cannot become members of the Cooperative Union and that not all conditions of the Cooperative Law No. 39 are applicable for WUAs.
 - The PIM Team will assist the Board of Directors of each WUA with the formulation of their own Internal Rules & Regulations during one or more sessions with the help of the guidelines prepared by the PIM Training Specialist.
 - The PIM Team will also refer to the Codification of Agricultural Customary Law in Lahj, which was established in 1950, and the Resolution (No.14/1996) issued by the Governor as legal documents for regulating the water management at Wadi level.
- ➔ Recommended training techniques:
 - short plenary discussion (not more than 5 minutes) by asking participants which laws and legal documents are important for WUAs
 - presentation of relevant legislation and above-mentioned information

- Objectives of WUA (30 minutes)
 - ➔ Recommended training techniques:
 - plenary discussion to make inventory of participants' ideas about the objectives of WUA
 - presentation by trainer

Session 2 (10.15 – 11.15)

- Main Functions and Powers of WUA (45 minutes)
 - ➔ Recommended training techniques:
 - small group discussion, whereby 3 groups have to write down a A-1 sheet the main functions and powers of a WUA
 - presentation of the results of the small group discussions by one member of each group
 - presentation by trainer

- Organisational Structure of WUA (15 minutes)
 - The PIM Team should emphasize that each WUA has the authority to establish committees, such as Agricultural Committee and/or O&M Committee, in addition to the three compulsory organs: General Assembly, Board of Directors and Audit & Inspection Committee.
 - ➔ Recommended training techniques:
 - plenary discussion to make inventory of participants' ideas about the organisation structure of WUA
 - presentation by trainer using drawing with organisational structure of WUA

Session 3 (11.30 – 13.00)

- Main Functions and Powers of General Assembly, Board of Directors and Audit & Inspection Committee (45 minutes)
 - ➔ Recommended training techniques:
 - exercise whereby participants have to place prepared cards with short descriptions of main functions and powers under the General Assembly, Board of Directors and Audit & Inspection Committee respectively
 - review and short discussion of the placed cards by trainer together with participants

- Main Functions and Powers of WUA Office Bearers (45 minutes)
 - ➔ Recommended training techniques:
 - exercise whereby participants have to place prepared cards with short descriptions of main functions and powers under the Chairman, Secretary and Financial Officer
 - review and short discussion of the placed cards by trainer together with participants

PROPOSED TEXT ON OVERHEAD SHEETS FOR WUA ORIENTATION TRAINING

WUA Objectives

Overall Objective:

- Provide services concerning irrigation for benefit of its members (and non-members)

Specific Objectives:

- Advance irrigated agriculture within WUA command area
- Represent interests of all water users within WUA command area, particularly with authorities responsible for water distribution along Wadi
- Perform maintenance and rehabilitation works in WUA command area
- Implement construction and works of new irrigation infrastructure
- Obtain financing for activities related to rehabilitation and construction of irrigation infrastructure
- Collect fees among all water users to finance O&M of irrigation infrastructure

Functions and Powers of WUA

- Operate irrigation infrastructure within WUA command area to ensure equitable distribution of spate water between all water users
- Ensure maintenance of irrigation infrastructure within WUA command area
- Participate in improvement works of irrigation structures and supply of services to members and non-members
- Assess and collect Irrigation Service Fee (ISF) among all water users
- Employ staff for O&M of irrigation infrastructure
- Enter into contracts for O&M and/or rehabilitation of spate irrigation system within WUA command area
- Procure and/or lease equipment for O&M of irrigation infrastructure within WUA command area
- Resolve disputes over O&M of irrigation structures within WUA command area
- Enforce discipline by imposing sanctions against any farmers for unlawfully violation of WUA Bye-laws
- Open and manage one or more bank accounts
- Take and defend legal proceedings in interests of WUA members
- Liaise with other WUAs along Wadi to ensure equitable water distribution among all WUAs

- Undertake other activities to promote interests of WUA and enhance economic and social well being of WUA members

Organisational Structure of WUA

See drawing of organisation structure of WUA

Functions and Powers of WUA General Assembly

- Elect and replace members of Board of Directors and Audit & Inspection Committee
- Review and approve Annual O&M Plan and Budget for following fiscal year, including level of ISF
- Review, modify and approve WUA Bye-laws and Internal Rules & Regulations
- Review and approve reports and proposals of Board of Directors and Audit & Inspection Committee
- Review and approve Annual (Financial) Account and Income & Expenditure Statements
- Decide on admission of new members or expulsion of existing members of WUA
- Review and approve participation of WUA in joint works with other WUA(s) and/or other authority
- Approve employment of O&M staff as well as terms and conditions of employment
- Approve any contract above certain amount
- Review and approve dissolution and liquidation of WUA or merger of WUA with other WUA (s)
- Elect WUA representatives for WUA Federation and/or Irrigation Council
- Review and approve penalties and sanction to be imposed by WUA against water users for violating provisions in WUA Bye-laws and/or Internal Rules & Regulations

Functions and Powers of Board of Directors

- Implement all decisions of General Assembly
- Prepare and announce meetings of General Assembly
- Prepare Annual Account and Income & Expenditure Statement for approval by General Assembly
- Prepare annual O&M plan and budget for approval by General Assembly, including level of ISF
- Maintain all records, accounts and documents of WUA
- Propose level of fines and penalties for approval by General Assembly
- Prepare draft Internal Rules & Regulations for approval by General Assembly
- Organise and supervise execution of O&M of irrigation infrastructure within WUA command area, including preparation of water distribution plan

- Participate in process of preparing water distribution plan at Wadi level prior to start of irrigation/flood season
- Prepare contracts for approval by General Assembly and award contracts following approval by General Assembly
- Approve bill of quantities relating to contracts entered into by WUA
- Employ, dismiss and supervise performance of WUA staff
- Propose expulsion of members and/or removal of Chairman for approval by General Assembly
- Monitor relationship between WUA and Federation and/or Irrigation Council

Functions and Powers of Audit & Inspection Committee

- Monitor as assess of Board of Directors operates according to decisions of General Assembly and provisions in WUA Bye-laws and Internal Rules & Regulations
- Inspect periodically all books and accounts of WUA to assess if these documents are maintained correctly by Board of Directors
- Review periodically inventory of WUA assets and undertake (annual) inspections of WUA assets
- Inspect periodically transferred irrigation infrastructure in WUA command area to assess its condition
- Conduct annual audit of all administrative and financial accounts, records and documents as prepared by Board of Directors
- Reviewing Annual Account, Income & Expenditure Statements and Activity Report prepared by Board of Directors
- Present audit report to General Assembly about performance of Board of Directors
- Appoint one member to attend meetings of Board of Directors in capacity of observer without right to vote
- Review complaints submitted by WUA members and submit report with recommended solutions to General Assembly

Functions and Powers of WUA Chairman

- Represent WUA towards third parties and in judicial proceedings
- Announce and chair meetings of Board of Directors and General Assembly
- Ensure preparation of annual O&M plan and budget, Annual Account and Income & Expenditure Statement
- Ensure execution of all decisions of Board of Directors and General Assembly
- Ensure implementation of approved O&M plans
- Co-sign contracts and agreements
- Co-sign cheques for withdrawal of money from WUA bank account(s)
- Sign all correspondences of WUA

- Appoint and dismiss O&M staff following approval of General Assembly and supervise their performances
- Impose sanctions against water users for violating provisions in WUA Bye-laws and Internal Rules & Regulations
- Obtain comments from WUA members concerning management of WUA and O&M of spate irrigation system

Functions and Powers of WUA Secretary

- Assist WUA Chairman and act as Deputy Chairman in absence of WUA Chairman, except signing of cheques without approval of Board of Directors
- Prepare meetings of Board of Director and General Assembly, including invitations and agenda
- Prepare minutes of meetings of Management Board and General Assembly
- Maintenance of all non-financial books, accounts and correspondence of WUA
- Manage WUA assets
- Prepare Annual O&M Plan, Annual Activity Report and any proposals

Functions and Powers of Financial Officer

- Prepare Annual Budget, Annual Account and Income & Expenditure Statements
- Maintain and control periodically all financial books and records of WUA
- Prepare and issue invoices for payment of Irrigation Service Fee and any other service charges
- Receive, issue receipt and record all incomes of WUA
- Prepare list of defaulters
- Deposit cash revenues in WUA bank account(s)
- Prepare periodical reports on financial situation of WUA
- Co-sign cheques and promissory notes
- Payment of bills and any other financial obligations of WUA
- Procure and lease of materials and equipment for O&M of irrigation infrastructure within WUA command area

D. APPENDIX D

Activity Report for Training Specialist September - October 2003

ACTIVITY REPORT FOR PIM TRAINING SPECIALIST

Fourth Input: 24 September – 24 October 2003

1 Activity Schedule

During his fourth input, the PIM Training Specialist has conducted the following activities in Sana'a, Wadi Tuban and Wadi Zabid respectively:

September 2003

DATE	DAY	LOCATION	ACTIVITY
24	WE		Travel from Amsterdam to Sana'a
25	TH	Sana'a	Arrival in Sana'a, briefing with Water Institutions Specialist and Communication Specialist
26	FR	Sana'a	Consultation of relevant documents and reports
27	SA	Sana'a	Briefing with TA Team Leader and PMU Institutional Specialist, preparation of tentative work plan
28	SU	Aden	Travel from Sana'a to Aden, meeting with PIM Team to assess progress on Awareness Campaign, WUG Formation, FDC Formation and Priority Ranking, participation in WUA Formation Meeting on Al-Afiyah & Al-Fakih
29	MO	Aden	Meeting with PIM Team to evaluate proposals of 4 invited training providers, meeting with PIM Team, Design Engineers and Associate Expert to review and agree upon procedure for conducting priority ranking of rehabilitation needs
30	TU	Aden	Meeting with Director and Deputy Director of Aden Cooperative Institute to discuss their financial and technical proposal, meeting with PIM Team, Water Management Specialist and Associate Expert to review meeting with ACI, discuss preparation of monthly workplan for institutional development and participatory planning & design, and to review draft Status and Planning Form on WUA Formation and Participatory Planning & Design

October 2003

DATE	DAY	LOCATION	ACTIVITY
1	WE	Aden	Meeting with Ministry of Social Affairs to discuss its proposal for provision of WUA training, meeting with PIM Team, Water Management Specialist, Design Engineers and Associate Expert to prepare work plan for October 2003, meeting with PIM Team and TA Team Leader to discuss payment of per diem to trainees, planning meeting with PIM Team
2	TH	Aden	Preparation of PIM issues and field visit report, meeting with PMU Institutional Specialist to discuss first WUA Formation Meetings in

DATE	DAY	LOCATION	ACTIVITY
			Wadi Zabid
3	FR	Taiz	Weekend, travel from Aden to Taiz
4	SA	Zabid	Travel from Taiz via Zabid to Hudeidah, meeting with DG and Deputy DG of Ministry of Social Affairs, PIU Director, PMU Institutional Specialist and PIM Team to review WUA Formation Meeting, meeting with PIM Specialist to assess progress on WUG and WUA formation
5	SU	Zabid	Participation in WUA Formation Meeting on upstream section of Wadi Nassry, meeting with PIU Director and PIM Team to review WUA Formation Meeting and WUA formation procedure
6	MO	Aden	Travel from Zabid to Tuban, meeting with PIM Team and PMU Institutional Specialist to prepare outline for WUA Orientation Training
7	TU	Aden	Meeting with Deputy Director ACI, 2 WUA Chairmen, PIU Director, PMU Institutional Specialist and PIM Team to discuss WUA training, meeting with PIM Team and PMU Institutional Specialist to prepare tentative programme for WUA training
8	WE	Sana'a	Meeting with Director Association of Ministry of Social Affairs, PIU Director, PMU Institutional Specialist and PIM Team to discuss issues regarding formation of WUAs, travel from Tuban to Sana'a
9	TH	Sana'a	Preparation of Field Visit Report and contribution for Quarterly Progress Report
10	FR	Sana'a	Weekend
11	SA	Aden	Travel from Sana'a to Tuban, meeting with PIM Team to review progress regarding preparation of WUA Orientation Training, visit to Al-Manasara scheme
12	SU	Aden	Preparation of WUA Orientation Training, preparation of issues for discussion with ACI, visit to Al-Furdah scheme
13	MO	Aden	Participation in WUA Orientation Training for Al-Arais WUA, meeting with PIM Team to evaluate first WUA Training, visit to Al-Wahet scheme
14	TU	Aden	Preparation of revised programme and basic text for overhead sheets for WUA Orientation Training
15	WE	Aden	Meeting with ACI Deputy Director, FDC Meeting in Beizag
16	TH	Aden	Preparation of draft Training Report
17	FR	Taiz	Weekend, travel from Aden to Taiz
18	SA	Zabid	Travel from Taiz to Zabid, meeting with PIU Director and PIM Team, WUG Formation Meeting on Buny Canal, meeting with PIM Team
19	SU	Zabid	Meetings with NIAS and Ministry of Social Affairs in Hudeidah, WUG Formation Meeting on Mawi Canal
20	MO	Zabid	Meetings with TDA Training Department and Social Fund for Development in Hudeidah, WUG Formation Meeting on Buny Canal, meeting with PIM Team
21	TU	Sana'a	Travel from Zabid to Sana'a, preparation of Field Visit Report and End-of-Mission Report
22	WE	Sana'a	Completion of Training Report and End-of-Mission Report, debriefing with PMU Director and TA Team Leader
23	TH		Travel from Sana'a to Amman
24	FR		Travel from Amman to Amsterdam

2 Outputs of Fourth Input

The outputs of the fourth input of the PIM Training Specialist are as follows:

- WUA training programme.
- WUA training schedule from October 2003 to October 2004 for Wadi Tuban and Wadi Zabid
- Budget for the provision of WUA training in administrative and financial management through the Aden Cooperative Institute.
- Guidelines for the WUA Orientation Training, including programme and proposed text for overhead sheets.
- Field Visit Reports.
- Training Report No.5.

3 Main Issues

The following issues regarding Participatory Irrigation Management (PIM) as the methodology for the Irrigation Improvement Project (IIP) should be reviewed, discussed and resolved:

- Feasibility of PIM in general and the formation of WUAs in Wadi Zabid in particular as the existing socio-economic situation in the project area is not favourable for the establishment of genuine, farmer-managed WUAs that are managed in a transparent and accountable manner, where all farmers can fully participate in the decision-making and their main aim is to serve the interests of all farmers.
- Scope of rehabilitation and improvement works that could and/or should be undertaken under the IIP shall be clarified as the available funds are not sufficient to undertake all identified rehabilitation and improvement works. It is essential that the IIP adopts a water management approach, whereby the main objective of engineering is aimed at (more) equitable distribution of base and spate flows at Wadi and main canal levels.
- The responsibility for the O&M of the modernised headworks (i.e. concrete diversion weirs) as well as the financing of these O&M activities following the completion of the rehabilitation and improvement works shall be resolved as early as possible, so that the future operators of the modernised headworks can be trained and that they are actively involved in the preparation of any water management plans.
- Coordination and communication between PIUs, PMU and Main TA Team, including reporting and filing system.
- The Cooperative Law No.39 only allows the use of share capital for economic investments, but WUAs are not cooperatives and their collected share capital is their only financial resource for establishing their offices.
- Involvement of newly established WUAs in the execution of part of the routine maintenance works on their respective canal systems for the following two reasons:
 - the newly formed WUAs become functional before they will implement part of the rehabilitation works;
 - on-the-job training in planning, executing and supervising works, including procurement and mobilisation of labour
- The agricultural extension programme shall be implemented through the WUAs and WUGs.

4 Tentative Terms of Reference for Fifth Input (January – March 2004)

The tentative Terms of Reference for the fifth input of the PIM Training Specialist planned from the last week of January to early March 2004 are as follows:

- Assisting the PIM Teams in Wadi Tuban and Wadi Zabid with the planning, preparation, monitoring and evaluation of the first WUA training courses in administrative and financial management executed through contracted Training Providers.
- Assisting the PIM Teams in Wadi Tuban and Wadi Zabid with the review and any necessary amendments of the tentative programme for WUA training.
- Monitoring and supporting the PIM Teams with the completion of the WUG and WUA formation process in Wadi Tuban and Wadi Zabid.
- Assisting and monitoring the PIM Teams in Wadi Tuban and Wadi Zabid with the planning, preparation and implementation of meeting with the WUA Board of Directors to introduce and formulate Internal Rules & Regulations.
- Payment of per diem to trainees attending WUA training courses.

E. APPENDIX E

Field Visit Reports

FIELD VISIT REPORT

To: Wadi Tuban

By: Olaf Verheijen (PIM Training Specialist)

Date: 28 September to 8 October 2003

Meeting with PIM Team (PIM Specialist, PIM Trainer and PIU Agricultural/Institutional Specialist) on 28 September 2003

The main purpose of this meeting was:

- to assess the current progress regarding the implementation of the Community Awareness Campaign (PIM Step 2) and WUG Formation (PIM Step 6) in Wadi Tuban;
- to prepare a schedule for the execution of the remaining Awareness Meetings and WUG Formation Meetings; and
- to assess the current progress regarding the formation of FDCs and the priority ranking of rehabilitation needs.

Community Awareness Campaign and WUG Formation

The Community Awareness Campaign (PIM Step 2) and WUG Formation (PIM Step 6) have been completed on all main canal systems in Wadi Tuban, except Al-Wahet and Al-Manasira, including Riyadh. On Al-Wahet, the Community Awareness Campaign has been completed with one Awareness Meeting and 3 WUGs have been formed out of a total of 14 WUGs. The first Awareness Meeting on Al-Manasira is planned for 29 September 2003 and a total of 7 Awareness Meetings are envisaged, whereas the formation of a total of 23 WUGs is anticipated. The following tentative programme for the completion of the Community Awareness Campaign (PIM Step 2) and the WUG Formation (PIM Step 6) for these two main canal systems has been prepared by the PIM Team in collaboration with the PIM Training Specialist:

Canal	27/9-3/10	4/10-10/10	11/10-17/10	18/10-24/10	25/10-31/10
Al-Wahet					
- Awareness Campaign	-	-	-	-	-
- WUG Formation	3	3	3	2	-
Al-Manasara and Al-Furdah					
- Awareness Campaign	2	3	2	-	-
- WUG Formation	-	5	6	6	6

In order to achieve the targets to complete the Community Awareness Campaign and WUG Formation before the start of the month of Ramadan on 26/27 October 2003, it has been decided that one team of PIM Extensionists will work on Al-Wahet, whereas two teams of PIM Extensionists will be responsible for the execution of planned field activities on Al-Manasara and Al-Furdah. Each team will be headed by one of the three best PIM Extensionists, so that each team can operate independently. The PIM Team members will not attend all Awareness Meetings and WUG Formation Meetings as they will be busy with the preparation of the WUA training programme.

Participatory Planning and Design

The Participatory Planning and Design process (PIM Step 7) starts with the formation of the FDC followed by the priority ranking of the rehabilitation needs, which have been collected during the WUG Formation Meetings and compiled in a summary table by the PIM Team. The current status regarding the establishment of FDCs and priority ranking is presented in the following table:

No	Diversion Structure		Summary List	FDC Formed	Priority Ranking
	Name	Type			

No	Diversion Structure		Summary List	FDC Formed	Priority Ranking
	Name	Type			
1	Al-Arais	Weir	Yes	Yes	Yes
2	Ras Al-Wadi	Weir	Yes	Yes	Yes
3	Al-Sadain	Uqma	Yes	Yes	Yes
4	Lehsan	Uqma	Yes	Yes	No
5	Falej Al-Nino	Uqma	Yes	Yes	Yes
6	Beizag	Weir	Yes	Yes	No
7	Falej Eyadh	Weir	Yes	Yes	No
8	Al-Thalab	Uqma	Yes	Yes	No
9	Al-Hadarem	Weir	Yes	Yes	No
10	Lafiaf & Fakaih	Complex	Yes	Yes	Yes
11	Bert Salem	Complex	Yes	Yes	Yes
12	Obar Yaquab	Uqma	Yes	No	No
13	Mujahed	Weir	No	No	No
14	Al-Wahet	Weir	No	No	No
15	Al-Manasara and Al-Furdah	Weir/Uqma	No	No	No

Summary List of the Rehabilitation Needs have been prepared for 12 of the 15 main canal systems and FDCs have been formed on 11 of the 15 main canal systems, whereas the priority ranking has been completed for 6 main canal systems. To complete the priority ranking before the end of December 2003, the following decisions have been made:

- As the FDCs have already been formed on 11 main canal systems, the priority ranking of rehabilitation needs on the remaining 5 systems could be carried out before the start of the month of Ramadan (26/27 October 2003).
- To start the Participatory Planning and Design process on Obar Yaquab and Mujahed as early as possible, it is envisaged that the WUG Leaders Meetings will be convened between 4 and 9 October 2003, in order to establish the FDC in addition to the Preparatory Committee. Subsequently, the newly formed FDCs could plan and execute the priority ranking exercise between 11 and 24 October 2003.
- As it is envisaged that the formation of WUGs on Al-Wahet, Al-Manasara and Al-Furdah will be completed by the end of October 2003, the formation of the FDCs is planned for the second week of December 2003 after Eid-ul-Fitr, so that the priority ranking of rehabilitation needs could be completed before the end of December 2003.

WUA Formation Meeting on Al-Afiyah & Al-Fakih on 28 September 2003

The WUA Formation Meeting was conducted in the local school in the late afternoon. Initially, the required quorum of two-third of the 36 "founding" members could not be attained as only 16 members came to the meeting. Following a few phone calls and house visits by one of the PIM Extensionists, the quorum was attained and the meeting could commence. The WUA was successfully formed with the election of the members of the Board of Directors. It was observed that the names of the nominated candidates was only prepared during this meeting.

Meeting with PIM Team on 29 September 2003

The main purpose of this meeting was:

- to review the proposals submitted by 4 training providers for the provisions of WUA training in administrative and financial management; and
- to formulate issues that have to be discussed with the selected training provider(s).

An evaluation of the proposals submitted by the four invited training providers has been undertaken and the following strengths and weaknesses have been identified:

Training Provider	Strengths	Weaknesses
Aden Cooperative Institute	<ul style="list-style-type: none"> • relevant training experience • comprehensive proposal with detailed content for administrative management submitted indicating interest to provide training services • good layout of submitted proposal indicating high level of presentation and writing skills • evaluation of conducted training courses planned • issue of certificate to trainees • training on site is possible 	<ul style="list-style-type: none"> • proposed training costs are relatively high with a number of unnecessary budget items • proposed content of training courses seems to be too academic/high level • duration of training courses (up to 8 days) and training days (5 hours) is too long • training methodology and techniques are not specified • no training need assessment proposed • only one trainer per training session proposed • no qualification of proposed trainers given
Ministry of Social Affairs	<ul style="list-style-type: none"> • some relevant experience with training of associations • located in project area • knowledge of WUAs • duration of training courses (2-3 days) and training days (3-4 hours) are adapted to capacities of trainees with limited number of subject per training course • training costs are relatively low, including use of training room • 3-4 trainers per training course 	<ul style="list-style-type: none"> • hand-written proposal with detailed content of proposed training subjects • only provision of training in administrative management and not all relevant subjects included in proposal • training methodology and techniques are not specified • short time (1 hour) allocated for each training subject • no training need assessment specified • no evaluation of conducted training courses included • no qualification of proposed trainers
NIAS	<ul style="list-style-type: none"> • Lowest training costs • specialised training institute with long training experience • short duration (1-3 days) of proposed training courses 	<ul style="list-style-type: none"> • very short proposal without any details about content of proposed training courses • number of training hours per training day are not specified • no training need assessment included • no evaluation of conducted training courses proposed • no qualification of proposed trainers • mainly experience with training of higher-educated (young) students
Centre for Agricultural Training (Gear)	<ul style="list-style-type: none"> • specialised training institute with long experience in field of agriculture • good training facilities 	<ul style="list-style-type: none"> • no training programme detailed in proposal, only list of topics to choose from • only budget prepared for training in centre with main costs for accommodation and transport • mainly external trainers from university and no qualification of proposed trainers • long training day of 5 hours • no training need assessment proposed • no evaluation of conducted training courses included

Based on the evaluation of the submitted proposals of the four contacted training providers, the Aden Cooperative Institute (ACI) is considered the best training provider and that the Ministry of Social Affairs (MoSA) and National Institute for Administrative Science (NIAS) are second best. It has been decided that the PIM Team and the PIM Training Specialist will visit the ACI and MoSA on 30 September and 1 October in order to:

- discuss the WUA programme in general and the identified weaknesses in particular; and
- collect existing curricula and training materials for review.

Meeting with PIM Team, Design Engineers and Associate Expert on 29 September 2003

The main purpose of this meeting was to discuss the procedure for the execution of the priority ranking of rehabilitation needs. The main issue was if the WUA had to approve the final priority ranking list before it could be submitted to the Design Engineer. The result of the discussion is that the following procedure has been agreed upon:

- The inventories of rehabilitation needs prepared during the WUG Formation Meetings shall be compiled into a summary list by the PIM Trainer, whereby a member of the Engineering Section assist with the categorisation of the listed rehabilitation needs.
- The prepared summary list with identified rehabilitation needs shall be submitted to the (newly formed) FDC and it must be explained to the FDC members that not all rehabilitation needs with a high priority can be resolved under the Project as initially a ceiling of US\$ 150/ha is available for the execution of rehabilitation works. If more funds available after the design of the rehabilitation works with the highest priority on all main canal systems with a WUA formed, additional rehabilitation needs may be included.
- Within two after the receipt of the summary list with categorised rehabilitation needs, the FDC shall organise a plenary meeting, for which all WUG Leaders and WUG Secretaries as well as the Chairman of the Preparatory Committee shall be invited. During this plenary meeting, the participants shall prioritise the categorised rehabilitation needs and prepare the Preliminary Priority Ranking List
- The concerned Design Engineer shall also prepare a priority ranking of the categorised rehabilitation needs for internal use and to assess if the priority ranking prepared by the WUG Leaders, WUG Secretaries and FDC members corresponds with his/her own priority ranking.
- As soon as the farmers' representatives have completed the priority ranking of the categorised rehabilitation needs, the FDC and the Design Engineer shall carry out the joint walkover along the entire canal system in order to assess jointly if the prioritised rehabilitation needs are genuine and if any other issues shall be included as well.
- Following the joint walkover, the FDC and Design Engineer(s) shall review the Preliminary Priority Ranking List using the results of the joint walkover in order to prepare and agree upon a Final Priority Ranking List.
- Following the joint walkover and the preparation of a Final Priority Ranking List, the Design Engineer prepares Preliminary Designs and Costs Estimates for the rehabilitation needs with the highest priority in order to assess how many of the ranked rehabilitation needs could be executed with the (initially) available funds based on US\$ 150/ha.
- The results of the preliminary design and cost estimates shall be submitted to the FDC by the Design Engineer for review and approval.
- If the FDC has approved the list of rehabilitation works that could be executed with the initially available funds, the farmers shall be formally informed through the distribution of the approved list of rehabilitation works among the WUG Leaders and the publication at public places with a clear statement that only rehabilitation works with the highest priority could be executed due to availability of limited funds.

It is important to emphasise that the list with priority ranking of rehabilitation works can be submitted to the Design Engineer as soon as the farmers' representatives together with the FDC have agreed upon the priority ranking of the identified rehabilitation needs and that the formal approval of the WUA is not required.

Note: The Irrigation Management Specialist of the Main TA Team has also reviewed the procedure for priority ranking and he has made a number of modifications.

Meeting with Mr Amin Al-Howaish (Director) and Mr Othman Kahtan (Deputy Director) of the Cooperative Institute in Aden on 30 September 2003

The main purposes of this meeting was to discuss the budgets for the provision of training in administrative and financial management to WUAs as well as a number of issues regarding the structure and duration of training courses and training methodology and techniques.

The discussions regarding the training budgets have had the following results:

- payment of the transport costs/per diem for the trainees will be the responsibility of the Project;
- photocopying of training materials as well as the provision of stationary (i.e. writing pad, ballpoint) will be arranged by the Project;

- The initial budget of YR 40,000 for preparing materials and stationary will be reduced to YR 20,000 for the entire training in administrative management (i.e. 2 training courses of 3 days) and YR 20,000 for the entire training in financial management (i.e. 3 training courses of 3 days) in order to cover the costs of preparing and typing the training materials;
- The budget item of media coverage at a rate of YR 10,000 has been deleted;
- The supervision and evaluation of training courses by ACI will cost YR 15,000 per training course.
- The Project will either arrange transport for the trainers or reimburse the transport costs.

Based on the above-mentioned decisions, the total costs of a 3-day training course will be in the order of about YR 63,000 or YR 21,000/day, excluding per diem for trainees, transport for trainers, tea & snacks and rent for training room.

The ACI will submit a revised budget for the WUA training in administrative and financial management to the Project on 5 October 2003. It was also decided that:

- The training course on main aspects of WUA as well as the functions and powers of Board of Directors and its office bearers will be conducted by the PIM Team of the Project.
- The Deputy Director will visit one or two WUAs on 5 October 2003 in order to assess the training needs and educational level of the members of the Board of Directors and to discuss a number of training issues, including the preferred duration of training courses.
- The ACI has agreed with reservation to develop training courses for WUAs with a duration of not longer than 3 days, but if the evaluation of the first training courses reveals that the trainees prefer longer training courses, the training programme will be adjusted accordingly.
- Training courses will be conducted at site, i.e. training rooms of the PIU Office and/or IDAS Project, rented (training) rooms in Al-Hota and/or (class)rooms in main villages. The availability of electricity is a condition as the trainers will use electric equipment, such as overhead projectors.
- Together with the submission of the revised budgets on 5 October 2003, the ACI will also submit a list with the names and qualifications of its trainers.
- Depending on the topics of the training course, the ACI will appoint one or more trainers for the implementation of the concerned training course.
- The training courses will be as practical as possible with only short lectures/presentation and many opportunities to discuss and practice.

It is envisaged that the contract between the ACI and the Main TA Team for the provision of WUA training in administrative and financial management could be signed before the end of October 2003.

Meeting with PIM Team, Water Management Specialist and Associate Expert on 30 September 2003

Following a brief review of the meeting with ACI, the following issues were discussed and decisions made:

- It is envisaged that the contracted training provider will only conduct the first WUA training course after Eid-ul-Fitr during the second half of December 2003. However, the PIM Team shall prepare and conduct the first one-day WUA training courses on Main Aspects of WUA as well as Functions and Powers of Board of Directors and its Office Bearers. The PIM Specialist and PIU Institutional Specialist will prepare the training materials between 4 and 15 October 2003. The first WUA training course should be planned between 18 and 21 October 2003, so that the PIM Training Specialist could attend the first training course for WUAs.
- A more comprehensive work plan for the month of October 2003 will be prepared on Wednesday 1 October 2003 by the PIM Team, Water Management Specialist and Design Engineers for the following activities:
 - Awareness Meetings
 - WUA Formation Meetings
 - WUA Introduction Meetings, during which FDC and Preparatory Committee are formed
 - Priority Ranking Meetings
 - Walkover Surveys
 - WUA Formation Meetings
 - WUA Training Courses
- The Associate Expert will prepare a revised Status and Planning Form on WUA Formation and Participatory Planning & Design by including the agreed amendments. This Status and Planning Form will be a useful tool for all PIU and Consultant staff to assess the progress regarding WUA Formation and Participatory Planning &

Design on each main canal system and to plan subsequent activities. The PIM Team and Water Management Specialist shall update the existing Status and Planning Form by filling in the dates of completed activities. It is envisaged that this Status and Planning Form will be reviewed and updated weekly during a joint meeting of Wednesday.

Meeting with PIM Team and TA Team Leader on 1 October 2003

The following issues were discussed during this meeting:

- Based on an assessment of the O&M practices, the Water Management Specialist should determine during the joint Walkover Survey if the proposed rehabilitation are required to improve the operation of the (main) canal system.
- The newly FDC shall be given a one-day training on its specific functions, powers and responsibilities with regard to the priority ranking of rehabilitation needs and the participatory planning & design.
- It has been decided that the Project will not pay a 'per diem' to the trainees, but that only the (real) transport costs will be reimbursed. If the WUAs want to compensate their members of the Board of Directors for missing working days, they can use their share capital to pay a 'per diem' to those members of the Board of Directors for attending training courses.
- The Main TA Team will sign an initial contract with the selected training provider (i.e. ACI) for the provision of a full training course in administrative and financial management for 2 WUAs. As soon as the financing of the WUA training has been clarified, a main contract for the provision of training in administrative and financial management for all remaining WUAs will be signed between the selected training provider and the Consultants or PMU. If necessary, the full costs for developing the curricula and training materials for all envisaged training courses will be reimbursed under this initial contract for the provision of training to 2 WUAs. However, these costs cannot be claimed for the provision of training courses to the remaining WUAs under the main contract.
- The TA Team Leader will collect a standard contract for the provision of training services from the Arcadis Euroconsult representative in Sana'a, which will be used to draft a contract for the provision of a full training course for 2 WUAs in administrative and financial management.

Meeting with PIM Team, Participatory Design Team and Associate Expert on 1 October 2003

The sole purpose of this meeting was to prepare a workplan covering the Awareness Campaign, WUG Formation, WUA Establishment and Training and Participatory Planning & Design, including the preparation of Priority Rakings of Rehabilitation Needs. The result of this joint exercise can be found in Annex A of this Field Visit Report.

WUG Formation Meeting on Al-Wahet on 1 October 2003

About two-third of the 23 farmers were present, who had to sign the WUG Membership List. With the help of the Flip Chart, which is in a bad condition and not attached to a board, one of the two PIM Extensionists gave a relatively good presentation about the main aspects, functions and powers of the WUG. Following the presentation, the attending farmers elected the WUG Leader and Secretary and an inventory of the rehabilitation needs was carried out. One of the PIM Extensionists distributed the WUA leaflet and (only) two copies of the Project Brochure. A short leaflet with the main aspects, functions and powers of the WUG was not distributed among the attending farmers.

Comment: The distribution of the WUA leaflet during the WUG Formation Meetings does not seem to be correct as it was envisaged that this leaflet would be used during the WUA Membership Campaign as part of the WUA formation process.

Meeting with PIM Team on 6 October 2003

The main purpose of this meeting was to plan activities concerning WUA training and the following decisions were made:

- The PIM Specialist and PIU Institutional Specialist will prepare training materials for the one-day WUA Orientation Training for Board of Directors and Audit Committee by using information from the WUA Bye-laws and PIM Procedure Manual and the deadline is 12 October 2003.

- The PIM Specialist and PIU Institutional Specialist together with the PIM Trainer will prepare programme for the WUA Orientation Training for Board of Directors and Audit Committee, including the participatory training techniques to be used during each session.
- The PIM Trainer will plan two courses of the WUA Orientation Training for Board of Directors and Audit Committee for the Al-Arais WUA and the Bustan-Bert Salem WUA on 13 and 15 October 2003 respectively by contacting the concerned WUA Chairmen during the planned meeting with the Deputy Director of ACI on 7 October 2003 in the PIU Office.
- The PMU Institutional Specialist will review the existing training materials of the ACI on 7 October 2003 and submit a short report with his main findings, conclusions and recommendation on 8 October 2003.
- The PIM Trainer and PIM Training Specialist will prepare a tentative programme for WUA training in administrative, financial and technical management with a deadline of 15 October 2003.
- The PIM Training Specialist will prepare a draft version of an initial contract for the provision of training courses in administrative and financial management for 2 WUAs before 15 October 2003 by using a (model) training contract to be provided by the Team Leader of the Main TA Team. The draft version of the initial training contract will be submitted to the ACI for review by the PIM Trainer not later than 20 October 2003. It is envisaged that the initial training contract for the provision of training to 2 WUAs will be signed between the ACI and the Consultants before the end of October 2003.

During a joint exercise, the PIM Team and the PIM Training Specialist have agreed upon the following topics for the one-day WUA Orientation Training for Board of Directors and Audit Committee:

Session 1:

- Legal framework: Cooperative Law, WUA Bye-laws and Internal Rules & Regulations
- Objectives of WUA
- Functions and Powers of WUA
- Membership Conditions

Session 2:

- Organisational Structure of WUA
- Functions and Powers of General Assembly
- Functions and Powers of Board of Directors
- Functions and Powers of Audit Committee

Session 3:

- Functions and Powers of WUA Office Bearers
 - Chairman
 - Deputy Chairman
 - Secretary
 - Treasurer/Financial Officer
- Financial Resources of WUA
- External Relations of WUA

Meeting with Deputy Director ACI, Chairmen of Al-Arais WUA and Beizag WUA, PMU Institutional Specialist and PIM Team on 7 October 2003

Prior to the meeting, the Deputy Director ACI submitted a revised budget and he stated that the Project should pay an allowance of YR 1,000 for a lunch to the ACI trainer in case the Project would organise transport. This issue should be discussed prior to the preparation of a draft version of the initial training contract.

The main purpose of this meeting was to discuss a number of issues regarding the training in administrative and financial management with WUA Chairmen. The main findings of this meeting are that:

- Both WUA Chairmen have submitted a short report with a short description of their training needs and the level of education of the BoD and A&IC members. The PIM Team will collect this information for the other WUAs.
- Both WUA Chairmen prefer to have the training during the week and during normal working hours.
- Both WUA Chairmen prefer to one training course of a longer duration than two shorter courses.
- Both WUA Chairmen raised the issue of the payment of the 'per diem' (YR 500) in order to encourage BoD and A&IC members to attend the training courses.

Meeting with PIM Team and PMU Institutional Specialist on 7 October 2003

The main purpose of this meeting was to prepare a tentative programme for WUA training from October 2003 until October 2004. The results of this exercise can be found in Annex B of the Field Visit Report.

One of the outcomes of this exercise is that it is envisaged that each WUA will receive training in administrative, financial and technical management for about 33-34 days, whereby most training courses will be given either for 2 WUAs or 4 WUAs together. The total number of trainee days will be in the order of about 1,640. If trainees would be paid a per diem of YR 500 per training day, the total costs would be around YR 1,878,000 (US\$ 10,000).

This payment of a per diem to trainees is an important issue that could determine the success of the WUA training programme as it is considered a normal practice in Yemen, possibly reinforced by other donor-funded projects, that trainees are paid at least YR 500 per day for attending training courses. Therefore, this issue shall be resolved as early as possible and it is recommended to discuss it during the upcoming World Bank mission during the second and third week of October 2003.

Meeting with Mr Mohammed Saleh (Director Associations) of the Ministry of Social Affairs (MoSA), PIU Director, PMU Institutional Specialist and PIM Team on 8 October 2003

The following issues regarding the formation and registration of WUAs were discussed:

- The proposed WUA training programme was briefly described, including the type, content and duration of the planned training courses. The Director Association of the MoSA stated that WUAs need training for several months, but it was explained to him that the Project has adopted the methodology to implement a number of training modules at the time that WUAs need specific skills and knowledge for their own administrative and financial management, the execution of rehabilitation works as well as the O&M of the transferred irrigation infrastructure.
- As it is envisaged that all WUAs will be given full training in administrative and financial management from January until June 2004, it is essential that the last WUAs are formed not later than the end of March 2004.
- The MoSA Director stated that the number of members for 4 of the 5 established WUAs are just above the required minimum of 31 'founding' members as specified in the Cooperative Law No.39, their financial status is still weak and that they have not supported (monthly) activity reports to the MoSA. Therefore, the MoSA want to stop the formation and registration of more WUAs until the first five WUAs become functional. It was explained that the WUAs have only been formed recently and that they have not developed any activities yet. Following the implementation of the planned training courses in administrative and financial management during the first six months of 2004, it is expected that the WUA will start to function, in particular when they are also involved in one or more activities, such as agricultural extension and/or the execution of part of the routine maintenance works on their canals. A suspension of the formation and registration of more WUAs could have serious consequences for the implementation of the Project in general and the execution of the planned priority and rehabilitation works in particular.
- The MoSA would like to see that the Project gives (financial) support to the newly formed WUAs, including a fully equipped office. It was explained that the Project will not provide any financial support to the WUAs rather than the provision of a comprehensive training programme and technical support prior, during and for a limited period after the transfer of irrigation management. The provision of gifts and/or subsidies to WUAs could be detrimental for the sustainability of the WUAs as they may expect to receive more (financial) support in the future when they may need it. It must be made clear right from the start to members and non-members of WUAs that they will be fully responsible for the O&M of the transferred irrigation infrastructure, including the financing.
- The MoSA Director stated that the share capital of the WUAs can only be used for 'productive' investments, but it cannot be used for the establishment of a WUA Office, including the procurement of furniture and equipment. It was explained that WUAs are not similar cooperatives as they are non-profit organisations established for the provision of services in the field of irrigation to its members and non-members. It was decided that the PMU will discuss the use of the WUA share capital with the MoSA in Sana'a in order to resolve this issue as soon as possible.
- The MoSA Director reported that 3 out of 5 established WUAs have not paid YR 2,000 to the MoSA for the licence. It was decided that the PIM Team will contact these three WUAs within next two weeks in order to encourage them to pay the due amount to the MoSA for obtained their licences. If newly established WUAs are

reluctant to pay the registration fee, the PIM Team should explain that the Project will not start the implementation of the training programme and the design of the rehabilitation works as long as WUAs are not formally registered.

- It was decided that the PIU will inform the MoSA at least every month about the status regarding the formation of WUGs and WUAs as well as the execution of the WUA training courses. For this purpose, the PIM Team will submit a translated version of the WUA training programme and the WUA Status and Planning Form to the MoSA not later than 20 October 2003.

ANNEX A: TENTATIVE WORK PLAN FOR INSTITUTIONAL DEVELOPMENT AND PARTICIPATORY PLANNING & DESIGN
MONTH: OCTOBER 2003

Date	Awareness Campaign	WUG Formation	WUA Formation and Training	Participatory Planning & Design
4–9 Oct	<ul style="list-style-type: none"> • 3 Awareness Meetings on Al-Manasara and Al-Furdah • 1 Awareness Meeting for Women on Ras Al-Wadi 	<ul style="list-style-type: none"> • 3 WUG Formation Meetings on Al-Wahet • 5 WUG Formation Meetings on Al-Manasara and Al-Furdah 	<ul style="list-style-type: none"> • WUA Introduction Meeting on Obar Yaquab (6/10) • WUA Introduction Meeting on Mujahed • WUA Formation Meeting on Beizag (5/10) 	<ul style="list-style-type: none"> • FDC Formation on Obar Yaquab and Mujahed • Walkover Survey on Ras Al-Wadi • Start of Preliminary Design & Cost Estimates for Al-Sadain
11–16 Oct	<ul style="list-style-type: none"> • 3 Awareness Meetings on Al-Manasara and Al-Furdah • 1 Awareness Meeting for Women on Al-Afiyah & Al-Fakih • 1 Awareness Meeting for Women on Al-Sadain 	<ul style="list-style-type: none"> • 3 WUG Formation Meetings on Al-Wahet • 6 WUG Formation Meetings on Al-Manasara and Al-Furdah 	<ul style="list-style-type: none"> • WUA Formation Meeting on Al-Thalab • WUA Formation Meeting on Al-Hadarem • WUA Formation Meeting on Ras Al-Wadi 	<ul style="list-style-type: none"> • Priority Ranking Meeting on Faleg Eyadh • Walkover Survey on Faleg Al-Nino • Start of Preliminary Design & Cost Estimates for Ras Al-Wadi
18–23 Oct	<ul style="list-style-type: none"> • 1 Awareness Meeting for Women on Al-Hadarem 	<ul style="list-style-type: none"> • 2 WUG Formation Meetings on Al-Wahet • 6 WUG Formation Meetings on Al-Manasara and Al-Furdah 	<ul style="list-style-type: none"> • WUA Formation Meeting on Faleg Eyadh • WUA Formation Meeting on Lehsan • WUA training on Al-Arais 	<ul style="list-style-type: none"> • Priority Ranking Meetings on Al Yaquab and Mujahed • Walkover Survey on Al-Afiyah & Al-Fakih • Start of Preliminary Design & Cost Estimates for Faleg Al-Nino
25-30 Oct		<ul style="list-style-type: none"> • 6 WUG Formation Meetings on Al-Manasara and Al-Furdah 	<ul style="list-style-type: none"> • WUA Formation Meeting on Faleg Al-Nino • WUA training on Bustan-Bert Salem 	<ul style="list-style-type: none"> • Walkover Survey on Beizag • Start of Preliminary Design & Cost Estimates for Al-Afiyah & Al-Fakih • Design Meeting for approval of Preliminary Design & Cost Estimates by FDC

ANNEX B: WUA TRAINING PROGRAMME

WUA TRAINING

Planned WUA Training Courses

Name of WUA Training Course	Training Provider	Trainees	Number of WUAs	Duration
WUA Orientation Training	PIM Team	All BoD and A&IC members	1	1 day
Administrative Management Training (AMT) 1 (together with FMT 1) <ul style="list-style-type: none"> • planning, conducting and presiding meetings • internal and external communication • mediation and conflict resolution 	ACI	All BoD and A&IC members	2	3 days
Administrative Management Training (AMT) 2 <ul style="list-style-type: none"> • preparation of annual workplan, reports and proposals • preparation of minutes of meeting • maintenance of non-financial records • personnel and stock management 	ACI	Chairman, Secretary, Financial Officer	4	3 days
Financial Management Training (FMT) 1 (together with AMT 1) <ul style="list-style-type: none"> • principles of financial management 	ACI	All BoD and A&IC members	2	1 day
Financial Management Training (FMT) 2 <ul style="list-style-type: none"> • bookkeeping and accountancy • preparation of budget and financing plan • preparation of financial statement and annual account 	ACI	Chairman, Financial Officer, Secretary	4	6 days
Audit Training (AT) <ul style="list-style-type: none"> • auditing of financial records • preparation of audit report 	ACI	A&IC members	4	2 days
Procurement Training (PT)	PIU-CSG	All BoD and A&IC members	1	1 day
Construction Management Training (CMT)	PIU-CSG	WUA Construction Manager, WUA Chairman, WUA Financial Officer, A&IC members	2	2-3 days
Maintenance Training (MT)	??	WUA O&M staff, WUA Chairman, WUA Secretary, WUA Financial Officer	2	(7) days
Operation/Water Management Training (O/WMT)	??	WUA O&M staff, WUA Chairman, WUA Secretary	2	(6) days
Training on ISF Assessment and Collection (ISFT)	TA/PIU	All BoD and A&IC members	1	1 day

Tentative Schedule for WUA Training on Wadi Tuban

Period	Type of Training Course	Name of WUAs
January 2004		
1 st week	AMT 1 + FMT 1	Al-Arais + Bustan-Bert Salem
2 nd week		
3 rd week	AMT 2	Al-Arais + Bustan-Bert Salem
4 th week	AT	Al-Arais + Bustan-Bert Salem
February 2004		
1 st week	FMT 2	Al-Arais + Bustan-Bert Salem
2 nd week	AMT 1 + FMT 1	Obar Al-Sadain + Al-Afyah&Al-Fakih
3 rd week	AMT 1 + FMT 1	Ras Al-Wadi + Beizag
4 th week	AT	Obar Al-Sadain + Al-Afyah&Al-Fakih + Ras Al-Wadi + Beizag
March 2004		
1 st week	AMT 2	Obar Al-Sadain + Al-Afyah&Al-Fakih + Ras Al-Wadi + Beizag
2 nd week	AMT 1 + FMT 1	Faleg Al-Nino + Faleg Eyadh
3 rd week	FMT 2	Obar Al-Sadain + Al-Afyah&Al-Fakih + Ras Al-Wadi + Beizag
4 th week	AMT 1 + FMT 1	Obar Lahsan + Al-Thalab
April 2004		
1 st week	AT	Faleg Al-Nino + Faleg Eyadh + Obar Lahsan + Al-Thalab
2 nd week	AMT 2	Faleg Al-Nino + Faleg Eyadh + Obar Lahsan + Al-Thalab
3 rd week	AMT 1 + FMT 1	Al-Hadarem + Obar Yaquab
4 th week	FMT 2	Faleg Al-Nino + Faleg Eyadh + Obar Lahsan + Al-Thalab
May 2004		
1 st week	AMT 1 + FMT 1	Mujahed + Al-Wahet
2 nd week	AT	Al-Hadarem + Obar Yaquab + Mujahed + Al-Wahet
3 rd week	AMT 2	Al-Hadarem + Obar Yaquab + Mujahed + Al-Wahet
4 th week	AMT 1 + FMT 1	Al-Manasara + Al-Furdah
June 2004		
1 st week	FMT 2	Al-Hadarem + Obar Yaquab + Mujahed + Al-Wahet
2 nd week	AMT 2	Al-Manasara + Al-Furdah
3 rd week	AT	Al-Manasara + Al-Furdah
4 th week	FMT 2	Al-Manasara + Al-Furdah

Summary Table on Number of WUA Training Courses

Name of Training Course	Number of Days per Training Course	Number of WUAs per Training Course	Number of Training Courses	Number of Trainees per Training Course	Total Number of Trainees	Per Diem cost (YR 500/day)
WUA Orientation Training	1	1	16	15	240	120,000
Administrative Management Training (AMT) 1 (together with FMT 1) <ul style="list-style-type: none"> • planning, conducting and presiding meetings • internal and external communication • mediation and conflict resolution 	3	2	8	30	240	360,000
Administrative Management Training (AMT) 2 <ul style="list-style-type: none"> • preparation of annual workplan, reports and proposals • preparation of minutes of meeting • maintenance of non-financial records • personnel and stock management 	3	4	4	15	60	90,000
Financial Management Training (FMT) 1 (together with AMT 1) <ul style="list-style-type: none"> • principles of financial management 	1	2	8	30	240	120,000
Financial Management Training (FMT) 2 <ul style="list-style-type: none"> • bookkeeping and accountancy • preparation of budget and financing plan • preparation of financial statement and annual account 	6	4	4	15	60	180,000
Audit Training (AT) <ul style="list-style-type: none"> • auditing of financial records • preparation of audit report 	2	4	4	12	48	48,000
Procurement Training (PT)	1	1	16	15	240	120,000
Construction Management Training (CMT)	3	2	8	12	96	144,000
Maintenance Training (MT)	(7)	2	8	12	96	336,000
Operation/Water Management Training (O/WMT)	6	2	8	10	80	240,000
Training on ISF Assessment and Collection (ISFT)	1	1	16	15	240	120,000
Total	33-34	-	100	-	1640	1,878,000

FIELD VISIT REPORT

To: Wadi Zabid

By: Olaf Verheijen (PIM Training Specialist)

Date: 4 and 5 October 2003

Meeting with Director General and Deputy Director General/Director Associations of Ministry of Social Affairs, PIU Director, PIM Team and PMU Institutional Specialist in Hudaidah on 4 October 2003

The main purpose of the meeting was to discuss a number of issues that caused some problems during the first two WUA Formation Meetings on 1 October 2003 and to agree upon (revised) procedures in order to ensure that the following WUA Formation Meetings would be implemented smoothly and effectively. The following issues were discussed and decisions made:

- The Ministry of Social Affairs shall be in charge of the WUA Formation Meeting. PMU, PIU and/or Consultant staff can attend the meeting as guests and observers and they may only speak during the meeting when the representative of the Ministry of Social Affairs and/or the Chairman of the WUA Formation Meetings requests them to do so.
- In accordance with the prepared Procedures for WUA Formation, the Preparatory Committee shall discuss and agree upon the following issues prior to the WUA Formation Meeting:
 - criteria for the composition of the Board of Directors (i.e. number of members for each village, diversion structure (*mansub*), WUG)
 - list of nominated candidates for the Board of Directors and Audit Committee of the WUA
- Ministry of Social Affairs prefers to apply a representative system for the WUA Formation Meeting in case the number of founding WUA members is more than 100. It is not clear if the Cooperative Law allows to have a representative system for the WUA Formation Meeting. It was decided that the established Preparatory Committee should decide if a representative system should be applied and on the basis of which criteria the representatives shall be elected.
- Members of the Preparatory Committee are eligible to be elected as member of the Board of Directors of the WUA.

The DG of the Ministry of Social Affairs would appreciate if the Project would prepare recommendations for the effective implementation of the WUA Formation Meeting, which will be reviewed and eventually adopted by the Ministry of Social Affairs.

Meeting with PIM Specialist on 4 October 2003

The PIM Team has maintained the Table on Implementation Progress of WUG and WUA Formation properly, The PIM Team has also prepared a weekly workplan for the PIM Extensionists as well as three summary lists of all reported rehabilitation needs for Ebri, Jerhazi and the upstream section of Wadi Nassry. Together with the PIM Specialist, a monthly planning for the Awareness Campaign and the formation of WUGs and WUAs has been prepared for October 2003 (see Annex A). It is envisaged that by the end of October 2003, the status would be as follows:

- total of 106 WUGs would have been formed, while the formation of the last 10 WUGs on Buny-Barry are still remaining.
- three WUAs (i.e. Jarhazi, Ebri and upstream section of Wadi Nassry), whereas the process of establishing WUAs would have started on 5 main canal systems (i.e. Roda-Gerbah, Yousufi, Mawi, Greeb and Birah).
- the process of forming WUGs still have to start on 7 main canal systems (i.e. Mansury, Rayan, Bagr, downstream section of Wadi Nassry, Sharabi, Maharaqi and Haram, where a total of 70 to 75 WUGs are expected to be formed.

As about 80 to 85 WUGs still have to be formed from November 2003 and it is expected that 5 teams will be able to form up to 30 WUGs per month, the total time required to form the remaining WUGs will be about 2.5 to 3 months. Taking into account that it will be very difficult if not impossible to establish WUGs during the month of Ramadan

and the first week after Eid-ul-Fitr, it is anticipated that the last WUGs will be formed not earlier than mid-February 2004. As a result, the preparation of the last Final Priority Ranking Lists will not be completed earlier than the end of March 2004.

During the same meeting, the following issues were discussed and agreed upon:

- If a WUA has already been established, its Board of Directors shall decide if a FDC should be formed or that the members of the Board of Directors would participate in the participatory planning and design process.
- The PIM Specialist shall categorise the prepared summary lists with reported rehabilitation needs in collaboration with the Design Engineer in order to structure and shorten the initial list.
- The PIM Specialist will plan priority ranking meetings on Ebri, Jarhazi and the upstream section of Wadi Nassry before the start of the month of Ramadan (26/27 October 2003) in collaboration with the newly established WUAs.

WUA Formation Meeting for Upstream Section of Wadi Nassry on 5 October 2003

A total of 425 farmers own and/or cultivate land in the command area of the planned WUA, which receive spate water from 7 traditional diversion structures (i.e. *mansub*) and 8 WUGs have been formed. A total of 47 farmers have become founding WUA members by paying YR 1,100, for which they have received a receipt from the Chairman of the Preparatory Committee.

Prior to the WUA Formation Meeting, a written agenda was prepared in collaboration with the PMU Institutional Specialist and the PIM Specialist. Following a short meeting between members of the Preparatory Committee and the PIM Team in the PIU Office on 4 October 2003, the Preparatory Committee had convened a plenary meeting in the evening hours of the same day to resolve a number of issues regarding the composition and size of the Board of Directors as well as the nomination of candidates. The outcome of that meeting was that each *mansub* will be represented in the Board of Directors by one or two persons and that the Board of Directors will have 9 members. The Participatory Committee also prepared a list with nominated candidates for the Board of Directors, Audit Committee and FDC.

The WUA Formation Meeting was attended by about 35 founding members as well as the District Director, PIU Director, staff of the Communication Department of TDA, 4 staff members of the Ministry of Social Affairs, PMU Institutional Specialist and the PIM Team, including the concerned PIM Extensionists. In accordance with the prepared agenda, the meeting was executed smoothly and orderly for most of the time. Only at the time of the announcement of the results of the election of the Office Bearers by the Board of Directors and Audit Committee, the meeting became less structured and too many people were intervening in the process. The election of the members of the Board of Directors and Audit Committee was carried by raising hands and all nominated candidates have been elected. The total duration of the meeting was about 1.5 hours.

Following the WUA Formation Meeting, a short evaluation was carried out with the staff of the Ministry of Social Affairs. The overall conclusion was that the meeting has been successfully implemented in a good and cooperative atmosphere without any conflicts and that the Preparatory Committee had carried out its tasks effectively. In order to enhance the effectiveness of the meeting even further, the following issues should be improved or reconsidered:

- The preparation of the official WUA members/attendance list could be executed by the PIM Team before the formal start of the meeting in order to save time by using the prescribed forms of the Ministry of Social Affairs.
- There should be not more than 2 to 3 speeches and each speech shall not last longer than 5 minutes.
- The quality of the activity report of the Preparatory Committee shall be improved as it did not provide any information about the incomes and expenditures.
- Although it is the official procedure, the Ministry of Social Affairs should consider to abandon the rule to change the chairman of the meeting half-way the session. It is recommended that one staff member of the Ministry of Social Affairs should be the permanent chairman of the meeting.
- The formation of three 'committees' consisting of two WUA members for the preparation of the minutes of the meeting, the monitoring the execution of the meeting and the election process is only a formality as it is a formal procedure that must be followed. The 'elected' members of these committees are not explained what they have to do during the meeting. As these committees are not effective, it is better to abandon this procedure in order to save time and to avoid confusion.

Meeting with PIU Director and PIM Team on 5 October 2003

During this meeting, the following issues were discussed and decisions made:

- The PIM Team will prepare a list with potential training providers with capabilities provide WUA training in the fields of administrative, financial and/or technical management and make a ranking of the identified training providers. The PIM Specialist will send the prepared list to the PIM Training Specialist by e-mail before 15 October 2003. Following the ranking of the potential training providers, arrange a meeting with the highest ranked institutions on 19 and/or 20 October 2003 so that the PIM Training Specialist can accompany the PIM Team during one or both visits. The PIM Training Specialist will prepare the procedures for inviting 3 to 4 training providers to submit a technical and financial proposal for the provision of WUA training, evaluation of the submitted proposals, further discussions with selected training provider before a contract can be prepared and signed.
- Following a presentation about the recommended procedure regarding the composition and size of the Board of Directors and the election of its members, it was decided that the PIM Team will arrange a meeting with the Preparatory Committee for Jerhazy Canal before the rescheduled WUA Formation Meeting on 9 October 2003 in order to discuss the following issues:
 - composition of the Board of Directors shall be based on village, WUG, diversion/control structure (i.e. *mansub/ma'aqam*), head-middle-tail section of main canal;
 - size of Board of Directors by deciding if one village, WUG, diversion/control structure shall be represented by one or more members; and
 - preparation of list with nominated candidates for the Board of Directors (and Audit Committee) in accordance with the agreed rules regarding the composition and size of the Board of Directors.
- Prior to the election of the members of the Board of Directors and Audit Committee, the attending WUA members shall decide upon the voting procedure, whereby an open election by raising hands is preferred above a secret ballot as the latter is (very) time-consuming.
- The issue of developing activities with the established WUAs before they will be involved in the execution of the part of the rehabilitation works was briefly discussed, including the options of having the agricultural extension programme to be carried out through the WUAs and WUGs and to contract the WUAs for the execution of some of the routine maintenance works prior to the 2004 irrigation season as part of the O&M training.
- The progress concerning the WUG formation was briefly discussed as well as the tentative date (mid-February 2004) for the completion of the WUG formation on Wadi Zabid.

FIELD VISIT REPORT (draft)

To: Wadi Tuban

By: Olaf Verheijen (PIM Training Specialist)

Date: 8 to 16 October 2003

Meeting with PIM Team on 11 October 2003

The main purpose of the meeting was to discuss the progress regarding the preparation of training materials for the WUA Orientation Training. Each member of the PIM Team has been made responsible for the preparation of the necessary training materials for one of the three planned sessions and they have completed almost all materials by using the (revised) WUA Bye-laws and the PIM Procedure Manual. The following issues were briefly discussed and agreed upon:

- It should be emphasized that a WUA is different than a Cooperative as it is a non-profit organisation.
- The PIM Team will assist the Board of Directors of each WUA with the formulation of their own Internal Rules & Regulations during one or more sessions with the help of the guidelines prepared by the PIM Training Specialist.
- The PIM Team will also refer to the Codification of Agricultural Customary Law in Lahj, which was established in 1950, and the Resolution (No.14/1996) issued by the Governor as legal documents for regulating the water management at Wadi level.
- The PIM Team should refer to the concerned articles in the WUA Bye-laws.
- The PIM Team should emphasize that each WUA has the authority to establish committees, such as Agricultural Committee and/or O&M Committee, in addition to the three compulsory organs: General Assembly, Board of Directors and Audit & Inspection Committee.
- The PIM Team should also briefly refer to the option to introduce a representative system for the General Assembly, in particular for WUAs with more than 100 members.
- Each participant of the WUA Orientation Training should receive a copy of the WUA Bye-laws and hand-outs with the text of the prepared training materials.

Visit to Al-Manasara Scheme on 11 October 2003

The purpose of the visit was to attend a WUG Formation Meeting, but the planned meeting had to be postponed due to a funeral in one of the villages. Therefore, the headworks of the Al-Manasara Scheme was visited and some information about tubewells and ground water was collected. The most salient information are as follows:

- Ground water is at a depth of about 100 metres and it is falling at a rate of about 6 metres each year.
- The quality of the pumped ground water is (still) good.
- A tubewell-owners receives 40% of the harvested crop if he has sold pumped ground water to another farmers under a sharecropping arrangement.
- One tubewell with a 22-HP pump was irrigating about 10 ha of land.
- Pumps could be run for 24 hours per day.
- The rule is that tubewells should not be installed within 500 metres of each other and a licence is required from NWRA for the installation of new pumps.
- Tubewell-owners are supposed to pay an annual fee to NWRA (?) and Local Council for using their tubewells, but it was not clear if the due fees are paid.

Visit to Al-Furdah Scheme on 12 October 2003

Following the WUG Formation Meeting, the headworks of the Al-Furdah scheme were visited. According to information collected from attending farmers and the PIM Extensionist, the initial design for the headworks were prepared by the British rulers during the 1950s. The constructed headworks consisted of 9 gates across the wadi bed and an intake structure with 4 gates. The scheme was design for the irrigation of about 1,000 ha and the size of

the flood canal immediately downstream of the intake structure indicates that a large area is supposed to be commanded. The headworks were seriously damaged during the very large flood of 1982, when trees blocked the gates and spate water was pounding upstream of the diversion weir before it collapsed.

WUA Orientation Training for Al-Arais WUA on 13 October 2003

The WUA training programme has started with the execution of the one-day WUA Orientation Training for the Al-Arais WUA. In addition to three female extensionists from the MAI, 12 out of 16 members of the Board of Directors and Audit & Inspection Committee attended the training course. During a joint evaluation of the first training course prepared and conducted by the PIM Team, the following strengths and weaknesses have been identified and discussed:

Strengths	Weaknesses
<ul style="list-style-type: none"> • Good attendance • Active participation of most participants • Participants with relevant experience • Use of participatory training techniques by PIM Trainer during third session • Well- prepared handouts 	<ul style="list-style-type: none"> • Late start of training course • Not all training materials were available at start of training course • Allocated time per training session was too short • First two training session were dominated by lectures without active involvement of participants • Used overhead sheets had too much text and information • Using existing experience and knowledge of participation was hampered as handouts were distributed at start of first session • Topics without any relations with subjects of training course were discussed • Number of silent/non-active participants

Based on the discussions concerning the identified weaknesses of the conducted training course, the following decisions have been made to improve the preparation and execution of following WUA Orientation Training courses:

- One of the PIM Team should be made responsible to prepare the training course, so that all necessary training materials and equipment, such as white boards and board markers, overhead projector and screen, are installed and available at the start of the training course.
- As the formal start of the WUA training programme, it is recommended that all participants receive a simple plastic bag with a writing pad and 2 pens at the start of the training course.
- To use the existing knowledge and experience among the participants and to ensure active involvement of the participants, it is essential that participatory training techniques are used during each training session, including:
 - plenary inventory of existing knowledge and experience, which are either written down by the trainer or participants on a white board/flip charts or using prepared cards;
 - small group discussion, whereby the results are written down on flip charts and presented by one member of each group.
- The prepared handouts should only be distributed among the participants at the end of the training course/session.
- The trainer should intervene when topics are discussed that are not related to the topics of the training course.
- The trainer should try to involve silent/non-active participants by directing questions directly to them.
- Prepared handouts have to edited in order to have an uniform layout.
- The overhead sheets must be adjusted by reducing the amount of text and information and to increase the letter size from 11 to 18 or 20.
- The number of topics of the one-day training course must be reduced in order to have more time for the most important subjects.

It was agreed that the PIM Training Specialist will work out the revised training programme and prepare the outline for the overhead sheets to be used during the WUA Orientation Training, which will be discussed on 15 October 2003. (see Annex A and B)

- Issue:** The Project should assess if it would like to support the newly formed WUAs with the establishment of their offices by:
- providing materials for the construction of a new premises or rehabilitation of an existing building;
 - providing funds for the procurement of furniture and/or equipment.
- Issue:** The members of the Board of Directors of the Al-Arais WUA requested for a list with names and addresses of institutions, projects and NGOs, which they could contact for (financial) support and the provision of services.

Visit to Al-Wahet Scheme on 13 October 2003

The purpose of the visit was to attend a WUG Formation Meeting, but the meeting had to be postponed due to a funeral in the village. Therefore, the headworks of the Al-Wahet scheme were visited and the following information was collected:

- The headworks were constructed by the British rulers in 1960 and the original gates of the intake structure are still in place and functional.
- The gates of the scour sluice could not be closed properly, so that they were removed and the scour sluice has been closed with wadi bed material.
- On top of the concrete weir across the wadi bed, the farmers have erected a large bund in order to avoid that spate water would flow further downstream and to function as a fusible plug in case of a very large flood that could cause damage to their flood canals, fields and villages in the command area of about 1,100 to 1,200 ha.
- The following main problems with regard to the operation of the spate irrigation system are reported by the attending farmers:
 - missing gates of the scour sluice
 - erosion of the right bank of the main canal immediately downstream of the intake structure
 - lack of control at the head of the 13 *obar* within the command area, so that uncontrolled flood water could cause damage and the (equitable) distribution of spate water is difficult.

Therefore, the attending farmers indicated that the provision of gates for the scour sluice, control structures at the head of the 13 *obar* and a gabion structure to protect the right bank of the main canal have the highest priority.
- The entire command area could be fully irrigated for the last time in 1998 and they only received sufficient water in 2002 to irrigate a part of the command area.

One tubewell-owner reported that:

- the depth of ground water has decreased from 45 to 90 metres since he installed his tubewell in 1974;
- the availability of spate water had a significant effect on the depth of the ground water as the level increased by 10 to 20 metres following the flood in 1998;
- the quality of the pumped ground water is (still) good; and
- the rule that tubewells should not be installed within 500 metres of each other is not applied at all, in particular not by individuals from outside the village, who easily receive a licence from the 'regulating authority' (i.e. NWRA).

Issue: Could WUAs play a role in regulating the installation of tubewells in their respective command areas as well as the number of operation hours per tubewell in order to reduce or even stop a further decrease of the level of the ground water? (This issue was raised by the PIU Director Tuban and one of the BoD members of the Al-Arais WUA)

Meeting with Deputy Director of Aden Cooperative Institute on 15 October 2003

The purpose of the meeting was to discuss a few final issues regarding the provision of WUA training in administrative and financial management. Following a brief presentation of the content and duration of the planned training courses in administrative and financial management as well as the tentative programme for the implementation of the envisaged training courses during the first 6 months of 2004, the following decision and conclusions were made:

- It is envisaged that an initial contract for the provision of 15 days of training in administrative and financial management for 2 WUAs will be prepared and signed before the end of October 2003.
- As soon as the initial contract is signed, the ACI will prepare and complete the curricula and training materials for the provision of WUA training in administrative and financial management before the end of December 2003.
- To support the preparation of appropriate curricula and materials for the planned WUA training courses, the PIM Trainer will submit copies of WUA Training Modules that have been developed by the Consultants at the time of the signing of the initial contract.
- The budgeted costs of YR 20,000 for the preparation of the training curricula will only be charged once. If the PIM Team and ACI have agreed upon changes in the initial training curricula and materials after the first training courses, the estimated time to make the changes will be reimbursed.

There is only a Cooperative Institute in Aden. If the ACI would be contracted for the provision of WUA training in administrative and financial management in Wadi Zabid, the transport costs would be about YR 5,000 per trainer and the allowance for accommodation would be YR 2,500 per trainer per day.

Problem Assessment and Ranking Meeting in Beizag on 15 October 2003

The one-hour meeting was attended by about 18 WUG Leaders and FDC members and it was conducted orderly and structured. Based on observations made during the meeting, the following recommendations are made to improve the effectiveness, transparency and accountability of these important meetings:

- use enlarged (A-1 size) schematics of the concerned main canal system(s) in order to indicate the locations of operation and water management problems and the proposed solutions;
- use white board and/or flip charts to write down all operation and water management problems reported by the participants;
- use of any list with operation and water management problems, which are prepared by the FDC prior to the meeting, should be avoided in order to ensure that the listing and ranking of operation and water management problems is undertaken in an open and participatory manner; and
- carry out the ranking of the identified operation and water management problems plenary by using the white board and/or flip chart, in which they are written down.

ANNEX A: PROGRAMME FOR WUA ORIENTATION TRAINING

Session 1 (9.00 – 10.00):

- Introduction of purpose of training course (5 minutes):
 - to ensure that all members of the Board of Directors and Audit & Inspection Committee have a good and complete understanding of the legal status, objectives, main functions and powers as well as organisational structure of WUA
 - to ensure that all members of the Board of Directors and Audit & Inspection Committee have a good and complete understanding of the main functions and powers of the General Assembly, Board of Directors, Audit & Inspection Committee and the 3 Office Bearers (i.e. Chairman, Secretary and Financial Officer)
 - to explain that this one-day training course is the start of a comprehensive training programme for their WUA in administrative, financial and technical management before the O&M responsibility can be transferred to their WUA
- Recommended training techniques: presentation
- Relevant legislation and legal status of WUA (25 minutes):
 - Water Law 2002, Cooperative Law No.39 of 1996, WUA Bye-laws.
 - In accordance with Article 10 of the (new) Water Law of 2002, WUAs could be given the (exclusive) right to operate and maintain (spate) irrigation systems and that is not a conflict of interest with Local Councils or any other institutions in this particular field.
 - WUAs are formally registered under the Cooperative Law No.39 as long as the Executive Procedures for the establishment and registration of WUAs under the (new) Water Law of 2002 are not completed and approved.
 - It must be emphasized that a WUA is not a Cooperative as it is a non-profit organisation aimed at the provision of irrigation services to its members and non-members. Therefore, WUAs cannot become members of the Cooperative Union and that not all conditions of the Cooperative Law No. 39 are applicable for WUAs.
 - The PIM Team will assist the Board of Directors of each WUA with the formulation of their own Internal Rules & Regulations during one or more sessions with the help of the guidelines prepared by the PIM Training Specialist.
 - The PIM Team will also refer to the Codification of Agricultural Customary Law in Lahj, which was established in 1950, and the Resolution (No.14/1996) issued by the Governor as legal documents for regulating the water management at Wadi level.
- Recommended training techniques:
 - short plenary discussion (not more than 5 minutes) by asking participants which laws and legal documents are important for WUAs
 - presentation of relevant legislation and above-mentioned information
- Objectives of WUA (30 minutes)
 - Recommended training techniques:
 - plenary discussion to make inventory of participants' ideas about the objectives of WUA
 - presentation by trainer

Session 2 (10.15 – 11.15)

- Main Functions and Powers of WUA (45 minutes)
 - Recommended training techniques:
 - small group discussion, whereby 3 groups have to write down a A-1 sheet the main functions and powers of a WUA
 - presentation of the results of the small group discussions by one member of each group
 - presentation by trainer
- Organisational Structure of WUA (15 minutes)
 - The PIM Team should emphasize that each WUA has the authority to establish committees, such as Agricultural Committee and/or O&M Committee, in addition to the three compulsory organs: General Assembly, Board of Directors and Audit & Inspection Committee.
- Recommended training techniques:
 - plenary discussion to make inventory of participants' ideas about the organisation structure of WUA
 - presentation by trainer using drawing with organisational structure of WUA

Session 3 (11.30 – 13.00)

- Main Functions and Powers of General Assembly, Board of Directors and Audit & Inspection Committee (45 minutes)
 - ➔ Recommended training techniques:
 - exercise whereby participants have to place prepared cards with short descriptions of main functions and powers under the General Assembly, Board of Directors and Audit & Inspection Committee respectively
 - review and short discussion of the placed cards by trainer together with participants
- Main Functions and Powers of WUA Office Bearers (45 minutes)
 - ➔ Recommended training techniques:
 - exercise whereby participants have to place prepared cards with short descriptions of main functions and powers under the Chairman, Secretary and Financial Officer
 - review and short discussion of the placed cards by trainer together with participants

ANNEX B: PROPOSED TEXT ON OVERHEAD SHEETS FOR WUA ORIENTATION TRAINING

WUA Objectives

Overall Objective:

- Provide services concerning irrigation for benefit of its members (and non-members)

Specific Objectives:

- Advance irrigated agriculture within WUA command area
- Represent interests of all water users within WUA command area, particularly with authorities responsible for water distribution along Wadi
- Perform maintenance and rehabilitation works in WUA command area
- Implement construction and works of new irrigation infrastructure
- Obtain financing for activities related to rehabilitation and construction of irrigation infrastructure
- Collect fees among all water users to finance O&M of irrigation infrastructure

Functions and Powers of WUA

- Operate irrigation infrastructure within WUA command area to ensure equitable distribution of spate water between all water users
- Ensure maintenance of irrigation infrastructure within WUA command area
- Participate in improvement works of irrigation structures and supply of services to members and non-members
- Assess and collect Irrigation Service Fee (ISF) among all water users
- Employ staff for O&M of irrigation infrastructure
- Enter into contracts for O&M and/or rehabilitation of spate irrigation system within WUA command area
- Procure and/or lease equipment for O&M of irrigation infrastructure within WUA command area
- Resolve disputes over O&M of irrigation structures within WUA command area
- Enforce discipline by imposing sanctions against any farmers for unlawfully violation of WUA Bye-laws
- Open and manage one or more bank accounts
- Take and defend legal proceedings in interests of WUA members
- Liaise with other WUAs along Wadi to ensure equitable water distribution among all WUAs
- Undertake other activities to promote interests of WUA and enhance economic and social well being of WUA members

Organisational Structure of WUA

See drawing of organisation structure of WUA

Functions and Powers of WUA General Assembly

- Elect and replace members of Board of Directors and Audit & Inspection Committee
- Review and approve Annual O&M Plan and Budget for following fiscal year, including level of ISF
- Review, modify and approve WUA Bye-laws and Internal Rules & Regulations
- Review and approve reports and proposals of Board of Directors and Audit & Inspection Committee
- Review and approve Annual (Financial) Account and Income & Expenditure Statements
- Decide on admission of new members or expulsion of existing members of WUA
- Review and approve participation of WUA in joint works with other WUA(s) and/or other authority
- Approve employment of O&M staff as well as terms and conditions of employment
- Approve any contract above certain amount
- Review and approve dissolution and liquidation of WUA or merger of WUA with other WUA (s)
- Elect WUA representatives for WUA Federation and/or Irrigation Council
- Review and approve penalties and sanction to be imposed by WUA against water users for violating provisions in WUA Bye-laws and/or Internal Rules & Regulations

Functions and Powers of Board of Directors

- Implement all decisions of General Assembly
- Prepare and announce meetings of General Assembly
- Prepare Annual Account and Income & Expenditure Statement for approval by General Assembly
- Prepare annual O&M plan and budget for approval by General Assembly, including level of ISF
- Maintain all records, accounts and documents of WUA
- Propose level of fines and penalties for approval by General Assembly
- Prepare draft Internal Rules & Regulations for approval by General Assembly
- Organise and supervise execution of O&M of irrigation infrastructure within WUA command area, including preparation of water distribution plan
- Participate in process of preparing water distribution plan at Wadi level prior to start of irrigation/flood season
- Prepare contracts for approval by General Assembly and award contracts following approval by General Assembly
- Approve bill of quantities relating to contracts entered into by WUA
- Employ, dismiss and supervise performance of WUA staff
- Propose expulsion of members and/or removal of Chairman for approval by General Assembly
- Monitor relationship between WUA and Federation and/or Irrigation Council

Functions and Powers of Audit & Inspection Committee

- Monitor as assess of Board of Directors operates according to decisions of General Assembly and provisions in WUA Bye-laws and Internal Rules & Regulations
- Inspect periodically all books and accounts of WUA to assess if these documents are maintained correctly by Board of Directors
- Review periodically inventory of WUA assets and undertake (annual) inspections of WUA assets
- Inspect periodically transferred irrigation infrastructure in WUA command area to assess its condition
- Conduct annual audit of all administrative and financial accounts, records and documents as prepared by Board of Directors
- Reviewing Annual Account, Income & Expenditure Statements and Activity Report prepared by Board of Directors
- Present audit report to General Assembly about performance of Board of Directors
- Appoint one member to attend meetings of Board of Directors in capacity of observer without right to vote
- Review complaints submitted by WUA members and submit report with recommended solutions to General Assembly

Functions and Powers of WUA Chairman

- Represent WUA towards third parties and in judicial proceedings
- Announce and chair meetings of Board of Directors and General Assembly
- Ensure preparation of annual O&M plan and budget, Annual Account and Income & Expenditure Statement
- Ensure execution of all decisions of Board of Directors and General Assembly
- Ensure implementation of approved O&M plans
- Co-sign contracts and agreements
- Co-sign cheques for withdrawal of money from WUA bank account(s)
- Sign all correspondences of WUA
- Appoint and dismiss O&M staff following approval of General Assembly and supervise their performances
- Impose sanctions against water users for violating provisions in WUA Bye-laws and Internal Rules & Regulations
- Obtain comments from WUA members concerning management of WUA and O&M of spate irrigation system

Functions and Powers of WUA Secretary

- Assist WUA Chairman and act as Deputy Chairman in absence of WUA Chairman, except signing of cheques without approval of Board of Directors
- Prepare meetings of Board of Director and General Assembly, including invitations and agenda
- Prepare minutes of meetings of Management Board and General Assembly
- Maintenance of all non-financial books, accounts and correspondence of WUA
- Manage WUA assets
- Prepare Annual O&M Plan, Annual Activity Report and any proposals

Functions and Powers of Financial Officer

- Prepare Annual Budget, Annual Account and Income & Expenditure Statements
- Maintain and control periodically all financial books and records of WUA
- Prepare and issue invoices for payment of Irrigation Service Fee and any other service charges
- Receive, issue receipt and record all incomes of WUA
- Prepare list of defaulters
- Deposit cash revenues in WUA bank account(s)
- Prepare periodical reports on financial situation of WUA
- Co-sign cheques and promissory notes
- Payment of bills and any other financial obligations of WUA
- Procure and lease of materials and equipment for O&M of irrigation infrastructure within WUA command area

FIELD VISIT REPORT

To: Wadi Zabid

By: Olaf Verheijen (PIM Training Specialist)

Date: 18 to 21 October 2003

Meeting with PIU Director and Institutional Component Team on 18 October 2003

The following issues were discussed during a joint meeting in the PIU Director's office:

- Reportedly, the PMU Institutional Specialist has issued the directive that a farmer can only be member of the Board of Directors of one WUA even if he has land in the command areas of two or more WUAs. However, the Cooperative Law No.30 nor the WUA Bye-laws have a provision that one person could only be a member of the Board of Director of one WUA. Therefore, the legal basis of this issued directive is questionable and should be withdrawn.
- The above-mentioned issue illustrates the need to have formal meetings between the PIU, PMU and Main TA Team on a regular basis. As already stated in the Strategy Paper (November 2002) and the PIM Issue Report (Working Paper No.12), it is recommended that a PIU Management Meeting shall be held in the PIU Office once every month with the participation of:
 - PIU Director and all heads of the PIU sections;
 - consultants of the Main Technical Assistance Team Consultants stationed in each PIU Office;
 - representatives from the concerned departments in the Lahej RAO and TDA;
 - one or more representatives from PMU in Sana'a; and
 - one or more representatives from the Main Technical Assistance Team in Sana'a.
- The PIU Director reported that TDA has started with the construction of a 250m long and 10m high dam in the catchment area of Wadi Zabid. However, TDA has refused to build a similar dam in the catchment of Wadi Mawr as it may have detrimental effects for the spate irrigation systems further downstream, which have been rehabilitated by TDA.
- If all land of one tertiary unit is owned and operated by one landlord, it is not possible to establish a WUG. In case that the tertiary unit is small (less than 5 to 10ha), the concerned owner-operator should become member of the WUG formed for the tertiary unit immediately up- or downstream of his canal intake structure. If the tertiary unit owned by one owner-operator is larger than 5 to 10 ha, the concerned landlord shall be given the same status as WUG Leader and be invited for the WUG Leaders Meetings in order to have his tertiary unit duly represented in the FDC and/or Preparatory Committee.

WUG Formation Meetings on Buny Canal and Mawi Canal on 18 and 19 October 2003

Based on the observations made during both meetings, it is recommended that:

- The PIM Team shall in charge of the meeting and it must ensure that the entire meeting is conducted in accordance with the agreed procedures and guidelines, even if farmers prevent the PIM Team from executing certain steps of the WUG Formation Meeting (i.e. presentation on main aspects of WUG). If necessary, the PIM Team may decide to cancel the meeting if it is not allowed to conduct the meeting properly.
- Following the registration of all attending farmers, the PIM shall give a complete presentation about the main aspects of the WUG.
- As long as the PMU Communication Specialist has not made the Flash Cards on WUGs, the PIM Team shall use the existing Flip Chart on WUGs.
- As more than one WUG Formation Meetings are planned on the same day, the PIM Team shall prepare one or two more copies of the existing Flip Chart on WUGs.
- To facilitate the use of Flip Charts in the field, the PIM Team shall procure at least simple wooden boards with clips, on which the flip charts could be easily attached.
- The registration of candidates for the position of WUG Leader and Secretary as well as the election shall always be carried out plenary.
- Before signing Form 1, the PIM Team shall explain briefly the main aspects of this document.

- The PIM Team shall always distribute the WUG Leaflet among all attending farmers.
- If the WUG Formation Meeting is conducted in accordance with the prescribed procedures and guidelines, the meeting will last 30 to 60 minutes.

It is strongly recommended that the PIM Team implements every WUG Formation Meeting in accordance with the issued guidelines to ensure that:

- all attending farmers (i.e. landowners, owner-operators, sharecroppers and tenants) have the opportunity to be fully informed about the main aspects of the WUG before they decide to form their WUG and to participate in the election of their WUG Leader and Secretary; and
- the entire WUG formation process, including the election of the WUG Leader and Secretary, is undertaken in a transparent and accountable manner.

Meeting with PIM Team on 18 October 2003

The main purpose of this meeting was to discuss the observations made during the WUG Formation Meeting earlier that day as well as the WUA formation process. It is important to acknowledge that the PIM Team often has to implement the WUG and WUA formation process under difficult circumstances with some (larger) farmers causing problems by interfering during the execution of the meeting, in particular in the command areas of Weir 1 and 3.

Reportedly, the PIM Team is put under pressure to complete the formation of WUGs and WUAs as early as possible and the date of mid-January 2004 for the formation of all 16 WUAs was mentioned.

To ensure the establishment of genuine and sustainable WUGs and WUAs, it is strongly recommended to follow the existing guidelines for the formation of WUGs and WUAs and that sufficient time is allocated for the WUG and WUA formation process. The minimum time required for the establishment of a WUA is at least 8 weeks, including the two- to three-week WUA Membership Campaign, which is essential to form WUAs with the endorsement of a substantial number of farmers.

On Mawi Canal, a WUG for a secondary hydraulic unit with a total number of 125 farmers has been established, whereas there are several tertiary units formed by *ma'aqem* in command area receiving water from a pipe intake structure from the Mawi main canal. In principle, the concerned farmers have to decide if they would prefer the formation of a WUG for one or more tertiary units. However, the PIM Team shall always remind the farmers that WUGs shall be formed at the level of tertiary units and that it is not acceptable to establish only one WUG for an entire secondary hydraulic unit.

Meeting with Training Coordinator of the National Institute for Administrative Sciences in Hudeidah on 19 October 2003

The main purpose of this meeting was to assess the capacity of this training institute to provide training in administrative and financial management for WUAs in Wadi Zabid. The main findings of the meeting are as follows:

- NIAS was established in 1975 and it has a long experience in providing training.
- NIAS provides internal training courses of 3 years in the fields of secretary, office administration, accounting and IT.
- NIAS has also provided external training courses for companies and international organisations, such as GTZ (users' groups for water and sanitation project), UNICEF (women's groups) and Social Fund for Development. Examples of existing training materials were shown.
- NIAS has its own trainers and it uses participatory training techniques, such as brainstorming, small group discussions and role plays.
- Information about training costs could not be given. The costs of a 10-day training course on site were US\$ 2,800, excluding per diem for trainees and rent of training room.

The overall conclusion is that NIAS is a very experienced training institute with some relevant experience in training associations and village groups. The only concern is that NIAS has mainly given training to trainees with higher levels of education. Further details about training costs and availability have to be discussed with the Director, who could not attend the meeting due to urgent matters in Sana'a.

Meeting with Ministry of Social Affairs in Hudeidah on 19 October 2003

During a short meeting with the Director General and the Director Associations of the Ministry of Social Affairs (MoSA) to assess its training capacity, the following information was collected:

- MoSA has not carried out any training for Cooperatives or associations.
- MoSA would be interested to provide training courses in administrative management and it would hire NIAS for the provision of training in financial management.
- The Director Associations consider NIAS as the best training institute for the provision of training in administrative and financial management.

The conclusions is that the MoSA is not suitable for the provision of WUA training as it has not developed any experience in the training of Cooperatives and associations.

A short meeting was also conducted with the Director of the private Boston Training Centre, whose main field of experience is in computing, including AutoCad.

Meeting with Director of the Training Department of the Tihama Development Authority in Hudeidah on 20 October 2003

The main findings regarding the capacity to provide training in administrative and financial management for WUAs are as follows:

- The TDA Training Department has mainly experience in the training of its own staff in subjects as IT, monitoring, communication, work planning and secretary skills.
- The TDA Training Department hires outside trainers, mainly from Universities.
- The TDA Training Department only provides training for its agricultural extension workers in technical issues.
- The TDA Training Department has planned the provision of training in community participation, communication and institutional development for TDA staff, rural leaders and Cooperatives in 2004.
- If funds will be available, the TDA Training Department will develop its own training materials for the training of WUAs that are to be established in Wadi Siham.

The overall conclusion is that the Training Department of the TDA does not have relevant experience in the provision of training in administrative and financial management for Cooperatives and/or associations.

Meeting with the Director of the Social Fund for Development in Hudeidah on 20 October 2003

The main findings of the meeting are that:

- The Social Fund for Development (SFD) was established in 1987 in order to develop and implement projects in poor areas, including education and water supply.
- The SFD receives financial support from international financial institutions and donors, such as EU, World Bank, Arabic Fund, Saudi Fund and the Netherlands Government.
- The SFD provides training in order to improve the local human resources, including topics as accounting, agriculture, irrigation and water management.
- The SFD has experience with the formation of Beneficiaries Committees for water supply schemes and the training of the committee leaders in accounting and other subjects.
- The SFD provides training through hired trainers from other government agencies from all over Yemen.

The Social Fund for Development has some experience with formation and training of associations, but it is not a training institute as it hires outside trainers for the provision of training for the newly formed associations.

WUG Formation Meeting on Buny Canal on 20 October 2003

About 25 of the 44 farmers attended the meeting and the following observations were made:

- One of the PIM Extensionists used the flip chart to give a presentation about the main aspects of the WUG following the registration of the attending farmers.
- The registration of the candidates for the position of WUG Leader and Secretary was carried out plenary and openly.
- The election of the WUG Leader and Secretary were also carried out plenary, although it may be more structured.
- Handouts with information about the WUG were distributed among all participants.

It is recommended that the main aspects of Form 1 are explained briefly to all attending before the newly elected WUG Leader and Secretary have to sign this document at the end of the meeting. The inventory of water management problems and rehabilitation needs should be given more attention and undertaken plenary.