

**REPUBLIC OF YEMEN**

**MINISTRY OF AGRICULTURE AND IRRIGATION**

# **IRRIGATION IMPROVEMENT PROJECT**

**(IDA Credit No. 3412 – YEM)**

**Main Technical Assistance Package for IIP**

## **WORKING PAPER 27**

### **Third Input Communication Specialists**

**January 2004**

 **ARCADIS** EUROCONSULT

IN ASSOCIATION WITH





**YEMENI ENGINEERING GROUP**

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# **FINDINGS OF THE MISSION**

## **1. Introduction**

The third input of the Arcadis communication specialist to the IIP took place from 25 December 2003 till 31 January 2004.

The tentative programme for the 4 weeks field visits to Wadi Tuban and Wadi Zabid, had to be adjusted as during that period the PMU communication specialist Abdul Ghalib Alyousufi was held up in Sana'a and unable to work together with the MTAT consultant in the field. This was rather unfortunate as the input of the PMU communication specialist was essential for a number of programme items, which had at best to be adjusted and could at worst only partly be carried out. With the PIM staff at the PIU branches having no persons specifically responsible for communication, the PIM staff had their priority with their own particular jobs and were fully occupied with their programme, leaving the communication specialist without the necessary counterpart.

Hence the intended communication needs assessment and counselling workshop with the PIM staff could not be implemented. The preparation of hand-outs for the PIM staff counselling workshop was stopped. Instead informal interviews were held with individual staff and observations made at farmers meetings, in order to assess communication approaches and counselling needs. Whenever the opportunity arose, performances were evaluated and on-the-job training was given accordingly.

## **2. Communication materials**

During the first week of the mission, the IIP week calendar 2004 came from the printing press and was very well received. It is the first week calendar being produced in Yemen and every one of the 52 sheets bears interesting information concerning geographical, agricultural, historical and project matters related to Wadi Tuban and Wadi Zabid. 5000 were printed for distribution with WUAs, water users and local institutions in the project areas and with government organisations in Sana'a.

A proposal was written for communication materials supporting the contribution meetings within the participatory design process. One flyer was produced and being distributed during the contribution meetings, with another two under preparation. (See appendix D)

The pictorial flash cards for the WUG formation meetings were adjusted and reduced in number, according to the evaluation findings of previous mission. The PIM staff and extensionists prefer the use of these pictorial flash cards over the flipchart with written text only, as farmers show more interest in the cards and it is easier to hold their attention during the presentation.

During the field visits, the needs for supporting communication materials for planned IIP activities were assessed (i.e. availability of a leaflet and announcements for the formation of irrigation councils) and are presented in the Programme of Activities of the PMU communication specialists for 2004. (See appendix F.)

### **3. Communication Skills Development**

A total of 17 meetings (WUA formation, WUG formation, including election procedures, FDC contribution meetings and participatory design meetings) were attended in Wadi Tuban and Wadi Zabid. PIM staff and extensionists work very hard to organise and conduct these meetings, which are not always easy to facilitate, as the farmers can become very agitated and are masters in creating pandemonium. On a number of days various types of meetings with water users were held both in the morning and in the afternoon and it was encouraging to see that apart from an improved preparation, a number of PIM staff and extensionists do apply some of the presentation and facilitation skills, in which they were trained during the Communication Skills Development sessions from previous missions. However developing of communication skills remains a matter of continued and constant attention both for PIM extensionists as well as PIM staff and even more so for those engineers who have direct dealings with e.g. farmers design committees, especially now that WUAs, FDCs and water users become aware of their stakes in, benefits of and contribution for the rehabilitation works. The PIM staff does as yet not sufficiently coach the PIM extensionists towards improving their meeting and presentation skills. Certain improvements being discussed and applied during the previous mission (e.g. with the voting system) were not always applied.

### **4. Contribution meetings**

Observations made and questions asked to FDC members and farmers during the contribution meetings in Wadi Tuban made it clear that at that early stage the contribution system was not always fully understood by the PIM staff explaining the subject, let alone by the meeting participants. Thus a proposal was written for a number of flyers to be made; one of which was actually produced and in use at the end of this mission. The text for two more flyers is presently under preparation.

With the experiences from Tuban, special attention was paid to explaining the contribution system in Zabid, where the contribution meetings are about to start. Thus an information session was organised for the PIM staff and PIU Director, with the PIM specialist explaining the contribution system and its rationale. In addition on-the-job training was given on meeting skills by the communication specialist. This was followed-up by a special training session for the PIM extensionists, being prepared (as-on-the-job training) and conducted together with the local PIM consultant. Within this training, practical exercises were included for the extensionists to practice with various contribution examples. The fact that after several exercises, there were still a few extensionists who could not explain the contribution system in their own words, indicates that making the system understood with FDC members and farmers will need a lot of serious attention and skilled explanation and facilitation.

Attending the contribution meetings and discussions with PIM staff and long term international staff in Tuban, brought to light that communication from the WUA board members, FDC members and WUG leaders to the water users leaves much to be desired. This in combination with the regulations for distribution of the contributions to be decided by the WUA (the 'who is contributing to what') led to the writing of the 'worry-note' by both the communication specialists. (See appendix C)

### **5. Dissemination of IIP objectives and PIM approach**

The comment in the World Bank mission Memorandum of Understanding (par.31) of Nov. 2003, stating that the IIP, its objectives and PIM approach are insufficiently known at local governmental level and farmers and requesting PIU staff and consultants to intensify their

interaction with farmers, local councils and local authorities, was followed up through a proposal and checklist for informal interviews and the suggestions for a monthly newsletter at PIU level. With the PMU communication specialist being occupied in Sana'a, the interviews could not be implemented and the newsletter being too time consuming for the already overburdened PIM staff, the suggestion of having a 'Presentation Day' (open day) was discussed with the PIU director Tuban and welcomed as a good alternative to inform local organisations more in-depth about the activities and achievements to-date of the PIUs. A proposal was drafted for a presentation day in Wadi Tuban to be held in April 2004.

With one member of the PIM staff in Zabid it was agreed that he would liaise with Radio Hodeidah and provide them with regular updates about the activities in Zabid. (See appendix H, 12/01).

## **6. Communication support for WUA**

During the field visits in Tuban, the training course for WUA board members started and the communication specialists were requested to have a look at the contents of the communication training. Although the topic was well lectured upon by the trainer and the participants listened with a lot of interest and responded after the morning's training session, that it was very useful for them, the actual content (also presented in the training course book) deals with communication theory and has little direct relation to the specific communication practices needed by WUA board members. At the mission debriefing with the PMU director, it was agreed to use the hand-outs of the Communication Skills Development sessions (held during the previous mission) as basis for a practical and attractive manual on communication techniques, specifically geared towards the needs of WUA board members. It is intended to work on this manual during the next mission foreseen in March-April 2004.

Of all 17 meetings attended, digital photographs were taken, showing attendance of the participants and illustrating good and to-be-improved-upon presentation and meeting skills practices. Moreover, the formation process of the Hadarem WUA was step by step digitally recorded, with the intention of having a photographic report (for later use within the WUA communication skills manual and initiating a WUA-to-WUA approach) on this very well organised meeting.

It had been the intention of the MTAT Communication Specialist to spend 7 working days, mainly during the EID holidays on an elaborate debriefing report and to process informative and tale-telling photographs. However, it was decided that at this stage these were not urgently required. A day-to-day account of the mission can be found in the itinerary appended.

As the programme of next input (See appendix H) is a logical continuation of and building upon the present mission, the experiences, analyses and recommendations of both missions can be combined and further elaborated upon in the next mission report.

The time and dedication given by the farmers, the PMU/PIU directors and staff and the MTAT team and office staff to support and contribute to this mission is gratefully acknowledged here.

## APPENDIX A:

### TENTATIVE PROGRAMME COMMUNICATION SPECIALISTS

25 DEC 2003 - 7 FEBR. 2004

25/12-01/01	Sana'a: Preparation of field activities; supervising Calendar printing
02/01-08/01	Wadi Tuban: Field activities (gathering information, monitoring, etc.)
09/01-15/01	Wadi Zabid: Field activities (gathering information, monitoring, etc.)
16/01-21/01	Wadi Tuban: Field activities (counselling, training, design, etc.)
22/01-29/01	Wadi Zabid: Field activities (counselling, training, design, etc.)
30/01-06/02	Sana'a: Design communication materials and reporting

The programme will consist of the following activities:

1. Preparation of informal interviews, workshop methods and design, counselling exercises evaluation checklists, etc. Informing and preparation of PIM staff through sending appreciative inquiry form. (Sana'a)
2. Communication skills development and counselling for PIM staff through a participatory workshop of min. 3 days in Tuban and 3 days in Zabid during the second week of the field visit to that area. Preparation of the workshop will be done through a needs/demand analysis with the relevant staff during the first week of the field visit to resp. Tuban/Zabid.
3. Monitoring the participatory design process and meetings in Tuban and Zabid + defining communication needs (first week) and follow up (second week), through training on the job and participatory design of communication materials.
4. Supervising distribution of IIP calendar 2004 (5000 copies) in Sana'a, Tuban and Zabid + first evaluation of the calendar. (first week)
5. Evaluation of farmers'- and local related organisations' awareness, knowledge and understanding of the main aims and activities of the IIP, WUAs and WUGs, through informal interviews in Wadi Tuban and Wadi Zabid. (2 mornings/afternoons during the first week per project area).
6. Initiating a 1 page low-cost IIP/PIU newsletter on current IIP affairs and activities for local councils, related local government offices and WUAs/WUGs. The development of this idea will be done in a participatory way with the PIM staff during the first and second week.
7. Discussion of O&M manual on farmer-friendly use. (first week Tuban only)
8. Identifying possible communication bottlenecks and needs for WUAs and WUG in their feedback members (farmers) PIM staff will do fact-finding during the week between the first and second fieldvisit, after which the results and esp. method will be reviewed during the second week of the field visit.
9. Discussing working paper 23 with PIU director Tuban (first day of first week)
10. Evaluation of Comm. Skills development courses impact on PIM extensionists by monitoring their performance in contact with farmers and a group session. (first week Tuban/Zabid).
11. Evaluation WUG flash-cards (first week Tuban/Zabid)
12. Discussing with PIM staff their planning of activities for the coming year and which communication inputs (e.g. training and materials) are needed.

## APPENDIX B

Evaluation on awareness and knowledge on the IIP, aims and activities and the effectiveness of IIP communication materials.

### Objectives:

- To find out if and what the staff of related institutions as well as the farmer population of Wadi Tuban/Wadi Zabid know about the aims and activities of the IIP and what are the main sources of this information
- To find out if and to what extent the communication materials of the IIP have reached their objectives and intended target audiences. (Farmers, officials of local organisations, the general public).
- To train the PIM staff in the so-called quick-and-dirty data gathering, through informal interview techniques and probing beyond superficial answers.

### Method:

- Informal interviews with staff of related institutions like Local Council office, Agricultural office, etc.
- Along the roads/fields, at village shops and at marketplaces informal interviews will be held with (groups of) people available there, during 1 morning and 1 afternoon per project area.
- The interview format will be tested through a 'dry-run' of a couple of hours in a village or marketplace, nearby the project offices

### Checklist and questions for informal interviews

1. Do you know if there is anything going on in this area concerning spate irrigation?

*If yes continue with 2*

*If no, ask if they have heard about the IIP or the most common name people use for the project (e.g. the project of Anwar, the Dutch project, etc.) If yes continue with 2*

*If no: ask if they have seen the posters or announcements (show examples) or heard about WUG/WUA meetings, know one of the extensionists (mention name). If yes continue with 2.*

*If no; go to question 4 and thank them and proceed to another location/person*

2. What do you know about these activities in spate irrigation?

3. How did you get this information?

*Try to let the person specify which information came from which source*

*Explain who you are and why you asked these questions and proceed with 4.*

4. Do you have any suggestions for improving the communication/information to persons like you?

5. Thank you very much for your cooperation.

*When interviewing office staff of related organisations, **question 1** will be changed into:*

*What do you know about the IIP?*

**TENTATIVE SCHEDULE OF VISITS TO LOCAL INSTITUTIONS  
 IN WADI TUBAN**

<b>DATE</b>	<b>PLACE</b>	<b>PERSONS to interview</b>
Sunday 18 January	Majlis al Mahali, Al Howta	Said Abd. Haydera, Ahmed Mahmud Qa'id Ahmed Moh. Fadl Ambid 'Arif Ali Nasr Saleh Murshid Aldawh
Sunday 18 January	Maktab al Zara'a, Al Howta	Director Ali Muhsin Al Muntassir, Director Irrigation, Moh. Jader, (73753631)
Monday 19 January	Social Department, Al Howta	Director, Hassan Qandash Dir. Dept of Associations, Mohammed Saleh Muthanna al Qutaibi
Monday 19 January	Governors office, Al Howta	Dept. governor, Ali Hayderi Mater.
Monday 19 January	IDAS/Extension dept. Sabr	Director of Extension, Moh. Abdallah Sa'ad
Tuesday 20 January	Textile factory	Director Mohammed Hazza???? Who seems to be the one who made the comment to the WB mission that he didn't know anything of the project, which resulted in the comment 31 (MoU)



## APPENDIX C:

### WORRY-NOTE from the Communication specialists.

**16 Jan. 04** (*In English being circulated among the international consultants, in Arabic among PMU/PIU colleagues*)

The communication specialists would like to express their concern about the regulations needed for the distribution of water users' contribution (Who is contributing for what) and would like to ask your attention for the following:

Within the Participatory Design Process, the FDC/WUA is requested to ensure the 10% contribution of the water users.

The FDC has to sort out with the water users the distribution of this contribution; the 'who is contributing to what'.

During the second contribution meeting the PIM staff is expected to explain to the FDC members that FDC and WUG leaders discuss and find solutions for the following questions to be reported back at the third meeting:

- ⇒ Which water users benefit from each rehabilitation work (WUA members and non-WUA members)?
- ⇒ Which water users are going to pay for which rehabilitation works?

The project being pressed for time does not allow for more than 7-10 days between the second and the third contribution meeting.

It is expected that arguments need to be settled and solutions found for water users contributing 100% to small works, while others 'pay' only 30% (virtual) for the Comm. Contracts. Does one have to contribute, when one is not directly benefitting? Who will pay in cash, who in kind, are non-WUA members included, etc .etc. Knowing the Yemeni culture, these matters will need a lot of attention, negotiating skills and sound experience and wisdom in distribution regulations.

**The communication specialists expect that the proposed solutions for the distribution regulations of the contribution will cause many problems and may not be as 'implementable' as initially presented by the FDC for the following reasons:**

- The FDC members are dealing for the first time with the questions related to the distribution of the contribution. They have no previous experience with possible solutions, neither do they have experience and skills in discussing the various options and negotiating agreement among the water users.
- The FDC committee does as yet not have the status, credibility and authority with/ over the water users. Without these,
  - the FDC will lack the confidence and weight to approach the water users and request their cooperation.
  - the water users will take the FDC and its messages with the necessary reservations (wait-and-see-approach) and not at all feel committed in case of reached 'agreements'.
- With the WUA (and FDC) being a new and non-governmental institution in Yemen, with for its members unknown and alien democratic rules and regulations, water users will not feel that they have to comply with the regulations and agreements. People are used to

governmental laws and regulations and if they don't comply, the law might be enforced through sending the police or military to the offenders and putting them in jail. WUA's lack of similar authority will render the WUA powerless in the eyes of the water users. They have nothing to fear from them.

- As reaching agreement on distribution regulations of the contribution with the water users will need a lot of discussion and time, it is feared that the FDC/WUG leaders being pressed to reach these agreements within 7-10 days, will not or insufficiently consult and discuss with the water users. FDC members might just report to the project their own ideas, suggestions or expectations and decide **for** the concerned water users instead of **with** them. Havoc and delay might ensue the moment the water users are demanded to effectuate their contribution.
- If the various WUA's (FDC's) have agreed upon distribution of contribution regulations which differ from WUA to WUA, this might also cause unrest and/or dissatisfaction with the water users. It might be easier to comply with regulations if one knows that the neighbouring WUAs have the same regulations.
- As the issue of contribution is not a very popular one and the project leaving the distribution regulations to the FDC, the PIM staff explaining these matters at the contributions meetings will be the first to take the brunt of the anxiety, bafflement and various degrees of circumventing the issue, vented by the FDC members and participating WUG leaders. With as yet no independent Arabic speaking project person having been present at these meetings, it is difficult to assess how and in what detail these issues are being brought forward, dealt with and understood.

## WHAT COULD BE DONE?

The communication specialists suggest the following:

1. Meet with FDC members who are in the middle of the participatory design process and busy finding out who is contributing for what and find out if the above described worries are justified.
2. Discuss the findings with PMU/PIU/Euroconsult staff.
3. Collecting and describing experiences on distribution of contributions from similar projects with WUAs from other countries. Discussing these with the WUA/FDCs to see if these pose possible options.
4. Finding out traditional (e.g. the distribution of contributions from the Sultan of Lahej) and existing practices in Yemen. (e.g. also outside the irrigation sector) and discuss with WUAs/FDC to what extent these could be applied.
5. Consult with Hatrum, PIU directors, the local councils and Social Dept. (Min. of Social affairs) what kind of solutions they would propose, or could help with point 3.
6. Organise a plenary workshop per project area with WUA board members, FDC members and WUG leaders, to discuss options and possibly to agree upon a set of uniform regulations per project area.

The Communication specialists would welcome any other comment, suggestions or additions to this paper.

After circulating this worry note, discussions have been held and various comments and suggestions were received.

## **APPENDIX D:**

Proposal for FLYER(s) for WUA/FDC meetings on the contribution of participatory design of rehabilitation works.

### **Objectives of the Flyer (max. 2 A4)**

- To further clarify and reconfirm in writing the verbal explanation given by PIM staff during contribution meetings within the participatory design process.
- To provide the WUA board members, WUG leaders and members of the Farmers' Design committee with appropriate information for further dissemination to farmers and help them to increase the credibility of the Project and the WUA activities.

### **Appearance:**

The flyer should be mainly text, but written down in easy Arabic and look attractive for reading. Simple and clear fonts, not too many of them, no too small lettering and enough white between paragraphs. It should be possible to copy the pamphlet in the PIU's.

In addition to this it is proposed here to make a simple A4 sheet with Frequent Asked Questions (FAQ) and the answers immediately under each question. These questions are taken from farmers meetings.

### **Use:**

The flyer as well as the FAQ sheets can be handed out at the end of meetings and a number of copies given to FDC/WUA board members for them to distribute to WUG leaders and farmers. The pamphlet and FAQ sheets should also be available at the PIU office to hand out any time when needed. The flyer should have a realistic calculated example with real figures in it. (e.g. Al Sadain example)

## **Appendix D1**

**FLYER NR: 1 For WUA/FDC and Water Users on CONTRIBUTION (Final Text)**

### **Farmers contribution Why?**

Farmers need to be involved to ensure that money is not wasted and the rehabilitation works will be really useful for them.

- Contributions give farmers the right to influence decisions on rehabilitation (construction) works.
- Farmers will better care for the construction works afterwards.

### **Which works are carried out by the project?**

The project is fully responsible for:

- Village Protection works
- Rehabilitation of existing weirs,
- Repair of weir gates
- Feeder roads.

The WUA does not have to pay for these, nor for the operation and maintenance of it.

**Which works require the contribution of the WUA and how much?**

- Free intakes on the Wadi.
- Repair of canals and water control structures.

The WUA has to pay 10 % of this

**How can the WUA contribute this 10%?**

The WUA can contribute the 10% in four alternative ways:

- ⇒ By carrying out and financing simple works by themselves, called association works. The value of this work is counted as part of the WUA contribution.
- ⇒ Through WUAssociation Contracts for works not costing more than 10.000 US dollar.
  - 70% will be paid by the project to the WUA which are the costs for renting equipment, buying materials like cement, iron and skilled labour and part of unskilled labour
  - 30% is the contribution of the WUA and are the costs for what other wise would be paid to a contractor. These are the costs for profit, risks, supervision and administration. This 30 % is counted as part of the WUA contribution.
- ⇒ By providing land in case a new canal has to be constructed, the value of the land will be counted as part of the WUA contribution.
- ⇒ By providing cash payment towards Contractor works. Works higher than 10.000 dollar are contracted by the project to a contractor via a public open bidding procedure. At least 90% of the costs will be paid by the project. The WUA has to pay the balance.

**Example:**

Work	Costs	Implementation method	Project share	Water Users Share
<b>Total</b>	<b>100.000 dollar</b>		<b>90.000 (90%)</b>	<b>10.000 (10%)</b>
Simple repairs of gates	1000 dollar	Association work by farmers themselves	0	<b>1.000 dollar (100 %)</b> Labour, materials
Constructing a branch channel	10.000 dollar	WUA contract	7.000	<b>3.000 dollar (30 %)</b> part of labour
Constructing concrete structure for Obar head	89.000 dollar	NCB contract	90.000 <u>7.000</u> _ 83.000	10.000 <u>4.000</u> _ <b>6.000 dollar in cash</b>

## Appendix D2

### DRAFT TEXT for FLYER NR: 2 for WUA, FDC and Water Users on Contribution for Rehabilitation works

#### **What are the benefits of a WUA Contract ?**

- ⇒ The WUA has total control over the implementation of the works
- ⇒ The WUA gets paid for most of the physical inputs like materials, machinery and labour.
- ⇒ The WUA gains experience in contracting, which will be very useful in the future when small repairs or rehabilitation works need to be done. The WUA is responsible for the maintenance!

#### **How many WUA Contracts can be awarded?**

The project has a total budget of 1.2 million US dollars, which allows for 120 Community Contracts; 60 in Wadi Tuban and 60 in Wadi Zabid.

To enable all WUAs to apply so they can gain contracting experience, the project can give 1 Community Contract per 160 ha (= ... Feddan). Tuban has 9.500 ha. Divided by 60 Com. Contracts.

If a WUA has for example 285 ha it may apply for 1 or 2 Community Contracts.

#### **Which water users are going to contribute?**

The Farmers Design Committee has to find out (negotiate?) who is going to contribute to what. The question is how to distribute the costs over the water users.

Questions which need to be answered by the FDC are:

- ⇒ Are non-WUA members also share in the costs?
- ⇒ Do all water users contribute equally, even if some do not benefit from all the works they pay for?
- ⇒ Do water users only contribute towards the works from which they benefit?

#### **What are the tasks of the Farmers Design Committee?**

- ⇒ Pass the information discussed with them during the FDC meetings to the WUG leaders
- ⇒ Together with the WUG leaders finding out:
  - Which water users benefit from each rehabilitation work (WUA members and non-WUA members)?
  - Which water users are going to pay for which rehabilitation works?
- ⇒ Reporting back to the project at the next meeting.

## Appendix D3

### DRAFT TEXT FOR FLYER NR:3 for WUA's, FDC's and Water Users on contribution

*Format on A4 easily to be made and printed in the PIU office!!!!*

*To be used as hand-out to farmers during meetings and also to be distributed by WUA and WUG leaders to their members.*

#### **FREQUENT ASKED QUESTIONS ON FARMERS' CONTRIBUTION TO REHABILITATION WORKS.**

**QUESTION:** When the majority of the WUA members have contributed to the 10% WUA contribution, but some poor members cannot contribute, will the project start to implement the rehabilitation works and pay for the 90%?

**ANSWER:** No; the project will only start with providing the 90%, when the WUA has the full 10% in cash in the bank account. The WUA is responsible for the 10% contribution and has herself to find solutions how to get this.

**QUESTION:** When the WUA doesn't have the full 10 % in the bank, can they pay the outstanding amount later, e.g. after the harvest?

**ANSWER:** No, The project will only implement and start with providing the 90% when the full 10% is complete in the bank account.

**QUESTION:** Can the WUA do all the contracts, also the ones which are higher than 10.000 US dollar?

**ANSWER:** All contracts less than 10.000 US dollar can be contracted by the WUA. Contracts which are over 10.000 US dollar are executed by a contractor (via the PMU in Sana'a) and can not be done by the WUA.

**QUESTION:** When the farmers execute a work by themselves how are the costs for labour and materials being calculated?

**ANSWER:** The costs are being calculated by the project engineers, using the same prices as with official contracts.

**QUESTION:** What happens when a WUA does not want to contribute?

**ANSWER:** The project will assume that the WUA is not interested rehabilitation of the works and cut the WUA out of their planning for further assistance.

**QUESTION:** Which works are for the responsibility of the government and which under responsibility of the WUA?

**ANSWER:** The government is responsible for protection works, rehabilitation of existing weirs, repair of weir gates and feeder roads.

The WUA will have to contribute to repair of canals and canal structures.

**QUESTION:** Can the WUA also take contracts of a value more than 10.000 dollars?

**ANSWER:**

## **APPENDIX E:**

### **PROPOSAL FOR IIP PRESENTATION DAY (Frame to be discussed and filled in with PIU directors and staff)**

#### **Background:**

In the MoU of Nov. 2003 par. 31 reads that local authorities and organisations as well as farmers seem to know little about the IIP, its aims and PIM approach.

Although local organisations confirm having read the IIP brochure and other IIP communication materials (like the awareness posters and WUA campaign leaflet), they indicate that this information, although satisfactory at time of distribution in April 2003, is by now too general for them. They would welcome a more detailed account of the IIP project, its achievements to date, its present activities and the planned activities for this year.

Moreover the PIU directors in Tuban and Zabid have expressed the need to regularly inform and update the local related organisations about the project progress for public relation- as well as cooperation purposes. The idea of a monthly newsletter is not realistic with project staff being pressed for time (writing, copying and distribution) and the Yemeni culture not really a reading one, but much more verbally developed.

It is therefore proposed to organise (every half year?) a 'presentation day', during which the IIP/PIU branch presents itself to the related local institutions and organisations.

#### **Objectives:**

- to provide information about the aims IIP, the project cycle/process, the achievements of the PIU branch, the experiences and lessons learned, the present ongoing activities, the planned activities for the coming 6 months.
- To create goodwill and credibility for the IIP and PIU branch and providing a basis for coordination and cooperation with related organisations.
- To exchange experiences and lessons learned.

#### **Target audience:**

Related local institutions and organisations (govt and non-govt.) like:

- Local Councils
- Social Affairs (social department for Associations)
- Agricultural office
- Environmental Protection Agency (Aden Branch)
- Related projects; like IDAS, UNDP...
- Press (Lahej Radio, Aden Radio, Newspapers)
- Governors office (dept. governor, governor??)
- Director of district (mudir al muderya)
- Important local Business men?????
- WUA board members
- *more to be added!*



### **Some suggestions for the Programme:**

From 9.00-13.00

Opening

Various presentations supported by slides (beamer??) overhead sheets (attractive ones), etc. e.g.

- Overview of aims of the IIP (flipchart) and the main steps (Anwar AK) 15 min.
- Overview of the steps in the Participatory design Process. (Wicher and .....
- Achievements of PIU Tuban (by Anwar AK) with nrs. and figures (also in hand-out) 20 min? (PIM staff and .....
- Presentation by a chairman of an established WUA.
- 
- Questions, remarks and discussion (30-45 min.)

Lunch break (lunch provided by .....

Afternoon 15.00- 19.00

Qat chew, discussing the experiences and lessons learned and possibilities for cooperation  
Local leaders, sheiks, auqaal, representatives mosques.

### **Materials:**

Hand-outs with facts and figures for the participants and media

IIP brochure (if still available)

Posters and communication materials being displayed on the walls.

Coloured photographs of activities being displayed on the walls.

### **Time:**

The presentation day could be held somewhere the second week of April 2004, before the WB mid-term review. 3 weeks of preparations will be needed together with Abdul Ghalib.

### **Location:**

Faculty of Agriculture in Al Hawta???? Also depending on nr. of people invited (appr. 50???)

Afternoon qat chew? Yes? and Where???

### **Funding:**

Budget list with items need to be prepared and who is going to pay for what!!!!

### **Action list.**

List with actions and names who is responsible for what with deadlines!

### **For now:**

Discuss with Abdul Ghalib this frame and fill in more

Discuss programme ideas with MTAT and Yemeni PMU/PIU colleagues, esp. PIU directors. (Abdul Ghalib)

Discuss ideas and proposal with Hatrum and MTAT TL

Find other presentation techniques than only lecture-types (one way traffic becomes very boring).

Don't forget to pay attention to the translations (oral and written text)

## APPENDIX F:

### PROPOSED PROGRAMME OF ACTIVITIES FOR 2004

	ACTIVITIES	J	F	M	A	M	J	J	A	S	O	N	D
1	<b>Continuation Awareness building Zab.</b>												
2	<b>Communication support to PIM activities</b>												
	- Water user Groups												
	-WUA												
	-Irrigation council												
	-Promotion IIP/Open Days												
3	<b>Production of communication materials</b>												
	-Flyers for contribution												
	-Training manual for Comm.Skills Dev.												
	-Leaflet promotion irrigation councils												
	-Announsters (2) Irrigation Council												
	-Leaflet WUA/Project contract												
	-Materials for training courses												
	-powerpoint packages for promotional activities												
	-IIP Calendar 2005												
4	<b>Communication through Radio/TV/Newspapers</b>												
	-articles for newspapers and magazines												
	-preparation of items for radio and TV broadcasts												
	-production of TV documentary on IIP												
5	<b>-Training activities</b>												
	-communication skills development PIM staff & extensionists												
	-supporting training activities for WUA board members												

## **APPENDIX G:**

### **TENTATIVE PROGRAMME NEXT MISSION INPUT (11 MARCH - 23 APRIL 2004)**

- Preparation and organisation Presentation/Open Day PIU Wadi Tuban, including communication materials. (Displays on the wall, hand-outs, powerpoint presentation etc.)
- Assessment of practical communication needs and present experiences of WUA board members.
- Preparation and design of training modules practical communication skills WUA board members.
- Production of training manual Communication Skills Development for PIM extensionists.
- Counselling and On-the-job training of communication and facilitation skills with PIM staff and PIM extensionists.
- Evaluation of the IIP calendar 2004. Findings to be used with the IIP 2005 calendar.
- Evaluation of Flyers on contribution and making adjustments if necessary.
- Production of Photo flyer on steps in the WUA formation meeting
- Guidance with preparation of script and shooting scenario IIP TV documentary

## APPENDIX H:

### Itinerary and activities Communication Specialist 25 Dec.2003 – 31 Jan. 2004

- 25-26/12. Travel to Yemen, arrival Sana'a
- 27/12 Meeting with TL Pieter Raijmakers. Working at PMU with Abdul Ghalib AlYousufi, review programme of the last months, reviewing dummy calendar 2004, and discussing possible bottlenecks for distribution; discussing programme for the coming 6 weeks and preparations needed. Meeting with PMU director Mr. Abdullillah Hatrum. Briefed by Mohammed Barakat, on MoU and the findings on communication. Reading Memorandum of Understanding of World Bank review mission Nov. 2003.
- 28/12 To PMU, discussing and adjusting tentative mission programme with Abdul Ghalib; explaining the appreciative inquiry method and discussing its possible use with PIM staff as needs/demands analysis. Preparing checklist for random interviews to evaluate awareness/knowledge about IIP among local organisations and farmers.
- 29/12 Finalizing tentative mission programme and briefing TL Pieter R. about it. To PMU and reviewing the newly developed flash-card set for WUG formation. Discussing the first two days activities for Chrisje in Tuban as AG can only join her from Monday 5 Jan. onwards. Short visits to the Min. of Agriculture and meeting with Mr. Abdul Hafidh Garhash (DG Agricultural Production) and Mrs. Bilqis Abu Sattar (DG Rural Women Dev. Gen. Directorate). Writing proposal and checklist for random interviews. Preparing possible exercises for participatory workshops with PIM staff.
- 30/12 To PMU, discussing and finalising proposal and checklist for random interviews. Meeting with Mr. Saleh al Abid, TV/Radio maker and looking at his proposed programme and budget for making a TV documentary and 8 radio programmes about IIP. Reviewing and discussing with AG training papers on Appreciative Inquiry, structured dialogue and a number of micro skills for facilitation. Discussing logistics field visits. Lunch offered by the communication specialists to Mr. Barakat, Mr. Fawzy and Mr and Mrs. Raijmakers as reward for reading the second report of the communication specialists (there was a hidden message in the text of the report). Starting with preparation of hand-outs for the PIM staff workshop.
- 31/12 Preparing hand-outs for PIM workshops; new-year's lunch with Arcadis project staff. Reading Memorandum of Understanding. Organising logistics for field visits.
- 01/01 Informal meeting with Mrs. Joke Buringa, Yemen desk Min. of Foreign affairs and Mrs. Bilqis Abu Sattar, DG. Rural Women Development Gen. Directorate (MAF) and some of her staff. Discussing gender issues in agriculture and irrigation.
- 02/01 Travel Sana'a-Aden; lunch in Dhamar with Dr. Mohammed Noman Sallam (director AREA-Extension Department) and Dr. Abdul Wahid Mukred, Dept. Director General Agric.Research & Extension Authority.
- 03/01 To PIU Tuban; meeting with PIM staff and discussion about the tentative programme of the communication specialists, the present state of work of PIM

staff. Discussing with Kamal and Fathya the participatory design process and their experiences with these meetings. Obtaining suggestions for improvements from them and discussing these. Discussing with Kamal the procedure of drafting the WUA contract papers. Visiting communication course for community workers of the Aden Water project (Arcadis/EU) and giving a short talk on participatory methods for the participants. Attending and observing afternoon meeting with farmers design committee and interested farmers in Falag al Nino on farmers' contribution with the rehabilitation works.

- 04/01 To PIU; short meeting with PIU manager mr. Anwar Abdul Karim. Evaluating yesterdays' village meeting with Kamal and counselling him on group dynamics and meeting skills. Discussing also negotiating techniques and providing and explaining some background papers on this topic. Briefing by Mr. Wicher Boissevain on participatory design process and detailed explanation of the different steps followed by a discussion on the possible input of communication supporting materials and/or approaches.
- 05/01 To PIU; short talk with Mr. Wicher and afterwards with Dr. Kamal on the availability of PIM staff to work together with the communication specialist. As it turned out PIM staff will have no time available to accompany and assist the expat. communication specialist to stand in for the official PMU communication specialist. Meeting with PIU manager Mr. Anwar, to discuss the proposal on the evaluation of awareness and knowledge about the IIP among staff of local institutions. Special attention was paid to the logistics, as without Mr. Abdu Ghalib and local PIM staff not available, the communication specialist has to go out on her own and using the driver as translator during the interviews. At the same time the PIM staff will lose the opportunity to be trained in interview techniques as was intended. Together with Mr. Anwar a list was made of local institutions to be visited. He stressed that the interviews with local government officials should not be carried out by the expat. consultant on her own (with her driver as translator) and without Abdu Ghalib. Thus this programme item has been postponed to the third week of the field visits, which of course will interfere with the planned workshop for counselling PIM staff. With the present programme going on to establish WUAs and the participatory design process as well as the preparation of WUA training in full swing, it seems the be questionable if the PIM staff will have time to be advised and counselled during the planned three days workshop. Discussion with Wicher as well as Rene about the above. Discussion with Kamal on the proposed communication curriculum for the WUA board members training. As the curriculum outline seemed rather theoretical, it was advised to Kamal to get this curriculum more in tune with the practical needs of the WUA board members. Finding out from the engineers what happened with the 'technical' drawings made by one of the extensionists.
- 06/01 To PIU; trying to find an extensionist to guide us to villages for doing informal interviews, this failed. As a WUA foundation meeting would be held starting at 10.00 in Habeel, it was decided with Kamal to attend this meeting with the possibility of doing random interviews on the way back. At 10.15 it was discovered that the project team had already left without notifying the communication specialist as had been agreed. With help of the office manager a person was found who knew the way to Al Habeel, so that it was possible to attend the last 20 min. of the foundation meeting and to make photographs of the election process. Interviews on the way back could not be held, as the car was needed to ferry back the staff to the project, moreover the staff present would have influenced the interview and its outcome. Downloading and printing of

photographs. Interviewing PIM staff on counselling needs. Phoning with Abdu Ghalib to find out when he expects to be coming down for the field visits and how the printing of the IIP calendar is progressing. Short talk with Rene van D. on spate warning system and the development of a communication plan, as this is stated in the TOR of the communication specialist. Rene refers to John Ratsey for this. Writing short memo with a.o. questions to be answered related to spate warning system and passing it to John. Attending second contribution meeting in Al Hawta with farmers from Al Shatary. Very interesting to note which questions were asked and the expressed need for written info of the project to improve credibility with farmers to become WUA member and improve willingness to contribute to the rehabilitation works.

- 07/01 To PIU, briefed by John on the spate warning system and where (at what stages specifically) a communication plan/strategy would be needed. Downloading photos from yesterdays meetings and transferring them to PIU computers. Printing some photos from yesterday's meeting to be given by the PIM extensionist to the attending farmers. Getting ideas on paper on hand-outs for contribution meetings. (e.g. FAQ sheets etc.). Attending first contribution meeting with 5 FDC members, conducted by Kamal and extensionist Ayderous in Birt Salem. Explanations done by Kamal, but no supporting materials used, except for the flipchart (of which only half of the first page was read out). The FDC got very confused with the figures in their proposed list of rehabilitation works. Also a lot of time was used to convert the dollar amounts to YR. The FDC also did not agree with the estimations of the works and said they themselves could do it cheaper. Kamal had no answer to this, he said he needs an engineer in these meetings. The answer however lies in the 30/70% calculation of official contractors costs. This was not mentioned, meaning that the matter is still not completely mastered by the PIM staff. The fact that these important meetings are held around 16.30 after a demanding day in the office for Kamal, don't help to be as sharp and on his toes as possible.
- 08/01 Working on itinerary and year plan 2005 for communication activities.
- 09/01 Sorting out possible practical exercises for training workshop with PIM staff; Travel to Zabid via Taizz with John Ratsey.
- 10/01 To PIU; Discussing programme communication specialists with Adel and Abdul Baqi, Ahmed Muallim was invited, but saw no chance to come. Attending FDC formation meeting in Al Zariba with Al Baqr WUA (under establishment). Evaluation of the meeting afterwards; esp. the use of announsters, particular meeting skills, etc. Getting feedback on communication material and discussing the need for material to support the contribution meetings to come. Also discussion on point 31 MoU and how the local authorities have been and will be informed about the project and its activities. Discussing the idea of a monthly newsletter. Attending afternoon WUG formation meeting conducted by Abdul Baqi and extensionist Ibrahim Mahroosh near al Jarahi with Al Qurba Thultein. Also asking info from farmers about spate warning system in the past. Evaluation of meeting afterwards while driving home. Phoning with AG in Sana'a, briefing him about the goings-on and discussing a change in the programme as he is still not able to come this week to the field. Consequently decided to go to Sana'a on Tuesday to work with AG some days in Sana'a on needed communication material for the contribution meetings, before going to the field again together with him. Discussing the change in programme with Wicher (and John), sending email to TL to inform him.

- 11/10 To PIU; discussing with Wicher the first case of a WUA in Tuban refusing to contribute and how to handle this. Trying to discuss the programme of the communication specialists with Ahmed Muallim, but failed because of time constraints his side. Meeting with PIU director Khaled al Attas, who demanded action on having IIP programmes on Hodeidah radio. Explaining and discussing the contribution system with Adel and the experiences with FDC contribution meetings in Tuban. Working on FAQ sheet. Attending afternoon WUG formation of Maqa'am Azza'im al Mawi. Collecting information from farmers on how they would know when a spate is coming and if and how they would warn people downstream.
- 12/01 To PIU; downloading photos WUG formation meeting into PIM computer. Meeting with Ahmed Muallim on his ideas for communication materials (he has made several poems and songs to be used with farmers, which can be made into leaflets/hand-outs) and to decide which topics could be used for radio broadcasts (Hodeidah). Agreed that he will contact Mr. Ahmed Qassim from Radio Hodeidah and supply him on a regular basis with relevant IIP information, e.g. on the present ong-ong activities. Payment is promised by the PIU director Khaled al Attas. Plenary session with Khalid al Attas and PIM staff with Wicher explaining the contribution system. At the end of the meeting providing the participants with some advise on micro skills for meetings. During the afternoon WUG formation meeting with farmers, Abdul Baqi used the information of the morning meeting already with the farmers. Working on text for flyer on contribution. Attending afternoon meeting WUG formation of al Sha'arbi canal in Mahwa al Kuleif village, with Abdul Baqi, Adam and Issi (extensionists) and Ahmed Muallim. Afterward discussing the rather sloppy voting system and suggesting improvements.
- 13/01 To PIU; discussing with Adel suggestions for improving the voting systems in meetings. Working on text for contribution leaflet. Making 2 pages with photographs for annual report PIM staff Zabid. Travelling to Sana'a. Meeting with David Nieuwenhuis, briefing each other about work and discussing coordination. Informing Olaf Verheijen about findings in Tuban, esp. concerning training.
- 14/01 To PMU; briefing Abdu Ghalib about the field visits to Tuban and Zabid. Discussing the contents and design of the contribution flyers for farmers, the poems made by Ahmed Muallim and if and how to proceed with these as well as how to arrange for the local radio broadcasts (i.e. Hodeidah) from Sana'a. Conclusion is that it has to be done by the PIM staff itself; short meeting with PMU director Abdulillah Hatrum, informing him about findings from the field visits.
- 15/01 Working on text for contribution flyers and FAQ sheet; working with AG on Arabic text of the flyer and discussing its lay-out. Discussing the coming field visits to Tuban and Zabid, the stalled exchange programme for PIM extensionists, the possible problems with the regulations for distribution of the farmer's contribution to the rehabilitation works and the possible programme for next mission.
- 16/01 Finalizing English text for flyer on contribution; writing 'worry-note' of the communication specialists concerning the distribution of farmers' contribution. Short talk with Richard Sewarniak before his departure to Zabid.
- 17/01 Discussing the flyer with Wicher, to get his approval on the contents. To PMU; fine-tuning the English/Arabic for the flyer. Going over the text of the worry note



- with Abdul Ghalib. Reading papers on the round table conference for integrated water management for Wadi Tuban and Wadi Zabid.
- 18/01 Phone contact with AG, who informs me that he is not in a position to go to the field. Discussing this with TL and briefing him on the repercussions for the programme, proposing amendments and changes in the programme. Collecting flyer. Travelling to Aden.
- 19/01 To PIU; meeting with Anwar Abdul Karim; presenting him with the IIP calendar and briefing him about the contribution flyer. Attending part of the training course for WUA board members (communication); meeting with Kamal, Wicher and Inga on experiences with Al Arays WUA and discussing possible ways of dealing with WUA's who initially are not keen on contribution, as well as the fact that communication from WUA board to members and vice-versa does seem to be very scanty or non-existent. Attending contribution meeting with Mr. Tallal and David Nieuwenhuis in Wahd. Discussing the answers to the farmer's question why they need to contribute with Tallal after the meeting.
- 20/01 To PIU; translating with Kamal the final Arabic version of the flyer, making additions with Wicher in English, discussing with Kamal these additions and if he can translate those in Arabic. Due to the blue background, the flyer doesn't copy very well. Discussion with Mr. Anwar Abdul Karim, Abdul Walli, Inga and Wicher and Kamal, the problems with Al Arays and how to verify if FDC/WUA board takes care of giving feedback to their members. Also the distribution of contribution was brought up. Getting feedback from David N. on his visits to the local council and their wish to get more detailed information about the IIP and its activities. The information in the IIP brochure is felt as too general. Distributing calendar among project personnel and WUA boardmembers attending the training course. Discussion with Anwar about the possibility of organising a 'presentation day'. Meeting with Wicher and David Nieuwenhuis about the round table conference and lessons learned till now. Attending contribution meeting with Kamal and Inga in Al Thaleb. Discussing its bottlenecks and possible improvements afterwards on the trip home. Advising Inga to attend as many meetings as possible and reasons why, which at present is not always possible for her. She will discuss this with the PIM specialist.
- 21/01 To PIU; reading Olaf's internal memo; attending WUA formation meeting in Al Hadarem and taking photographs of all the steps involved. Phoning Abdul Ghalib, briefing him about the Flyer translation and alterations and distribution of calendar and programme coming week. Attending part of the integrated water management workshop, taking photographs. Discussion afterwards with Kamal and Inga on farmer-to-farmer approach esp. as the Hadarem WUA (excellent organisation of their WUA formation) could share their experiences with other Preparatory Committees for WUA formation. Sitting with Kamal to go over his translations of the flyer, unfortunately no time left for typing the text again. Will be done through Kamal next week in Tuban as well as in Zabid. Through involvement of Kamal, the probability of distributing the flyer has increased. Briefed by Inga on the design sheets per WUA and the filing system. Downloading photos and making print-outs for Anwar.
- 22/01 Working on proposal for presentation/open day. Organising logistics for travel Aden-Taizz-Zabid on Friday. Organising photos taken from several meetings during past week in Tuban.

- 23/01 Travel to Zabid via Taizz, with David Nieuwenhuis. Discussion in the car with Jamal Badani and David about irrigation management transfer agreements with WUA and his ideas on distribution of contribution to rehabilitation works.
- 24/01 To PIU; Attending FDC/PC formation meeting in Al Barry and giving on-the-job training for Adel, Abdul Baqi and Jamal. Distributing worry-note among PIU colleagues. With Adel going over changes in Arabic translation of the flyer, however it turns out that the proposed changes were not included, instead the previous Arabic version was just copied again. Adel translates the adjustments within 15 minutes. Getting flyer typeset into computer. Preparation with Adel and Abdul Baq on training session for PIM extensionists on the contribution system. Attending WUG formation meeting in Haji Shamiri with training-on-the-job of the extensionists during and after the meeting.
- 25/01 To PIU: Sending flyer by fax to Tuban. Follow up distribution of Calendar, which can not be done, because the PIU wants to sent it with an accompanying letter which is ready, but can not be signed as the PIU director is in Sana'a. Also they changed the distribution nrs, leaving 45 for WUA's only and adding 123 copies for restaurants. This while the calendar is firstly made for the water users! Attending design meeting with engineers and the FDC of Al Jarazi at the PIU office. Discussion on the worry-note with Adel and his ideas on the matter in Wadi Zabid. Writing communication part for the quarterly progress report. Preparation with Aden and Abdul Baqi for the PIM extensionists training on contribution for tomorrow. Attending WUG formation for meeting for Al Sharabi in Mussalab village and counselling Adel on micro skills for facilitation.
- 26/01 To PIU: Attending FDC formation meeting in Al Zariba for the Mawi area. Getting the photos of all meetings into the computer of the PIM. Conducting training with Adel for the PIM extensionists on the in-and outs of the contribution system. Travel to Sana'a.
- 27/01 Meeting with TL, and being informed that the mission is shortened by 7 days and will end on the 31<sup>th</sup> of January. To PM: briefing AG on field visits. Discussing the distribution change of calendar in Zabid. AG has already taken action. Discussing training curricula on WUA board members training course. Discussing next input communication specialist mission. Working on proposal 'presentation day' Finalizing communication plan for 2004. Discussing with AG how to get some kind of a joint report ready within the two remaining days left. Going over the changes into the contribution flyer nr 1 and AG ideas for a better and more attractive lay-out. AG will do that after the Eid.
- 28/01 To PMU; briefing the PMU director on the mission and experiences in the field, discussing with AG and PMU director the next mission input. Making action list with AG for the coming period till the next mission input. Reviewing and discussing the communication training of WUA board members plus the training book and discussing the need of making a practical training manual, which would be tailored to the actual needs of the WUA board members.
- 29/01 Reporting.
- 30/01 Departure Sana'a
- 31/01 Arrival Amsterdam