

Institutional Capacity Building Programme – Update (November 2005)

In April and May 2004, a mission was conducted by a Short Term Expert (John Durant) to formulate an Institutional Capacity Development Programme for MPIC, MoAI, MoLA, MoF and their respective offices in Hodaidah, Taiz and Hajjah governorates. This document was submitted in June 2004 and the capacity building programme was approved by the FSMU management Committee in October 2004.

In light of the 1 year prolongation of the Food Security Monitoring Unit (FSMU) project, an update of the Institutional Capacity Building project was made. This document sets out to present such an update.

Training needs were originally divided into 2 main categories (technical and managerial/administrative) and a planned 34 courses. The updated Capacity building programme retains the majority of the originally planned courses. However, they have been reorganised in light of the project's evolution, new Yemeni demands and the modified FSMU timeframe.

A prioritization of the needs was realised in order to slightly reduce the diversity of themes to be covered and thus ensure better quality courses and a higher degree of follow up from the FSMU.

Moreover, the courses have been divided into 7 thematic groups in order to reduce the risk of isolated capacity building and ensure participants acquire a broad range of cross cutting capacities relevant to a particular theme they are covering.

The Thematic groups are:

- Project Cycle Management
- Project assessment
- Water resource management
- Infrastructure planning and management
- Administrative and management skills
- Data management

The original Capacity Building Programme foresaw an initial two year period which could possibly be prolonged into 2007 if training was still required and there was still unspent budget remaining. Flexibility was considered a key element of programme success. Indeed, capacity building in the context of Yemen's public sector is a long term process which implies facilitating change and improvement of the management culture, structures, procedures and efficiencies. The FSMU believes such general guidelines should be strongly reinstated as for some themes sustainable capacity building will require a longer timeframe than the period till 2007.

Moreover, institutional capacity building goes beyond organising courses and workshops for official staff and local institutions. The timeframe for on the job training by the EC-FSMU being limited to the next year, ensuring sustainability of the built in capacities will require strengthening –or promoting- inter-institutional relations between capacitated Yemeni institutions and institutions (local or foreign) susceptible of working with them and thus of acting both as a further source of skill transfer and as a monitor of the acquired skills.

The following table summarises the capacity building events such as they are now contemplated:

#	Training needs	Beneficiary institutions *	State of implementation (to be implemented, implemented on date, cancelled)	Beneficiaries	Trainers (name + organisation)
A. Project cycle management methodologies and concepts					
1	Identification, Planning and Implementation	MPIC, MoAI (GDPM, GDI, GDWD), Governorate Planning & Agricultural Offices, TDA	Implemented through 2 workshops (Dec 2002 and August 2005) and on the job training; still to be completed	37 (see annex 1)	J. Salah; FSMU team
2	Logical framework		Implemented December 2002, Oct, Nov, Dec 2004, Jan 2005 and through on the job training	91 (see annex 2)	J. Salah; FSMU team
3	Participative approaches, PRA, RRA		Implemented July 2003 and on the job training; still to be completed	3 (see annex 3)	J. Salah; Han Schellart; FSMU team
4	M&E		Implemented August 2005 and through on the job training; still to be completed	14 (see annex 4)	J. Salah; FSMU team
5	Food Security policies		Implemented May 2005 and through FSTWG, to be completed	17 (see annex 11)	E. Juillard (FSMU)
6	Women Empowerment for FS	MoAI (GDWD); Community Development projects in Marib and Shibam	Implemented June 2003, Nov 2004, still to be completed	25 (see annex 12)	J. Salah
7	Community development		To be implemented		
B. Project Assessment techniques					
8	Project appraisal and feasibility studies	MPIC, MoAI (GDPM, GDI), Governorate Planning & Agricultural Offices, TDA	Implemented Feb 2005 and through on the job training; still to be completed	12 (see annex 5)	DH Westerweid (FSMU); E. H. Ahmed Al Taher (FSMU), H. Breternitz; FSMU team
9	Gross margins (plant & animal production) and Domestic Resource Costs	TDA, Governorate Agricultural Offices, MoAI (GDPM)	Implemented July 2003, August 2004 and through on the job training in Feb-March 2005 and November-december 2005	45 (see annex 6)	E. Grenzebach
10	Livelihood, household food security & farming system analysis (basics)	TDA (including extension department), Governorate Agricultural Offices, MoAI (GDPM, GDWD)	To be implemented	-	CARNE, NGOs and ILO local staff
11	EIA	TDA, Governorate Agricultural & planning Offices, MPIC, MEW, MoAI (GDPM, GDI), MPW, Environmental Protection Authority	Implemented July 2003, sept 2004, March 2005, Sept 2005 and through on the job training; still to be completed	75 (see annex 7)	Prof. M. Schmidt
C. Water resource management					
12	Social Water management (WUA,...)	TDA, MoAI (GDPM, GDI), MPIC, Governorate Planning & Agricultural Offices	Implemented July-August 2003, March 2004, Sept 2004 and March, April, May 2005 and through on the job training; still to be completed	8 (see annex 8)	Han Schellart, G. Pichel
13	Watershed management	TDA, MoAI (GDPM, GDI)	On the job training	-	DH Westerweid
D. Infrastructure planning and management					
14	CAD	TDA, MoAI (GDPM, GDI), Governorate Agriculture offices, RAP-CMO	Implemented Sept 2002 to be completed	37 (see annex 9)	DH Westerweid (FSMU)
15	Dam stability &	MoAI (GDI), Governorate Agriculture Office	Implemented June 2003 and February 2005	31 (see annex 9)	DH Westerweid, (FSMU) Prof.

	security	(Technicians), PWP				Malkawi (Jordan Univ. of Science and Technology)
16	Dam O&M	MoAI (GDI), Governorate staff, local authorities, PWP	Implemented February 2005	20 (see annex 9)		DH Westerveld, (FSMU) Prof. Malkawi (Jordan UNiv. of Science and Technology)
17	Procurement for road construction and maintenance	RAP-CMO, Governorate and District staff, local authorities	To be implemented			
18	GPS for topographic surveys	RAP-CMO, TDA, MoAI (GDI), PWP	Implemented Aug 2005 and Nov 2005; to be completed	10 (see annex 10)		Sokkia Agency; DH Westerveld (FSMU)
E. Administrative and management skills						
19	English Language	TDA, Governorate staff, MPIC, MoAI (GDPM, GDI, GDWD); RAP-CMO may be involved in some courses	Implemented March 2003, May 2003, end 2004 and mid 2005; still to be completed	103		
20	Computing		Implemented in Oct 2002, end 2004 and mid 2005; still to be completed	60		
21	Accounting & fund management		To be implemented			
22	General project Management		To be implemented			
23	Preparing project proposals, tendering and bidding procedures		To be implemented			
24	Budgeting (systems and techniques)		To be implemented			
F. Data management						
25	Remote sensing and GIS	MoAI (GDPM)	To be implemented			Local consultant
26	Statistics and statistical methods	TDA, MoAI (GDPM, GDWD, GDAS), MPIC, Governorate agricultural offices	To be implemented			
27	Market information system	MoAI (GDPM, GDAS), Governorate Agricultural Offices	Implemented through on the job training of the MIS project			MIS project
28	Management Information System	MPIC, MoAI (GDPM, GDWD, GDAS), Governorate Agricultural Offices	Implemented through on the job training; still to be completed			FSMU

* TDA: Tihama Development Authority, MoAI: Ministry of Agriculture and Irrigation, GDPM: General Directorate of Planning and Monitoring, GDI: General Directorate of Irrigation, R.A.P.-CMO: Road Access Programme-Central Management Office, MPIC: Ministry of Planning and International Cooperation, MEW: Ministry of Environment and Water, MPW: Ministry of Public Works, GDWD: General Directorate of Women Development, GDAS: General Directorate of Agricultural Statistics, FSTWG: Food Security Thematic Working Group