



وزارة المياه والبيئة  
Ministry of Water & Environment

gtz

Yemeni-German  
Technical Cooperation  
Water Sector Program

## **Personnel Development Component**

### **Yemeni-German Technical Cooperation Water Sector Program**



## **Development of a Concept for a National HRD Centre for the Urban Water and Sanitation Sector**

**by Eng. Alan Sutton**

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**GOPA/RODECO**

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***Disclaimer:** This report reflects the views and opinions of the consultant which may not be identical with those of the Yemeni Ministry of Water and Environment, GTZ, GOPA or RODECO.*

## Abbreviations used in this Document

<b>AHIEAS</b>	<b>Al-Sa'eed High Institute for Engineering &amp; Administrative Sciences (formerly TATC)</b>
<b>DOT</b>	<b>Department of Organisation and Training</b>
<b>GTZ</b>	<b>Deutsche Gesellschaft fuer Technische Zusammenarbeit (German Technical Cooperation)</b>
<b>HRD</b>	<b>Human Resource Development</b>
<b>HRM</b>	<b>Human Resource Management</b>
<b>LC</b>	<b>Local Corporation</b>
<b>Manual</b>	<b>Manual for Implementing the Strategic Guiding Principles</b>
<b>MWE</b>	<b>Ministry of Water and Environment</b>
<b>NIAS</b>	<b>National Institute of Administrative Sciences</b>
<b>NWSA</b>	<b>National Water and Sanitation Authority</b>
<b>PDC</b>	<b>Personnel Development Component (2) of the Yemeni-German Water Sector Programme</b>
<b>PDU</b>	<b>Personnel Development Coordination Unit</b>
<b>SDF</b>	<b>Skills Development Fund</b>
<b>SMT</b>	<b>Senior Management Team</b>
<b>TATC</b>	<b>Technical and Administrative Training Centre (now AHIEAS)</b>
<b>TNI</b>	<b>Training Needs Identification</b>
<b>ToR</b>	<b>Terms of Reference</b>
<b>WEC</b>	<b>Water &amp; Environment Centre of Sana'a University</b>

## Foreword

Do we need an HRD Centre for supporting the Personnel Development in the urban water and sanitation sector? This was the key question of the consultancy carried out by Mr. Alan Sutton, a very experienced consultant in the field of personnel development in the water sector worldwide.

The earlier approach taken by the Ministry of Water and Environment and GTZ to establish the national Personnel Development Coordination Unit (PDU) aimed in a similar direction, namely providing advisory, supporting and coordinating services to the still generally weak HRD sections of the water utilities. Unfortunately the PDU never gained the expected strength due to the non-availability of selected staff.

Nevertheless the challenges and tasks still remain. Therefore it seems obvious that a national HRD Centre can make a lot of sense, if it will be in a position to provide comprehensive and holistic HRD services to the water sector, enhance capacity development of water utilities and act as a linking element between the demand from the sector and supply of services rendered by third parties, especially training providers. Furthermore it should be autonomous, controlled by a board and avoid to enter into any competition with the already existing public and private training providers, which have valuable experience in training employees of the water sector.

The strong interest shown by representatives of water utilities during the workshop, where the consultant presented his findings and recommendations, are an encouragement to go ahead with the development of the HRD Centre. However essential questions remain, how the current Department of Organisation and Training of NWSA and the incomplete PDU can be integrated and competent as well as dedicated individuals can be appointed to manage the Centre.

Only if these questions can be resolved in a satisfactory way, the outstanding investment by NWSA in constructing, furnishing and equipping the state of the art physical structure will be put to maximum use.

Peter Herrmann (PhD)  
Team leader  
Personnel Development Component

## Executive Summary

The assignment objectives are:

- the role, functions and mandate of a National HRD Centre are determined
- the institutional and organisational set up is accepted by stakeholders
- the mode and terms of service provisions are defined
- the cooperation with other stakeholders is clear.

These objectives presuppose that a National HRD Centre is required in Yemen but, in accordance with the prescribed Assignment Tasks, the Consultant first assessed the needs and justification for a national HRD centre.

This assessment is based on meetings with stakeholders and on the Project-produced report "Current Status of HRD in the Urban Water and Sanitation Sector (January 2009)" which confirms the fragmented and general absence of a holistic approach to HRD within the sector.

The Ministry of Water and Environment (MWE) has initiated a programme of decentralisation with the aim of developing autonomous commercially minded and customer focused utilities. This approach is debatable but it is reality and therefore requires supporting. Unfortunately this support, in the form of a National Water Association, Regulation, skills standards, etc. has not been forthcoming, except through participation of donor-funded projects such as the Yemeni-German Technical Cooperation – Water Sector Programme.

The LCs themselves, although aiming at autonomy, do not currently, in general, have the necessary Human Resources Management & Development capabilities which are required to bring about the improvements in customer service levels, conservation of water and cost benefits which are envisaged by the Government of Yemen. Furthermore, the implementation of the 'Ten Strategic Guiding Principles' which promote an *holistic approach* to HRD, and are detailed in the Manual for Implementing the Strategic Guiding Principles is unlikely to be successful unless support is provided to the LCs/utilities.

The Consultant confirms, therefore, that there is an urgent need for a National HRD Centre, offering much more than pure training.

**It is the Consultant's recommendation that the existing building known as the HRD Centre, Hasaba, Sana'a, be developed as the Head Office of a National HRD Centre for the water and sanitation sector in Yemen.**

It is further recommended that:

- the HRD Centre provides the following services to the sector:
  - Development and strengthening of HR Departments in the LCs/utilities
  - Provision of HRM and HRD consultancy, advice and guidance
  - Coordination of all training and HRD in the sector
  - Development of national vocational qualifications for the sector
  - Knowledge sharing, specifications and data related to:
    - sector staff
    - training programmes and trainers
    - vacancies and opportunities in the sector
    - byelaws, technical specifications
    - financial, legal and operational issues
- the HRD Centre is to be a department or unit of the MWE and is to be managed and controlled by a Board
- the HRD is autonomous

- the recruitment and selection of the permanent HRD Centre staff is conducted in a transparent and fair manner according to the procedure set out in the Manual for Implementing the Strategic Guiding Principles
- the water & sanitation sector's contributions to the Skills Development Fund (SDF) be channelled directly to the HRD Centre
- The percentage of payroll allocated to the SDF is gradually increased over a four to five year period to 5% of the payroll for each LC/Utility.

This report sets out the steps taken, and the options considered, to determine the above recommendations.

**NB.**

The recommendation made by the Consultant is what he believes to be a “best practice” solution to the needs of the Yemeni water and sanitation sector. However, best practice is not always politically acceptable and there may have to be a transition period during which other alternative scenarios are implemented, with a gradual progression to the ideal situation.

This report includes other options (including a “do nothing” scenario) which may provide steps to the final solution if there is not a current willingness on the part of the MWE to approve the recommended option immediately.

## 1. Introduction

### 2.1 Introduction and background to the assignment

The German Technical Cooperation (GTZ) on behalf of the German government is supporting the government of Yemen, represented by the Ministry of Water & Environment (MWE), in a technical assistance programme aiming at upgrading the institutional development of the water sector. The programme comprises five Components:

1. Reform of the Institutional Framework in the Urban Water Supply and Sanitation Sector.
2. Personnel Development in the Urban Water Supply and Sanitation Sector.
3. Development of Independent and Commercialised Urban Water Supply and Sanitation Utilities.
4. Integrated Water Resource Management.
5. Community-based Water Use in Water Scarce Areas.

This component, Component 2 of the Programme is supporting the Personnel Development in the Urban Water Supply and Sanitation Sector. Emphasis is given to a holistic approach in order to match human resources with the institutional requirements and developing systems to upgrade the qualification of staff according to demand.

Upon initiative of the Ministry of Water and Environment and its subsidiary, the National Water and Sanitation Authority (NWSA), the physical structure (building) including furniture and equipment was provided for a national Human Resources Development Centre. The centre, although established by NWSA, is supposed to operate as an autonomous institution and provide HRD services for the entire water sector. However, the concept for this centre is not yet clearly defined and its functions not sufficiently spelled out.

In particular different ideas and expectations exist among the stakeholders. It is not yet clear, if the centre should concentrate on coordination and conceptual tasks or just as well directly provide training services besides public and private training providers.

The national HRD centre is also expected to absorb the not yet fully staffed Personnel Development Coordination Unit, which was created in the Ministry of Water and Environment as counterpart unit to the Personnel Development Component to replace the earlier counterpart institution, the Department of Organisation and Training of NWSA.

Therefore, it is necessary to analyse the institutional situation and to develop a sustainable concept for the national HRD Centre. For this assignment a consultant with relevant experience in the field of Human Resources Development in the water or general utility sector and in organisational development is required.

### 2.2 Notes regarding the HRD Centre

The phrase "Human Resources Development Centre" (or "HRD Centre") is used throughout this report. The phrase 'HRD Centre' is generally used to refer to the new building in Hasaba, Sana'a constructed by NWSA on behalf of the MWE, i.e. the physical structure and its contents in the form of furniture, training aids, etc.

However, the Consultant wishes to point out that he has not set out to justify the existence of the building; instead he has endeavoured to define the HRD needs of the water and sanitation sector in Yemen. Apart from the determined efforts made by the PDC project team, there is little progress with the introduction of an *holistic approach* to HRD within the Yemeni water and sanitation sector. Training of sector staff tends to be supply-driven rather than need- and demand-driven and consequently the Consultant has developed a concept for a national organisation to address the sector's overall HRD needs.

Given the existence of the HRD Centre (the building) it is natural to propose that this would be the Head Office of this national organisation; if such a building didn't exist there would be a strong case to provide such a structure.

Therefore, the phrase "HRD Centre" should be understood to be an organisation devoted to the development and training of employees in the water and sanitation sector and not simply a building equipped with training aids.

The Consultant wishes to take this opportunity to state that the HRD Centre is the most impressive facility of its type that the Consultant has encountered. Congratulations are sincerely given to Mr Foud Abdullatif Dhaif-Allah, Chairman of NWSA, and his team, together with the previous Chairmen, for their vision and endeavour that has resulted in such an excellent unit. Not only has the building itself been carefully designed with training in mind but the training aids, furnishings, location and immediate environment have, collectively, resulted in a centre that not only NWSA, but Yemen, can be proud of.

As with any new building, there are defects which require remedial work and these should be amongst the first activities once the MWE approves the concept and implementation of the HRD Centre.

### **2.3 Notes regarding LCs and Utilities**

This report is primarily concerned with HRD and HRM within the newly formed autonomous Local Corporations and their Branches where appropriate. Therefore, the word 'Utility' or 'Utilities' is used in the text to indicate a water and sanitation services provider, whether it be an LC or a branch.

### **2.4 Consultant's Terms of Reference**

#### **Assignment Objectives:**

- The role, functions and mandate of a National HRD Centre are determined.
- The institutional and organisational set up is accepted by stakeholders.
- The mode and terms of service provision are defined.
- The cooperation with other existing institutions is clear.

#### **Assignment Tasks:**

- Study existing concepts for the Personnel Development Coordination Unit, the capacities of institutions providing HRD services and preliminary plans for the national HRD Centre.
- Assess the needs and justification for establishing a national HRD centre.
- Assess experience with similar institutions in other sectors (electricity, communication)
- Provide information on international best practice.
- Propose roles, functions and mandate of national HRD centre.
- Propose institutional and organisational set up in line with mandate.
- Propose modes of cooperation with other service providers and with utilities as main clients.
- Propose modes of cooperation with Personnel Development Component.

#### **Deliverables:**

Written Report (this Report) with

- Assessment of given institutional situation, existing capacities and shortfalls.
- Recommend role, functions and mandate of national HRD Centre in accordance to the approach of subsidiarity (services at the lowest possible level).
- Recommend institutional set up
- Recommend staffing.

- Recommend milestones for establishing national HRD Centre.
  
- ✓ Presentation of results/proposals in a workshop type scenario and making subsequent amendments.

## 2.5 Timing of the Assignment

The assignment commenced on the 10<sup>th</sup> and finished on the 30<sup>th</sup> January 2009.

Initial meetings with the project Team Leader enabled the Consultant to clarify the ToR and to conduct a workshop, meetings, analysis, etc to ensure compliance with the ToR and provide client satisfaction.

## 2.6 Methodology and Outputs

The Consultant already had experience of the project gained from his involvement in the development of the “Manual for Implementing the Strategic Guiding Principles” (hereafter called the “Manual”) in March / April 2008. This collaboration did not include a visit to Yemen and was conducted by e-mail.

It was noted during the Consultant’s initial visit to the HRD Centre that the “Ten Guiding Principles” from the Manual were displayed in prominent places in the centre. This suggests a commitment to the Principles and therefore the Consultant took this into account when developing recommendations for the concept of the Centre.

In addition to using the Ten Guiding Principles as a basis for the concept proposal(s) the overall approach of supporting the devolution of decision-making from the centre down to the lowest level possible (i.e. “subsidiarity”) is also taken into account in the recommendations.

The Consultants methodology is therefore based on the overall programme objectives, his own experiences and the requirements of the Terms of Reference and comprised:

- a review of the “Manual for Implementing the Strategic Guiding Principles” (draft – December 2008)
- review of other documents including:
  - Summaries of the five components of the Yemeni-German Technical Cooperation – Water Sector Programme
  - Short Term and Key Qualification Courses for Personnel of Urban Water & Sanitation Corporations (October 2007)
  - Analysis of Training Costs and Proposed Cost Reducing and Cost Sharing Methods (September 2008)
  - Human Resources development Inventory Study in the Water Sector, Yemen – August 2007
  - The Experience of Local Water and Sanitation Corporations with the Skills Development Fund (May 2008)
  - Current Status of HRD in the Urban Water and Sanitation Sector (January 2009)
- frequent meetings with the Team Leader and other members of the Consultant’s Team to share ideas, clarify outputs and agree methodologies
- meetings with representatives from:
  - National Water & Sanitation Authority (NWSA)
  - Water & Environment Centre of Sana’s University (WEC)
  - Personnel Development Coordination Unit (PDU)
  - Human Resource Development (HRD) Centre Staff

- National Institute of Administrative Sciences (NIAS)
  - Al-Saeed High Institute for Engineering & Administrative Sciences (AHIEAS) (formerly the Technical and Administrative Training Centre (TATC)), Taiz
  - LC Ibb
  - LC Sana'a
  - General Telecom Institute (Public Telecommunications Corporation)
  - Preparation and delivery of a presentation at the "Presentation of HRD Data Collection" Workshop, opened by Dr. Mohamed Al Hamdi, Deputy Minister, MWE held on 26<sup>th</sup> January 2009 at the HRD Centre, Sana'a with feedback from the participants.
- Development of this report; the report includes the following sections to comply with the ToR:

**Table 1 – Report Sections related to ToR**

<b>Section</b>	<b>Title of Section</b>
3.1	Assessment of the given institutional situation, existing capabilities and shortfalls
3.2	Recommend role, functions and mandate of national HRD Centre in accordance to the approach of subsidiarity (services at the lowest possible level).
3.3	Recommend institutional set up
3.4	Recommend staffing.
3.5	Recommend milestones for establishing national HRD Centre.
3.6	(Annex) Workshop presentation material and subsequent amendments to original proposals.

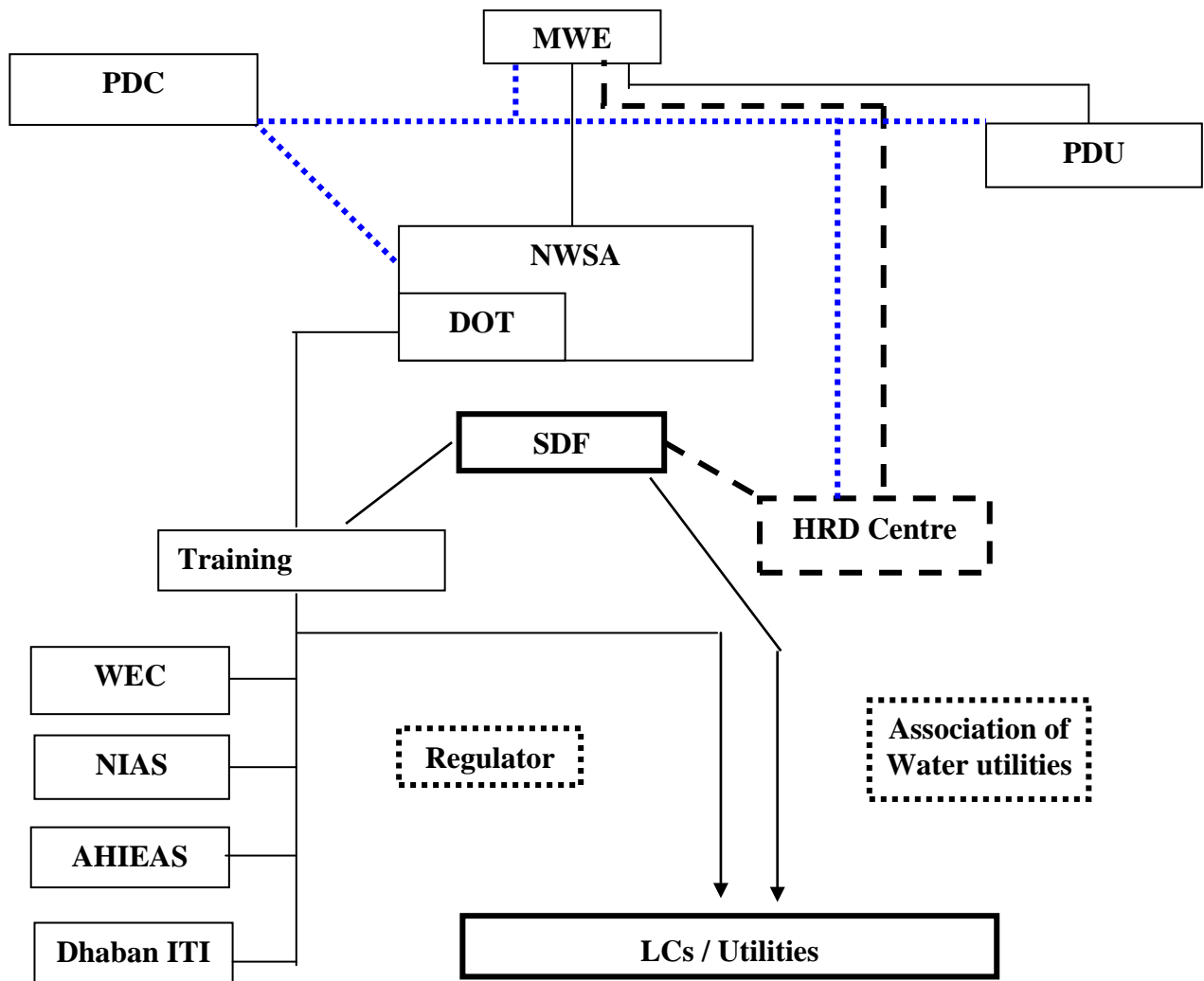
### 3 Report on Tasks Undertaken

#### 3.1 Assessment of the given institutional situation, existing capabilities and shortfalls

The HRD Centre is, at the time of writing, simply a building comprising five lecture rooms, a meeting room, several offices, kitchen and dining area, lounge areas and equipped with furniture and training aids.

There is no clear mandate for the HRD Centre and NWSA, as the Centre's founder, has not taken any productive steps in marketing or commissioning the building as a training or HRD resource for the Yemeni water & sanitation sector. The institutional situation in terms of HRD / Training is best represented graphically as shown in Fig. 1 below:

**Figure 1 – Current Institutional HRD Framework**



### Key to Figure 1:

MWE	Ministry of Water & Environment
PDC	Personnel Development Component (2) of the Water Sector Programme
NWSA	National Water & Sanitation Authority
PDU	Personnel Development Coordination Unit
DOT	Department for Organisation & Training (within NSWA)
HRD	Human Resources Development
WEC	Water & Environmental Centre of Sana'a University
NIAS	National Institute of Administrative Sciences
AHIEAS	Al-Saeed High Institute for Engineering & Administrative Sciences
SDF	Skills Development Fund
LC	Local Corporation
————	Current HRD links with the MWE
.....	Current/Proposed links with Component 2 of the Water Sector Programme
- - - -	Proposed links with the HRD Centre

Note that currently there is neither a Water Regulator nor Association of Water Utilities in Yemen

#### 3.1.1. HRD and the Stakeholders

##### MWE:

The MWE is fully aware of the lack of a concept for the Centre (the building) and appears concerned that the building itself could become a white elephant; there is further concern about the funding required to fully utilise the Centre given the poor financial situation within many of the Utilities.

During his opening address at the "Presentation of HRD Data Collection" Workshop, Dr. Mohamed Al Hamdi, Deputy Minister, MWE made the following comments:

- Training is a key factor in enabling any country to achieve its development goals
- More effort should be directed towards ensuring the quality and relevance of training in order to achieve the overall objective which is the improvement of performance levels.
- Without a clear mandate for the HRD Centre it will remain meaningless.
- The benefits of overseas training for many Yemenis have not been realised to any great degree
- There is not a significant learning culture within the sector (the Consultant interprets this comment to refer to under-developed HR Units in the LCs whereby HRD and Training Needs Identification are not practiced to a particularly high level)

The Consultant's view is that the Ministry would be prepared to consider supporting the HRD Centre if a clear, realistic, beneficial and cost-effective action plan is proposed.

##### DOT / NWSA:

NWSA has had the foresight to fund, construct and equipped a potentially excellent training facility. Unfortunately this has been accomplished without a clear vision of how the Centre would operate,

what services it could offer, under whose remit it would be controlled and how the operations would be funded.

NWSA recognises their lack of a strategy and now appears to be prepared to abdicate the operation of the Centre to another party; this is considered by the Consultant to be a pragmatic approach and is to be commended.

The future of the DOT will need to be discussed with NSWA and MWE but it is likely that the DOT will be dissolved when the new HRD Centre is commissioned.

### **Training Providers**

The current group of institutes providing training to the Sector include WEC, NIAS, AHIEAS and Dhaban ITI. Collectively these organisations provide training in technical, administrative and financial topics and are, naturally, concerned about the potential effect on their 'business' if the Centre were to become the prime training provider for the Sector.

None of the institutes provides a full HRD service and do not involve themselves in delegate selection or training needs identification.

It is considered by the Consultant that the potential training need in the sector is sufficient to require the services of several competent training providers which would include those currently servicing the sector.

### **Utilities**

Apart from possibly the larger LCs there is an extremely low capability level within the organisations in terms of human resource development, organisation of training and human resource management in general.

Although not all Utilities were interviewed, of those that were (including those represented at the Workshop on 26<sup>th</sup> January 2009) there appears to be overwhelming support for the concept of developing the HRD Centre to provide a full range of HRD / HRM and training services in addition to supporting the development of the LC's own HR Units.

However, there is a difference between agreeing to a concept and practically supporting an expensive facility; and only by developing and offering services which actually provide benefits to the Utilities and ultimately to their customers, will the Centre receive real support as opposed to a false expression of agreement, not supported by action.

### **PDC / PDU**

The view of the Component 2 project team supports the proposal that the HRD Centre be developed to provide a full range of HRD and HRM services, in the form of consultancy, advice, guidance and training, to the water and sanitation sector in Yemen.

The PDU, although not fully staffed, is active and could be absorbed into the new HRD Centre in the future.

### **Other Stakeholders**

The general views of the stakeholders attending the Workshop on the 26<sup>th</sup> January 2008 were extremely supportive of the Consultant's proposals. One dissenting view was that the Centre should be used as a National Training Coordination Unit but it was explained that this would not address the need for a *holistic approach* to HRD in the sector.

### **Summary of Views**

There is considerable diversity in the views held by the various stakeholders regarding the HRD Centre; these range from opinions that the HRD Centre is only duplicating what already exists (in different forms) to the view that it will be an active centre of excellence providing the whole range of Human Resource Development and Management activities.

However the majority view of the delegates at the Workshop was in support of the concept of a centre offering the full range of HRD, HRM and training services.

### **3.2. Recommend role, functions and mandate of national HRD Centre in accordance to the approach of subsidiarity (services at the lowest possible level)**

#### **3.2.1. Rationale behind the Review and Recommendations:**

The ultimate beneficiaries of an HRD Centre (or of any training centre for that matter) are the customers of the utilities. This is a view shared by the Deputy Minister of MWE who believes that the purpose of training is to improve performance levels.

Infrastructure improvements or the introduction of new technologies or equipment alone do not necessarily raise performance standards. It is only by training staff and giving them development opportunities that the financial and operational performance of the Utilities will improve.

Therefore there are two levels of beneficiaries of training:

1. The Ultimate level – the customer
2. The Immediate level – the staff

#### **The Ultimate Level**

The whole objective of training and developing utility employees is to give them new skills and knowledge which enables them to:

- improve customer service levels where necessary
- increase efficiency and effectiveness
- provide services that are value for money and satisfy prescribed standards.
- improve customer relations

#### **The Immediate Level**

In order to achieve the improved customer service levels, staff training should address:

- introduction of new technologies
- poor workmanship
- introduction of new methodologies
- procurement of new equipment, plant and tools
- revised customer service standards
- new or revised financial and operational performance targets
- refresher training
- promotions and transfers
- management weaknesses and deficiencies
- new activities (such as business planning, public awareness campaigns, etc)
- customer relations

In addition to training, staff need the opportunities to develop their skills, knowledge, attitude and even their culture. As customers become more demanding in terms of service levels, value for money, the perception of customers by the utility staff must change; the organisations should become customer-focused with a mission to provide the best possible service in an efficient and cost-effective manner.

Staff need to become more multi-skilled, flexible and adaptable in order to satisfy their customers' needs.

This change in perception requires more than simply training; it requires an *holistic approach* to HRD and that includes internal HR policies and procedures must also be designed and implemented in order to facilitate progressive improvements in the utility's performance.

The currently inadequate HR Units in the utilities need to be developed substantially before they can become self sufficient; in fact it is possible that the smaller utilities may never become fully self sufficient in terms of HRM and HRD.

All the above, and more, is discussed and explained in the Manual for Implementing the [ten] Strategic Guiding Principles. The Ten Principles are listed in Table 1, together with ultimate responsibilities for action and achievement.

**Table 1 - Personnel Development: Strategic Guiding Principles  
Summary and Responsibilities**

Guiding Principle		Organisation	Responsibility (ies)	Active Steps	
1	Clear Responsibilities	..in all LCs and utilities	HR Manager	Choose appropriate solutions for <u>each</u> organisation	Assigns HRD Officer
2	Sufficient Budgets	..allocated by all LCs and utilities	General Manager	Allocate training budget for 2009	
3	Demand-related roles etc	... related to ... LCs and utilities	Line Managers / HR Manager	Reorganise the staffing structure	Introduce staff performance appraisal system
4	Annual Training Plans	..compiled by every LC and utility	Line Managers / HR Manager	Introduce staff performance appraisal system	
5	Forecasts for HR Requirements	...prepared by LCs and utilities	General Manager / Line Managers / HR Manager	Identify future Staffing requirements	
6	Career Development	..emphasis to be given to [individual] career development (all LCs and utilities)	Departmental Heads / Line Managers / HR Manager	Consider career opportunities for existing and new staff	
7	Modes of knowledge and skills transfer	..all available options ... will be exploited [by LCs & utilities]	HR Manager / Training Manager	Work with training providers and agencies; identify training priorities	
8	Staff Incentive Schemes	...to be based on actual performance (all LCs and utilities)	Financial Managers / Technical Managers / HR Manager	Introduce incentive scheme on a pilot basis	
9	Transparent Recruitment Process	..increase the transparency of recruitment (all LCs and utilities)	General Manager / HR Manager	Use proposed transparent steps for recruitment.	
10	Sector-specific Terms of Employment	[LCs] to develop sector-specific terms of employment	Legal Officer / HR Manager / Union representative	Define cornerstones for improved terms	Appoint Consultant to investigate options and develop details

### **3.2.2. The Original Options**

The report “Current Status of HRD in the Urban Water and Sanitation Sector – January 2009” indicates that most of the HR Units within the Utilities do not have the capacity to achieve all of the above and therefore external support is definitely required.

With the above as the premise for the study, the Consultant initially considered the following eight options in terms of HRD in the water and sanitation sector:

- a. Do nothing
- b. Develop utility-based Training Centres
- c. Develop utility-based HRD/Training Centres
- d. Develop Regional Training Centres
- e. Develop regional HRD/Training Centres
- f. Develop a basic National Training Centre
- g. Develop National Training Coordination Centre
- h. Develop National HRD Centre (to include training)

It would be irresponsible to ignore the building itself (“the Centre”) so a comment regarding the building is made against each option

The analysis of these options is given in Table 2 below:

**Table 2 – Original Options Considered with respect to HRD in the Sector**

For				Against				Comments re the Centre
a	No expense	preserves the status quo		Does not address the HRD and training needs of the sector	Does not address the holistic approach to HRD as detailed in the HRD Strategy Manual	Will not lead to improved performance		The Sana'a Centre would remain unused - a wasted resource
b	Provides local training facility; in theory addresses LC-specific needs.	Could provide some basic training		Requires facilities, trainers, administration and funds	Very little capacity for implementation; minimal HRM currently	Does not address the holistic approach to HRD as detailed in the HRD Strategy Manual	Would create two (or more) classes of utility with corresponding differentials in performance.	The Sana'a Centre would remain unused - a wasted resource
c	Provides local HRD/Training facility	Could address need for holistic approach to HRD		Requires facilities, trainers, HRD Professional, administration and funds	Very little capacity for implementation	No national standards or control	Would create two (or more) classes of utility with corresponding differentials in performance.	The Sana'a Centre would remain unused - a wasted resource
d	Provides local (regional) Training facility	Reduces expenditure by economy of scale compared with (b).		Requires facilities, trainers, administration and funds	Very little regional capacity for implementation; minimal HRM/HRD currently	No national standards or control. Requires strong cooperation within the Region.	Would create two (or more) classes of utility with corresponding differentials in performance.	The Sana'a Centre would remain unused - a wasted resource
e	Provides local (regional) HRD/Training facility	Reduces expenditure by economy of scale compared with (c)	In theory could address need for holistic approach to HRD	Requires facilities, trainers, HRD Professional, administration and funds	Very little regional capacity for implementation; minimal HRM/HRD currently	No national standards or control. Requires strong cooperation within the Region.	Would create two (or more) classes of utility with corresponding differentials in performance.	The Sana'a Centre would remain unused - a wasted resource
f	Provides a national training facility to fill current gaps in service provision	Reduces expenditure further by economies of scale (compared with (d))	Would comply (with any national standards)	Requires facilities, trainers, HRD Professional, administration and funds	Does not address the holistic approach to HRD	Could only provide limited training and could prove unsustainable		Utilises the Centre, maybe not sustainable.
g	Provides a national training facility to fill current gaps and to coordinate all training for the sector	Offers potential for setting, monitoring and controlling training standards	Could obtain the most cost effective and beneficial solution to training needs	Requires facilities, trainers, administration and funds	Does not address the holistic approach to HRD	Would not generate training nor address HRM issues; could prove unsustainable		Utilises the Centre, maybe not sustainable.
h	Provides a national HRD resource to address all training and HRD needs. Addresses the need for holistic approach to HRD.	Offers potential for setting, monitoring and controlling training standards; introduction of NVQs. Provides full HRD service.	Provides economies of scale. Provides 'fountain of knowledge' opportunity and focal point for data and information.	Requires facilities, trainers, HRD Professional, administration and substantial funds	Would require donor support initially.			Utilises the Centre; could be sustainable with support of MWE, LCs.

### **3.2.3. The Final Options**

It is considered that the establishment of Utility-based or Regional Training or HRD Centres are not realistic given the present capabilities within the utilities. Not only are local/regional centres relatively expensive to establish and operate; they do not promote the degree of knowledge-sharing that would be gained from a national organisation.

Furthermore, it is unlikely that the HR Units within the LCs have the necessary experience, skills or resources to establish such centres. There is a common need across the majority of the LCs for support in the development of the HR Units.

Local centres, if to be effective, would still require performance standards to aim at and only a national organisation can effectively provide such standards; there would therefore be duplication of effort if both national and local centres were established.

Given the proposal for a National HRD Centre that would also provide HRM support in addition to HRD, staff information, technical data and legal and employment issues, the case for local facilities weakens.

There is no reason why a suitable room or workshop cannot be utilised for local training events, but the options of establishing either local/regional HRD Centres or fully-equipped Training Units are considered to be too expensive at the present time.

Therefore, the original eight options have been reduced to four:

1. We do nothing
2. Develop a Basic Training Centre
3. Develop a National Training Coordination Centre
4. Develop a National HRD Centre

A summary of the pros and cons of each option is provided in Table 3, below:

**Table 3 – Four Final Options considered with respect to HRD in the Sector**

	For			Against		
<b>Option 1</b> (originally Option a)  <b>Do nothing</b>	Preserve the status quo.	No expenditure	Some stakeholders may be relieved at this decision.	Sends a message to the sector that training isn't important.	Reduces the opportunities for performance improvements in the sector	Does not address the proposed holistic approach to HRD.
<b>Option 2</b> (originally Option f)  <b>Basic Training Centre</b>	Can be used to fill gaps in training provision	Minimal expenditure.	Would provide training to national standards (if existing)	Requires some, minimal, funding.	Not sustainable and would possibly be under-utilised. No clear remit or focus.	Does not address the proposed holistic approach to HRD.
<b>Option 3</b> (originally Option g)  <b>National Training Coordination Centre</b>	Provides focus for training activities. Would utilise current training providers and fill in current training gaps.	Would coordinate training and ensure the most cost effective training solutions are found. Could become a Centre of Excellence in the Region.	Would set, monitor and control training standards in the sector.	Does not address the proposed holistic approach to HRD. Does not address HRM issues	Requires active support of all stakeholders to be cost effective and sustainable.	Could be expensive to operate. Requires a core of experienced, skilled professionals.
<b>Option 4</b> (originally Option h)  <b>National HRD Centre</b>	Provides full HRD and HRM support in terms of training, consultancy, advise and staff development.	Becomes a focal point and centre of knowledge for all HR issues. Would provide internet access to data, information, standards, etc.	Would set, monitor and control training and HRD standards in the sector.	Expensive to operate; would require donor-funding in the early years.	Requires a core of experienced, skilled professionals – maybe difficult to recruit the right people	Requires active support of all stakeholders to be cost effective and sustainable.

**In order to provide a sustainable facility to satisfy the need for HRD and HRM support to the Utilities, and to promote and implement the ten strategic guiding principles it is recommended that Option 4 be implemented.**

### **3.2.4. Recommendations Summary**

#### **3.2.4.1. Role and Mandate**

The role of the Centre will be to provide a holistic approach to HRD and provide:

- consultancy, advice and guidance
- knowledge centre
- training

...services to the Yemeni water and sanitation sector.

The mandate of the HRD Centre will be to enhance the qualifications, knowledge and skills of the personnel working in the sector.

In particular the HRD Centre would have a mandate to support the development of HR Units within the Utilities and to promote training and development as the key to future performance improvements, sustainability and success. In effect this would be a midwifery role to the new and/or developing HR Units in the Utilities.

#### **3.2.4.2. Consultancy**

The HRD Centre would provide support the new and developing HR Departments in the Utilities; in particular the issues covered would include:

- Human Resources Management
- Human Resources Development
- HR policies and procedures
- Training needs identification
- Delegate selection and verification
- Training course design, development and implementation
- The assessment of the effectiveness of training
- Presentation skills development (Training of Trainers) and Trainer selection
- Skills audits
- Staff appraisals
- Staff Records
- Rewards and benefits - Incentive schemes
- Recruitment, selection and induction programmes
- Dismissals, resignations, retirements and deaths
- Redundancies, transfers and promotions
- Disciplinary & grievance procedures
- Manpower planning
- Job analysis
- Management of change
- Reorganisations
- Employment law
- Health and occupational safety

Working with the Training Department of the Centre, the following would also be developed:

- Training standards
- Vocational training programmes

The knowledge would be imparted through workshops, discussion, advice and guidance. Networking between Utilities' HR Staff would be facilitated and encouraged. The Consultants themselves would be recruited on a part-time basis from within the sector; where particular

knowledge or experience is unavailable from within then outside Consultants would be commissioned on short term contracts.

#### **3.2.4.3. Knowledge Centre**

In the absence of a proactive national organisation such as a Regulator or Association; the HRD Centre would take on the role of Knowledge Base – or a ‘Fountain of Knowledge’.

The HRD Centre would be seen as a focal point for obtaining current information relating to:

- employment law
- legal regulations related to water supply and sanitation
- technical standards and specifications
- byelaws and codes of practice (as developed)
- use of materials, plant, equipment and tools
- Information Technology
- sector finance
- applications for donor and loan funding
- other water and sanitation sector data and information as required by the Utilities

The HRD Centre is also envisaged as a coordination unit between donors, the Government / MWE, utilities and other stakeholder. Currently there is very little coordination and this results in overlapping of projects which in turn means wasted resources, duplication of effort, confusion and inefficient use of funds.

In time, databases would be developed to provide internet access to:

- nation-wide staff data bank to include skills, qualifications and experience
- vacancies
- HRD Centre training programme
- Other training & development opportunities
- Trainers

#### **3.2.4.4. Training**

Training will be one of the functions of the Centre but it is anticipated that only some training will actually take place there. Courses which are already successfully run at other venues will remain in their current location; the HRD Centre will provide a resource to the fill gaps in current training provision.

The Centre will act as a “training agency” or “broker” and will be the focal point for providing solutions to training needs.

The Centre will therefore utilise existing and new training providers whenever it is cost-effective and beneficial to do so.

The Centre will also be responsible for establishing, monitoring and controlling the standard of training, whether the event is at the Centre, another provider or in-house training within the LC’s own premises.

Training will focus on improving the financial and operational performance of the utilities and will relate all training to developing employee skills and knowledge which will help to improve customer service levels and customer relations, at the same time promoting a culture of water conservation.

The Centre will be prepared to work with the Ministries of Technical Education & Vocational Training, Water & Environment and training providers in order to develop Vocational Training and Assessment in the Water Sector.

### **3.3. Recommend Institutional Set Up**

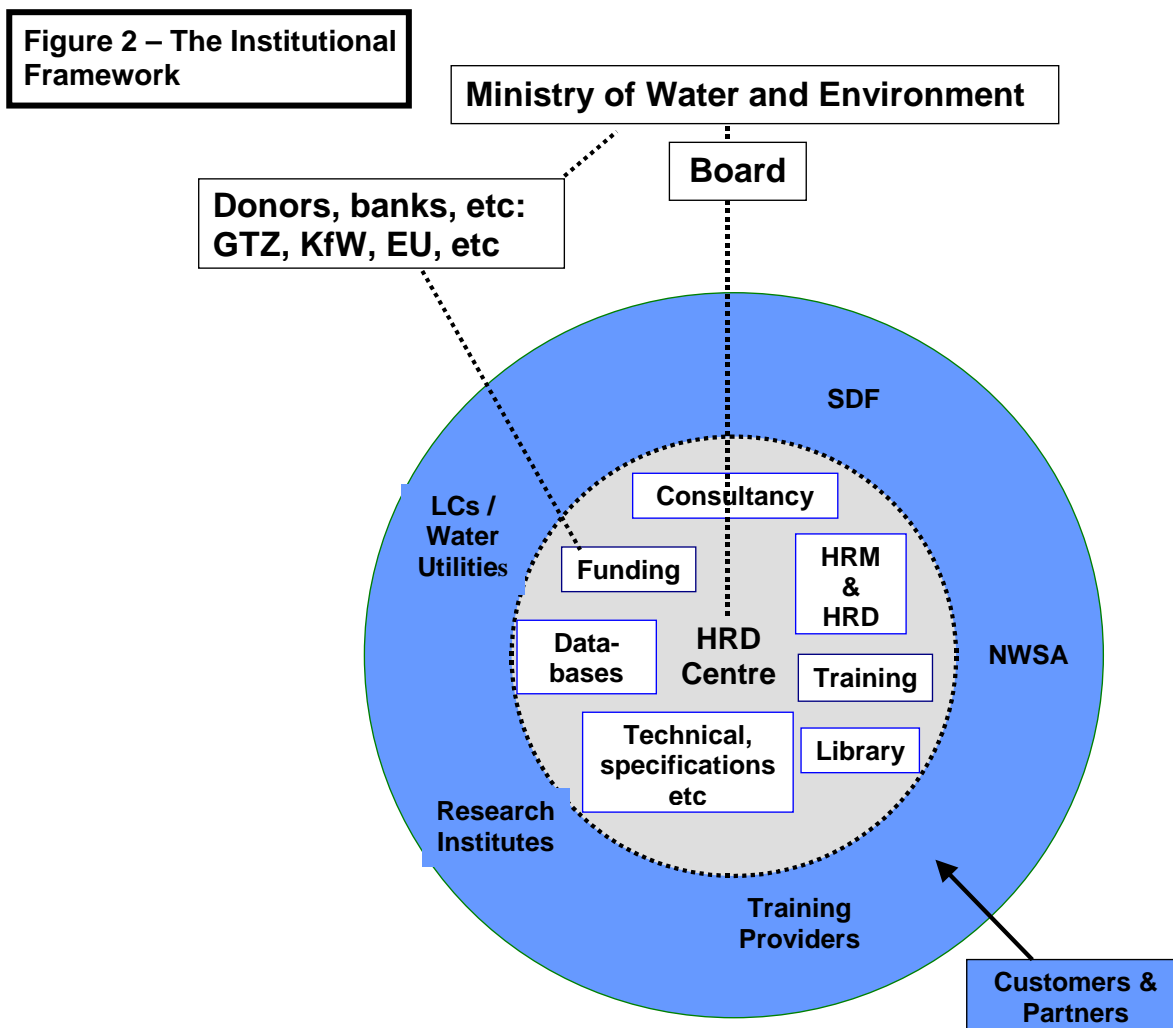
The HRD Centre is envisaged to be at the centre of the water and sanitation sector; effectively providing some compensation for the current lack or weakness in terms of:

- regulation
- association
- effective controlling body
- coordination between LCs/Utilities and Government

The basic criterion, agreed at the workshop held on the 26th January 2008, is that the HRD Centre will be:

- A key component of the Yemeni Water & Sanitation Sector
- Autonomous
- Under the Ministry of Water & Environment
- Controlled and Managed by a Board, the members of which will be chosen by the Minister and possibly comprise representatives from:
  - Ministry of Water & Environment
  - National Water & Sanitation Authority
  - National Water Resources Authority
  - Ministry of Technical Education & Vocational Training
  - Ministry of Civil Service
  - Three to four LCs / Utilities
  - HRD Centre (Director)

The institutional arrangement can be loosely represented in graphical form as shown in Figure 2 below: The HRD Centre would become a focal point for the water sector – it would be at the heart of the sector.



The HRD Centre should be controlled, managed and monitored by the MWE through a Board approved and appointed by the Minister.

The initial selection of candidates for the Board will require a specified process in order to avoid bias towards one organisation or another. It is recommended that the Deputy Minister, working with Experts from the project’s Personnel Development Component draws a short list of candidates prior to submission to the Minister for approval. All stakeholders should be permitted to submit names to the Deputy Minister and a specific form should be designed which will request the relevant qualifications, skills and experience of each candidate. The objective is to form a Board which represents each stakeholder, with emphasis on the major customers of the Centre – the LCs and Utilities.

The establishment of a Board should effectively provide autonomy for the Centre which is a criterion agreed by all parties at the 26<sup>th</sup> January Workshop.

By granting the HRD Centre autonomy, it will:

- to be able to offer fair and impartial advice, consultancy and training services
- to be free from political influence
- not to be aligned to any particular department, group or service provider
- to be financially independent (within normal Yemeni financial regulatory rules, Donor conditions and MWE criteria)

### **3.4. Recommend Staffing**

The recruitment and selection of staff with the right attitude and abilities is crucial to the success of the organisation.

The Manual for Implementing the Strategic Guiding Principles contains advice and guidance on recruitment and selection processes with a focus on transparent selection. The aims of a good process is to ensure that the organisation attract, selects and retains the best person available for each and every position.

It is rare for political appointees to be successful and therefore the Consultant strongly advises that the Board of the HRD Centre does everything possible to staff the Centre with professional, ethical and skilled people who are self-motivated and determined to make a success of the organisations.

It is likely that, for some time, 'topping up' of the salaries of the senior staff (above normal civil service rates) will be required in order to attract and retain people of the right calibre.

The following are strong recommendations:

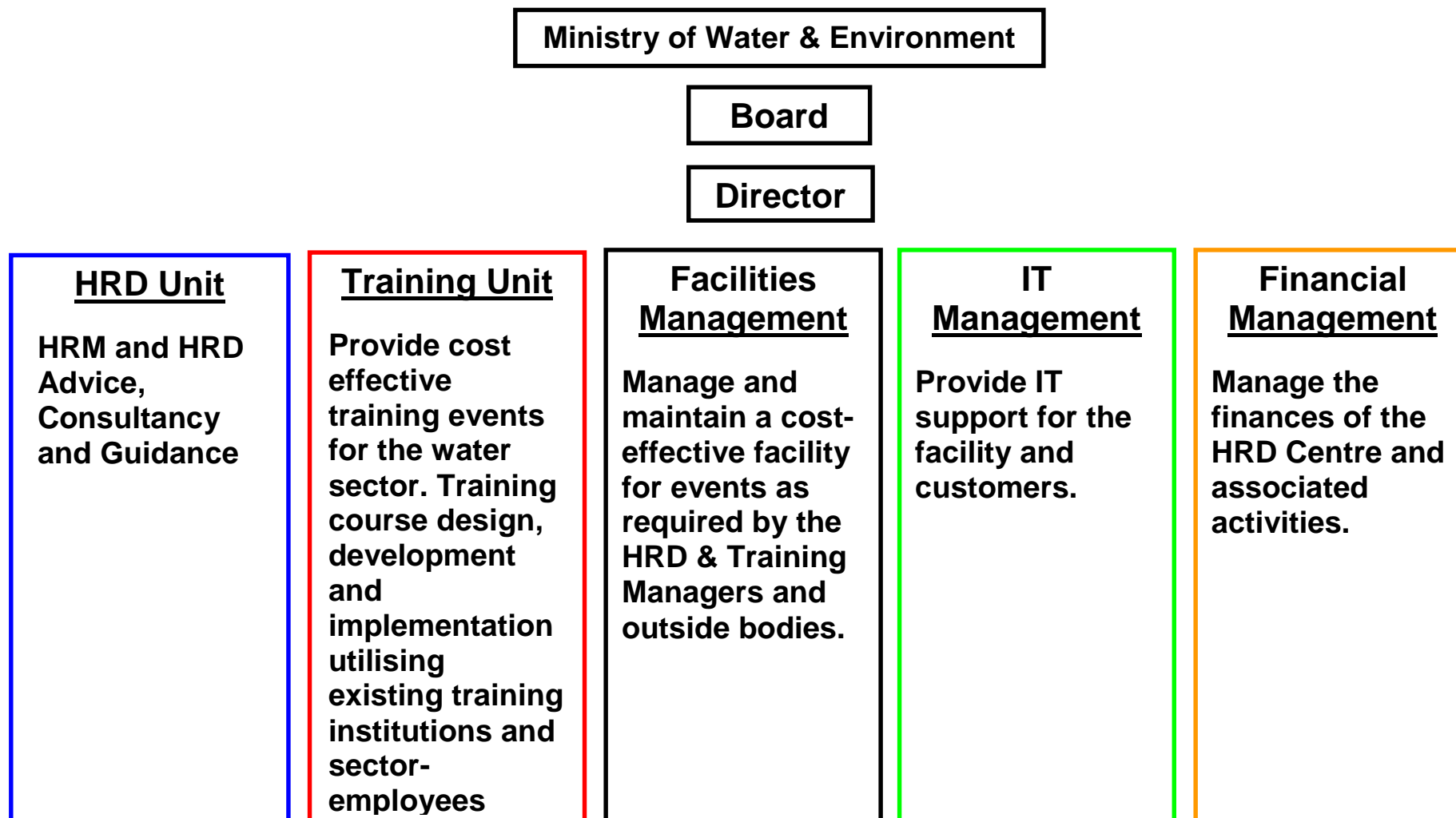
- The Board be appointed by the Minister
- HRD Centre staff should be recruited by a fair, transparent and unambiguous process.
- The Board is to select the Director.
- Heads of Departments are to be selected by a Committee comprising the Director and at least three Board members.
- Other staff will be selected by the relevant Head of Department, with the Director giving final approval.

The permanent, full-time senior staff will comprise:

- Director
- HRD Manager
- Training Manager
- Finance Manager
- Facilities Manager
- IT Manager
- Support staff

The proposed functional structure is given in Figure 3 on the next page. Actual tasks, duties and responsibilities are included in Appendix 1 – HRD Centre Staff Job Descriptions:

**Figure 3 - Yemen Water Sector National HRD Centre – Functional Structure**



### 3.5. Recommend Milestones for establishing a National HRD Centre

#### 3.5.1. Implementation Conditions

The implementation of the agreed concept of the HRD Centre will depend on several factors:

- the willingness of all stakeholders to utilise the services of the Centre.
- the availability of funding, initially through MWE, donors and customers.
- the willingness of MWE to support the Centre both financially and with the appointment of a Board comprising committed members.
- the ability of the Board to recruit and select the most suitable persons available for the key positions.
- the speed with which the Centre can be fully staffed.
- the willingness and abilities of the LCs to support the Centre with knowledge sharing, trainers and consultancy.
- changes and improvements to the organisation, administration and reimbursement of the Skills Development Fund.

#### 3.5.2. Draft Action Plan

A draft Plan is indicated in the following table:

Activity	Responsibility	Objective	Period
PDC writes letter to MWE recommending the concept of the HRD Centre	Team Leader, PDC	To convince the Ministry of the need for the Centre	January 2009
Ministry considers the concept	Minister for W & E.	Gives approval to proceed with the detailed planning	February 2009
Meeting of stakeholders to discuss the detail including funding required and legislation issues.	Meeting convened by Team Leader, PDC; all stakeholders	To agree the framework of the Centre; calculate initial costs. Produce mini-Business Plan.	March 2009
Lobby MWE and donors for commitment to funding.	MWE, PDC	To gain commitment to jointly fund the Centre for X years.	February to May 2009
Draft legislation to approve the establishment of the Centre and to transfer the SDF contributions directly to the Centre.	MWE	Define the framework and funding of the Centre.	March to August 2009
Government debate regarding the Centre	MWE and Government of Yemen	To obtain decree establishing the centre	August to October 2009
Propose SDF transfer to HRD Centre	MWE	To obtain decree to directly transfer Sector SDF fund to the Centre.	August to October 2009
Select the Board members	MWE	Establish the Board	November 2009
Recruit and select the Director and senior staff	Board and Director	Establish the Senior Management Team	December 2009 to January 2010
Complete the recruitment and selection process	Senior Management Team (SMT)	Staff the Centre	February to March 2010
Meeting of SMT	Centre Director	Define roles and responsibilities. Refine the Business Plan. Define services to be offered.	March to June 2010
Elaborate brochure; prepare building; arrange opening ceremony, workshop.	SMT	Commence operations	August 2010

### **3.5.3. Sustainability**

There is a low but significant level of 'aid dependency' in the Yemeni water sector; this is not a criticism but is something to be discouraged in the long-term. Ultimately the overall objective of any donor-funded initiatives should be to create sustainable organisations, whether they be water and wastewater utilities or training service providers. This does not necessarily imply that each utility should pay the full cost of training programmes; this can often be prohibitive especially for the smaller organisations.

Because water is a national resource, and the HRD Centre should also be seen as a national facility it follows that various payment options, in addition to direct payments, should be considered. Whatever system is adopted the goal should be to eventually fund all training in-country rather than having to rely on donations from other countries.

### **3.6. Presentation of results/proposals in a workshop and make subsequent amendments**

A presentation of the Consultants Proposals was given at a Workshop held at the HRD Centre, Hasaba, Sana'a on the 26<sup>th</sup> January 2009.

The proposal for Option 4 was agreed by a majority of the participants and further agreement was reached to support the concept of the Centre.

The presentation is included as Appendix 2 of this report.

## Appendix 1 – HRD Centre Staff Job Descriptions

مركز تنمية الموارد البشرية  
HRD Centre

نموذج توصيف وظيفي  
Job Description Form

رقمها Job Number	2	مدير مركز تنمية الموارد البشرية HRD Centre –Director	اسم الوظيفة: Job Title	1
عدد شاغليها Staff #	4	مركز تنمية الموارد البشرية HRD Centre, Sana'a	الإدارة/ القسم/ الوحدة التابعة Department/Division/Unit	3
مجلس إدارة مركز تنمية الموارد البشرية The HRD Centre Board of Governors ('The Board')		المدير المباشر Line Manager (Reporting to)		5
The post holder is wholly responsible for the performance of the HRD Centre and is accountable to the Board and the MWE. The Director is responsible for the strategic planning, the performance and the day to day running of the Centre.		المهام والمسئوليات Tasks & Responsibilities		6
Develop Mission and Vision statements which reflect the objectives of the Centre; provide the strategic vision required to achieve these targets.				1-6
Liaise with all external stakeholders including the Board, customers, donors and suppliers				2-6
Monitor the Centre's operational and financial performance and standards and ensure that appropriate action is taken when targets are not met				3-6
Ensure that all national related legislation is complied with.				4-6
Identify, develop and direct the implementation of a business strategy to develop the Centre into a commercially viable, customer orientated service provider.				5-6
Recruit, select, manage, train, lead and develop a team of senior managers to operate the Centre.				6-6
Develop and maintain an organisational culture which reflects its values with all staff, customers, suppliers, partners and regulatory/official bodies				7-6
Oversee the development, implementation, monitoring and control of a Business Plan to reflect the medium term aims of the Centre.				8-6
		متطلبات الوظيفة Job Requirements		7
Higher education in any science, environmental, HR or engineering subject. Must be highly numerate and literate with strong personality.		المستوى التعليمي Education		1-7
Minimum 10 years in a senior management position with a proven track record in managing and leading people; must have successful business record.		سنوات الخبرة Years of Experience		2-7
Must have good marketing, communication and business management skills. Must have sound commercial background.		1-3-7	المهارات Skills	3-7
Must have experience in Human Resources Development, training and Human Resources Management		2-3-7		
Water and sanitation sector knowledge is an advantage		3-3-7		
Must be financially aware; conversant with Business Planning, balance sheets and accounts.		4-3-7		
Must have excellent leadership and marketing skills.		متطلبات خاصة Special Requirements		4-7

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Date: February 2009

مركز تنمية الموارد البشرية  
HRD Centre

نموذج توصيف وظيفي  
Job Description Form

	رقمها . Job Number	مدير المرافق HRD Centre – Facilities Manager	اسم الوظيفة: Job Title	1
	عدد شاغليها Staff #	مركز تنمية الموارد البشرية HRD Centre, Sana'a	الإدارة/ القسم/ الوحدة التابعة Department/Division/Unit	3
		مدير مركز تنمية الموارد البشرية The Director, HRD Centre	المدير المباشر Line Manager (Reporting to)	5
The post holder is wholly responsible for the management of the building and provision of services to the Director and other senior managers			المهام والمسئوليات Tasks & Responsibilities	6
Responsible for the maintenance, repair, security, reception and cleanliness of the HRD Centre including the wall, grounds and any future additional structures. Responsible for the availability and function of all electrical, plumbing, generator and training aids equipment.				1-6
To ensure that lecture and meeting rooms are prepared and available according to programmes agreed with the Senior Management Team and other users.				2-6
Responsible for letting out facilities to external users at appropriate terms and ensures that centre maintains priority on own events				3-6
Ensure that all health and safety regulations are implemented; responsible for the health and safety of all users				4-6
Provision of meals and refreshments as agreed with users				5-6
Management, control and monitoring of the facilities budget				6-6
Report to the Director as required; support the organisational culture as developed by the Director.				7-6
Support the development and maintenance of the Business Plan as required				8-6
Liaise with all stakeholders in order to further the aims and objectives of the Centre.				9-6
			متطلبات الوظيفة Job Requirements	7
Higher education in Facilities Management, Engineering or similar. Must be highly numerate, computer literate and excellent communicator			المستوى التعليمي Education	1-7
Minimum 7 years in a facilities management position with a proven track record in providing quality services			سنوات الخبرة Years of Experience	2-7
Must have good communication and people-skills.			1-3-7	المهارات Skills
Must have extensive experience in facilities management			2-3-7	
Sound knowledge of the law relating to buildings and knowledge and practice of all relevant health and safety legislation relating to facilities			3-3-7	
Must understand basic business finance; must be commercially minded			4-3-7	
Sound facilities management experience and skills combined with a desire to provide the best possible service.			متطلبات خاصة Special Requirements	4-7

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Date: February 2009

مركز تنمية الموارد البشرية  
HRD Centre

نموذج توصيف وظيفي  
Job Description Form

	رقمها 2 Job Number	المدير المالي <b>HRD Centre –Financial Manager</b>	اسم الوظيفة: Job Title	1
	عدد شاغليها 4 Staff #	مركز تنمية الموارد البشرية <b>HRD Centre, Sana'a</b>	الإدارة/ القسم/ الوحدة التابعة Department/Division/Unit	3
		مدير مركز تنمية الموارد البشرية <b>The Director, HRD Centre</b>	المدير المباشر Line Manager (Reporting to)	5
	The post holder is wholly responsible for the finances of the HRD Centre and associated activities. Responsible for all financial reporting and budget monitoring and control. Responsible for financial strategy and planning.		المهام والمسئوليات Tasks & Responsibilities	6
	Manage, monitor and control all finances associated with the HRD Centre			1-6
	Working with other Managers agree annual budgets and monitor and control on a continuous basis. Report all exceptions to the Director; provide monthly reports to the Director and Board as required.			2-6
	Manage and administer all accounting and book keeping activities.			3-6
	Comply with all Yemeni financial laws and regulations and report as required in matters of taxation, annual reports and accounts.			4-6
	Liaise with all funding agencies, Ministry of Finance and banks as required.			5-6
	Report to the Director as required; support the organisational culture as developed by the Director.			6-6
	Support the development and maintenance of the Business Plan as required			7-6
	Liaise with all stakeholders in order to further the aims and objectives of the Centre.			8-6
	متطلبات الوظيفة Job Requirements			7
	Higher education in Finance, Accounting. Qualified Accountant or Financial Expert. Must be highly numerate, computer literate and excellent communicator		المستوى التعليمي Education	1-7
	Minimum 7 years as a senior Financial Manager or Director.		سنوات الخبرة Years of Experience	2-7
	Must have good communication and people-skills.		1-3-7	المهارات Skills
	Must have extensive experience in all aspects of finance including budgeting, accounting, book keeping		2-3-7	
	Sound knowledge of Yemeni financial regulations and donor financial requirements		3-3-7	
	Must be fully conversant with business finance; must be commercially minded		4-3-7	
	Strong ethics, proven track record in financial management.		متطلبات خاصة Special Requirements	4-7

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Date: February 2009

مركز تنمية الموارد البشرية  
HRD Centre

نموذج توصيف وظيفي  
Job Description Form

	رقمها . Job Number	مدير تنمية الموارد البشرية HRD Centre – Human Resources Development Manager	اسم الوظيفة: Job Title	1
	عدد شاغليها4 Staff #	مركز تنمية الموارد البشرية HRD Centre, Sana'a	الإدارة/ القسم/ الوحدة التابعة Department/Division/Unit	3
		مدير مركز تنمية الموارد البشرية The Director, HRD Centre	المدير المباشر Line Manager (Reporting to)	5
	The post holder is wholly responsible for the delivery of high quality HRD and HRM consultancy services to water and sanitation utilities. Responsible for the development of Human Resource Departments of water utilities to agreed standards.		المهام والمسئوليات Tasks & Responsibilities	6
	Provide consultancy, advice and guidance in all HR-related matters to the HR staff in the Water Utilities.			1-6
	Working with the Training Manager and other bodies develop vocational training courses for the Sector.			2-6
	Identify training needs within the utilities and liaise with the Training Manager to develop and implement training programmes			3-6
	Monitor Yemeni employment law and provide related information and guidance to the utilities			4-6
	Facilitate networking and knowledge sharing across the utilities			5-6
	Manage the Human Resources Development of the Centre staff			6-6
	Report to the Director as required; support the organisational culture as developed by the Director.			7-6
	Support the development and maintenance of the Business Plan as required			8-6
	Liaise with all stakeholders in order to further the aims and objectives of the Centre.			9-6
	متطلبات الوظيفة Job Requirements			7
	Higher education in HRM and HRD. Must be highly numerate, computer literate and excellent communicator		المستوى التعليمي Education	1-7
	Minimum 7 years in a senior Human Resources management position with a proven track record in providing quality HRD and HRM services		سنوات الخبرة Years of Experience	2-7
	Knowledge of national Civil Service legislation including employment and health & safety By-Laws.		1-3-7	المهارات Skills
	Must have extensive experience in Human Resources Development, training and Human Resources Management.		2-3-7	
	Water and sanitation sector knowledge an advantage		3-3-7	
	Must understand basic business finance; must be commercially minded		4-3-7	
	Must possess excellent presentation and analytical skills.		5-3-7	
	Must have a first class experience and record in HRM and HRD.		متطلبات خاصة Special Requirements	4-7

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Date: February 2009

مركز تنمية الموارد البشرية  
HRD Centre

نموذج توصيف وظيفي  
Job Description Form

1	اسم الوظيفة: Job Title	مدير تكنولوجيا المعلومات HRD Centre –Information Technology Manager	رقمها 2 Job Number
3	الإدارة/ القسم/ الوحدة التابعة Department/Division/Unit	مركز تنمية الموارد البشرية HRD Centre, Sana'a	عدد شاغليها 4 Staff #
5	المدير المباشر Line Manager (Reporting to)	مدير مركز تنمية الموارد البشرية The Director, HRD Centre	
6	المهام والمسئوليات Tasks & Responsibilities	To manage the HRD Centre's IT function; to provide IT support to training events; to develop databases and networking facilities as required by the Director and senior managers.	
1-6	Total responsibility for the provision, maintenance and repair of the IT infrastructure at the Centre. To ensure that all IT hardware and software is fully operational and available for training and other events. Ensure the permanent provision of a disaster recovery plan.		
2-6	To develop databases as required in order to provide the "fountain of knowledge" function of the Centre. Develop and maintain the Centre's website.		
3-6	Responsible for the regulated access to the Centre's databases and responsible for the security and integrity of the systems. Assist and train the LCs in how to access the Centre's databases. Support development of IT specifications and training in the Utilities.		
4-6	Work closely with the Training Manager to develop IT courses.		
5-6	Management, control and monitoring of the IT budget		
6-6	Report to the Director as required; support the organisational culture as developed by the Director.		
7-6	Support the development and maintenance of the Business Plan as required		
8-6	Liaise with all stakeholders in order to further the aims and objectives of the Centre.		
7	متطلبات الوظيفة Job Requirements		
1-7	المستوى التعليمي Education	Higher education in IT. Must be highly numerate, first class computer skills and knowledge and excellent communicator	
2-7	سنوات الخبرة Years of Experience	Minimum 7 years in an IT environment in a senior position with a proven track record in providing quality IT services	
3-7	المهارات Skills	1-3-7	Must have good communication and people-skills.
		2-3-7	Must have extensive experience in computer networks, PC and peripheral procurement, installation, use, maintenance and repair.
		3-3-7	Prepared to work whenever required to ensure that all IT equipment, networks, etc are fully functional at all times.
		4-3-7	Must understand basic business finance; must be commercially minded
4-7	متطلبات خاصة Special Requirements	Must be a first class IT technician, manager and organiser. Must be highly self-motivated to provide a constant first class service.	

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Date: February 2009

مركز تنمية الموارد البشرية  
HRD Centre

نموذج توصيف وظيفي  
Job Description Form

	رقمها 2 Job Number	مدير التدريب HRD Centre –Training Manager	اسم الوظيفة: Job Title	1
	عدد شاغليها 4 Staff #	مركز تنمية الموارد البشرية HRD Centre, Sana'a	الإدارة/ القسم/ الوحدة التابعة Department/Division/Unit	3
	مدير مركز تنمية الموارد البشرية The Director, HRD Centre		المدير المباشر Line Manager (Reporting to)	5
The post holder is wholly responsible for the provision of cost-effective training events to satisfy the needs of the Water Sector. Full responsibility for the organisation, monitoring and assessment of all training events.			المهام والمسئوليات Tasks & Responsibilities	6
Assist the design & development of new short & long term training programs & courses and implementation				1-6
Working with the HRD Manager and other stakeholders develop vocational training courses for the Sector.				2-6
Recruit, select and manage part-time Trainers				3-6
Coordinate and administer training programmes using the most effective and suitable internal and/or external service provider for each event.				4-6
Work closely with the HRD Manager to develop courses to strengthen the HRD Units in the Water Utilities.				5-6
Management, control and monitoring of the Training budget				6-6
Assist in the development of national training standards				7-6
Report to the Director as required; support the organisational culture as developed by the Director.				8-6
Support the development and maintenance of the Business Plan as required				9-6
Liaise with all stakeholders in order to further the aims and objectives of the Centre.				10-6
متطلبات الوظيفة Job Requirements				7
Higher education in HR or Water-sector related subject. Must be highly numerate, computer literate and excellent communicator		المستوى التعليمي Education		1-7
Minimum 7 years in a Training environment both as a Trainer and in a senior management position with a proven track record in providing quality services		سنوات الخبرة Years of Experience		2-7
Must have good communication, training and people-skills.		1-3-7	المهارات Skills	3-7
Must have extensive experience in training needs identification, presentations, organisation of training and the evaluation of training		2-3-7		
Sound knowledge of the most effective methods and techniques required to provide quality training		3-3-7		
Must understand basic business finance; must be commercially minded		4-3-7		
Must be an experienced training practitioner and organiser		متطلبات خاصة Special Requirements		4-7

Prepared by: A. Sutton  
Date: February 2009

## Appendix 2 – Presentation of HRD Data Collection Workshop, HRD Centre, Sana'a, 26<sup>th</sup> January 2009

gtz Yemeni-German Technical Cooperation Water Sector Program وزارة المياه والصحة

Alan Sutton

GOPA WORLDWIDE CONSULTANTS

gtz Yemeni-German Technical Cooperation Water Sector Program وزارة المياه والصحة

Personnel Development in the Urban Water Supply and Sanitation Sector

GOPA WORLDWIDE CONSULTANTS

gtz Yemeni-German Technical Cooperation Water Sector Program وزارة المياه والصحة

Development of a Concept for a National Human Resources Development Centre for the Urban Water and Sanitation Sector in Yemen


GOPA WORLDWIDE CONSULTANTS

The Building:



The Building:

Before I present my proposals for the HRD Centre I wish to give my unreserved credit and admiration to NWSA for the vision and implementation of this facility.



Chapters

The Presentation is divided into five Chapters:

- Chapter 1 - The Options
- Chapter 2 - The Institutional Framework
- Chapter 3 - The Role of the HRD Centre
- Chapter 4 - HRD Centre Staffing
- Chapter 5 - Funding

Chapter 1 – The Options

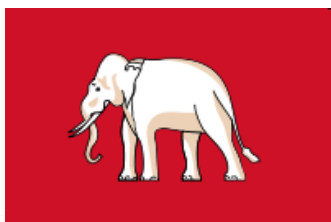
The Options:

- Option 1: We do nothing
- Option 2: Basic Training Centre
- Option 3: National Training Centre
- Option 4: National Human Resources Development Centre

### Option 1 – We do nothing

...and a White Elephant has been created!

A white elephant is a valuable possession which its owner cannot dispose of and whose cost (particularly cost of upkeep) exceeds its usefulness.



### Option 2 – Basic Training Centre

The Centre could 'fill the training gaps' in terms of training provision. BUT there would still be no focussed holistic Human Resource Development within the Yemeni water & sanitation sector and such a Centre would most likely be unsustainable.

Empty!



### Option 3 – National Training Centre

The Centre would build on the experiences of the Department for Training & Organisation. It would utilise existing training providers in addition to providing some training at the Centre.

BUT there would still be no focussed and holistic approach to Human Resource Development within the Yemeni water & sanitation sector.



### Option 3 – National Training Centre

The Centre would build on the experiences of the Department for Training & Organisation. It would utilise existing training providers in addition to providing some training at the Centre.

BUT there would still be no focussed and holistic approach to Human Resource Development within the Yemeni water & sanitation sector.



### Option 4 – National HRD Centre

To provide full HRD and HRM support in terms of training, consultancy, advice and staff development.

The Centre would be a focal point and centre of knowledge for all HR Management and Development issues.

Requires a core of experienced, skilled professional managers

Requires adequate funding and pro-active management.



## Chapter 2 – The Institutional Framework

### The Institutional Framework

The Centre will be:

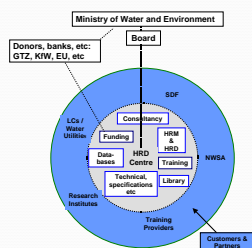
- A key component of the Yemeni Water & Sanitation Sector
- Autonomous
- Under the Ministry of Water & Environment
- Controlled and Managed by a Board, the members of which will be chosen by the Minister and possibly comprise representatives from:
  - Ministry of Water & Environment
  - National Water & Sanitation Authority
  - National Water Resources Authority
  - Ministry of Technical Education & Vocational Training
  - Ministry of Civil Service
  - Three to four LCs / Water Utilities
  - HRD Centre (Director)

### The Institutional Framework

The HRD Centre should have autonomy in order:

- to be able to offer fair and impartial advice, consultancy and training services
- to be free from political influence
- not to be aligned to any particular department, group or service provider
- to be financially independent (within normal Yemeni financial regulatory rules, Donor conditions and MWE criteria)

## The Institutional Framework



## Chapter 3 – The Role of the HRD Centre

### The Role of the HRD Centre

The Centre will provide a holistic approach to Human Resources Development and would provide consultancy, advisory and training services to the Yemeni Water & Sanitation Sector.

### The Role of the HRD Centre

#### Water Sector HRD Strategy

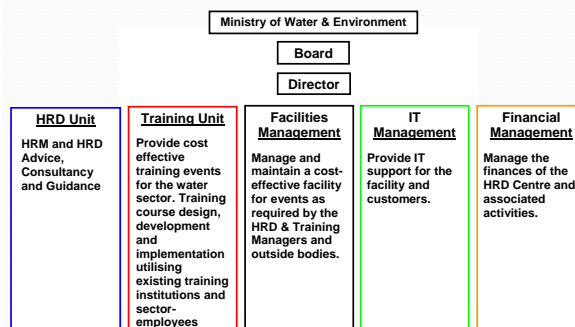
The employees in the water/sanitation sector are the most valuable asset!

- BUT, the staff are only valuable if they are well trained, motivated and given development opportunities.
- A Manual has been developed for Implementing ten Strategic Guiding Principles for Human Resource Development; the LCs/Utilities need support in the implementation of the Principles.
- The HR Departments need to be developed, and all staff need to be trained and developed if the utilities are to provide satisfactory service levels, at affordable tariffs and at the same time support conservation of scarce water resources.
- A major role of the HRD Centre would be to provide support for this development - a 'midwifery' role to the developing HR Units in the LCs / utilities; this would be a great contribution to ensuring sustainability and improving performance in the sector.

### The Role of the HRD Centre

The over-riding objective of the HRD Centre is to enhance the Qualifications, Knowledge and Skills of the personnel working in the Water Sector.

### Proposed Functional Structure



### HRD Centre Role - Consultancy

- Human Resources Management
- Human Resources Development
- HR policies and procedures
- Training needs identification
- Delegate selection and verification
- Training course design, development and implementation
- The assessment of the effectiveness of training
- Presentation skills development (Training of Trainers) and Trainer selection
- Skills audits
- Staff appraisals

### HRD Centre Role - Consultancy

- Staff Records
- Rewards and benefits - Incentive schemes
- Recruitment, selection and induction programmes
- Dismissals, resignations, retirements and deaths
- Redundancies, transfers and promotions
- Disciplinary & grievance procedures,
- Manpower planning
- Job analysis
- Management of change
- Reorganisations
- Employment law
- Health and occupational safety

## HRD Centre Role – Fountain of Knowledge

Knowledge Sharing – The Centre will become a “Fountain of Knowledge”

The Centre will be a ‘one stop shop’ for sharing knowledge, data and ideas. It will promote networking and knowledge-sharing between LCs/utilities.

It is proposed that the HRD Centre develops databases to provide the sector with:

- nation-wide staff register to include skills, qualifications and experience
- vacancies
- HRD Centre training programme
- Other training & development opportunities
- Trainers
- Relevant Laws, Specifications and Standards

This will help to overcome the current ‘gaps’ and inadequate coordination in the water sector framework

## HRD Centre Role - Training

### Training

- Training will be one of the functions of the Centre but it is anticipated that not all training will take place there. The Centre will act as a “training agency” or “broker” and will be the focal point for providing solutions to training needs.
- The Centre will therefore utilise existing and new training providers whenever it is cost-effective and beneficial to do so.
- The Centre will also be responsible for establishing, monitoring and controlling the standard of training, whether the event is at the Centre, another provider or in-house training within the LC’s own premises.
- The Centre will be prepared to work with the Ministries of Technical Education & Vocational Training, Water & Environment and training providers in order to develop Vocational Training and Assessment in the Water Sector.

## Chapter 4 – HRD Centre Staffing

## HRD Centre - Staffing

The Centre will be staffed by a small core of full-time permanent professionals.

In terms of Consultancy, Advisory and Training services, the Centre would make use of professionals within the water sector, mainly on a part-time (‘as and when needed’ basis).

This approach:

- is cost-effective
- reduces the ongoing operational costs of the Centre
- utilises practitioners from the sector to ensure relevance to the Yemeni situation
- promotes knowledge-sharing across the sector
- provides development opportunities for the Trainers

## HRD Centre - Staffing

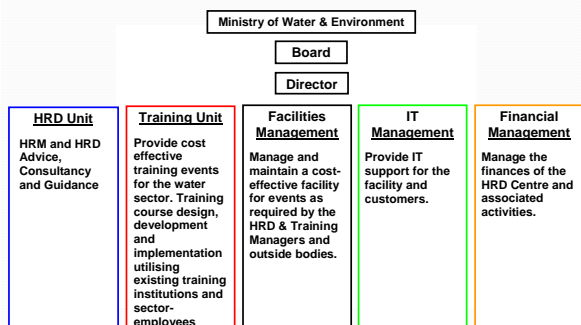
- Staff should be recruited by a fair, transparent and unambiguous process.
- The Board is to select the Director.
- Heads of Departments are to be selected by a Committee comprising the Director and at least three Board members.
- Other staff will be selected by the relevant Head of Department, with the Director giving final approval.

## HRD Centre - Staffing

The Permanent, full-time senior staff will comprise:

- Director
- HRD Manager
- Training Manager
- Finance Manager
- Facilities Manager
- IT Manager
- Support staff

## Proposed Functional Structure



## Chapter 5 - Funding

## Funding

Again, credit is due to NWSA's comprehensive initial investment which has resulted in this exceptional facility.

### Future Funding:

- It is anticipated that future funding will be mixed with contributions from MWE and, in the short- to medium- term from donors.
- Customers of the services offered will also be expected to make a contribution to the services received, the level of payments is to be decided.
- It is suggested that the Centre be established as a legal entity by Government decree and that, at the same time, the Water Sector contributions to the Skills Development Fund be channelled directly into the HRD Centre.
- It is proposed that the Water/Sanitation Sector SDF contributions be increased gradually over a 3 to 5 year period; this will help to ensure sustainability and provide compensation if donor-funding is reduced in the future.

## HRD Centre – Your Resource!

**Option 4 – the creation of an HRD Centre for the Water & Sanitation Sector in Yemen is my recommendation.**

The HRD Centre will be a unique and essential component in developing water/sanitation sector employees; it will also contribute significantly to HRM and financial and operational performance improvements in the sector.

It will be YOUR Centre – an integral part of the sector.

gtz

Yemeni-German  
Technical Cooperation  
Water Sector Program



Thank You

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