



وزارة المياه والبيئة



## PRINCIPLES OF THE HUMAN RESOURCES DEVELOPMENT STRATEGY FOR THE URBAN WATER AND SANITATION SECTOR IN YEMEN

### Vision of UWSS

*The Urban Water and Sanitation Sector is managed and operated by appropriate numbers and up-to-date qualified personnel in order to efficiently and effectively deal with the increasing demand for water supply and sanitation services, as well as scarcity of water resources.*

### Mission Statement

*Committed to develop the capacity of the human resources in the urban water sector in order to secure the immediate and future needs of the urban areas for the domestic, public, utility, commercial and industrial quality water supply as well as sanitation services.*

### Guiding Principles:

1. **Clear responsibilities** for the development of human resources are established in all Local Corporations and utilities. The responsibilities will be reflected in clear job profiles/descriptions for HRD officers.
2. **Sufficient budgets** will be allocated by all Local Corporations and utilities for the development of their human resources.
3. The **demand** for the development of human resources will be **related to the roles, functions and mandate of the Local Corporations/utilities** and their departments/sections. It will also be adjusted to any institutional development in line with the still ongoing decentralization process. The demand for training will be **based on regular staff appraisals**. The existing staff appraisal systems will be enhanced to the benefit of the utilities and the career development of the staff.
4. **Annual training plans** will be compiled by every Local Corporation and utility indicating demand based training activities.
5. **Forecasts for human resources requirements** (professional entry qualifications and further qualification) and long term plans will be prepared by Local Corporations and utilities, e.g. to include new lines of services like sewerage collection and waste water treatment. The forecasts will take into consideration new challenges and functions of utilities as a result of the decentralization process.
6. Emphasis will be given to **career development** of the individual human resources to enhance motivation and for retaining qualified staff.
7. For **knowledge and skills transfer** all available options and systems will be exploited. Available national long and short term training opportunities (programmes and courses) will be utilized to a maximum. Their further development and expansion will be supported in order to create sustainable growth of national capacities. External (foreign) training opportunities will be utilized to overcome gaps and shortages of national opportunities and in particular for training intermediaries and multipliers.
8. **Staff incentive schemes** will be based on actual performance (see also Rada'a principle No. 5).
9. **For recruitment of staff the transparency of procedures will be increased;** the appointment of new staff will be ensured on the basis of qualifications and merits in accordance to the particular requirements laid down in job profiles/descriptions for positions to be filled.
10. **Sector specific terms of employment** will be gradually developed in order to attract and retain qualified staff and to increase their motivation.