



وزارة المياه والبيئة

gtz

Yemeni-German
Technical Cooperation
Water Sector Program

CURRENT STATUS OF HUMAN RESOURCES DEVELOPMENT IN THE URBAN WATER AND SANITATION SECTOR - 2008



Report on Survey by

Ahmed Nahbal

Faiz Al-Senwi

Khaled Zaid

**Yemeni-German Technical Cooperation
Water Sector Program
Personnel Development Component**

March 2009

GOPA
WORLDWIDE CONSULTANTS

Foreword

This Survey on the Current Status of Human Resources Development covering a sample of eleven urban water and sanitation utilities was carried out by Mr. Ahmed Nahbal, a national consultant, Mr Fais Al-Senwi, HRD officer of the Personnel Development Coordination Unit of the Ministry of Water and Environment and coordinated by Mr. Khaled Zaid, Project Officer of the Personnel Development Component of the Yemeni German Water Programme.

The purpose of this survey was threefold:

- Obtain a representative picture of the current situation of managing the development of Human Resources as a kind of baseline study
- Collect information on present status of implementing the ten Strategic Guiding Principles as core of the Human Resources Development Strategy
- Identify areas of particular concern

The collection of data was based on structured interviews by using a standard questionnaire.

The sample of water utilities was visited during the months of November and December 2008.

The preliminary findings were presented in a workshop at the HRD Centre in Hasaba/Sana'a on the 26th of January 2009.

The Personnel Development Component of the Yemeni-German Technical Cooperation Water Sector Program expresses its gratitude to H.E. the Deputy Minister of Water and Environment, Dr. Mohamed Al-Hamdi and all staff members of the included LCs and the AlShehr AB for their cooperation and readiness to share vital information with the team of surveyors.

The findings of this Survey will assist the Personnel Development Component in targeting particular challenges in the development of the Human Resources in the Urban Water and Sanitation Sector in accordance with its holistic approach based on the ten Strategic Guiding Principles.

Dr. Peter Herrmann
Team Leader
Personnel Development Component
GTZ Water Sector Program

Contents

Foreword.....	2
Abbreviations	4
Executive Summary	5
Part A : Study Approach.....	8
Section A1 : Purpose and Objectives	8
Section A 2 : Methodology.....	9
Part B : Study Findings	12
Section B 1 : General Information on Utilities.....	12
Section B 2 : Information on HR Units	18
Section B 3 : Information on HR Functions	21
Part C : Annexes	28
Annex 1 : Ten Guiding Principles.....	28
Annex 2 : Questionnaire	29
Annex 3 : List of Utilities Visited, Dates and Staff Interviewed	37
Annex 4 : List of Participants in 26 Th January workshop on " Preliminary findings"	38
Annex 5 : Education Level of Utilities Staff	40

Abbreviations

AB	Autonomous Branch
GTZ	Deutsche Gesellschaft fuer Technische Zusammenarbeit GmbH / German Technical Cooperation
HR	Human Resources
HRD	Human Resources Development
HRM	Human Resources Management
LC(s)	Local Corporation(s)
MWE	Ministry of Water and Environment
NWSA	National Water and Sanitation Authority
NWSSIP	National Water Sector Strategy and Investment Plan
PD	Personnel Development
PDC	Personnel Development Component
PDU	Personnel Development Coordination Unit of MWE
SGPs	Strategic Guiding Principle(s)

Executive Summary

This Survey on the Current Status of Human Resources Development covered a sample of 11 urban water and sanitation utilities (LCs of Sana'a, Amran, Albaida, Dhamar, Ibb, Taiz, Aden, Abyan, Almukalla, Alhudiedah, and AlShehr AB) during the months of November and December 2008.

The purpose of this survey was to obtain a representative picture of the current situation of managing the development of Human Resources, as a kind of baseline study, basically on issues addressed in the Ten Strategic Guiding Principles for the Human Resources Development in the urban water sector.

The data were collected through structured interviews by using a standard questionnaire, and subsequently verified, corrected and analyzed.

The preliminary findings were presented in a workshop at the HRD Centre in Hasaba, Sana'a on the 26th of January 2009. The final findings are summarized as follows:

1. Information on the General Context of the Water Utilities

- The surveyed utilities can be classified into 4 groups based on the size of the recruited staff :
 - ❖ Group A : More than 1000 employees (Sana'a , Aden)
 - ❖ Group B : 501 to 1000 employees (Taiz, Alhudiedah, Almukalla)
 - ❖ Group C: 251 to 500 employees (Dhamar, Ibb)
 - ❖ Group D : Up to 250 employees (Amran, Albaida, Abyan, AlShehr)
- During the time of data collection the organizational structures of most LCs were still not finalized or officially approved. Moreover business plans were not yet available. This has a negative impact on HRD in terms of linking it with required mandates and roles (demand orientation).
- On Average: permanent staff comprises 77%, contracted staff comprises 13%, casual staff comprises 10% out of the total staff of the utilities.
- Out of the total staff of the utilities only 11 % hold a university degree, 3% a technician diploma, 11% a craftsmen diploma, 24% a secondary certificate, 11% the preparatory certificate, 9% the primary certificate, in addition further 18 % are able to read and write but 9% are illiterate. This distribution reflects the necessity of upgrading the staff qualifications.

2. Information on Institutionalizing HR Responsibilities (SGP1)

- In all surveyed utilities, it was observed that the HR related tasks are not considered as separate functions but rather as a part of the administration department including three sections as a dominant pattern. One section is responsible for HR Development (usually called "Training Section" with the main task of improving the qualification of employees. However, wider HRD tasks are not fully practiced), while two sections are responsible for administrative and financial tasks of HR Management, the Personnel Affairs and the Payroll Sections.
- Main findings regarding the HR Staff in the surveyed utilities: only 13% are females, the majority (77%) under the age of 40 and **only** 20 % hold a university degree in relevant fields like Business Administration.

3. Information on implemented HR related functions

Training: (SGPs 2,4,7)

- During 2008, almost one quarter (24 %) out of the total staff (permanent & contracted) of the 11 utilities (sample) attended training courses. The range varies among the utilities from 3% to 49% due to their financial capability as a major factor.
- In 2008, all utilities participated in the National Training Program coordinated by NWSA and supported by PDC. However the level of participation varies from one utility to another. The range includes extremely low levels as in cases of Sana'a and AIShehr, which could be attributed to miscommunication with NWSA, and extremely high levels as in cases of Abyan and Taiz which could be attributed to budget limitations.
- Regarding the type of training, it was observed that all the training activities reported are short term courses, covering different areas like: managerial, technical, financial, computer skills and language. A few cases of on-the-job training type were **mentioned** but not documented. It seems this type of training is not properly recognized and recorded
- Out of the 11 surveyed utilities, only 9 had prepared training plans for 2008. However, these training plans were **not** prepared on a systematic training needs assessment or derived from staff performance appraisals.
- All utilities have in their yearly budgets - negotiated and approved by Ministry of Finance - two separate budget lines: the first budget line is given the title "*vocational training*"; it refers to the levy of 1% of the total of staff salaries which is remitted to the Skills Development Fund (SDF). The second budget line has the title "*training*" and refers to the amount allocated by each utility to finance its training activities.
- The average allocated budget for training by the utilities in 2008 was 2.4 % out of the total wages and salaries budget.

Manpower Plans & Recruitment (SGPs 5,9)

- To fulfil the requirements of the Ministry of Finance, each year all utilities prepare manpower plans. However, the indicated number of required staff is not based on an actual staffing assessment but on financial estimates.
- Due to the absence of business plans, the function of forecasting the needs of staff is not practiced by any of the surveyed utilities.
- With regard to the recruitment procedures, in most utilities, priority is given to recruit the contracted staff to become permanent (as civil servants).

Staff Appraisals and Incentive Schemes (SGP 3,8)

- Only two utilities (AlBaidha and Ibb) out of the 11 surveyed are conducting effective staff appraisal by linking the results to the monthly payment of incentives.
- As indicated by the interviewees, the lack of clear and objective criteria was the main reason for the failure in effectively practicing any staff appraisals in the past.
- In the other nine utilities, incentives are paid to staff as topping up or rewards.

Career Development (SGP 6)

- As government corporations the water utilities apply the civil service legal frame work which prescribes a general job hierarchy.
- At the time of conducting the study, no specific career path for the water sector employees has been designed.

Terms of Employment (SGP 10)

- At the time of conducting the study, no specific terms of employment for the water sector employees have been proposed.
- A number of utilities started an initiative that aims at paying special allowances (Job Nature Allowances) like practiced in the education and health sectors.

Occupational Safety & Health

- The only outstanding case in all utilities surveyed was Aden LC. It has an established department for occupational safety and health linked to the deputy manager for sanitation affairs with 4 sections under the department manager's responsibility. The department is equipped with all the required safety gears.
- AlMukalla LC has formed a committee for safety.

Part A: Study Approach

Section A1: Purpose and Objectives

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 Personnel Development Component (PDC) of the Yemen-German Water Sector Programme is supporting the Personnel Development in the Urban Water Supply and Sanitation Sector.

In this context, the PDC has been given the assignment to develop a framework concept for the Personnel Development in the water and sanitation sector and accordingly early foundations were laid through various activities carried out over a period of one year involving the concerned stakeholders.

In order to define qualitative core elements of a tailor-made strategy for the particular conditions of Yemen's urban water sector, ten Strategic Guiding Principles (SGPs) were developed and discussed with relevant stakeholders on 13th November 2007. In the ensuing process, these strategic guiding principles were amended and adopted in a workshop held on April 22nd, 2008 where priority actions were identified. They form the basis of the strategy (see the ten Strategic Guiding Principles in Annex 1).

Therefore, a baseline study had to be carried out to get a clear picture of the current status of human resources development affairs in the urban water utilities, based on the ten Strategic Guiding Principles as core of the Human Resources Development Strategy.

In particular, the objectives of the survey were to

- Carry out a baseline study of the current status of HR Management in the Urban Water Sector
- Record present status of implementing the 10 Guiding Principles for HRD
- Provide essential information on status quo to measure future progress.

Section A 2 : Methodology

A 2.1 Selection of Sample Utilities

A sample of 11 utilities was selected for the survey including 10 LCs (Sana'a, Amran, AlBaida, Dhamar, Ibb, Taiz, Aden, Abyan, AlHudiedah, AlMukalla) as well as one autonomous branch (AlShehr AB). The selected utilities reflect a significantly representative sample of the diverse utilities as considerations were given to:

- a) the size of utility (large / small in terms of connections and staff)
- b) the date of establishment as a local corporation / autonomous branch (in terms of maturity).

A2.2 Development of Questionnaire

Based on the Ten Strategic Guiding Principles (Annex1) as a core of the HRD Strategy of the urban water sector, a first draft questionnaire had been initially designed by the PDC to be used by surveyors for collecting data on the current practices related to managing the HRD in the urban water and sanitation utilities during interviews with the concerned staff.

The draft questionnaire was reviewed and discussed by the surveyors and the team of PDC. On the basis of the review, the discussions and the suggestions made, an amended standard questionnaire was finally developed and translated.

The questionnaire consists of 3 main parts:

Part 1) is dedicated to general information on the utilities including: the establishment, administrative systems, services, staff, challenges.

Part 2) is dedicated to information on the responsible unit in charge of HRD including the organizational structures, job descriptions and staff.

Part 3) covers different aspects related to HRD activities including training, staffing plans, recruitments, staff appraisals, incentive schemes, career development and sector-specific terms of employment. This part also contains information on the applied procedures related to occupational safety and health.

The questionnaire was pre-tested in Nov. 2008 at Sana'a LC where useful remarks were made and hence discussed, reviewed and integrated into the final version. (Questionnaire included in Annex 2).

A 2.3 Field Visits

- In coordination with the PDC, a schedule for the field visits was prepared. Then utilities were contacted and informed by a faxed letter explaining the purpose of the survey, schedule and the type of staff to be interviewed.
- Field visits to the selected sample of 11 utilities were organized and conducted by the surveyors during the period from November 1st to December 24th, 2008.
- It was necessary to spend 2 days in each utility to conduct the interviews and discussions with the senior staff in charge of HR-related unit/s (3 to 4 persons per utility). However, in the case of Abyan LC, the field work could be reduced to only one day as many aspects related to HRD/PD had been covered by the team of the PDC earlier.
- In summary, a total of 21 days was spent in the field work and usually 3 staff were interviewed at their place of work (the list of utilities visited, persons interviewed and dates are included in Annex 3).

A 2.4 Data Collection and Verification

- For the collection of data, the surveyors used the prepared standard questionnaire and conducted constructive interviews and thorough discussions with the staff of the units responsible for HRD/PD -in their offices- in the selected utilities.
- In support of the data gathered during the interviews, utilities were requested to provide copies of available documents and forms related to management of HRD such as, training plans, organizational structures, total lists of staff, job descriptions, forms of staff appraisals.
- Following the field work, the collected data including questionnaires (filled in by surveyors during interviews), observations as well as the copies of documents and forms given by utilities were carefully checked, reviewed and thus compiled in a final questionnaire form for each utility separately.
- To ensure the authenticity of the data collected (as they are important for the findings of the survey), each utility received a faxed copy of the data recorded by the surveyors and was requested to verify or correct the data or send any other comments. After about one week remarks and verifications were received from utilities in response and changes or adjustments made accordingly to the data collected.

A 2.5 Presentation of Preliminary Findings

At a second stage to discuss and further verify the data collected, a workshop was held on January 26, 2009. It was attended by representatives of most utilities (see a list of workshop participants in Annex 4). The purpose of the workshop was to:

- 1- Present and verify the collected data and preliminary results.
- 2- Draw final results and propose recommendations.

In the workshop, the preliminary findings were presented by the surveyors and discussed with the participants.

On the basis of the remarks and recommendations raised, the data collected as well as findings were finally adjusted and updated.

A 2.6 Limitations

- The validity of the results obtained and presented in this study depends on the following factors :
 - 1- the accuracy of the data provided and verified by the utilities.
 - 2- the time when the data was collected – during November / December 2008.
- The findings obtained and presented in this survey reflect primarily the HRD situation in the surveyed utilities at the time of November / December 2008, although they were amended in some cases to reflect correcting remarks through correspondence or the workshop in January.

Part B : Study Findings

Section B 1 : General Information on Utilities

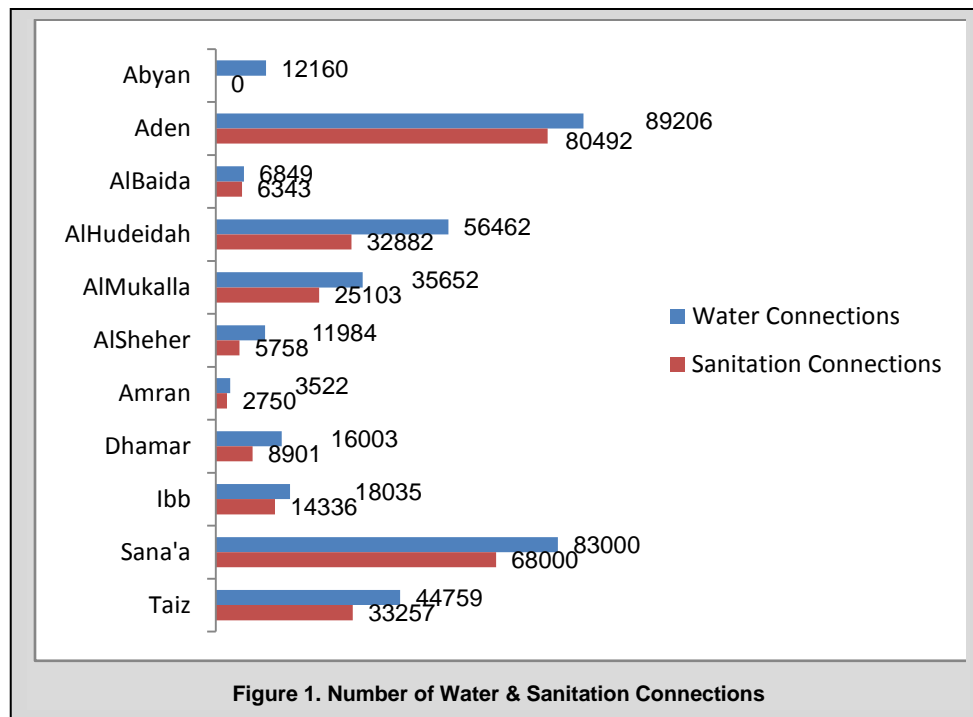
B 1.1 Establishment and Development

Within the process of reforming the water supply and sanitation sector (WSS), the old arrangement consisting of a single National Water and Sanitation Authority (NWSA) as water and sanitation service provider had been replaced by a decentralized system. A total of 15 local corporations and 13 autonomous branches were established since 2000. Table 1 provides a summary on the establishment of the selected utilities included in the survey.

Table 1. Declaration of Autonomy of Utilities				
Utility	Decree No.	Establishment Year	Previous Status	Current status
Abyan	93	2006	Aden Branch	LC
Aden	267	2000	NWSA Branch	LC
AlBaida	55	2005	NWSA Branch	LC
AlHudeidah	1	2001	NWSA Branch	LC
AlMukalla	18	2001	NWSA Branch	LC
AlShehr	167	2007	AlMukalla Branch	AB
Amran	187	2007	NWSA Branch	LC
Dhamar	95	2006	NWSA Branch	LC
Ibb	21	2001	NWSA Branch	LC
Sana'a	13	2000	NWSA Branch	LC
Taiz	20	2002	NWSA Branch	LC

B 1.2 Services of Water Supply and Sanitation:

The local utilities provide their services in the fields of water supply and sanitation to the urban areas within their mandate. However, the number of connections of water and sanitation varies among the utilities. Figure 1 shows this variation among the surveyed utilities.



B 1.3 Administrative Systems

- In general, the structures of the utilities consist of:
 - Board of Directors
 - General Manager
 - Main functional units e.g. water supply, sanitation, subscription departments /divisions
 - Supporting units e.g. administrative, and financial departments
 - Project units linked to the General Manager e.g. Sana'a Basin Project.

- The decree of establishment for each utility clearly defines the roles of the board and of the General Manager.
- Based on the roles defined in the decree of establishment, each utility forms its own organizational structure and bylaws which define the functions for each unit. According to the interviewed staff, forming effective and efficient organizational structures and bylaws faced complications in the absence of unified standards and the long time taken for the final approval by the board of directors and the MWE.
- During the time of data collection (December 2008) the organizational structures of most utilities had still not been finalised or approved.
- An essential tool used to map out the operations, structure and inputs of any corporation or business is the compilation of business plans. This refers to water and sanitation utilities just as well. However, it appears that such business plans have not been compiled or updated as even their summaries were not made available. The need for developing business plans is distinctly reflected in the update of National Water Sector Strategy and Investment Programme (NWSSIP 2009 - 2015).

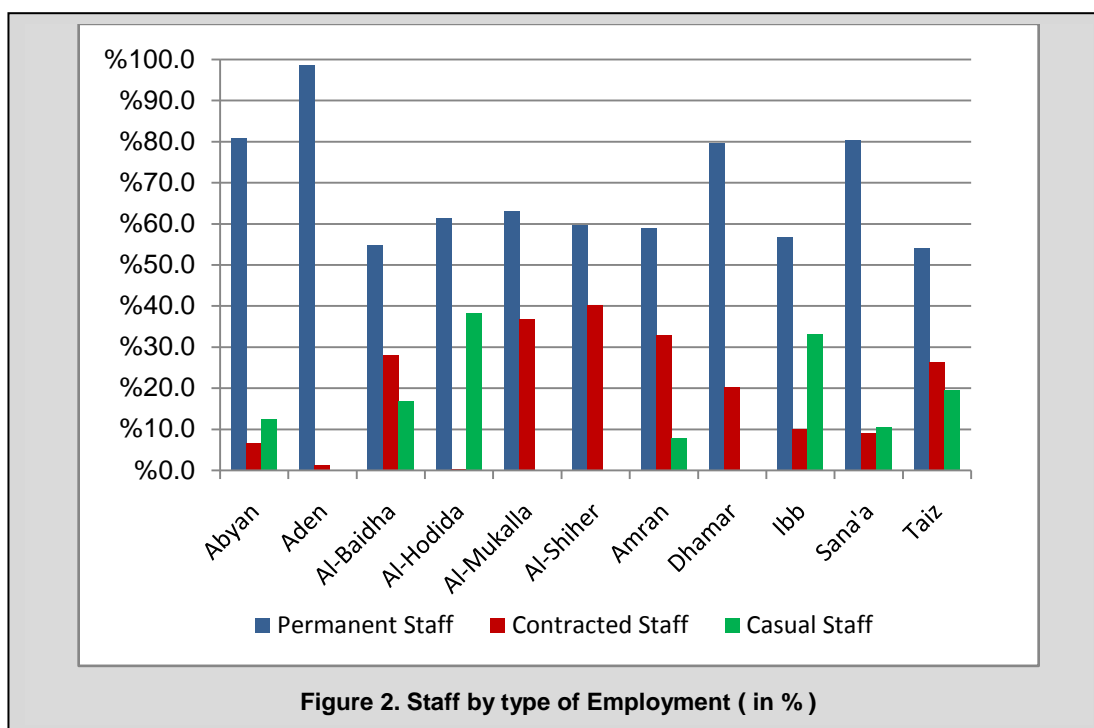
B 1.3 Staffing Status

As indicated in Table 2, the surveyed utilities can be classified into 4 groups based on the size of the recruited staff :

- ❖ Group A : More than 1000 employees (Sana'a , Aden)
- ❖ Group B : 501 to 1000 employees (Taiz, AlHudeidah, AlMukalla)
- ❖ Group C: 251 to 500 employees (Dhamar, Ibb)
- ❖ Group D : Up to 250 employees (Amran, Albaida, Abyan, AlShehr)

Utilities	Permanent Staff	Contracted Staff	Casual Staff	Total
Abyan	169	14	26	209
Aden	1777	24	0	1801
AlBaida	39	20	12	71
AlHudeidah	391	2	245	638
AlMukalla	403	235	0	638
AlShehr	83	56	0	139
Amran	52	29	7	88
Dhamar	220	56	0	276
Ibb	156	28	91	275
Sana'a	947	107	124	1178
Taiz	368	179	133	680
Total	4605	750	638	5993

- Staff employed in the utilities are classified as follows :
 - ✓ Permanent staff: are those who are on the official payroll and are under the civil service law.
 - ✓ Contracted staff: are those who are contracted on temporary basis until they are transferred to the official payroll.
 - ✓ Casual staff: are those who are paid on daily basis, usually they carry out tasks like digging and cleaning the networks.
- On average: permanent staff comprises 77%, contracted staff comprises 13% and casual staff comprises 10% out of the total staff. Figure 2 shows the proportion of the three types of employment in the surveyed utilities.



Staff / Connections Ratio

Figure 3 shows the ratio of staff in the 11 utilities per 1000 water/sewer connections¹. It varies from 5 to 17 with an average of 10, which is higher than the ambitious standard proposed by the World Bank for Third World Countries (3-5 staff per 1000 connections). This range indicates the size of the excess staff as one of the biggest problems at the water utilities.

¹ To get this ratio, the number of staff is divided by the number of water and sanitation connections and then multiplied by 1000.

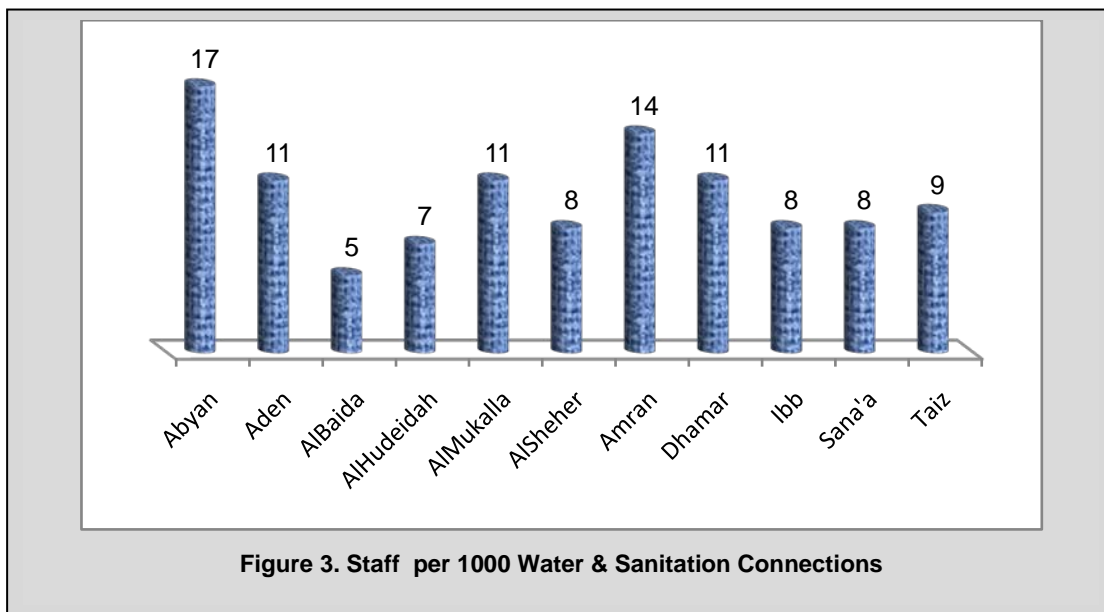


Figure 3. Staff per 1000 Water & Sanitation Connections

Staff Qualification

Regarding the attained education level of staff, the range starts with university degree holders and ends with absolutely illiterates.

The absolute figures indicating the education level of each of the surveyed utilities is given in Annex 5.

Figure 4 shows the percentage of each attained education level out of the total 5355 of permanent and contracted staff. It has to be noted that casual staff is not included and it can be assumed that the majority of the casual staff has not attained any vocational certificate or professional degree.

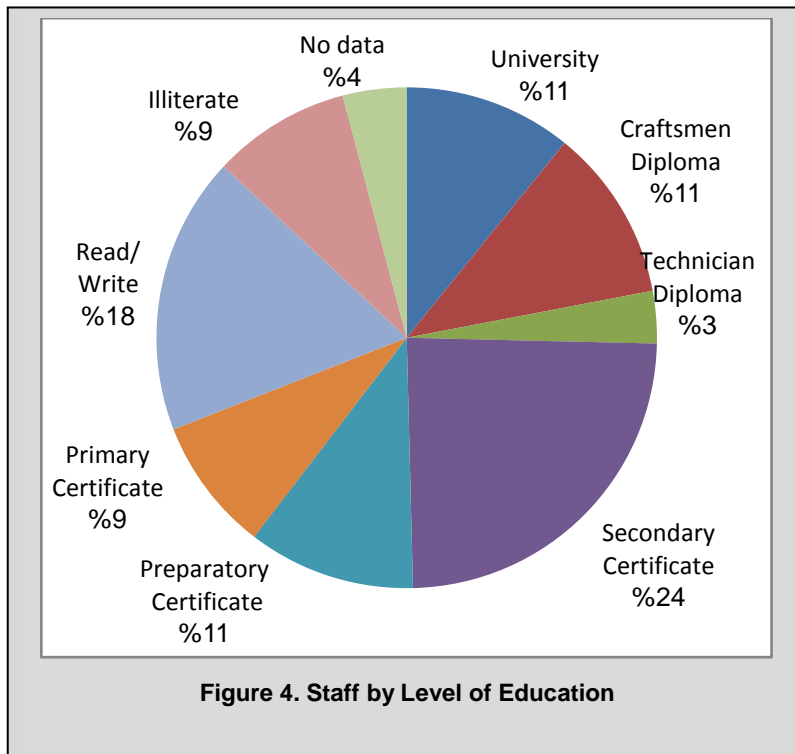


Figure 4. Staff by Level of Education

B 1.5 Main challenges

According to the interviewed staff, the utilities face a number of challenges. The list below classifies these challenges into 4 groups: services, administrative & financial, technical, and staff.

Challenges related to services

- Extending water/ sanitation services to cover new areas
- Utilizing new water resources
- Raising awareness of customers

Administrative & Financial Challenges

- Reducing Operation & Maintenance costs
- Reducing high rate of uncollected debts
- Ensure provision of land property to construct new services facilities
- Fulfilling financial commitments inherited from the past
- Adjusting the tariff to increase income

Technical Challenges

- Rehabilitation of water and sanitation networks
- Reducing high rate of technical losses/leakages and illegal connections
- Protecting networks from being damaged/ broken by citizens or contractors
- Handling electricity failures
- Ensuring protection of water resources from depletion

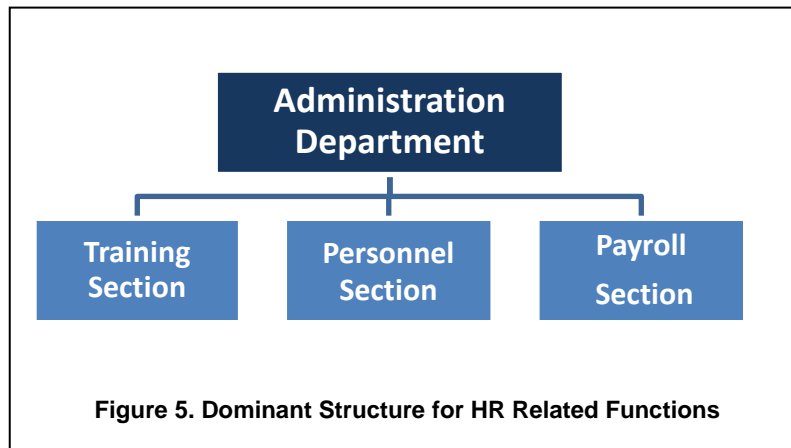
Challenges related to staff

- Upgrading of staff
- Motivating the staff
- Adjusting staffing to jobs requirements
- Prepare/implement training plans based on training needs assessment
- Provision of sufficient financial resources for training and staff development
- Recruiting the required qualified staff and limit social and political interferences

Section B 2 : Information on HR Units

B 2.1 Institutionalizing Responsibilities

- In all surveyed utilities it was observed that the HR related tasks are not considered as separate functions but rather as a part of the administration department. Thus the dominant pattern for units responsible for HR functions is reflected in Figure 5:



- As observed in Figure 5, one section is responsible for HR Development (usually called "Training Section" with the main task of improving the qualification of employees), while two sections are responsible for administrative and financial tasks of HR Management, the personnel and payroll sections.
 - 1- **Training Section** is responsible for tasks including: conducting training needs assessments, preparing training plans, coordinating and preparing training reports. However, assessing the effect of training and wider HRD tasks are not yet fully practiced (This section is **not** yet functionally activated in the LCs of Amran & AlBaida and in AlSheher AB). In Abyan LC this section is named as HRD section.
 - 2- **Payroll Section** is in charge of preparing the payroll, coordinating with general accounts, keeping records of payments and archiving.
 - 3- **Personnel Affairs Section** is responsible for applying all regulations concerning the staff, their compliance with working hours and administering the staff leaves, attendances, health insurances, staff appraisals – if conducted- , manpower planning, and recruitment.

Special Cases

- In LCs Sana'a, AlHudiedah and Dhamar, an HR sub-department has been established under the administrative department to manage the 3 mentioned sections.
- In Aden LC, the administration & services department and the training department are the responsible units for HR, supervised by the deputy general manager of administration & financial affairs. The payroll section is under the responsibility of the financial department.
- In AIMukalla LC, a section for insurance and pension has been established besides the sections of training, personnel affairs, and payroll shown in Figure 5,
- Aden LC has established a department for safety and health with 4 sections and it is linked to the deputy general manager for sanitation affairs.
- AIMukalla LC has formed a committee for safety headed by the deputy general manager.

Job Descriptions:

- Regarding the job descriptions in which duties and responsibilities of HRD/PD staff are defined, the following remarks have been noted:
 - > Although 10 out of the 11 surveyed utilities stated that they have job descriptions for the HR/PD units, only 3 utilities actually provided copies of their job descriptions for their HR/PD units. Out of the 3 utilities, AIMukalla LC, which is considered as an outstanding case, provided an updated copy conducted by the administration department staff.
 - > The LC of Abyan and the AISheher AB are currently conducting an update of their job descriptions with support from PDC-GTZ.
 - > The LC Taiz is currently conducting an update of their job descriptions through a consultancy company.
 - > Amran LC stated that they do not have job descriptions at all.

B 2.2 Key Staff of Units in charge of HR Functions:

For the purpose of this study, key staff are the administrative managers and their subordinate officers responsible for the HR functional sections.

In cases of vacant positions e.g. training section head, the person in charge was interviewed. The total number of the HR senior staff interviewed in utilities was 39.

Gender :

- Only 13 % of the 39 interviewed staff were females (2 Aden, 2 Abyan, and 1 AlBaida)
- The vast majority of 87 % of the staff are males.

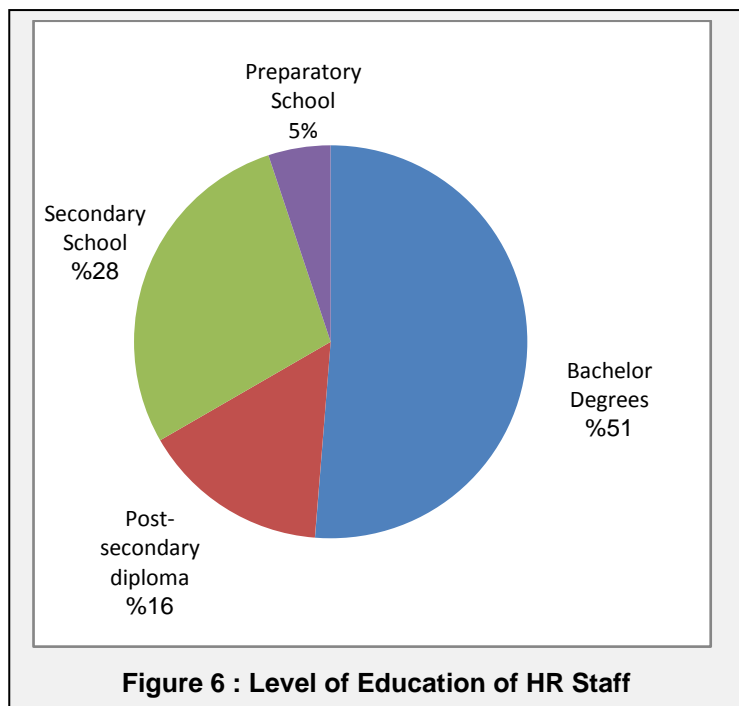
Age :

- With regards to the age of staff, it could be classified into three categories as shown in Table 3.

Category	No. of staff	Ratio
30 years and Below	8	21 %
30 to 39 years	22	56 %
40 years and Over	9	23 %
Total	39	100%

Academic Qualifications :

Figure 6 summarizes the academic qualifications of the HR key staff in terms of their highest educational level attained.



Among the holders of bachelor degrees (20 persons) :

- 8 in Business Administration
- 3 in Law
- 2 in Accounting
- 1 in Statistics
- 2 in Chemistry
- 1 in Mathematics
- 1 in English
- 1 in Physical Education
- 1 in Civil Engineering

- **HR training** : Out of the 39 key staff, 30 attended short-term HR training courses mainly through the NWSA Program and/or participated in workshops organized by the PDC). This represents (80%).
- **Computer skills**: Almost all interviewed HR staff are capable of using computer.

Section B 3 : Information on HR Functions

B 3.1 Training

- Among other HR related functions, training has been the most practiced function in the local corporations. However, it is largely dominated by offers from training providers rather than demands based on the demand of the workplace.

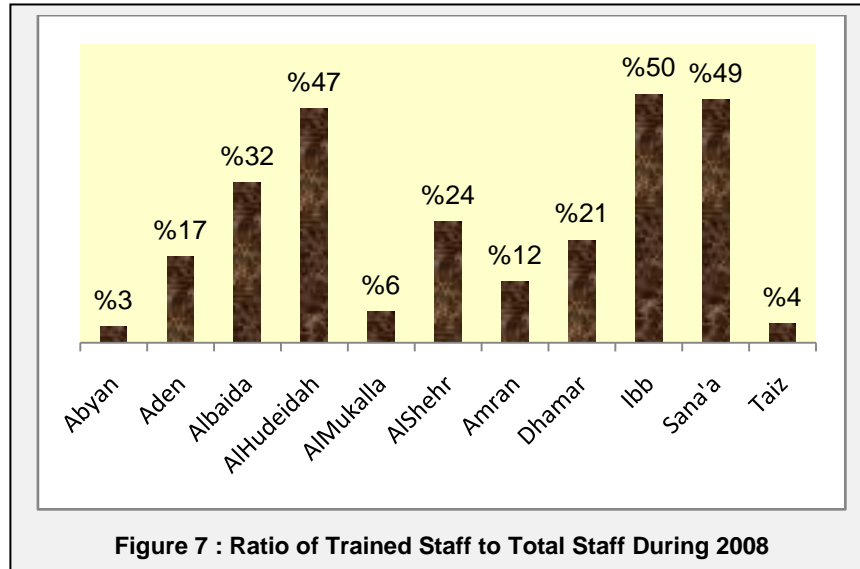
B 3.1.1 Training Activities During 2008

- According to data collected from the utilities, a total of 1291 employees were trained during 2008². This figure represents 24 % out of the total permanent and contracted staff of the surveyed utilities . In Table 4, the total number of trained staff in 2008 and the number of trained staff through NWSA program for each LC is presented.

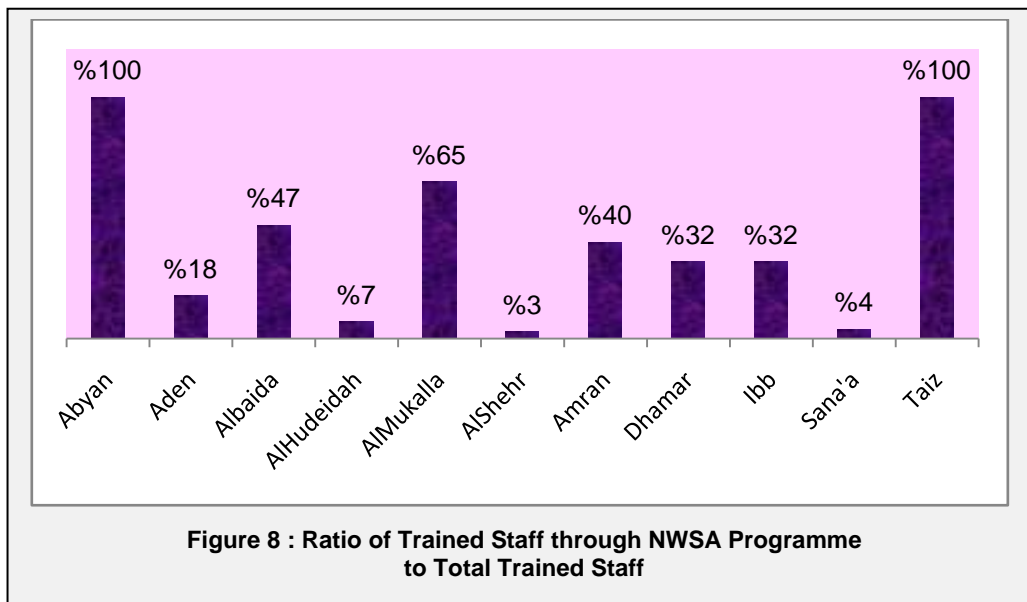
Utility	Total Permanent and Contracted Staff	Total Trained Staff	Trained Staff through NWSA
Abyan	183	6	6
Aden	1801	311	57
Albaida	59	19	9
AlHudeidah	393	185	13
AlMukalla	638	40	26
AlShehr	139	34	1
Amran	81	10	4
Dhamar	276	57	18
Ibb	184	92	29
Sana'a	1054	516	19
Taiz	547	21	21
Total	5355	1291	203

- As observed from Table 4, there is a considerable variation between the utilities regarding the number of trainees. This variation could be attributed to financial capability as a major factor. The percentage of trained staff out of the total staff for each of the surveyed utilities is shown in Figure 7.

² The numbers given in Table 4 and reflected in Figure 7 may include cases of repeated trained staff. Numbers of trained staff through NWSA Program are obtained from the training reports available at the PDC Office.



- In 2008, all utilities participated in the National Training Program coordinated by NWSA and supported by PDC. However the level of participation varies from one utility to another (See Figure 8). The range includes extremely low levels as in cases of Sana'a and Alshehr, which could be attributed to miscommunication with NWSA, and extremely high levels as in cases of Abyan and Taiz which could be attributed to budget limitations.



- Regarding the type of training, it was observed that all the training activities reported are short term courses covering different topical areas like managerial, technical, financial, computer skills and language (English). A few cases of on-the-job training type (in Sana'a, Aden, AlMukalla, Amran, Dhamar) were **mentioned**. But it seems this type of training is not properly recognized and recorded.

B3.1.2 Planning for Training

- Out of the 11 surveyed utilities, only 9 had prepared training plans for 2008.
- However the training plans were **not** prepared on a systematic training needs assessment or based on staff performance appraisals. The common approach used by all surveyed utilities could be summarized as follows:
 - The training section prepares a request form, circulates it to all departmental managers to fill in the training courses considered necessary or beneficial for their staff and to suggest the number of trainees for each course. Subsequently, the training section sums up the requests and compiles a list of training measures and the number of trainees.
 - In some cases, a list of topics for training courses is prepared by the training section and given to the managers of departments to select the training courses they desire. Out of these selections, a final list of courses would be compiled.
 - In some cases, recommendations of implemented projects studies within the utilities are included.
 - In case of not completing the annual training plan (which is the case for 2008 in all utilities), the incomplete part is transferred to training planned of the next year.
- Developing the 2009 training plan:
 - With the exception of Aden, Abyan, and AlShehr, training plans (drafts by the time of conducting the study) are prepared through the procedure explained above.
 - Abyan LC & AlShehr AB prepared training plans in cooperation with and support from the PDC, based on training needs assessment.
 - For preparing its training plan the Aden LC contracted a private consultancy company.

B 3.1.3 Monitoring & Evaluating Training

- To monitor the implementation of courses, inspection visits are made by the training officers to the training institutes. No reports were available as not required so far.
- In general, a progress report is issued regarding implementing the training plan, whenever requested by line managers.
- With the exception of the initiative of the LC Sana'a to assess the impact of computer training courses on the performance of trainees, no effort has been made by the surveyed utilities in this area.

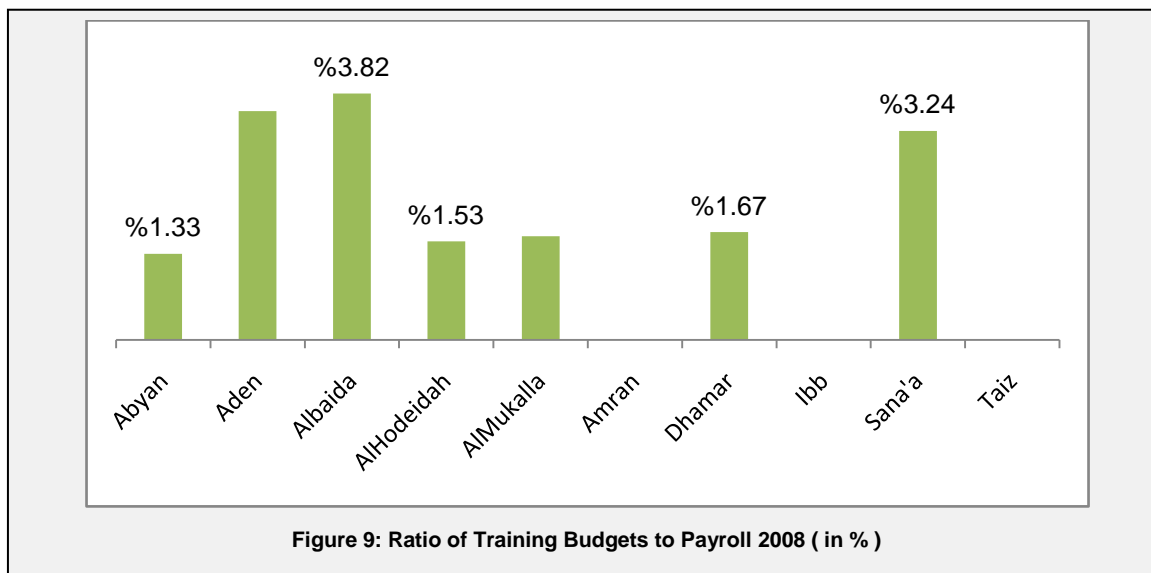
B 3.1.4 Training Budgets

- All utilities have in their yearly budgets - negotiated and approved by Ministry of Finance - two separate budget lines.
- The first budget line with the title "*vocational training*" refers to the levy of 1% of the total of staff salaries which is remitted to the Skills Development Fund (SDF). In order to utilise the contributions to the SDF, the LCs have to prepare claims in order to get 80% of the total costs refunded by the SDF through a complicated process. According to an earlier study conducted by the PDC in April 2008 only some LCs were successful in this regard.
- The second budget line with the title "*training*" refers to the amount allocated by each LC to finance its training activities.
- Table 5 shows the total amounts of the payroll and the budgets for training allocated by each of the surveyed utilities during 2008. The budget of the autonomous branch of AIShehr is not included as it is still integrated into the budget of the mother corporation, LC AIMukalla.

Table 5 : 2008 Annual Budget (in thousand Yemeni Rials)

Utilities	Abyan	Aden	Albaida	AlHodeidah	AIMukalla	Amran	Dhamar	Ibb	Sana'a	Taiz
Total Payroll	73,415	676,701	39,248	210,977	342,156	not given	96,757	103,067	431,993	148,308
Training Budget	980	24,000	1,500	3,220	5,500	not given	1,616	not given	14,000	not given

- The percentage of the training budget to the total wages and salaries budget for 2008 is shown in Figure 9. The average is 2.4 % (This ratio is calculated by dividing the training budget by the total payroll amount and then multiplied by 100. Figures of training budget were given by the surveyed utilities, while payroll figures were obtained from the Government Budgets Yearly Book 2008 issued by the Ministry of Finance).



- According to the interviewed staff, it is expected that the 2009 budgets will be lower than those for 2008 due to instructions by the Ministry of Finance as a result of reduced government revenues caused by fallen oil prices.

B 3.2 Manpower Plans & Recruitment

- To fulfil the requirements of the Ministry of Finance, all utilities prepare staffing plans every year.
In this context, for 2009 each of the surveyed utility prepared its estimated budget including the staff salaries for the expected number of staff. However, the number of required staff is not based on an actual staffing assessment but on financial estimates.
- Due to the absence of proper business plans, the function of forecasting the staffing needs on the long term is not practiced by any of the surveyed utilities.
- With regard to the recruitment procedures, in most utilities priority is given to recruit the contracted staff to become permanent (as civil servants under the civil service law).
- For recruitment the procedures are as follows: jobs are announced in the press, a committee is formed to assess applications, short listing, conduct interviews and finally recruitment. However, as noticed by the interviewed staff political and social factors still influence the recruitment process and selection of candidates.
- As noticed by the interviewed staff, the major need for qualified additional staff is in the technical positions.
- Casual staff is still recruited in the field of sanitation due to the nature of work, which is neither appreciated nor popular.

B 3.3 Staff Appraisal

- Out of the 11 surveyed utilities AlBaida & Ibb LCs are the only utilities that conduct staff appraisals for the purpose of paying incentives to their staff.
- The Amran LC conducts staff appraisal (once every 3 months) as a routine exercise.
- Sana'a, Aden, Dhamar, Abyan, Taiz, AlMukalla LCs as well as AlShehr AB do not conduct staff appraisals. But AlMukalla, Taiz and AlShehr conduct staff appraisals for their contracted staff in order to determine the continuation as contracted or appointment as permanent staff.
- As indicated by the interviewees, the lack of clear and objective criteria has been the main reason for the failure in effectively practicing any staff appraisals in the past

B 3.4 Incentive Schemes

- Only AlBaida and Ibb utilities pay incentives on a monthly basis to all staff (except casual staff). The incentives are calculated on the results of a simple staff assessment form.
- In Dhamar utility, incentives are paid to all staff according to the collection efficiency (how much money is collected).
- In other utilities, incentives are paid to staff as topping up or rewards but not based on staff appraisals and actual performance.
- In all of the surveyed utilities, some of the staff receive seasonal and yearly extra payments that are subjected to criteria defined in the executive bylaws of the LCs. These remunerations are determined and paid according to the type of activities and level of achievement which could be financial, administrative or related to projects.

B 3.5 Career Development

- As public corporations the utilities apply the civil service legal frame work which prescribes a general job hierarchy but not a clear career path.
- At the time of conducting the study, no specific career path for the water sector employees has been made available.

B 3.6 Terms of Employment

- So far, no specific terms of employment for the water sector employees (as in the cases of the judiciary, the universities or Yemenia airline) have been proposed.
- A number of utilities made an initiative to pay special allowances (Job Nature Allowances) which are given to the employees in the Education and Health sectors.

B 3.7 Occupational Safety & Health

- The only outstanding case in all utilities surveyed was Aden LC; it has established a department for occupational safety and health. It is linked to the deputy manager for sanitation affairs with 4 sections under the department manager's responsibility. The department is equipped with all the required safety gears.
- AIMukalla LC has formed a committee for occupational safety headed by the administrative manager.
- The most common safety features in utilities are very basic instructions and fire extinguishing rules.
- Most utilities do not abide by the safety rules during the work.

Part C : Annexes

Annex 1 : Ten 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.

Annex 2 : Questionnaire

Local Corporation: **Date of Interview:**
 Full Address:
 Telephone Numbers:
 Fax
 Numbers:.....
 Email:
 Website:.....

Interviewees		
Name	Position	Contact

Part One : General Information on the LC :

- 1- Establishment :**
 Est. Decree No. : Year : Copy Attached : Previous Status :
- 2- Mandate :**
 Regions (..... Districts) :
 Total Area :

Services:

Theme	Indicators
Water Supply	No. of Connections : Coverage
	% :
	Volume Supplied : Volume
Sanitation	Sold :
	No. of Connections : Coverage %
	: Treatment :
	Usage :

- 3- Structure :**
 Availability in a Written Form..... Copy Attached
 Based on LC Executive bylaw..... Copy Attached

4- Staff :

Employment Status	Education Levels								
	No. working staff	No. Excessive staff	Sec Post Diplm	Secondary	Voc. Diplm	Preparatory	Primary	Rds & Wts	Illiterate
Permanent									
Contracted									
Casual									
Total									

5- Main Challenges :

challenges	
Services	
Structure	
Staff	

Part Two : Information on the Organizational Unit Responsible for HR :

1- Current Applied Structure & Responsibilities :

Responsible Unit : Org. Level :
 Unit Organogram (Simple Chart including sub units) :
 Copy Attached :

Distribution of functions:
 Based on a written job descriptions : Availability : Copy Attached :

If the copy is **not available** ,please fill in the following table :

Sub - Units	Functions

2- **Staff** :(attached list of staff)

3 Part Three: Information on the HR Responsibilities:

3.1 Training:

3.1.1 Training activities in 2008

- o Are the training activities executed in 2008 documented?

- o Is the documentation in the form of computerized report/ manual?

 Report available Copy attached.....

a- Training inside / outside Yemen:

Training Field	Training Type											
	Via training institutions		On-job training		in-house training		Workshops		Study tours		Diploma voc/tech High studies	
	No. of Programs	No. of trainees	No. of Programs	No. of participants			No. of Programs	No. of participants	No. of Programs	No. of participants	No. of Programs	No. of participants
Admin. skills												
Financial skills												
Technical skills												
Language skills												
Computer skills												

Training Plan:

- o Have all the training courses implemented in 2008 so far been included in the training plan of 2008? No. of courses included : No. of implemented courses not included: Plan available : Copy attached:
- o Who prepared the 2008 training plan?.....
- o Was the plan based on an assessment study for the training needs?
- o If yes, who conducted the assessment study for training needs and how?
- o Do you have a training plan for 2009?Plan available:..... Copy attached:.....
- o Who prepared the 2009 training plan?.....
- o Was the plan based on an assessment for the training needs?.....
- o If yes, who executed the assessment study for training needs and how?

Implementation of Training

- o What are the procedures followed to implement the planned training programs that are directly financed by the LC? Who is responsible for implementation?

-

- What are the procedures followed to implement the training programs that are planned and financed by other institutions/agencies? Who is responsible for implementing?

 - What are the procedures followed to implement the training programs that are not planned by LC and financed by other institutions/agencies? Who is responsible for implementing?

Follow up of training implementation & Monitoring Training Impact:

- Who in charge of monitoring the implementation of training programs?

- How is it done?

- Who is takes care of following up the implementation of training plans?

- How is it done? By reporting? When are reports presented?

- Do you conduct an assessment for the impact of training on the trainees' performance?

- If yes, how is it conducted? Who monitor that?

Training Budget:

- How have your 2008 training activities been financed?

Training Field	Training Funds											
	LC		SDF		GTZ		Other financier		Other financier		Other financier	
	Direct costs	Indirect costs	Direct costs	Indirect costs	Direct costs	Indirect costs	Direct costs	Indirect costs	Direct costs	Indirect costs	Direct costs	Indirect costs

Admin. skills													
Financial skills													
Technical skills													
Language skills													
Computer skills													

- o What was your budget allocation for the training activities in 2008?.....

Experience of LC with training courses coordinated by NWSA:

- o How many training courses you participated since January 2008? How many participants from your LC?
- o What would you see the general weaknesses and strengths with regards to the preparation, coordination and implementation of those courses?
- o To what extent was the benefit of participants from these courses? Was there any improvement in their performance? Please mention some examples (participants, training course and improvement)?.....
- o What are your suggestions for improving short courses?

Experience of LC with Long term Craftsman

- o Have you recently (this year) employed any graduate from the craftsman program?..... How many employed?.....
- o How do you see their performance?.....

Experience with SDF (for LCs not covered by SDF study):

- o Have you received training allocations from SDF for training in 2007? 2008?
- o Has any of your applications for funds been rejected by SDF?..... If yes, why rejected?

Staff appraisal:

- Have you conducted an assessment for the staff performance in the past?
..... When? how often?
.....
- What are the steps you follow when you conduct a staff appraisal? Who do you assess?
.....
.....
- Do you have samples of staff appraisal forms? Copies
attached.....
- Have you faced any problems with staff appraisals?
.....
.....
- Have you utilized the appraisals in incentives, promotions, disciplinary procedures, TNA?
.....
.....
- Are you going to conduct an appraisal for yours staff this year? Why?
.....
.....
.....

Career development:

- Have you done any promotions or upgraded staff this year 2008?
.....
Mention examples
- What are the criteria or procedures you apply for career development?
.....
.....
- Is there a job scale (job order structure) for the LC in place?
.....
.....

Incentive scheme:

- What kind of incentive schemes and bonus you give to your staff?
.....
.....
- Who is entitled to benefit from the incentive scheme (categories)?
.....
- What are the criteria or scope of incentive scheme? How is it applied?
.....
.....

.....

 Have you observed any effects of the incentive scheme as regards staff performance, attitude and behavior?

3.2 Occupational Health and Safety:

- o Who is responsible for the tasks related to health and safety? (Department, section or person) other: please mention:

- o Do you have clear instructions principles for safety systems? copy attached
- o To what extent are these safety rules are applied in the LC?

Who is in charge of taking care of work incidents? How is that done?

- o Are the safety tools and personal protection available?

What is the type and level of the health care offered given to the staff in the LC? How is that done?

Sector-specific terms of employment:

- o Have you provided any initiative or participated in any activity that is geared at improving the employment for those working in the water sector in general? When? How?

- o In case you are given the chance to propose special terms of employment for the water sector, what would you consider as important?

Annex 3 : LIST of Utilities Visited, Dates and Staff Interviewed

	LC/WU	Date	Persons met	Title
1	Sana'a	01/11/2008 02/11/2008	Ismail AlKebsi	Administrative manager
			AbdulElah Al-Moallemi	Training manager
			AbdulRaqib Muharram	Personnel Affairs manager
2	Amran	10/11/2008 11/11/2008	Abdullah AlEryani	General manager
			Abdulmalek Al-Dhibini	Administrative manager
			Abdulragib Naji Raweh	Payroll section head
			Abdulmalek Al-Siaghi	Technical manager
3	Al-Baydha	16/11/2008 17/11/2008	Ali Al-Sharif	Deputy general manager
			Isam Henaiber	Personnel affairs manager
			Aminah Al-Awdi	Payroll Officer/ Attendance control
4	Dhamar	18/11/2008 19/11/2008	Abdussalam Al-Hakimi	General manager
			Zeyad Al-Ammari	Administrative manager
			Reyadh Al-Sofi	HR section head
5	Ibb	22/11/2008 23/11/2008	Mohammed A. Al-Mahrasi	Administrative manager
			Mahmoud Ali Al-Makhaderi	Personnel affairs manager
			Abdulaziz Al-Awadhi	Training section head
			Khaled Mohammed Ali	Payroll section head
6	Taiz	24/11/2008 25/11/2008	Dr. Abdullatif Al-Munifi	General manager
			Omar Abdulaziz Al-Junaid	Administrative manager
			Hisham M. Al-Saeedi	Training section head
			Mohammed Saeed Ismail	Personnel section head
			Abdulbaset A. Abdu Ghaleb	Payroll section head
7	Aden	30/11/2008 02/12/2008	Ali Mahmoud Herherh	Administrative manager
			Khamis Ghaithan	Training manager
			Jamila Ali Saad	Records/Statistics section head
			Hadil M. Abdulrahman	Occ. Safety/ health manager
8	Abyan	01/12/2008	Awad Abdulghani	Acting administrative manager
			Amani Al-Halawani	HR section head
			Anjila Ali Mohamed Naser	Personnel affairs section head
9	Al-Hodidah	16/12/2008 17/12/2008	Mohammed A. Haider	Administrative manager
			Khaled Abdullah Fekri	HR department manager
			Abduh Hashim Al-Nahari	Training manager
			Anis Hamoud Al-Faqih	Payroll section head
10	Al-Shiher	21/12/2008 22/12/2008	Mohammed Salem Al-Oud	Administrative manager
			HasanMohamed Al-Ghurabi	Payroll /pesonnel section head
11	Al-Mukalla	23/12/2008 24/12/2008	Awadh Salem Mukhrej	Administrative manager
			Mohammed Omar Al-Batati	Training manager
			Mohammed Abdulah Bahashwan	Personnel section head
			Farid Ahmed Fateh	Payroll section head

Annex 4 : List of Participants in 26Th January workshop on " Preliminary findings"

	Institution	Name	Position	Telephone /Fax	Mobile	Email address
1.	MWE	Dr Mohammed Al-Hamdi	Deputy Minister	426451/2	733218178	mialhamdi@yahoo.com
2.	Sana'a LC	Ismael M. Al-Kebsi	Admin. Man.	250162/250174	777437085	
3.		Abdul Rakeb Muharm	Pers. Admin.Man.	250162/250174	770809943	
4.		Abduol-Elah Al-Moallemi	Training Manager	250162/250174	711911691	
5.		Diana Hedrk	Person. Dev. Expert	250162/250174	-	
6.	Aden LC	Khaled M. Salem	Depu.Admin.Man.	02 263915	777808847	
7.		Naser Abdulrahman Mohammed	Depu.Plan.Man.	02 263915	777112421	
8.	Taiz LC	Omar Abdulaziz Al-Junad	Admin. Man.	04 230774/04 222628	777811755	
9.		Hisham Naser al-Saeedi	Training manager	04 211899/04 217963	777219773	
10.	Ibb LC	Eng. Adel Yahia Al-Hadad	General Director	05 402243/05 401688	777321832	
11.		Mahmood Ali Almkhdri	Pers. Admin.Man.	05 402243/05 401688	777233155	
12.	Hodeidah LC	Khaled Abdullah Fekri	Person. Dev. Man.	03 204545/1/7	777658860	Khaled205796@hotmail.com
13.		Abduh Hashim Al-Nahari	Training manager	03 204545/1/7 Fax. 03 204543	733718767	hwsic@y.net.ye
14.	Mukalla LC	Mohammed Al-Batati	Training manager	05 350368/05 351783	777951784	
15.	Sayoon LC	Dr. Muhsan Alawi Al-Sakaf	General Director	05 402243/05 401688	777479670	
16.	Hajjah LC	Eng.Mohammed Nuoman Al-Duais	General Director	07 220359 /07 220838	777394289	swsslc@hotmail.com
17.		Khaled Muhamad Hameed	Deputy Manager	07 220359 /07 220838	777220358	Wslc_hajjah@yemen.net.ye
18.	Amran LC	Abdullah Al-Eriani	General Director	07 603074/ 07 603072	777248663	
19.		Abdulmalak Al- Dubainy	Acting Admi. Man.	07 614532/ 07 603072	777786970	
20.	Abyan LC	Aoaad Abdulgani Saeed	Admin. Manager	02 606055/02 606056	777315740	
21.		Amani Al-Halwani	Training manager	02 606055/02 606056	733847252	
22.	Dhamar LC	Abdulgani Al-Mukhtar	Finan. manager	06 509381/06 509385	777195505	
23.		Reaad Al-Sofi	Person. Dev. Man.	06 509381/06 509385	777658463	
24.	Sada'a LC	Marouan Abdo Al-Harazi	Deputy Manager	07 513555/07 513889	771008900	esag@hotmail.com
25.	Al-Baeda'a LC	Eng. Ali Mohammed Nashoan	General Director	06 559235/06 559239	777191123	Bwsslc@yemen.net.ya
26.		Mohammed Al-Shami	Admini. Manager	06 559235/06 559239	777200339	
27.		Esam Abdulwali Hnebar	Pers. Admin.Man.	06 559235/06 559239	777753040	
28.	Al-Sheher	Mohammed Salem Al-Oud	Admin. Manager	05 330033/05 334422	777226495	
29.	Abs LC	Abdulbari Awthman Ali	Branch Manager	07 242635/07 241987	770409200	

	Institution	Name	Position	Telephone /Fax	Mobile	Email address
30.	NWSA	Fouad Abdallatif Dif Allah	Chairman	250158/251536	777148776	Fouad-Dif@yahoo.com
31.		Eng.Tawfiq Al-Sharjabi	Vice Chairman	250158/251536		
32.		Hussin M. Al-Ansi	GD of Training	250179/250167	711655908	
33.		Yasin A. Ismail	Dept. Director	250179/250167	733259434	yasinalmaktary@yahoo.com
34.		Abdulla Arman	Train. Prog. Cor.	250179/250167	777771114	lryk@msn.com
35.		Ahmed Alsofi	Media Dep.	250179/250167	711145861	Alsofi12345@yahoo.com
36.		Abdulwahab Al-Abbasi	Assis. Coordinator	250179/250167	711742390	
37.		Mohammed Al-Eriani	Relation Department	250179/250167	777139633	
38.		Ahlam Al-Yafee	Assis. Coordinator	250179/250167	711226423	
39.	GTZ/MWE Comp.1	Eng. Anwer Sahooley	Team Leader	425341 Ext.104/ 425344	733212820	techsec@y.net.ye
40.	GOPA	Mr. Martin Eiling	GOPA Consul.	0049-6172-930214	+49- 1719724818	MARTIN.EILING@GOPA.DE
41.	RODECO	Alan Sutton	H.R. Expert	417634	734806476	Alansutton1946@btinternet.com
42.	Comp.2	Dr. Peter Herrmann	Team Leader	417634 Ext.112/ 412822	734519171	PHerrmann@gmx.net
43.	Comp.2	Mohammad Al-Saleem	HRD Adviser	417634Ext.114/ 412822	734068889	malsaleem@engicon.com
44.	Comp.2	Khaled A. M. Zaid	Project Officer	417634 Ext.113/ 412822	711658827	Kzaid73@hotmail.com
45.	PDU	Faiz Al-Senwi	PDU Officer	417634 Ext.115/ 412822	777162321	Faiz_acc@yahoo.com
46.		Ahmed Nahbl	Consultant		770477355	ahmednahbl@yahoo.com
47.	Comp.2	Doa'a Dahman	Admin. / Secretary	417634 Ext.0/ 412822	-	
48.	Comp.2	Saleh Al-Jahmi	Driver	417634 / 412822	733270282	

Annex 5 : Education Level of Utilities Staff

Utilities	University	Craftsmen Diploma	Technician Diploma	Secondary Certificate	Preparatory Certificate	Primary Certificate	Read/Write	Illiterate	No data	Total
Abyan	27	10	13	57	21	13	19	1	48	209
Aden	242	380	77	352	222	158	352	18	0	1801
AlBaida	14	6	0	12	3	13	23	0	0	71
AlHudeidah	56	30	33	225	56	45	64	109	20	638
AlMukalla	97	125	28	89	119	108	72	0	0	638
AlShehr	14	12	6	30	36	36	5	0	0	139
Amran	10	1	3	44	9	0	13	0	8	88
Dhamar	30	7	6	121	23	19	69	1	0	276
Ibb	32	8	0	67	15	31	77	45	0	275
Sana'a	52	68	0	272	91	55	218	251	171	1178
Taiz	76	21	37	182	53	39	163	109	0	680
Total	650	668	203	1451	648	517	1075	534	247	5993