

Analytical Study

Analyzing and Identifying Capacity Building Needs for Local Authority Staff in Districts

2019
January



Resonate! Yemen
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Introduction Resonate! Yemen

The vital roles of local authorities have noticeably and significantly increased given the existing gap between the local and central authorities due to ongoing armed conflict in the country for four years. Compounded with the past complications, the local authorities have encountered numerous complexities and difficulties. The objective of this study is to identify the current situation of the local authorities and the key challenges and to analyze and assess the training needs of local authorities' leadership at targeted districts for the coming two years.

This study is part of "My Contribution is Development" project, implemented by Resonate! and funded by EU in partnership with a host of local and international organizations. The project targets a number of districts in Sana'a, Taiz, Marib and Hadramout governorates.

This project promotes nationwide contributions of CSOs and local authorities in governance and development, and it aims to strengthening conflict-affected local communities capacities and boosting self-reliance in Yemen. It also aims to creating enabling conditions for reconstruction and long-term development through supporting civil society and local councils.

We hope that the objective of this study is accomplished, and recommendations are acted upon. Resonate! Yemen would happily receive any feedback from all concerned governmental bodies and local and international CSOs.



Introduction

Since the implementation of the local authority system in Yemen at the turn of the millennium, there has been a significant shift in the management of local affairs. Between the successes and failures of the system, its experience remains a bright spot that can be built on and used to move forward in support of its performance to achieve better successes by addressing the performance impediments suffered by this system. Two most important obstacles that the system suffered from

The study aimed to analyze and identify the training needs required to build the capacity of local authority leadership at the district level (the executive body of the local council and the three committees of the council). A sample of eight districts in four governorates was selected: Sana'a, Marib, Taiz, Hadramout. The study focused on three capacity building needs: the needs according to the functions and competencies in the legislation in force, the needs according to the annual plans and the needs according to the current situation variables. The study concluded that there are 9 basic training programs that represent urgent needs of the local authority staff. These programs include 31 basic training topics and require 260 hours of training. These needs have been arranged according to specific priorities that consider the consistency of training content and urgent action priorities that require capacity-building in specific areas.

The study presents an action matrix that can be circulated to the various districts in the Republic, given the representative sample of the study population.

of the needs of the district local authority leadership and to come out with a matrix of common priorities for capacity building needs of the local authority staff for the next phase.

The importance of the study stems from the nature and sensitivity of the role played by the local authority members in the management of local affairs at district level, the specificity of the current stage the country is passing through and the need of local communities for interventions to reduce their suffering as a result of the conflict.

Finally, we hope that the necessary resources will be provided to implement the matrix of needs and to adopt the recommendations included in the study so that the benefit of the training process will be realized.

are the slow process of empowerment and transfer of powers and the poor human capacity building, which has made many districts unable to manage their resources and affairs, and led to the takeover of their powers by governorates. This was reflected in the fact that the districts were unable to perform their functions as granted by law. In this context, this study translates the civil society approach to strengthen the districts capacities in managing their affairs by focusing on building the capacity of the local authority leadership in the districts and determining the administrative body of the local council and its three committees.

The study aimed at analyzing and identifying the training needs of the district local authority for the next two years. The study dealt with three areas of need: the needs of the target staff according to the functions specified in the local authority law and its executive regulations, the training needs according to the annual plans of the districts, and the needs according to the current situation variables.

Structured interviews and discussion sessions were conducted with the respondents. Also, many phone calls and interviews were conducted with several general secretaries in the targeted districts to deepen understanding

The Objectives of the Study

The study aimed to

1. Analysis of the needs of the local authority staff (the administrative body of local authority at the district level) of capacity building programs commensurate with the nature of their work and the conditions of the current situation.
2. Identifying the needs of local authority staff of training programs and developing the matrix of capacity-building needs in line with the priorities imposed by the current situation.
3. Defining the basic components of the most important training programs in order to achieve real and rapid improvement in the capacity of local authority staff.
4. Providing the necessary recommendations to build the capacity of local authority staff in a manner that supports the effectiveness of performance and takes into account the nature of the functions they exercise pursuant to the legislation in force and the situation variables

Methodology of the Study

The training needs were analyzed and identified through a methodology that focused on dealing with the three components through which local authority members work:

1. Analysis and identification of training needs (capacity building) in accordance with the functions defined by the Local Authority Law and its executive regulations of local authority.
2. Analysis and identification of training needs (capacity-building) in accordance with the action plans and priorities of the district local authority.
3. Analysis and identification of training needs in accordance with the current situation needs and variables of the local community of the target districts.

For the needs analysis and identification, two types of data were used. The first is secondary data, which was collected through reviewing the existing legislation, and the second is primary, which was collected through a sample of districts, which included eight districts in four governorates selected in a manner to reflect the diversity of conditions faced by the districts across Yemen (rural and urban), being a battlefield or directly affected by conflict, or away from conflict and indirectly affected. These districts are shown in the table below:

Governorates and districts targeted in the study

Governorate	Districts
Sana'a	Althawrah, Bani Hushish
Taiz	District of Muthaffar, Shamaytin
Hadramout	Mukalla, Hajr
Marib	Marib, Al-Juba

Table (1)



Within each district, a number of jobs were selected for study through a discussion session for each district, in addition to interviews with the district's leadership. These jobs are:

Data of jobs and numbers of respondents by district

Table (2)

No	Job description	Target Number	Number of districts	Total target	Actual number of participants
1	Director of the District	1	4	4	2
2	Secretary-General	1	4	4	3
3	Planning and Financial Development Committee	3	4	12	14
4	Services Committee	3	4	12	15
5	Social Affairs Committee	3	4	12	10
6	Member of a local polling center	2	4	8	17
Total		12	4	52	61

Activities undertaken to prepare the study

It is noted from the table that the attendance rate was higher than the target, which reflected a higher level of interaction than expected. However, the level of interaction of district directors was low, with two of them attending and only one filled the interview form.

Activities undertaken to prepare the study:

This study was carried out through the following key activities:

1. Designing action methodology and developing data collection forms.
2. Conducting discussion sessions to identify needs according to the target themes.
3. Dumping the data forms and preparing abstracts of the discussion sessions.
4. Analyzing the needs according to the data collected and prepare the list of needs according to the areas of work.
5. Developing the training needs matrix.
6. Preparing the initial description of the target programs.
7. Preparing the final needs study report.

First: General Introduction The Local Authorities Current Situation

1. About the Local Authority System in Yemen:

The system of local authority is defined as the official system adopted by the state (in Yemen) in accordance with the Constitution, the Law of Local Authority No. 4 of 2000 and the legislation in force in the management of local affairs through the delegation or transfer of general responsibilities and powers from the central level (As shown in chart 1) to the local level. This includes participation in planning and budgeting; contributing to the implementation of development projects, and following up and evaluating the local development plans.



Legislation governing the local authority

The decentralization in Yemen, pursuant to the provisions of the Constitution, the Law of Local Authority No. 4 of 2000 and its executive regulations, is based on the principle of administrative and financial decentralization (as shown in chart 2), in order to expand popular participation in decision-making and management of local affairs in the areas of comprehensive community development through elected local councils and their authorities in proposing programs, plans and the investment budgets for the administrative units. They exercise their role in the implementation of development plans and programs in accordance with the provisions of this law. "Besides the Local Authority Law, there are the executive regulations of the Local Authority Law issued by a Presidential Decree No. 269 of 2000, the Financial Regulations of the Local Authority issued by Presidential Decree No. 24 of 2001, the Regulations of the Offices of Governorates and Districts issued by Presidential Decree No. 265 of 2001, the Regulations of the Local Administration Ministry issued by Presidential Decree No. 23 of 2001, Decree of the Prime Minister 283 of 2001 on identifying the value of local and joint fees bases at governorate level. "

In this context, many other financial and administrative laws were amended in line with the local authority law. "However, there are more than 80 legislative texts that contradict this law, and new legislation was drafted in conflict with the local authority law regarding the transfer of administrative and financial powers of governorates and districts, as well

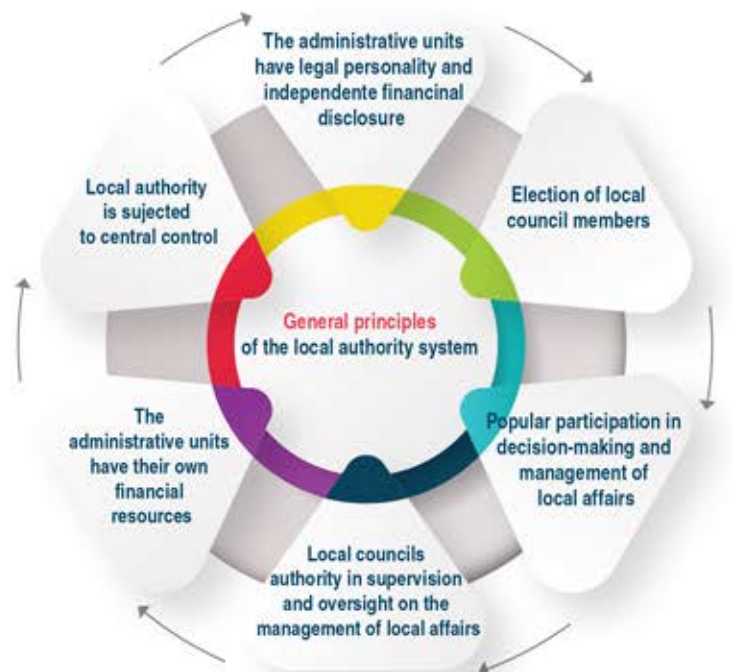


Local authority structure: The structure of local authority (as shown in chart 3), in line with the Constitution and the Law, consists of two levels: 22 governorates, and 333 districts. The law stipulates appointing a chief executive for each level to manage its affairs according to the state's public policy. These chief executives are the governors for governorates and general directors for districts. The local authority at the two levels includes the local council, which includes the elected members for the district or the governorate. This local council has an administrative body consisting of: the president of the council, the secretary-general, the vice president, the heads of the specialized committees which have powers to act during the local council term. It also has an executive board in each administrative unit formed of heads of government bodies and authorities under the chairmanship of the chief executive of the administrative unit (governor, director of the district) who represent local authority the local administration.



The local authority system aims at creating sustainable local development and achieving comprehensive national development.

Facility Infrastructure: It refers to buildings, furniture, equipment and various means of work available at the levels of local authority (governorate and district) necessary for the local authority to carry out its functions and manage its activities. It should be noted that during the past period during which the local authority system was implemented, significant infrastructure was provided to the local units. The number of buildings constructed and provided to local units in the districts was 254 buildings and all the governorates have their own buildings, although some are not do not have enough capacity . The provided facility infrastructure is an enabling factor for the application of federalism as it would not be necessary to provide such a large part of the facility infrastructure and thus the availability of such is an important institutional component for the desired federal system.



The first local council elections took place in February 2001. The first election for governors was held in May 2008, and the second local council election was in September 2006 .

During the implementation of the local authority system, the law of local authority was applied. This law focused on the transfer and delegation of powers from the center to the localities, but several factors curbed the transfer process, most notably: the institutions of the center withheld the authority and refused transferring them; (...) and the poor institutional capacities of districts necessary to exercise their powers and roles. All of this has affected the exercise of direct local governance units (districts) of their powers and their inability to achieve tangible progress in the management of local development, which led the governorates to take over the districts' powers, and centralization shifted from the capital of the state to the capital of the governorate while part of the powers of the governorates and districts has remained in the capital

The most positive aspects	The most negative aspects
<ol style="list-style-type: none"> 1. Establishing power exercise in local work and local authorities gaining fairly good experience in managing local affairs. 2. Availability of good facility infrastructure for the administrative units at the governorate and district levels, covering %76 of the basic facility needs of districts. 3. Developing a good group of labor legislation and mechanisms that enabled the local authority to apply it, and the central authorities could apply it in central control on the local authority, which is an important nucleus that can be used in the transformation towards federalism. 4. Convening a number of conferences of local authority and the provision of large amount of information defining the current situation of local authority and its needs. 5. Availability of a national strategy for local governance, yet it has not been applied. 6. The executive bodies in the governorates and districts have become local bodies. 7. Most districts and governorates managed to develop and implement their local plans and budgets themselves and through their local staff, which enabled them to manage an important part of local development with their own capacities. 	<ol style="list-style-type: none"> 1. Working outside the approved decentralization strategy. 2. Weakness in districts capacity building has made the governorates replace them in the management of development. 3. Resistance of many central apparatuses to transfer powers to localities. 4. Limited application of community participation in local development plans. 5. The existence of nearly 70 legislative texts opposing the local authority law, which hampered localities work. 6. The negative role played by the Ministry of Finance in dealing with the financial aspects of the local authority. 7. Low level of public services provided to local communities due to lack of funds "approvals". 8. Poor community oversight and lack of accountability and transparency due to the limited awareness of citizens about the dimensions of the decentralization system. 9. Weak oversight capacity of the central apparatuses and ministries on the performance of local authority bodies. 10. Poor economic structures in many rural areas. 11. Shortage of the local information base. 12. Absence of a strategy to train and rehabilitate the human capacities of local authorities. 13. Lack of coordination in the implementation of training, which led to the ineffectiveness and repetition of many programs. 14. Absence of job description resulting in overlapping of tasks and poor oversight on staff performance. 15. Limited training resources of localities. 16. Local authorities in Yemen do not have the power to establish their own regulations and regulate facilities providing services to citizens. However, they are undertaken by the central authority, while global experiences grant these powers to localities.



3. The Local Authorities Current Situation in Yemen:

a. Summary of the Current Situation Analysis:

The ongoing war affected the role and performance of the local councils in general and in the districts in particular. The role of the local authority in some districts decreased and was replaced in many districts with the authority of the parties to the conflict that control the local authority areas or was replaced with local representatives, including sheikhs and the community activists who were the prominent group that dominated the local decision in most districts.

In other districts, contrarily, the role of the local authority increased and assumed additional functions related to tackling the consequences of the war, including sheltering the displaced, addressing the consequences of bombing public service facilities and helping maintain public tranquility and others.

On the other hand, the current war has led to the cessation or degeneration of local authority revenues, which affected the ability of the local authority to play its roles or even manage its regular oversight and follow-up activities. Also, the funding of development projects from local or central sources was halted. The suspension of funding for the districts' general budget and the cessation of the delivery of salaries have led to total paralysis of the executive offices and the suspension of services. The total deficit has impeded the local authority to manage and provide most of the services.

The current war has resulted in social hardship, where poverty and deprivation in the communities have increased, and the number of hungry has increased as well. This has been reflected in a societal demand for local authority to move towards alleviating the suffering of people and contributing to the organization of humanitarian aid management process. Also, there was community pressure on the local authority to assume roles beyond its core functions, for it still possesses some legitimacy in the community.

On the other hand, the outbreak of cholera and other diseases and the complete cessation of health services in public facilities have affected the local authority and exhausted a large portion of its efforts. Some members of the local authority have become coordinators and played awareness roles in the society as both community and official representatives.

The current war has reduced the district powers and most of their powers were grabbed by the governorates. The supervisory roles of the local authority in the districts were transformed into formal roles. In contrast, the authority was asked to perform functions related to the humanitarian aspects and to restore some services and social aspects rather than development.

b. The Challenges Facing the Local Authority in the Current Situation

- Return of centralization: the powers of the local authority in the districts decreased in favor of the governorates or for the benefit of social influential figures, and the powers of the governorates were transferred to the ministries.
- Decline of domestic revenues and cessation of central spending: which led to the suspension of the development role of the authority, and not meeting the humanitarian needs of the war.
- Inadequate provision of education service: due to the suspension of salaries, the educational process was hindered.
- Shortage in health services: due to the lack of funding for health facilities, and the great pressure on the districts' health centers that provide health services for nominal fees.
- Destruction and collapse of many infrastructure facilities and service facilities in the districts: as a result of aerial bombing in the current war and lack of maintenance.
- Absence of planning and implementation of appropriate management mechanisms: led to limited capacity of the local authority to carry out its functions and inability to deal with the variables.



- International focus on relief and the marginalization of developmental functions: even in districts away from war, the role of local authority has been limited.
- Consequences of war: have changed the role of the local authority to engage in humanitarian matters and completely neglected development.
- Poor information base: there is no information available to the local authority members in the districts about the situation developments and the difficulty to analyze what is available. Therefore, the right decision cannot be made in various situations facing the local authority, which weakened its capacity and role.
- Lack of operating expenses for local councils: the operating expenses were reduced and then completely cut off for three years, which hindered the local councils work performance.
- Increased level of poverty and deprivation among the population in local communities: this is reflected in the pressure of the community on the local council, which was deprived of its powers from the center.
- Emergence of many problems in local communities due to the weak role of the state: for example, the outbreak of diseases and epidemics, the accumulation of garbage piles, security imbalances, displacement problems, etc. Such problems impose huge burden on the local authority, which is demanded by both the center and the citizen to do its role and solve these problems in the absence of any financial resources.

c. The Obstacles Facing Local Authority in the Current Situation:

In the face of the repercussions imposed by the current war, the member of the local council faces many obstacles that prevent them from playing an active role in the current situation. The most prominent of these obstacles are as follows:

- Financial and administrative centralization: by the governorates, limiting the powers of the local council, its members and its oversight role and the complete absence of this role in the current situation.
- Understanding the roles: most of the local council members do not understand their supervisory and oversight roles, and on the other hand, the community is not aware of the local council members roles, which leads the members to exercise functions beyond their roles.
- Random planning and lack of needs assessments in districts: the last planning process and preparation of studies took place in 2010.
- Lack of operational budget allocated to emergency and disaster: This weakens the role of local authority and makes it dependent on the executive offices in the governorates.
- Poor training of local authority staff: there is no actual needs assessment, and there is no training related to the actual work of the local authority member in the district.
- Non-availability of salaries and suspension of the allocated work dues: this makes it difficult for the local council member to monitor, get about and implement the supervisory field tasks.
- Poor coordination: with local authority members from parties that have humanitarian interventions or projects in the district and the takeover of these functions by governorates centers.
- Lack of access to funds and support: the local authority does not have capacities in the districts to deal with the sources of support and funding pumping into Yemen, which makes it lose many opportunities.



Second: Analysis of Capacity-Building Needs of Local Authority Staff:

1. List of Local Authorities Training Needs Indicators:

No	Indicator	Value
1	<p>Number of programs that can achieve quality and integrated capacity building for local authority staff:</p> <ul style="list-style-type: none"> ● The system of local authority in the laws and legislation in force ● Community development and participation ● Emergency management and coping with conflict ● Public policies management and analysis at the local level ● Management and development of local resources ● Planning and management of local development projects ● Management and development of public services ● Leadership management skills. ● Information, documentation and preparation of records 	9 programs
2	Number of courses/topics covered in the target capacity building programs for local authority staff	31 courses/topics
3	The most urgent programs needed by the local authority staff with high priority rating	14 programs
4	Number of training programs implemented during the past two years	42 programs
5	Services and development are the most training areas implemented during the last two years	55 %
6	The entities that have supported the provision of training programs the most to the local authority during the past two years	UNICEF 14 % SFD 10 %
7	Number of training programs needed by the local authority staff to implement the plans prepared in the next two years	66 Program
8	Services and development are the most needed training by the local authority staff to implement its plans	26 %
9	The governorate with highest need to training programs to support the implementation of plans	38 programs
10	Hajr is the district with highest need to training programs to support the implementation of plans	32 %
11	The number of the current situation variables that the local authority staff should address	8 variables
12	The current war; the spread of poverty, deprivation, famine, displacement and epidemics; a new climate of action focused on relief and preventing epidemics; and lack of financial resources are the four current situation variables which received a consensus	very high
13	The number of training programs needed by the local authority staff to face the current situation variables	83 programs
14	<p>The highest level of consensus for the areas of programs needed by the local authority staff to cope with the emergent variables:</p> <ul style="list-style-type: none"> - Training on local authority legislation, planning and budgeting - Community participation - Management skills - monitoring and evaluation - refresher courses with executive offices 	12 % 19 % 6 % each
15	Sana'a is the governorate with the highest need to training programs to face the existing variables	37 %
16	Al-Muthaffar in Taiz governorate is the district with the highest need to training programs to face the existing variables	22 % Source: Researcher

Table (3)



2. Needs Analysis According to Functions Specified in the Legislation:

a. Training Received by the Local Authority Members in the Past Two Years:

In the past two years, a number of training programs were implemented for local authority members. The source of this training was international organizations and civil society. The training received by the local authority members, its quality and importance can be identified through the table below:

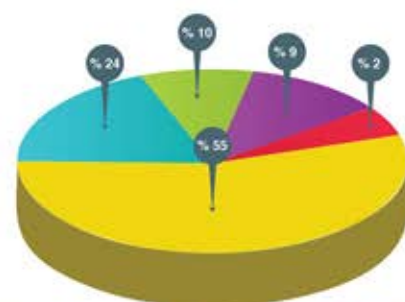
shows the training programs received by local authority members during the past two years

Training Areas	Number of courses
Administrative and financial courses	4
Services and development	23
Local Authority Management	1
Self-development and communication	4
Conflict management	10
Total	42

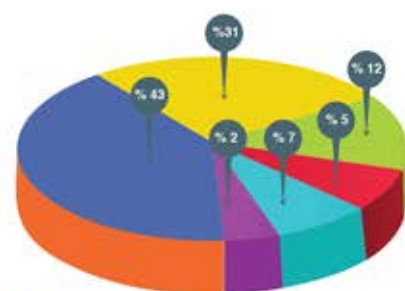
Source: Interview data

From the table above, the two charts (Charts 5 & 4) and the results of the discussions with respondents, it is evident that the most prominent areas of training received by the local authority members during the past two years are as follows:

1. Development and services recorded the highest percentage (i.e. %55) of training programs implemented, followed by dealing with the conflict.
2. The least areas of interest were the local authority administration where it received %2 of the implemented programs.
3. The district that received the highest percentage of training was Hajar in Hadramout which received %43 of the total programs implemented. The district that received the lowest percentage of training was Al-Shamayatin in Taiz governorate with %2 of the total programs implemented, while the SFD focused on development planning programs and encouraging community initiatives and partnership. All of those areas reflect real needs.
4. The results of the interviews showed that international parties attention was focused on demining, epidemics control and conflict management training programs.
5. The implemented programs did not cover integrated needs, nor did they focus on strengthening the capacity of local authority staff to carry out their functions, especially after a major recession since 2011.



Self-development and Communication Development and Services
 Conflict Management Local Authority Administration
 Administrative and Financial Training



Al-Juba Hajar
 Mukalla Althawrah
 Al-Shamayatin Muthaffar



b. The Current Needs According to Legislative Functions:

According to the results of the interviews and reviews of the local authority legislation, the most prominent functions of the local authority at the level of the district (local council) can be identified as follows:

1. Running the local affairs at district level according to the local authority legislation.
2. Public policy management at the local level.
3. Assessing the needs and approving and monitoring projects.
4. Studying and approving plans and budgets.
5. Guidance and supervision of executive offices.
6. Following up public affairs, addressing local public problems and taking the necessary decisions.
7. Managing and developing local resources.
8. Encouraging society to participate in the development.
9. Organizing services management and ensuring regularity of delivery.
10. Overseeing the security situation and ensuring security stability.
11. Developing administrative and financial reports.

According to the results of interviews with respondents, the requirements of the training programs for the local authority staff according to the specific functions were reached as shown in the table below.

Training needs of local authority staff according to the functions specified in the legislation

Table (5)

Training Area	Number of Courses
Administrative	7
Finance	5
Services and development	15
Local Authority Management	2
Monitoring and Oversight	4
Self-development and communication	7
Conflict management	7
Total	47

Source: Interview data

According to the above table, the results of the discussions with the specialists and the review of the legislation in force, the main results related to this type of needs can be identified as follows:

1. Services and development represent the most needed area for training programs by 32 % of the total training needs (as shown in chart 6) according to the specific functions. This corresponds to the training approaches adopted by the implementing agencies for training in the past two years, which means that this is the first area of concern to date



2. Three training areas were the second most needed by the same percentage of %15 of the total training needs according to the functions specified by the legislation. These are the administrative training programs, primarily planning and budgeting, self-development and communication programs, and conflict management related programs. This division reflects the nature of the priorities seen by local authority staff.

By reviewing the various functions related to the local council and the results of the meetings with the secretaries-general and chairpersons, these needs and priorities can be classified according to the following table:

areas of local authority functions and training skills and needs

Table (6)

Functions	Skills / knowledge	Required training programs	Priority		
			Low	Medium	High
1. Running the local affairs at district level according to the local authority legislation	1. Knowledge and familiarity with the system and legislation of the local authority	1. The local authority system and its relationship with the central authority according to the legislation in force.	0	0	1
2. Public policy management at the local level	2. Analysis, approval, monitoring and evaluation of policies	2. Public policy management and analysis at the local level	0	0	1
3. Assessing needs and approving and monitoring projects	3. Needs analysis and project management	3. Community needs analysis	0	0	1
		4. Management of development projects.	0	0	1
		5. Evaluation of projects	0	0	1
4. Studying and approving plans and budgets	4. Planning	6. Preparation of local development strategy	0	0	1
	5. Preparing budgets	7. Preparation of local plans and budgets	0	1	0
5. Guidance and supervision of executive offices	6. Supervisory and leadership skills	8. Supervisory and leadership skills	0	1	0
6. Following up public affairs, addressing local public problems and taking the necessary decisions	7. Monitoring and prediction of public problems	9. Monitoring and prediction of general problems	0	1	0
		8. Problem analysis	0	0	1
		9. Decision-making	0	0	1
7. Managing and developing local resources	10. Management and development of local resources	12. Preparation of development project proposals	0	0	1
		13. Dealing with donors	0	0	1
	11. Access to resources	14. Access to Resources	0	0	1
		15. Management and investment of local resources	0	1	0
8. Encouraging society to participate in the development	12. Skills of social relations and dealing with the public	16. Community participation	0	0	1
		17. Public relations and dealing with the public	0	0	1
9. Organizing services management and ensuring regularity of delivery	13. The skill of developing and evaluating services	18. Management and development of public services	0	1	0
		19. Services valuation and accountability	0	1	0
10. Overseeing the security situation and ensuring security stability	14. Analysis of local security problems	20. Analysis of security problems in society	0	0	1
	15. Coordination of security services	21. Management and coordination of local security services	0	0	1
11. Developing administrative and financial reports	16. Developing financial, administrative and technical reports	22. Financial reporting	0	0	1
		23. Developing administrative reports	0	0	1
		24. Developing technical reports of local authority activities	0	0	1
Total			0	6	18

Source: Interview data

According to the above table, 9 out of 11 core functions received high attention by respondents in the training programs priorities. These 9 functions included 18 very high priority functions, while six programs received medium priority and no training program in accordance with the functions defined in the legislation was given low priority since the current situation of the local authority is in dire need to revive its functions after a long recession since 2011.



3. Training Needs Analysis per Functions Specified in the Annual Plans:

a. Planning at the Local Authority in the Current Situation:

Without exception, all respondents from local authority members in the targeted districts reported that the planning process had almost ceased since 2010, and that there were few attempts, as per the plans developed during 2014-2013, yet had not been implemented. The events of 2011 led to the cessation of the preparation of plans by the districts and governorates, as well as the reduction of expenditures directed towards development at the local level.

Since the beginning of the current war in March 2015, all self-financing planning activities of local councils had been ceased due to the complete cessation of public spending on development, and even on operational expenditures to run services in local communities.

On the other hand, the local authority has completely stopped planning in most districts and governorates, except for two main areas, namely, the districts in Marib governorate and some districts of Hadramout governorate because they have local resources through which they can implement development projects. In addition, there are the efforts of some international organizations in local development. These international efforts have helped some districts to restore development through limited development plans; most notably, the GIZ efforts.

b. Capacity Building Needs According to Plans:

Results of interviews with respondents on their training needs are determined according to the plans of 66 training programs distributed according to training areas and governorates, as shown in the table below:

Training needs of local authority staff according to plans and by governorate

Table (7)

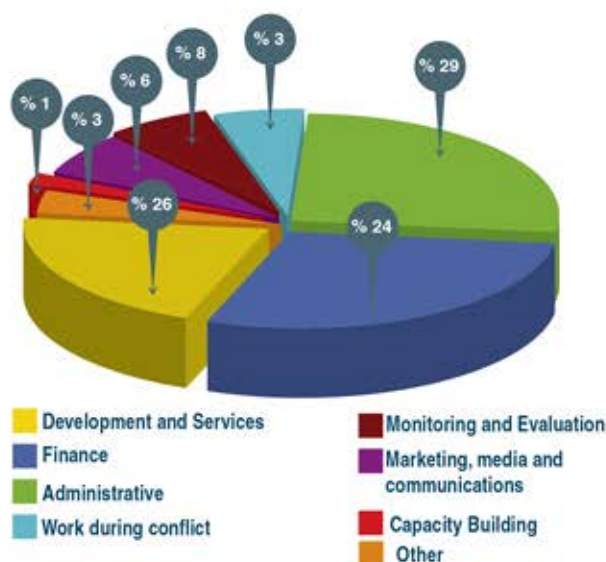
Area / Governorate	Al-Amanah	Marib	Hadramout	Taiz	Total programs
Administrative	4	3	5	7	19
Finance	7	0	7	2	16
Service and development	2	0	10	5	17
Marketing, media and communications	0	1	2	1	4
Capacity building	0	0	1	0	1
Monitoring and evaluation	1	0	0	4	5
Work during conflict	0	0	1	1	2
Others	0	0	2	0	2
Total	14	4	25	20	66

Source: Interview data



According to the above table, the prioritization of the needs was in favor of training in administrative areas, which is normal as long as the functions in the plans are focused in the administrative field, which often requires improvement of the ability to manage these plans. As shown in chart 7, the management training programs recorded %29, followed by training needs in the field of services and development by %26 of the total training needs, which is normal as the plan is originally targeting the areas of services and development, which is basically a development plan.

It is noteworthy that the needs in the financial area were relatively large, recording the third most needed area by %24, indicating a large gap of need in this aspect, especially with regard to resource development because most of the districts suffer from depletion of their own resources.



4. Analysis of Capacity-Building Needs of Local Authorities According to Current Situation Variables:

a. Summary of Current Situation Variables and Their Impacts:

What is happening now and how does it affect the performance of local authority? This question needs a precise answer, which was directed to the respondents from the members. The answers to this question are as shown in the below table:

variables of the current situation and their effects

Table (8)

Ongoing Variables	How do they affect the local power?	Importance
1. The current war	Bombardment and military conflict that have taken their toll on people's lives, facilities and infrastructure, and they have stopped life in local communities and services. They also have imposed siege, caused economic collapse, and had a great impact on the social fabric	Very high
2. Cessation of funding for development	The local authority has ceased to operate in this regard and has been unable to find other sources of funding	high
3. The spread of poverty, deprivation, famine, displacement, and epidemics	Changing the role of the local authority from a supervisory and developmental role to a humanitarian and field role to work in the humanitarian aid	Very high
4. Return of centralization	Many of the local councils powers have been suspended and grabbed by the governorates and ministries	high
5. Control of the local decision	Replacing the authority of the local councils with the authority of the social figures, the influential, warlords and warring parties	Medium
6. A new climate of action focusing on relief and epidemics control	A relief role for local areas and efforts to combat poverty and dependence on humanitarian organizations and decision-makers at the center	Very high
7. Absence of resources	Most of the services have been discontinued, education and health services have been reduced, and the role of the local authority has been curbed.	Very high
8. Lack of attention to improving the performance of officials in the local authority	The wrong direction of capacity building programs under current circumstances is reflected in poor performance of local authority members	high

Source: Interview data



Perhaps, the most significant variable that has affected the entire nation of Yemen, and not the local authority only, is the war that has turned everything into ashes, and it has produced many variables which have affected the local authority. However, the intensity of these variables, according to respondents, has further increased the spread of poverty, deprivation, starvation, displacement, and epidemics. A new climate for work has emerged focusing on relief and epidemics control in the absence of resources. In addition, other important variables have emerged, including the cessation of financing for development, lack of attention to improving the performance of local authority officials, and finally control of the local decision.

b. Capacity Building Needs According to Current Situation Variables:

The following table identifies the most important capacity-building needs according to the current situation variables identified by the respondents

Capacity building needs according to current situation priorities

Field of need	Taiz	Hadramout	Sana'a	Marib	Total
1. Planning and budgeting	2	1	6	1	10
2. Training on local authority legislation	1	1	8	0	10
3. Community participation	6	1	1	0	8
4. Monitoring and evaluation	0	2	3	0	5
5. Management Skills	1	3	0	1	5
6. Refresher courses for the local authority and the executive offices	3	0	0	2	5
7. Management of financial resources	1	0	3	0	4
8. Emergency training	0	4	0	0	4
9. Dealing with conflicts	4	0	0	0	4
10. Service management	0	1	3	0	4
11. Management and sheltering of IDPs and relief management	0	2	0	1	3
12. Health awareness to control epidemics	1	1	0	0	2
13. Field inventory	1	1	0	0	2
14. Maintaining security and public tranquility, and organizing carrying of arms	2	0	0	0	2
15. Management and coordination of performance and roles	0	0	2	0	2
16. Drafting projects and donor requests	0	1	0	0	1
17. Policies and legislation limiting construction	1	0	0	0	1
18. Community development	0	0	1	0	1
19. Control and oversight	0	0	1	0	1
20. Project management	0	1	0	0	1
21. Planning and management of economic empowerment programs	0	1	0	0	1
22. Preparation of records for the local council	0	0	1	0	1
23. Identification of community needs	0	0	1	0	1
24. Civil defense	0	1	0	0	1
25. Human development to strengthen motivation	0	0	1	0	1
26. Liaison and communications	1	0	0	0	1
27. Reporting	0	1	0	0	1
28. Monitoring of the Aqils/Amins	1	0	0	0	1
	25	22	31	5	83

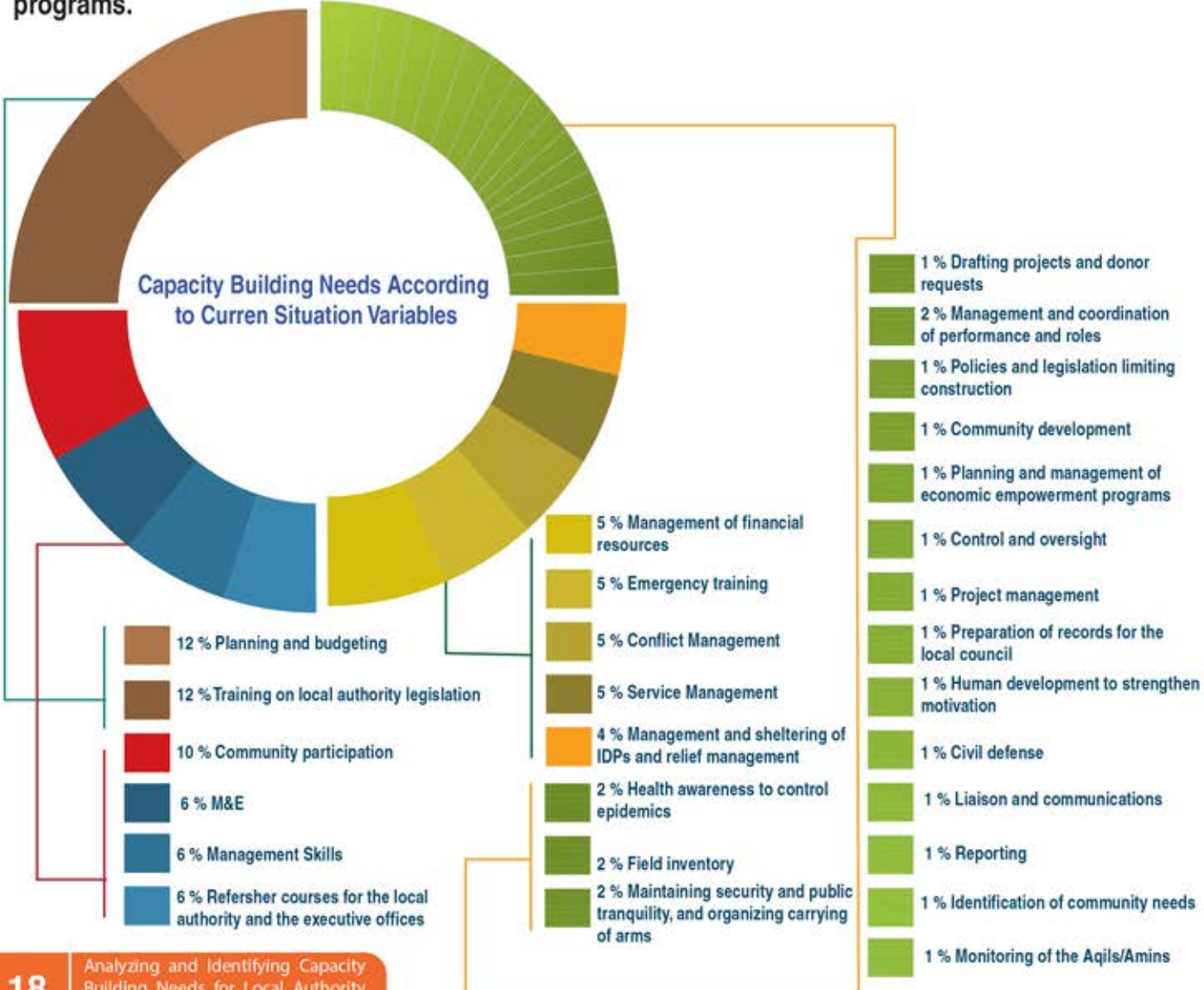
Table (9)

Source: Interview data



Based on the above table and the results of the discussions with the respondents, the capacity-building needs according to the emergent variables reached 28 training areas, with the greatest focus on planning and budgeting, training on local authority legislation by %12 (As shown in chart 8); community participation by %10; monitoring and evaluation, administrative skills, and refresher courses for the local authority and the executive offices by %6, for each, there is a need for financial resources management; emergency training, conflict management and service management by %5, for each, the other needs were distributed at varying proportions. This division indicates the great interest of the local authority staff in planning, budgeting and local authority legislation, for they are aware of the state of stalemate that has affected their role as a local authority during the ongoing conflict since 2011, in addition to their interest in activating the role of community, especially under the conditions that the state has been unable to perform many of its functions. Therefore, the community is heavily relied on to activate its participation to address the current situation variables.

On the other hand, the current situation has led to the assignment of new local leaders who replaced the elected members of the local authority. Those new local leaders do not have sufficient knowledge of managing the local authority, which has created an urgent need for capacity building programs to enable them to serve as substitutes for the local authority members and to use local authority mechanisms. Therefore, these gaps have been reflected in their capacity-building needs in the areas of planning, budgeting, local authority legislation and community participation. These training needs have received a higher consensus than other programs.



5. Results of Capacity-Building Needs Analysis of Local Authority Staff:

With reference to the results of previous analyses, the needs prioritization can be re-prioritized according to the three needs classification, which are according to the functions defined by the applicable legislation, needs according to the approved plans, and the needs according to the current situation variables, as shown in the below table:

Capacity building needs priorities according to the key needs and needs areas

Training needs according to:	Functions in legislation (1)	The plans developed (1)	The current situation variables (1)	Total
1. Public management and analysis at the local level	1	1	1	Very high
2. Analysis and identification of community needs	1	1	1	Very high
3. Management of development projects.	1	1	1	Very high
4. Monitoring and evaluation	1	1	1	Very high
5. Development of local plans and budgets	1	1	1	Very high
6. Dealing with donors	1	1	1	Very high
7. Access to resources	1	1	1	Very high
8. Management and investment of local resources	1	1	1	Very high
9. Community participation	1	1	1	Very high
10. Management and development of public services	1	1	1	Very high
11. Assessment and accountability of services	1	1	1	Very high
12. Development of financial reports	1	1	1	Very high
13. Development of administrative reports	1	1	1	Very high
14. Maintaining security, public tranquility and organizing the carrying of arms	1	1	1	Very high
15. Analysis of security problems in society	0	1	1	high
16. Development of meetings minutes and management of secretarial affairs in the local authority	1	0	1	high
17. The system of local authority and its relationship with the central authority according to the legislation in force.	1	0	1	high
18. Development of local development strategy	1	0	1	high
19. Supervisory and leadership skills	1	0	1	high
20. Monitoring and prediction public problems	1	0	1	high
21. Preparing development project proposals	1	0	1	high
22. Public relations and dealing with the public	1	1	0	high
23. Management and coordination of local security services	1	1	0	high
24. Development of technical reports of local authority activities	1	1	0	high
25. Marketing, media, liaison, and communication	0	1	1	high
26. Conflict management	0	1	1	high
27. Displacement management	0	1	1	high
28. Emergency management and epidemics control during conflict	0	1	1	high
29. Planning and managing economic empowerment programs	0	1	1	high
30. Problem analysis	1	0	0	Medium
31. Decision-making	1	0	0	Medium
32. Refresher courses with executive offices	0	0	1	Medium
33. Managing and coordinating performance and roles at the local level	0	1	0	Medium
34. Team management	0	0	1	Medium
35. Policies and legislation limiting construction			1	Medium
36. Human development to strengthen motivation			1	Medium
Total	26	25	28	Medium

Table (10)

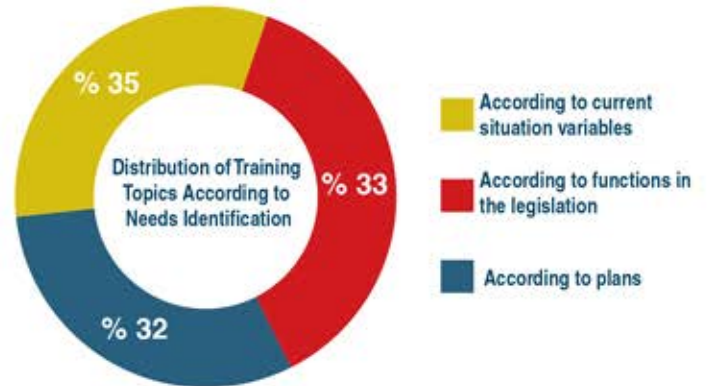
Source: Interview data



According to the above table and the results of the respondents' discussions, the priorities of the training needs identified by the respondents according to the three areas of need (functions, plans, and current situation variables) included 36 training programs after addressing the overlapping programs. Chart (9) shows that the training needs according to the variables were the highest with 28 programs and by %35 of the total needs; followed by the needs according to functions with 26 programs and by %33 of the total needs; and finally, the needs according to plans were 25 programs, with an approximate percentage of %32 of the total needs.

With regard to the priorities of those needs in terms of replication in each of the three areas of need, the above table shows that 14 programs received a very high priority by %39 of total needs (As shown in chart 10), and 15 programs received high priority among respondents by %42 of total needs. Only 7 programs, however, received an average priority by %19 of the total training needs of the respondents.

The very high priority needs were focused on policy management, plans development, project and financial resources management, services, and maintaining public tranquility. High priority needs also focused on administrative and supervisory aspects, emergency management and displacement, while medium priority training needs focused on problem analysis, decision-making, human development, and building policies



Third: List of Training Programs Priorities Needed to Build Local Authority Capacity:

Based on the above data and with reference to discussions with several local authority leaders in the districts, the training needs can be reclassified into training programs, each of which includes one or more training courses in similar areas, which will facilitate the efficient and effective implementation of the training, achieve good results and save time and effort as well as translating their contents into reality, as follows.



List of training programs priorities for building local authority capacities

Table (11)

Program	Program courses
1) Public policy management and analysis at the local level	1. Public policy management and community participation in public policies
	2. Development of policy papers
	3. Public policy evaluation and accountability
2) The system of local authority in the laws and legislation in force	4. The system of local authority in the laws and legislation in force
3) Community development and participation	5. Local community development
	6. Community participation
4) Management and development of local resources	7. Management of local financial resources
	8. Development and investment of financial resources
	9. Accounting for non-accountants
	10. Financial reporting
5) Planning and managing local development projects	11. Analysis and prediction of public problems and analysis of local needs
	12. Preparation of development project proposals and access to donors
	13. Management of local development projects
	14. Participatory planning and development of strategic development plans
	15. Development of plans and budgets
	16. Planning and managing economic empowerment programs
	17. Evaluating and monitoring projects
6) Managing and developing public services	18. Planning, implementation and development of public services
	19. Managing and coordinating security services and maintaining public tranquility
	20. Evaluation and accountability of public services
7) Leadership management skills	21. Problem Analysis and decision making
	22. Supervisory leadership skills
	23. Motivation and team management
	24. Managing and coordinating performance and roles at the local level
	25. Marketing, media, and communication
	26. Developing administrative and technical reports
6) Managing and developing public services	27. Information management and documentation in the local authority
	28. Preparation of records
6) Managing and developing public services	29. Conflict management
	30. Management of displacement and shelters.
	31. Management of emergency and epidemics control during conflict.

Source: Interview data

Dealing with these programs requires considering each program in an integrated manner to achieve greater benefits. It is also preferred to implement them in line with priorities and chronological order to achieve the consistency of the content presented and comprehensive understanding, so as to facilitate the implementation of programs more effectively and efficiently.



Fourth: Conclusions and Recommendations

Conclusions:

1. Capacity-building activities are often not provided for local authority leaders at the district level - with the exception of SFD programs – through visiting the target population and identifying their needs, but through estimations considering the general conditions of the country, governorate or district.
2. There are programs designed by central bodies that all local authority staff must train on, but most of these staff have not been trained. The most important of these are the development of plans and budgets, documentation and development of minutes and reports.
3. Most of the training programs provided for the local authority leadership in the districts did not achieve the desired results because they are focused on theory rather than practice, along with the limited attention paid to assessing the impact of these programs.
4. There was a large gap in the needs of the local authority staff for programs related to the performance of their roles within the system of local authority. For example, most of the local authority staff requested a training program on the local authority legislation and the development of plans and budgets.
5. The long period during which the role of local councils has been suspended, since 2011, has led to significant gaps in the capacity of the local authority staff, so they need to be refreshed through targeted programs in their fields of work and according to the emergent variables imposed by the conflict.
6. While there is a great opportunity to activate the local authority's community-based role in mitigating the impact of the conflict and guiding these communities towards development, it is important to provide integrated programs to build the local authority staff capacity in a comprehensive manner covering their needs gap and improving their performance.
7. The needs of the local authority staff in the area of capacity building vary, but the ability of this staff to identify their needs is poor. It is therefore important to diversify areas of needs assessment by identifying what they are doing in accordance with legislation; what they need to implement their annual plans, if any; and what they need to cope with the variables. The estimates therefore varied, and it was necessary to have a discussion with them again to accurately identify their needs and priorities, and then reclassify them into programs that would integrate capacity-building process.
8. The diversity of training programs and their integration necessarily determine the hierarchical relationship of these programs so as to achieve consistency of understanding and consistency of content, double the chances of benefiting from these programs and the desired results, and provide participants with clear contents.
9. This study presented different results on a group of respondents in eight districts distributed over four governorates. However, this sample provided results that can be widely generalized over the various districts of the Republic, for the sample is comprehensive of the different conditions experienced by most of the districts of the Republic. It also focuses on basic training needs that must be taken by all members of the local authority in any district.

Recommendations:

1. It is important that each training is separately and completely done, without missing any components because of their integration.
2. Considering the hierarchy in the implementation of training programs so that each program will be trained on according to its order in the matrix; otherwise, there will be confusion in participants' understanding of the programs contents.
3. Programs can be implemented at the level of each district or according to the functions of the concerned officials so that each group of districts will be trained together according to the target group or each district alone according to available funding.
4. Basic programs must be prepared in the form of a training guide to be printed and circulated so as to benefit everyone and allow any party to conduct training on these subjects later on with the help of this guide.
5. Some programs may be implemented through distance learning, provided they are carefully designed.
6. Attention should be paid to diverse evaluation methods, especially case studies and training impact assessment.



Fifth: Matrix of Training Needs Priorities:

Matrix of Training Needs Priorities

Program	Courses / areas	Target					Total	Training Hours	Hierarchy
		Director of the District and Secretary General	Committees of the Council	Local Centers	Civil society	Specialists from executive offices			
1) Public policy management and analysis at the local level	1. Public policy management and community participation in public policies.	2	9	5	4	0	20	2	
	2. Development of policy papers								
	3. Public policy evaluation and accountability								
2) The system of local authority in the laws and legislation in force	4. The system of local authority in the laws and legislation in force	2	9	5	4	0	20	1	
	5. Local community development								
3) Community development and participation	6. Community Participation	2	9	5	4	0	20	5	
	7. Management of local financial resources								
4) management and development of local resources	8. Development and investment of financial resources	2	9	0	3	6	20	7	
	9. Accounting for non-accountants								
	10. Financial reporting								
5) Planning and managing local development projects	11. Analysis and prediction of public problems and analysis of local needs								
	12. Preparation of development project proposals and access to donors								
	13. Management of local development projects	2	9	0	2	7	20	6	
	14. Participatory planning and development of strategic development plans								
	15. Development of plans and budgets								
	16. Planning and managing economic empowerment programs								
	17. Evaluation and follow-up of projects								
	18. Planning, implementation, and development of general services								
	19. Managing and coordinating security services and maintaining public tranquility	2	9	0	2	7	20	8	
	20. Evaluation and accountability of public services								
6) Managing and developing public services	21. Problem analysis and decision making		18						
	22. Supervisory leadership skills								
	23. Motivation and team management								
	24. Managing and coordinating performance and roles at the local level	12	Chairmen of committees from 6 districts	0	0	0	20	3	
	25. Marketing, media and communication								
7) Leadership management skills	26. Development of administrative and technical reports								
	27. Information and documentation management in the local authority								
	28. Preparation of records	6	General Secretaries only	18		6	30	9	
8) Information, documentation and preparation of records	29. Conflict management								
	30. Management of displacement and shelter.								
9) Emergency management and conflict management	31. Emergency management and control of epidemics during the conflict	2	9	5	4	0	20	4	



Sixth: Description of the Most Important Programs:

Program (1)

Training Program Description Form

Program Name: Public Policy Management and Analysis at the Local Level

Program overall objective: Develop a cognitive understanding and enhance the skills of the local authority members in dealing with public policies.

Program courses/ topics: Public policy management and community participation in public policy - Policy papers - Public policy evaluation and accountability.

Proposed training place: Training Room

Proposed type of training:

- On the job () - Training room (✓)

Training hours: (30) hours

Target groups:

- Group: Director of the District and Secretary General (2)
- Group: All members of local council committees (9)
- Group: Local Centers Members (5)
- Group: Representatives of Civil Society in the District (4)

Number of targeted groups: (20) participants, **Number of Groups:** according to target districts

Method of program evaluation: can be more than one method:

Immediate post-evaluation form () Case Study (✓) Test () Evaluation Report () Field visit and monitoring ()
Impact Assessment Form (✓)

Program (2)

Training Program Description Form

Program Name: Local Authority System in Applicable Laws and Legislation

Program overall objective: : Improve the information and knowledge of the target participants on the local authority system and legislation and boost local authority members performance in the district.

Program courses/ topics: : Local Authority System in Yemen, Local Authority Experience in Yemen - Local Authority Legislation

Proposed training place: Training Room

Proposed type of training:

- On the job () - Training room (✓)

Training hours: (25) hours

Target groups:

- Group: Director of the District and Secretary-General (2)
- Group: All members of local council committees (9)
- Group: Local centers Members (5)
- Group: Representatives of Civil Society in the District (4)

Number of targeted groups: (20) participants, **Number of Groups:** according to target districts

Method of program evaluation: can be more than one method:

Immediate post-evaluation form () Case Study (✓) Test () Evaluation Report () Field visit and monitoring ()
Impact Assessment Form (✓)



Program (3)

Training Program Description Form

Program Name: Development and Community Participation

Program overall objective: Develop a cognitive understanding and improve the skills of the local authority members in community development and community participation, in order to boost the participation of different local actors in the management of local affairs.

Program courses/ topics: Community Development - Community Participation

Proposed training place: Training Room

Proposed type of training:

- On the job () - Training room (✓)

Training hours: (20) hours

Target groups:

- Group: Director of the District and Secretary General (2)
- Group: All members of local council committees (9)
- Group: Local Centers Members (5)
- Group: Representatives of Civil Society in the District (4)

Number of targeted groups: (20) participants, **Number of Groups:** according to target districts

Method of program evaluation: can be more than one method:

Immediate post-evaluation form () Case Study (✓) Test () Evaluation Report () Field visit and monitoring ()
Impact Assessment Form (✓)

Program (4)

Training Program Description Form

Program Name: Management and Development of Local Resources

Program overall objective: Improve the knowledge and skills of local authority members in local resource management and development and come up with scenarios that support improved local resource management and development.

Program courses/ topics: : : Management of Local Financial Resources - Development and Investment of Financial Resources - Accounting for Non-Accountants - Development of Financial Reports

Proposed training place: Training Room

Proposed type of training:

- On the job () - Training room (✓)

Training hours: (35) hours

Target groups:

- Group: Director of the District and Secretary General (2)
- Group: All members of local council committees (9)
- Group: Officials from the Ministry of Endowments and Planning Office in the District and Finance (6)
- Group: Civil Society (3)

Number of targeted groups: (20) participants, **Number of Groups:** according to target districts

Method of program evaluation: can be more than one method:

Immediate post-evaluation form () Case Study (✓) Test () Evaluation Report () Field visit and monitoring ()
Impact Assessment Form (✓)



Program (5)

Training Program Description Form

Program Name: Planning and Managing Local Development Projects

Program overall objective: Improve knowledge and skills local authority staff to deal with planning and project management.

Program courses/ topics: Analysis and Prediction of Public Problems and Analysis of Local Needs - Preparation of Development Project Proposals and Access to Donors - Management of Local Development Projects - Participatory Planning and Preparation of Strategic Development Plans - Development of Plans and Budgets - Planning and Management of Economic Empowerment Programs - Evaluating and Monitoring Projects.

Proposed training place: Training Room

Proposed type of training:

- On the job () - Training room (✓)

Training hours: (40) hours

Target groups:

- Group: Director of the District and Secretary General (2)
- Group: All members of local council committees (9)
- Group: Officials from Planning, Finance, Social Affairs, Education, Health and Works Offices (7)
- Group: Representatives of Civil Society in the District (2)

Number of targeted groups: (20) participants, **Number of Groups:** according to target districts

Method of program evaluation: can be more than one method:

Immediate post-evaluation form () Case Study (✓) Test () Evaluation Report () Field visit and monitoring () Impact Assessment Form (✓)

Program (6)

Training Program Description Form

Program Name: Management and Development of Public Services

Program overall objective: Strengthen the capacities of the local authority staff in dealing with public services to improve their level of delivery.

Program courses/ topics: Planning, Implementation and Development of Public Services - Management and Coordination of Security Services and Maintaining Public Tranquility - Evaluation and Accountability of Public Services.

Proposed training place: Training Room

Proposed type of training:

- On the job () - Training room (✓)

Training hours: (25) hours

Target groups:

- Group: Director of the District and Secretary General (2)
- Group: All members of local council committees (9)
- Group: specialists from Planning, Finance, Social Affairs, Education, Health and Works Offices (7)
- Group: Representatives of Civil Society in the District (2)

Number of targeted groups: (20) participants, **Number of Groups:** according to target districts

Method of program evaluation: can be more than one method:

Immediate post-evaluation form () Case Study (✓) Test () Evaluation Report () Field visit and monitoring () Impact Assessment Form (✓)



Program (7)

Training Program Description Form

Program Name: Leadership Management Skills

Program overall objective: Strengthen the administrative capacities of the local authority leadership in the district in order to improve their administrative and field performance.

Program courses/ topics: Problem Analysis and Decision Making - Supervisory Leadership Skills - Motivation and Team Management - Managing and Coordinating Performance and Roles at the Local Level - Marketing, Media and Communication - Preparing Administrative and Technical Reports

Proposed training place: Training Room

Proposed type of training:

- On the job () - Training room (✓)

Training hours: (40) hours

Target groups:

- Group: Director of the District and Secretary General (12)
- Group: Chairmen of Local Council Committees (18)

Number of targeted groups: (30) participants, **Number of Groups:** according to target districts

Method of program evaluation: can be more than one method:

Immediate post-evaluation form () Case Study (✓) Test () Evaluation Report () Field visit and monitoring ()
Impact Assessment Form (✓)

Program (8)

Training Program Description Form

Program Name: Information, documentation and development of minutes

Program overall objective: Strengthen the capacities of the local authority leadership and those involved in the management of information and documents and development of minutes.

Program courses/ topics: Information Management in Local Authority - Management of Documents and Information in the Local Authority - Development of Minutes.

Proposed training place: Training Room

Proposed type of training:

- On the job () - Training room (✓)

Training hours: (20) hours

Target groups:

- Group: Secretary General (6)
- Group: All members of local council committees (18)
- Group: Officials of information management, documentation and writing minutes in the district local council (6)

Number of targeted groups: (30) participants, **Number of Groups:** according to target districts

Method of program evaluation: can be more than one method:

Immediate post-evaluation form () Case Study (✓) Test () Evaluation Report () Field visit and monitoring ()
Impact Assessment Form (✓)



Program (9)

Training Program Description Form

Program Name: Emergency and Conflict Management

Program overall objective: Strengthen the capacity of local authority staff to deal with emergencies and conflict

Program courses/ topics: Conflict Management - Management of Displacement and Shelters- Emergency Management and Epidemic Control During Conflict

Proposed training place: Training Room

Proposed type of training:

- On the job () - Training room (✓)

Training hours: (20) hours

Target groups:

- Group: Director of the District and Secretary-General (2)
- Group: All members of local council committees (9)
- Group: Local Centers Members (5)
- Group: Representatives of Civil Society in the District (4)

Number of targeted groups: (20) participants, **Number of Groups:** according to target districts

Method of program evaluation: can be more than one method:

Immediate post-evaluation form () Case Study (✓) Test () Evaluation Report () Field visit and monitoring () Impact Assessment Form (✓)

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About Resonate! Yemen

Founded as a youth-run initiative in January 2010 and officially registered with Ministry of Social Affairs and Labor in August 2011, Resonate! Yemen is a non-profit NGO that endeavors to create new political climate to pave the way for developing more sustainable policies and embracing youth as key partners in public policy development and assessment. Resonate! Yemen aims to engage Yemeni youth voice in public policy discourse and to support youth action at national and international levels.