

NMSU/IALC/USAID-Yemen Project
Yemen Trip Report
Trip Dates: September 27 – October 14, 2004
Prepared by Richard Phillips

Executive Summary:

The objective of this trip was accomplished. Project management training was conducted for the Universities of Sana'a, Dhamar, Ibb and Aden. Multi-disciplinary and multi-organizational project proposals were initiated for northern and southern Yemen. Project emphasis is on strengthening the universities' roles in teaching, research and extension. A holistic approach, from crop selection through sales, is being stressed. Yemen is a poor country that is heavily dependent on the rural community for food and employment. Islamic law influences all its social, political and economic systems. The university faculty understands these realities. With assistance, they can improve the management of the country's agricultural and natural resources. Additional follow-up project management training and consulting will help develop the professional skills needed to lead this change.

Trip Summary:

The major objectives for this trip were: 1) Attend USAID-sponsored Agricultural Assistance Workshop; 2) conduct project management training in Sana'a and Aden; and 3) establish in-country and regional contacts to strengthen the NMSU/USAID-Yemen Project.

Objective #1: Attend Agricultural Assistance Workshop

- Assisted Mr. Wadea Al-Sattar – USAID Yemen, Dr. Scott Christiansen – USAID Washington DC, and Yemeni meeting facilitator with pre-event planning. The objective of the meeting was to bring together domestic and international organizations to discuss areas of expertise and interest in agricultural development in Yemen.
- Attended workshop and presented overview of NMSU/IALC/Yemen Project and of the main purpose of my visit (Appendix 1 PowerPoint presentation)
- Workshop report and a list of participants are available from the event coordinator, Mr. Wadea Al-Sattar, USAID Yemen.

Objective #2: Conduct Project Management Training and Project Consulting

- Coordinated in-country workshop logistics, including: translator, workshop supplies, support staff and refreshments.
- Conducted project management training for university faculty and Extension staff in Sana'a and Aden. Participant list is included in Appendix 2.
- Conducted 3-day Strategic Planning and Project Management workshops in Sana'a and Aden, with follow-up project management consulting. Twelve faculty and extension professionals from Sana'a and Dhamar Universities participated in Sana'a and xx from Aden and Ibb Universities participated in Aden. The training materials included

FranklinCovey® Two-Day Project Management Workbook and the PowerPoint materials included in Appendix 3. Both training sites included interdisciplinary scientists and extension personnel. The program was structured to teach them strategic planning and project management tools and to develop a focused follow-up project for the team to execute. The teams had a wide range of project needs from water use, pesticide use, marketing, post-harvest and food technology, animal care and nutrition and information systems.

- Facilitated a strategic planning process that enabled two teams to focus on one important project each. Appendix 4 lists the project proposal criterion that was presented to each group.
 - The Sana'a-Dhamar project team, coordinated by Dr. Monsour A. Al-Howshabi and Dr. Adel M. Al-Weshali, will focus on *Water Management for High Value Crops* (Appendix 5). They will use the University of Sana'a's Demonstration Farm and will produce a proposal for this project by mid-December 2004.
 - The Aden-Ibb project team, coordinated by Dr. Abbas A/ Bawazor and Dr. Ali Mashoor Al-Junid, will focus on *High Value Crops: Seed to Stomach* (Appendix 6). This project will integrate production, processing and marketing of high value crops. This project proposal will be submitted to NMSU by mid-December 2004.

Objective #3: Strengthen In-Country and Regional Ties (Contact List Appendix 7)

- Participated in numerous conversations with Mr. Dorvan Stockdale and Mr. Wadea Al-Sattar concerning agricultural development needs and opportunities in Yemen. Follow-up activities include 1) alfalfa seed trials and 2) NMSU Extension publications.
- Participated in two follow-up meetings with ICARDA about joint interest and resources for working in Yemen.
- Traveled to/from Sana'a to Aden to observe farming and natural resources. Travel to Aden was via road and the return, through Hoedeidah, was by air. Both modes of travel gave me a prospective of a large part of the country, both mountains and coastal plains.
- Toured University facilities at Sana'a, Ibb and Aden, including school farms.
- Consulted with Dr. Nuwal, Dean, Computer Sciences, University of Aden, about future e-conferencing opportunities. She will work with Agriculture faculty to explore options.
- Met with Mr. Milael Sehul Mengesha, Team Leader, World Bank-Yemen, to discuss use of e-conferencing facilities. Follow-up correspondence will be used to continue this dialog on accessing World Bank computing resources. Complete e-conferencing (video, voice and document sharing) is very limited in Yemen, almost non-existent. However, they are a useful tool in effective team management and should be considered a cost of doing business.

- De-briefed with Mr. Dorvan Stockdale and Mr. Wadea Al-Sattar at USAID office in Sana'a.

Follow-Up Activities:


- Coordinate project proposal development and consult with teams in Sana'a-Dhamar and Aden-Ibb.
- Consult with project teams on an as-needed basis to reinforce training materials and to develop high performance interdisciplinary teams.
- Network project teams in Yemen with subject area experts in the U.S.
- Request technical assistance from alfalfa breeder at NMSU CAHE.
- Gather technical information on irrigated arid land horticultural crops in New Mexico.
- Brief NMSU team members on this visit and follow up activities for next team visit in January.
- Prepare additional workshop materials for follow-up project management training for Spring '05.

Yemen
USAID-IALC/NMSU
Faculty of Agriculture
Support Program
2004-07




Key Project Deliverables

- Strengthen Agricultural Faculties at Sana'a, Dhamar, Ibb, & Aden
 - Development University Demonstration Farms
 - Project Management Training & Consulting
 - Promote strong linkages between agricultural teaching, research, and extension programs




Key Project Deliverables

- Continued:
 - Facilitate establishment of a Consortium of Agricultural Universities (AUC)
 - Crop Budget & Market Data Development Training



Key Project Deliverables

- Continued:
 - Curriculum development for Agricultural Extension & Education and Agribusiness Management & Agricultural Economics Departments
 - Provide jointly-sponsored M.S. level training
 - Host a joint administrative faculty meeting at NMSU



Phase One
In-Country Project
Management Training &
Consulting
September 27-October 14, 2004
Richard Phillips
Senior Project Manager



The Search Conference

Environmental Scan 

→ **Be Pro-Active**

- Define "Most Desirable Future"

→ **Establish Goals**

- Set Priorities

Appendix 1. USAID Workshop Presentation

Visualize

- Key Stakeholders
- Vision Statement
- S M A R T

• Plan

- Performance Factors: *Quality, Resources, Time*
- Risk Management
- Work Breakdown Structure
- Budget


• Execute

- Communication
- Control
- Change Management

• Close

- Document
- Lessons Learned

The Project Management Process¹



¹Based on FranklinCovey® Project Management


Project Execution¹
No Involvement – No Commitment



Areas of Concentration

- Focus on Key Projects
- Build a Compelling Scoreboard
- Translate Goals into Action
- Establish Accountability & Communication Plan

¹Based on: Franklin Covey®: *The Four Disciplines of Execution*



**“Good results
without planning
comes from good
luck, not good
management”**

David Jaquith, The Time Trap

Appendix 2: Project Management Training Participants from Sana'a, Dhamar, Ibb and Aden

Name	Organization	E-Mail
Dr. Abdo Saeed Abdulla	Aden University Horticulture Department	mukbil2002@yahoo.com
Dr. Abdul Karim Saeen Mohamed	Aden University H.D. Extension and Economics	
Dr. Abdul Wali Hazza Mukbil	Aden University Economic & Agricultural Extension	mukbil2002@yahoo.com
Dr. Ahmed Abdu Saif Al-Temany	Aden University Agricultural Extension	
Dr. Ahmed Ben Ahmed Mohsem Tairam	Aden University Agriculture Department	
Dr. Ahmed Mohamed Almed Sallam	Aden University Plant Protection Department	Sallamama@hotmail.com
Dr. Ahmed Saleh Baswaid	Aden University Plant Agronomy Department	
Dr. Ali Al-Syed Hamed	Aden University Agronomy and Botany Department	
Dr. Ali Khamis Rowaished	Aden University	Rowaishedak@hotmail.com
Dr. Ali Mashoor Al-Junaid	Aden University Soil and Water Department	agriaden@hotmail.com
Dr. Hussein Barabba	Aden University Translation	
Dr. Mohsen Omar Kanzal	Aden University Food Technology & Science	m-kanzal@yahoo.com
Dr. Salem Al-Shabibi	Aden University Animal Production	
Dr. Tareq Aidarob	Aden University	Tareq_Sakaff@yahoo.com
Dr. Ahmed Ali Al-Akwa	Dhamar University Ag College	Akwa_2003@yahoo.com
Dr. Moh'd Ali Hassan	Dhamar University Department of Veterinary	Mohamed_fara@yahoo.com
Dr. Mothana Kassem Mohammed	Extension Horticulture Department	
Dr. Abbas M. Al-Azzawi	Ibb University Animal Production	Prof_Abbas@yahoo.com

Appendix 2: Project Management Training Participants from Sana'a, Dhamar, Ibb and Aden

Name	Organization	E-Mail
Dr. Abdul Karim Kassem	Ibb University Extension and Economics	
Dr. Ahmed A. Saif	Ibb University Agricultural Extension and Education	
Dr. Anis Mohamed Saleh Essa	Ministry of Agriculture Extension	
Dr. Moh'd A. El Zumair	Plant Protection Department	Abu-ramzymhd@hotmail.com
Abdul Wahed Al-Adeeb	Sada Office Extension	
Dr. Abduljalil D.S. Ghaleb	Sana'a University Food Science Department	ghalebzhm@yahoo.com
Dr. Abdulkaram Ali Moghny	Sana'a University Department of Agronomy	
Dr. Adel Moh'd Al-Weshali	Sana'a University Engineering Department	weshali@hotmail.com
Dr. Ahmed M. Al-Mulsi	Sana'a University Animal Department	Ahmedmulsi5000@yahoo.com
Dr. Manea Al-Hazmi	Sana'a University Horticulture Department	Manea_2002@yahoo.com
Dr. Mansour Al-Howshabi	Sana'a University	m-alhowshabi@maktoob.com
Dr. Moh'd Al-Marwani	Sana'a University G.D. Extension	Almarwani67@hotmail.com
Dr. Salem Al Ramah	Sana'a University	

Appendix 3: Project Management Training Workshop at Sana'a and Aden

Yemen
Project Management
Training
Day-One: Search Conference
Richard Phillips
Senior Project Manager




NMSU Project Management
Training Agenda



- Day 1 – Search Conference – Identify Critical Demonstration Farm Projects
- Day 2 - Project Management Training and Demonstration Farm Proposal Preparation
- Day 3 - Continue Project Management Training and Demonstration Farm Proposal Preparation

USAID-Yemen/NMSU
Project Management Training and Consulting



“The Significant problems we face cannot be solved at the same level of thinking we were at when we created them”

Albert Einstein

NMSU Key Project Deliverables

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 - **Project Management Training & Consulting**
 - Promote strong linkages between agricultural teaching, research, and extension programs
 - Development University Demonstration Farms




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- Continued:
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- Continued:
 - Provide jointly-sponsored M.S. level training
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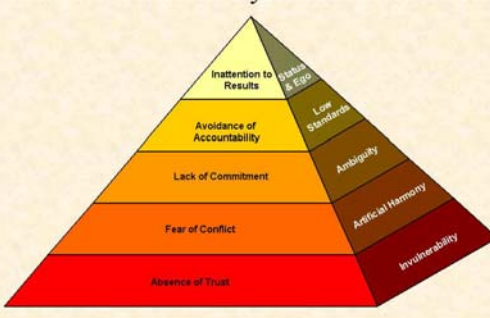
Appendix 3: Project Management Training Workshop at Sana'a and Aden

Introductions:



- Your Name
- Name and Location of your High School
- Your Favorite Food

The Five Common Dysfunctions of a Team



The diagram is a pyramid with five horizontal layers. From top to bottom, the layers are: 1. Inattention to Results (top, yellow), 2. Avoidance of Accountability (orange), 3. Lack of Commitment (red-orange), 4. Fear of Conflict (red), and 5. Absence of Trust (bottom, dark red). On the right side of the pyramid, there are five labels corresponding to the layers: Status & Ego (top), Low Standards, Ambiguity, Artificial Harmony, and Invisibility (bottom).

Adapted from: Lencioni, Patrick. *The Five Dysfunctions of a Team*. 2002. Jossey-Bass, San Francisco, CA

The Search Conference *an overview*

Environmental Scan & History

- Current impacts Yemen's agriculture?
- History of Sana'a Demonstration Farm.

→ **The Future**


- Describe the "Most Desirable Future" for Regional Demonstration Farm at Sana'a by 2007.

→ **Goals & Actions**

- Establish priorities for "Most Desired Future".

Environmental Scan *Agriculture in Yemen: 1994 – the Present*

What has happened Global, Regional & Local that has impact agriculture in Yemen?




The illustration shows a silhouette of a person standing next to a whiteboard on a tripod stand, pointing at it. To the right is a globe of the Earth.



HISTORY OF SCHOOL FARM AT THE UNIVERSITY OF SANA'A

History of Agricultural School Farmers at University of Sana'a's



- Keep
- Discard
- Create

Appendix 3: Project Management Training Workshop at Sana'a and Aden

Most Desirable Future for Yemeni Agriculture



Small Group Activity:

- Write three present-tense statements describing were you want to see the Sana'a Demonstration Farm in 2007

Most Desirable Future for Yemeni Agriculture Consolidating MDF's



Large Group Activity:

- Consolidate MDF's, where possible (without losing intent).

Most Desirable Future for Yemeni Agriculture Summary Statements



Small Group & Large Group Activity:

- Write a clear, concise statement for each consolidated MDF
- Present statement to the group at-large

Most Desirable Future for Yemeni Agriculture Finding Wildly Important Goals



Large Group Activity:

Rank each MDF based on:

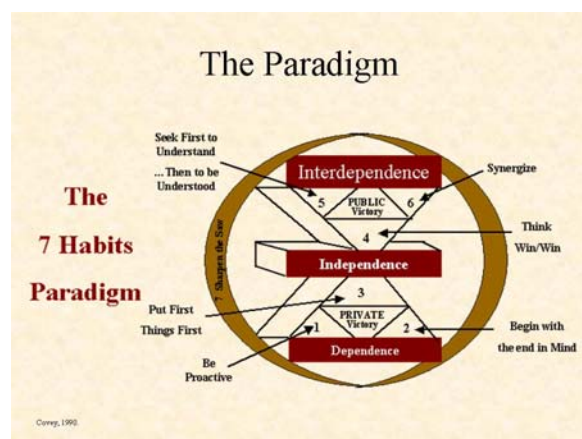
- Relevance to strategic goals
- Impact on strategic goals
- Attainability
- Etc. (see sheet)

We Will Focus on the top three

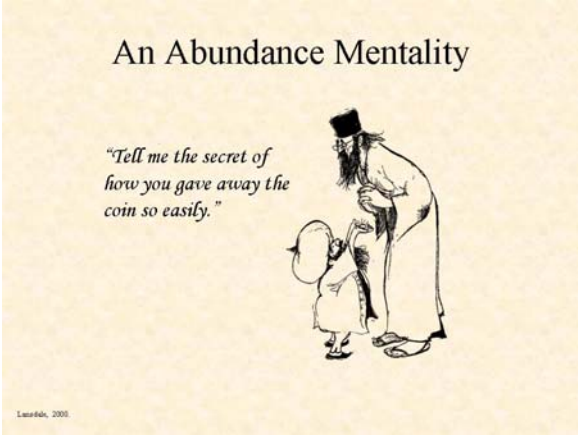
Project Ranking Worksheet

IPS	Importance	Project	Aggr. Proj.	Proj.	Interdependence	Index
5	8	3	6	2	9	
9	8	3	7	2	9	
6	9	2	7	3	7	
5	11	5	8	6	4	
0	1	0	0	0	0	
6	6	6	5	3	9	
TOTAL	31	43	19	32	16	38

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Appendix 3: Project Management Training Workshop at Sana'a and Aden



Appendix 3: Project Management Training Workshop at Sana'a and Aden



Yemen
Project Management
Training
FranklinCovey™ Project Management, Day 1
Richard Phillips
Senior Project Manager




**NMSU Project Management
Training Agenda**



- Day 1 – Search Conference – Identify Critical Demonstration Farm Projects
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Project Management
The 4-Step Project Management Process

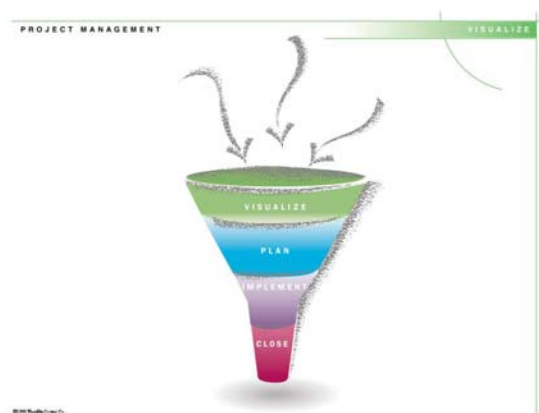
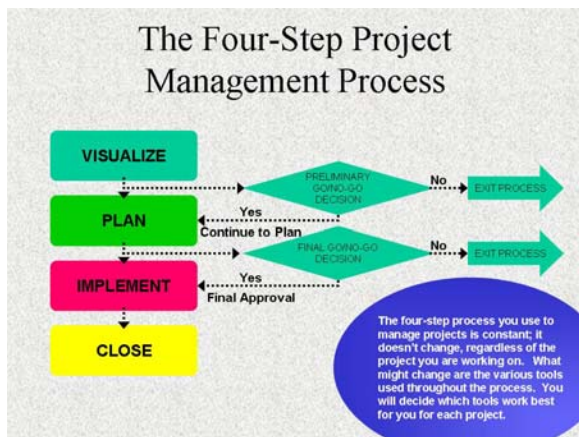
What Makes a Project Successful?

Success = expectations that are met

Failure = unmet expectations

Task: List the reasons that projects fail

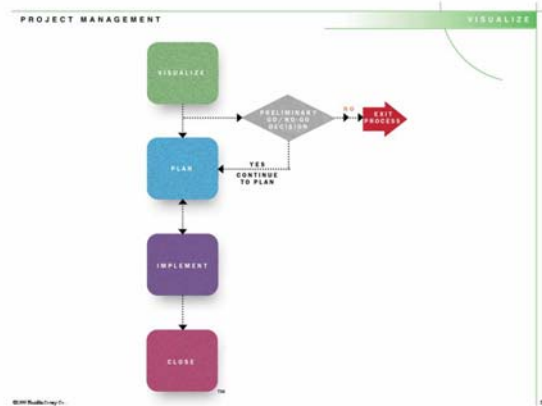
1. _____
2. _____
3. _____
4. _____



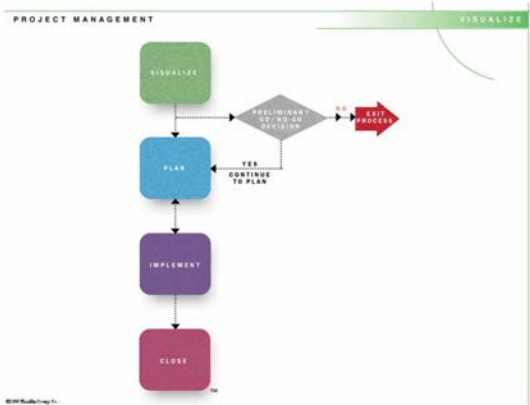
Appendix 3: Project Management Training Workshop at Sana'a and Aden

A "no" uttered from the deepest conviction is better than a "yes" merely uttered to please, or what is worse, to avoid trouble.

--Mahatma Ghandi



Project Management *Plan*



SEVEN STEPS OF PROJECT PLANNING

STEP 1

Prioritize performance factors (the triple constraint).

STEP 2

Brainstorm, explore, and manage possible hotspots and alternatives.

STEP 3

Break projects down into manageable pieces.

First: Identify major pieces.

Second: Add minor pieces (if necessary).

Third: Add tasks.

Appendix 3: Project Management Training Workshop at Sana'a and Aden

A Project is a complex series of nonroutine tasks directed to meet a specific goal


A Process is a set of tasks repeated many times over

Left Brain, Right Brain

Right Brain	Left Brain
• Imaginative	• Linear
• Artistic	• Mathematical
• Spatial	• Technical
• Visual	• Organizational
• Holistic	• Logical
• Futuristic	• Analytical
• Coalescent	• Sequential
• The Generator	• The Editor

Since in my view creativity is whole-brained, then one can be more effective in the applied creative thinking sense if two hemispheres are working together cooperatively and interactively.

Ned Herrmann
The Creative Brain



Hold Each Other Accountable—All of the Time

Scale of Commitment



The diagram shows two horizontal scales. The top scale is labeled 'INDIVIDUAL' and the bottom scale is labeled 'TEAM'. Both scales have six points marked with circles: REBELLION, MALICIOUS OBEDIENCE, WILLING COMPLIANCE, CHEERFUL COOPERATION, HEART-FELT COMMITMENT, and CREATIVE EXCITEMENT. A green bar highlights the top scale, and a blue bar highlights the bottom scale.

Project Management

Visualize

WE'RE GOING TO HAVE A FEAST!

- Who determines success?
 - Determine *key* stakeholders.
- What are the expectations and how do you clarify them?
- What does the completed project look like?



STAKEHOLDER INTERVIEW QUESTIONS

- As you think about success on this project, tell me, what kinds of things are important to you?
- Anything else?
- What is your priority for these things?

Appendix 3: Project Management Training Workshop at Sana'a and Aden

Stakeholder Interview Questions

Ask
As you think about success on this project, tell me, what kinds of things are important to you?

Add
Anything else? (Repeat until stakeholder cannot think of anything else)

ReCap
Have I missed anything? Do I have it right?

Prioritize
What is your priority for these things?
Balance Scope/Quality, Time and Costs

Identify other Key Stakeholders
Who else is invested in the project, and determines whether it is a success?

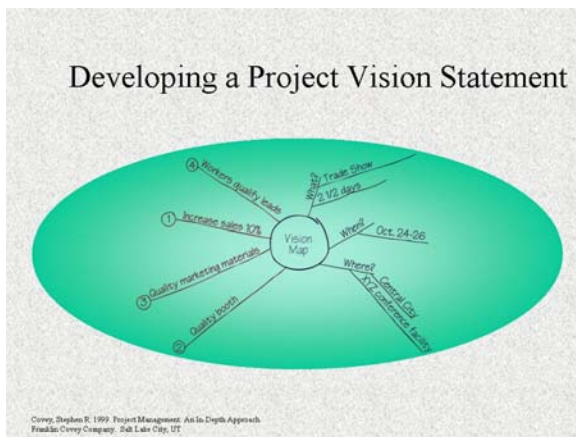
Conroy, Stephen R. 1999. Project Management: An In-Depth Approach. Franklin/Conroy Company. Salt Lake City, UT

Developing a Project Vision Statement

To develop your vision statement, complete the following steps:

- 1 Describe this project (What, Where and by When)
- 2 Identify and prioritize the desired results (deliverables) for this project

Conroy, Stephen R. 1999. Project Management: An In-Depth Approach. Franklin/Conroy Company. Salt Lake City, UT



PROJECT MANAGEMENT

VISUALIZE

PROJECT VISION STATEMENT

- Project description:
 - A simple description of the project in terms of what, where, and by when
- Desired results:
 - A prioritized list of accomplishments, outcomes, and deliverables of the project

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PROJECT MANAGEMENT

VISUALIZE

SMART CHECKLIST

- S**PECIFIC
- M**EASURABLE
- A**CHIEVABLE
- R**ELEVANT
- T**IME-DIMENSIONED

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PROJECT MANAGEMENT

VISUALIZE

ASK THESE QUESTIONS

- Will the project deliver your key stakeholder desired results?
- Does the project vision statement meet the SMART criteria?
- Does the project support organizational and personal mission, vision, and values?

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Appendix 3: Project Management Training Workshop at Sana'a and Aden

PROJECT MANAGEMENT PLAN

SEVEN STEPS OF PROJECT PLANNING

STEP 4
Enter sequenced pieces/tasks into columns of your chosen project tool.

STEP 5
Determine task durations.

STEP 6
Clarify task dependencies.

STEP 7
Determine resources and budget.
(Use a separate spread sheet, if necessary.)

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Prioritize Performance Factors

The Triple Constraint

- Quality/Scope
- Time
- Cost

Which are fixed and which are flexible?

Conroy, Stephen R. 1999. Project Management: An In-Depth Approach. Franklin/Conroy Company. Salt Lake City, UT

Hot Spot Management

Decision

- Is the Hot Spot manageable?
- Is the Risk acceptable?

Strategies

- Avoid
- Contingency Plan
- Assign Responsibility
- Monitor Situation

Conroy, Stephen R. 1999. Project Management: An In-Depth Approach. Franklin/Conroy Company. Salt Lake City, UT

Risk Analysis

Risk Factor = Impact x Probability

Impact Levels

1	2	3	4	5
No Impact				Stops the Project

Probability

1	2	3	4	5
Never Happens				Inevitable

Risk Factor Action Levels

5	10	15	20	25
Monitor				Manage

Conroy, Stephen R. 1999. Project Management: An In-Depth Approach. Franklin/Conroy Company. Salt Lake City, UT

Break Project into Manageable Pieces

First Identify Major Pieces
Map the project to brainstorm its major pieces (Largest work categories)

Conroy, Stephen R. 1999. Project Management: An In-Depth Approach. Franklin/Conroy Company. Salt Lake City, UT

Task Name	Duration	Start	Finish
01 Clear Project Location	20 days	Feb 01/99	Feb 21/99
02 0.1 Product Research	40 days	Feb 01/99	Thu 01/03/99
03 0.1 Define Technical Specs	8 wks	Feb 02/99	Thu 01/05/99
04 0.2 Product Development	170 days	Feb 01/99	Thu 01/19/99
05 0.1 Design	10 wks	Feb 01/99	Thu 01/08/99
06 0.2 Test/Revise	12 wks	Feb 01/99	Thu 01/05/99
07 0.3 Final Development & Release	12 wks	Feb 01/99	Thu 01/05/99
08 0.3 Marketing	140 days	Feb 01/99	Thu 01/03/99
09 0.3 Packaging	6 wks	Feb 02/99	Thu 01/08/99
10 0.3 Create Plans	8 wks	Feb 01/99	Thu 01/05/99
11 0.3 Structure	8 wks	Feb 01/99	Thu 01/05/99
12 0.4 Product Assessment	4 wks	Feb 01/99	Thu 01/05/99
13 0.4 Marketing	90 days	Feb 01/99	Thu 01/03/99
14 0.4 Sales	2 wks	Feb 20/99	Thu 01/16/99
15 0.4 Technical Support	2 wks	Feb 20/99	Thu 01/16/99
16 0.5 Deliver to Distribution	4 wks	Feb 01/99	Thu 01/05/99
17 Review Meetings	110.00 days	Wed 01/01/99	Wed 01/01/99

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Project Task Breakdown



Project Task Breakdown			
Task	Duration	Responsibility	Resource

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Resource & Budget Development

From the project plan, allocate resource and budget requirements

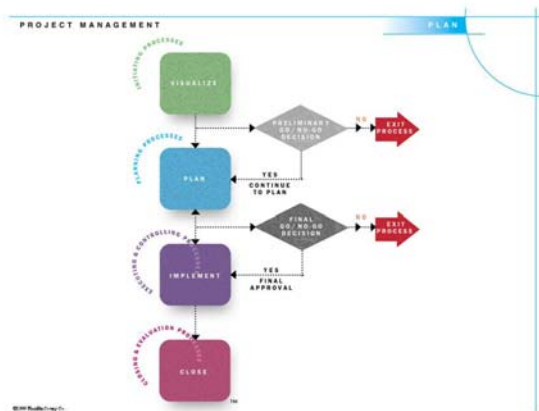
- \$ Accounting
- \$ Purchasing
- \$ Personnel
- \$ Overhead

PROJECT MANAGEMENT PLAN

ASK THESE QUESTIONS

- Can the project meet the prioritized performance factors?
- Are the hotspots low to medium risk and manageable?
- Are the resources and timeline realistic and available?

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Project Management

Implement

Six Phases of a Team Project

1. Enthusiasm
2. Disillusionment
3. Panic
4. Search for the Guilty
5. Punishment of the Innocent
6. Praise and Honors for the Non-Participants



“Frustrated Researcher”

Appendix 3: Project Management Training Workshop at Sana'a and Aden

Introduction

Road Map

- 
DISCIPLINE 1
 Focus on the Wildly Important
- 
DISCIPLINE 2
 Create a Compelling Scoreboard
- 
DISCIPLINE 3
 Translate Lofty Goals Into Specific Actions
- 
DISCIPLINE 4
 Hold Each Other Accountable—All of the Time


Focus on the Wildly Important

New Thinking

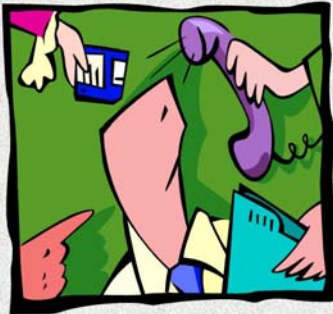
The more we narrow our focus, the greater our chance of achieving our goals with excellence.

Setting Goals & Priorities

Air Traffic Control
 “Land one at a time”



A Full Plate



Project Priorities Matrix

What is the best use of your time right now?

16—Project Priorities Matrix		
	Present	Future
A Vital	■	■
B Important	■	■
C Optional	■	■
D Worthless	■	■

Time Management Matrix

	URGENT	NOT URGENT
IMPORTANT	I • Crises • Pressing Problems • Deadline-driven projects, meetings, preparations	II • Preparation • Prevention • Values clarification • Planning • Relationship Building • True re-creation • Empowerment
NOT IMPORTANT	III • Interruptions, some telephone calls • Some mail, some reports • Some meetings • Many proximate pressing matters • Many popular activities	IV • Trivia, busywork • Some telephone calls • Time wasters • “Escape” activities • Irrelevant mail • Excessive TV

Covey, Stephen R. *The Seven Habits of Highly Effective People*. 1990. Fireside Book, New York, NY

Appendix 3: Project Management Training Workshop at Sana'a and Aden

Create a Compelling Scoreboard

New Thinking

We're not really serious about the goal until we start keeping score.



Create a Compelling Scoreboard

Quote

"In absence of clearly defined goals, we become strangely loyal to performing daily acts of trivia."


—Unknown



Create a Compelling Scoreboard

Measurement Credibility Checklist

- Accurately tracks progress toward the goal.
- Inputs cannot be easily manipulated.
- Is influenceable by the team.
- Drives the right behaviors.
- Tracks outcomes as well as activities.
- Is truly achievable.
- Has no unintended consequences.
- Value of measuring exceeds cost of measuring.



Translate Lofty Goals Into Specific Actions

New Thinking

Goals will never be achieved until everyone on the team knows exactly what they're supposed to do about them.



Create a Compelling Scoreboard

Key Components of a Great Scoreboard

Key Components of a Great Scoreboard

- Accessible—located where every employee sees it frequently.
- Visual—all key measures are displayed in one place and in a motivating way.
- Engaging—attracts and holds attention.
- Doable—easy to administer.
- Concise—contains "from what," "to what," "by when."



Meeting Dysfunctions



- Don't Start on Time
- Don't Stick to Agenda
- Don't Manage Meeting
- Irrelevant Information
- Regular Meetings without Purpose
- Too Much One-on-One Discussion
- No Agenda

Effective Meetings

Purpose:
Analyze and decide critical issues

• **Keys to Success:**

- ☞ Limit Topics
- ☞ Prepare
- ☞ Actively Engage

Adapted from: Lencioni, Patrick. 2004. *Death by Meetings.*



Project Management

CLOSE

Closing the Project

- How do you know if the project is a success?
- Where in the process can you improve for future projects?

"Evaluating a project with an eye toward success is what separates the Average from the Expert Project Manager."

Franklin Covey

Project Evaluation and Problem Analysis Tools

Covey, Stephen R. 1999. *Project Management: An In-Depth Approach*. Franklin-Covey Company. Salt Lake City, UT

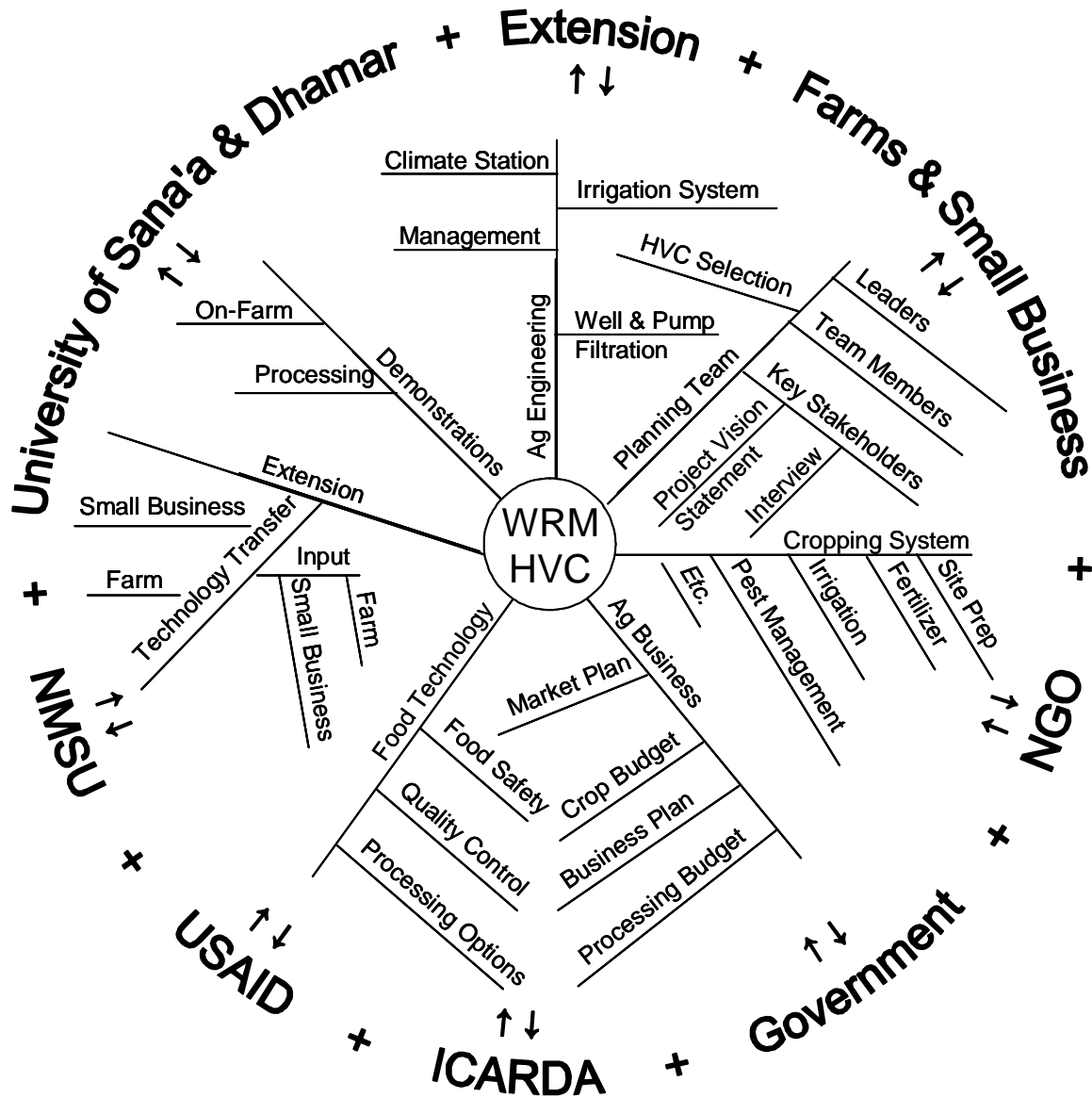
"Never doubt that a small group of committed citizens can change the world. Indeed, it is the only thing that ever has."

Margaret Mead

Project Proposal Criteria

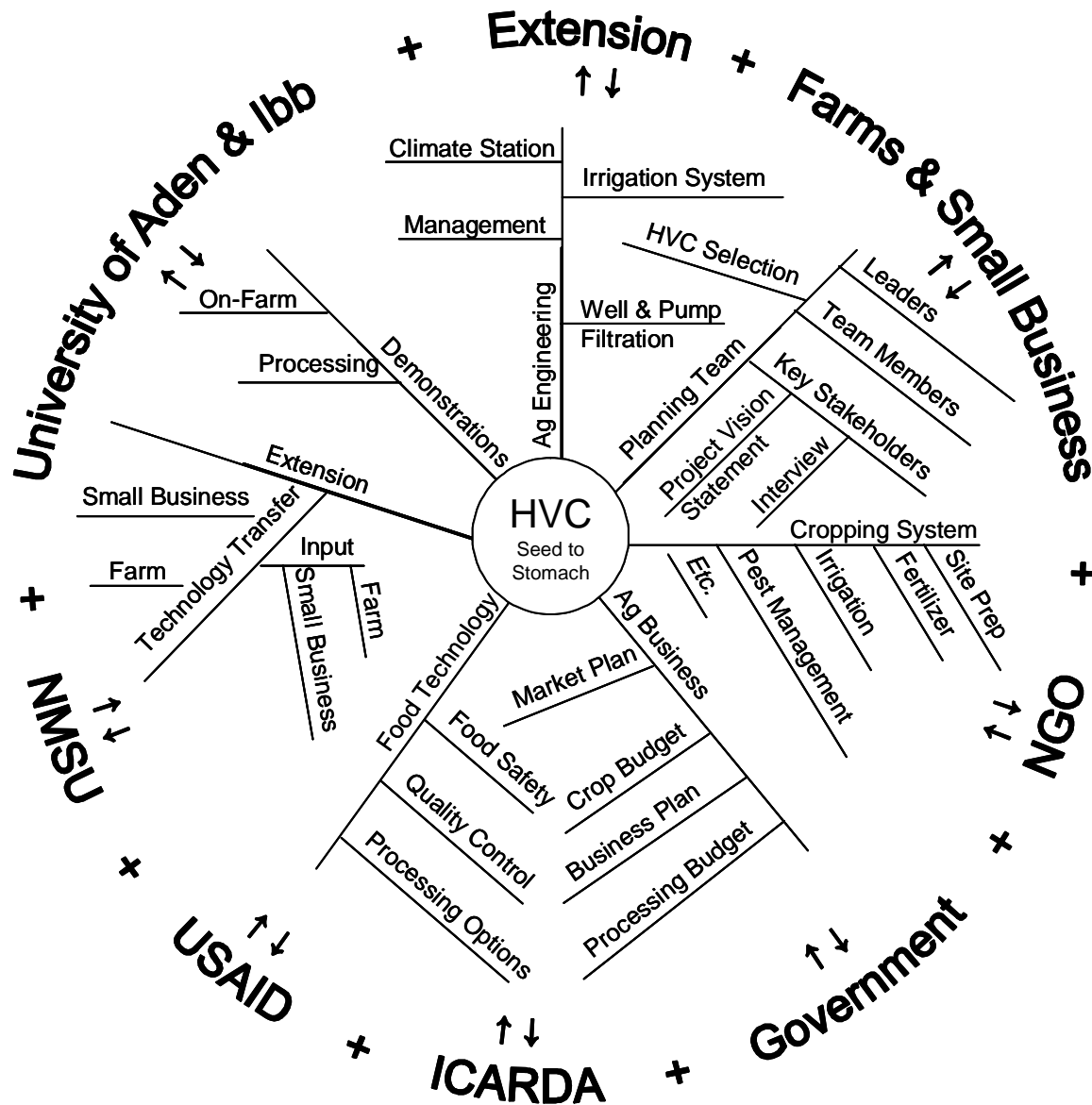
1. Team
 - a. Identify members (**Must** include Aden, Ibb and Extension)
 - b. Identify team coordinator
 - c. Develop Meeting and Communication Plan
 - i. Include email update to sponsor (rphillip@nmsu.edu) **every two weeks.**
2. Develop Project Plan and Proposal
 - a. Sana'a/Dhamar
 - Project Leader:** Dr. Mansour A. Al-Howshabi
Vice Dean for Graduate Studies and Scientific Research
Sana'a University
Phone: (967) 1-464381/1-464377
FAX: (967) 1-464380
Home: (967) 1-373372
Email: M-alhowshabi@Maktoob.com
 - i. Water Resource Management for High Value Crops
 - Dr. Adel M. Al-Weshali
Engineering Department Faculty of Agriculture
Sana'a University
Mobile: (967) 73-654413
Home: (967) 1-416338
Email: weshali@hotmail.com
 - ii. Develop Information Center (*via* Internet)
 - b. Aden/Ibb
 - Project Leader:** Dr. Abbas A Bawazir
Dean of Agriculture
Aden University
Mobile: (967) 71-907756
Email: abbawazir@hotmail.com
 - i. High Value Crops – “Seed to Stomach”
 - Dr. Ali Mashoor Al-Junaid
Faculty of Agriculture, Soil and Water Department
Aden University
Mobile: (967) 73-829925
Home: (967) 21-349199
Email: agriaden@hotmail.com
3. Evaluate Triple Constraint
 - a. Quality/Scope.....Team Defines
 - b. TimeUp to three years
 - c. Money\$25,000 US
4. Identify Project Risks and Develop Risk Management Plan for High-Risk Events
5. Break Project into Manageable Pieces
6. Develop Project Timeline
7. Identify Budget Resource Needs (People, Equipment, Facilities)
8. Develop Budget
9. Compile Proposal and Budget
10. Submit Plan to Sponsor (rphillip@nmsu.edu) by December 8, 2004

Sana'a-Dhamar Water Resource Management for High Value Crops October, 2004



Aden-Ibb Agricultural Development Project High Value Crops – “Seed to Stomach”

October, 2004



Appendix 7: Contact List

USAID

Scott Christiansen, USAID Senior Agricultural Development Advisor
USAID/ANE/TS/ENV
Ronald Regan Building 4.9-101
Washington, DC 20523-4900
schristiansen@usaid.gov
202-721-4584

Dorvin E. Stockdale, M.Sc. AgEcon.
Senior Agribusiness & Agricultural Advisor
USAID
dstockdale@usaid.gov

Noter:

1. Wife's name is Kim, knows Delano & Gayle Lewis (as Kim Carlin, she worked in South African Embassy)
2. They own a game farm in Eastern Africa (near Liesatoto)
3. Very strong emphasis on agribusiness & marketing

ICARDA (International Center for Agricultural Research in the Dry Areas)

William Erskine, Ph.D.
ICARDA-Assistant Director General (Research)
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WWW: <http://www.icarda.cgiar.org>

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Email: k.shideed@cgiar.org

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ICARDA Regional Coordinator, Arabian Peninsula Regional Program (APRP)
ICARD-APRP
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Email: icdub@eim.ae

Appendix 7: Contact List

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Nile Valley & Red Sea Regional Program
P.O. Box 2416
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Email: ICARDA-Cairo@CGIAR.Org

Agricultural Research and Extension Authority (AREA)

Ismail A. Muharram, Ph.D.
AREA – Chairman
P.O. Box 8748
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Tel: 967-6-509413; home 967-6-500915
Fax: 967-6-509414
Mobile: 737-25298
Email: Muharram@y.net.ye or area@y.net.ye

World Bank

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