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.
Appendix 1. USAID Workshop Presentation

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

The Project Management Process

- Visualize
  - Key Stakeholders
  - Vision Statement
  - SMART
- Plan
  - Performance Factors: Quality, Resources, Time
  - Risk Management
  - Work Breakdown Structure
  - Budget
- Execute
  - Communication
  - Control
  - Change Management
- Close
  - Document
  - Lessons Learned

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 FranklinCovey®: The Four Disciplines of Execution

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

David Aulakh, The Time Trap
## Appendix 2: Project Management Training Participants from Sana’a, Dhamar, Ibb and Aden

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<thead>
<tr>
<th>Name</th>
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<td>Aden University</td>
<td><a href="mailto:mukbil2002@yahoo.com">mukbil2002@yahoo.com</a></td>
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<tr>
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<tr>
<td>Dr. Ahmed Ben Ahmed Mohsem Tairam</td>
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<td>Dr. Ali Al-Syed Hamed</td>
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<td>Dr. Hussein Barabba</td>
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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

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

NMSU Key Project Deliverables

- Continued:
  - Facilitate establishment of a Consortium of Agricultural Universities (AUC)
  - Curriculum development for Agricultural Extension & Education and Agribusiness Management & Agricultural Economics Departments
  - Crop Budget & Market Data Development Training

NMSU Key Project Deliverables

- Continued:
  - Provide jointly-sponsored M.S. level training
  - Host a joint administrative faculty meeting at NMSU
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 Search Conference

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?

History of Agricultural School Farmers at University of Sana’s
- Keep
- Discard
- Create

HISTORY OF SCHOOL FARM AT THE UNIVERSITY OF SANA’A
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 what 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

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<tr>
<th>Project</th>
<th>Importance</th>
<th>Impact</th>
<th>Progress</th>
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<td>2</td>
<td>2</td>
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The Paradigm

The 7 Habits Paradigm
Appendix 3: Project Management Training Workshop at Sana’a and Aden

An Abundance Mentality

"Tell me the secret of how you gave away the coin so easily.”
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
- Day 2 - Project Management Training and Demonstration Farm Proposal Preparation
- Day 3 - Continue Project Management Training and Demonstration Farm Proposal Preparation

What Makes a Project Successful?

Success = expectations that are met

Failure = unmet expectations

Task: List the reasons that projects fail
1. 
2. 
3. 
4. 

The Four-Step Project Management Process

The four-step process you use to manage projects is constant. It doesn’t change, regardless of the project you are working on. What might change are the steps that are used throughout the process. You will decide which steps work best for you for each project.
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**
  - Imaginative
  - Active
  - Spatial
  - Visual
  - Holistic
  - Intuitive
  - Emotional
  - The Creator

- **Left Brain**
  - Linear
  - Mathematical
  - Technical
  - Organizational
  - Systematic
  - Analytical
  - Logical
  - The Editor

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

— Neil S. Rosen
20th Century Scientist

---

**Scale of Commitment**

![Scale of Commitment Diagram]

---

**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, Price, and Time

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

---

**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

---

**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

---

**SMART CHECKLIST**

- **Specific**
- **Measurable**
- **Achievable**
- **Relevant**
- **Time-Dimensioned**

---

**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?
Appendix 3: Project Management Training Workshop at Sana’a and Aden

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 spreadsheet, if necessary.)

Prioritize Performance Factors

The Triple Constraint
- Quality/Scope
- Time
- Cost

Which are fixed and which are flexible?

Hot Spot Management

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

Strategies
- Avoid
- Contingency Plan
- Assign Responsibility
- Monitor Situation

Break Project into Manageable Pieces

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

Risk Analysis

Risk Factor = Impact x Probability

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<td>Unlikely</td>
<td>Likely</td>
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Risk Factor Action Levels

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

Project Task Breakdown

Resource & Budget Development
From the project plan, allocate resource and budget requirements
- Accounting
- Purchasing
- Personnel
- Overhead

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?

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

- **Road Map**
  - DISCIPLINE 1: Focus on the Wildly Important
  - DISCIPLINE 2: Choose a Compelling Scoreboard
  - DISCIPLINE 3: Translate Lame Goals Into Specific Actions
  - DISCIPLINE 4: Hold Each Other Accountable—All of the Time

- **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?

- **Time Management Matrix**
Appendix 3: Project Management Training Workshop at Sana’a and Aden

New Thinking

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

Quote

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

—Unknown

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.

New Thinking

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

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

Effective Meetings

Purpose:
Analyze and decide critical issues

• Keys to Success:
  ⇨ Limit Topics
  ⇨ Prepare
  ⇨ Actively Engage


The Team-Engagement Process

1. Prepare
2. Report on Accountabilities
3. Share “My Goals”
4. Brainstorm: New and Better Activities
5. Identify Ways to Clear the Path


Project Management

CLOSE

Project Evaluation and Problem Analysis Tools

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

Margaret Mead
Appendix 4: Project Proposal Criteria

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. Time .....................Up 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-Dhmar
Water Resource Management for High Value Crops
October, 2004
Appendix 6: High Value Crops: Seed to Stomach

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  
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202-721-4584

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

Note:
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)**

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ICARDA-Assistant Director General (Research)  
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ICARD-APRP  
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Appendix 7: Contact List

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AREA – Chairman
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