

# Institutional Strengthening and Capacity Building of Higher Education, Yemen

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<b>Project director</b>	Ommering, Addie van (AvO)
<b>Assignment</b>	Institutional strengthening and capacity building of the Ministry of Higher Education and Scientific Research (MoHESR) and the Accreditation and Quality Assurance Council (AQAC).
<b>Client</b>	Government of Yemen
<b>Financing Agency</b>	Nuffic
<b>Partners</b>	BMB Mott MacDonald, 1) MSM
<b>Composition of Team</b>	<p><i>BMB Mott MacDonald:</i> Team leader, Project director, Short term expert in institutional reform and organisational learning; Short term expert in Management Information Systems</p> <p><i>Partner(s):</i> Expert in Change management and HRM; Expert in development of HE and student financing systems; Expert in Policy and Planning, HE Governance; Expert in Accreditation and Quality Assurance; Expert in institutional reform of HE, Accreditation and Quality Assurance; Expert in Gender specific Policies and Strategies; Expert in Human Resource Development</p>
<b>Period of Assignment</b>	From March 2011 to March 2015 Staff months: BMB Mott MacDonald: 30; Partner(s): 18
<b>Contract value</b>	BMB Mott MacDonald: € 1,220,000 Partner(s): € 280,000
<b>Background</b>	<p>The Higher Education sector in Yemen is crucial for the growth of all economic sectors and for the improvement of socio/ economic conditions in the country. There has been an increase of enrolment in public universities, which is not matched by their absorption capacity. The number of private universities is increasing, without proper systems for quality assurance in the provision of HE programmes. There is no formal system for monitoring demands of the labour market for graduates and there is no formal system for regular consultations between the labour market and HE institutions.</p> <p>Between 2006 and 2010, BMB Mott MacDonald led a consortium to implement a project which laid the foundation for the institutional strengthening and capacity building of the Ministry of Higher Education and Scientific Research. Under this project, BMB Mott MacDonald assisted MoHESR to produce a Strategic Plan for the restructuring process. This “Master Plan” is the basis for the present NICHE project.</p>
<b>Description of project</b>	The overall objective is: Strengthening the Ministry of Higher Education and Scientific Research (MoHESR) and the Accreditation and Quality Assurance Council (AQAC)

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Specific objectives:

- To complete the restructuring of MoHESR, and institutionally strengthen MoHESR and AQAC;
- To develop the capacity of their staff to effectively and efficiently perform the mandate and tasks of MoHESR and AQAC in steering, managing, monitoring and controlling the higher education and research sector in order to improve the relevance and quality of service delivery by institutions operating in the sector;
- Gender objective: To define gender specific policies and strategies in the HE sector, to increase the participation of women in staff and teaching positions in the universities, and to increase the participation of girls in HE study programmes;
- Labour market objective: To better align post-secondary programmes including the fellowship programme to the needs of the labour market;

The project works towards achieving development outcomes, by focussing on individual and organisational capacity building of the MoHESR. The project has 5 interlinked components:

- i) Component A: Establishment of and/or re-organisation of Departments and Directorates;
- ii) Component B: Improvement of governance by the Ministry of HE institutions;
- iii) Component C: Establish and make operational the Accreditation and Quality Assurance Council (AQAC);
- iv) Component D: Develop gender specific policies and strategies for the HE sector;
- v) Component E: Better align post secondary education to the needs of the labour market.

### **Services provided**

A Technical Assistant team supports a Change Agent in the Ministry who is responsible for the restructuring. The project team and Change Agent in collaboration with the Directorate for Human Resources develops a personnel policy, job descriptions and identifies staff for new positions. The team furthermore makes a roadmap for the restructuring and develops the internal regulations of the Sectors and Departments / Directorates and develops annual work plans and budgets. The Technical assistance will furthermore assist the Ministry in carrying out the specific task fields of the various departments, such as:

- Assess funding mechanisms and investigation of formula based financing;
  - Implement a Management Information System Action Plan;
  - Develop a performance supervision system for HE institutions;
  - Develop a database for authentication of academic certificates;
  - Develop strategies and an action plan to address gender imbalances in the HE sector;
  - Establish a secretariat for the Accreditation and Quality Control
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Council;

- Develop mechanisms for awareness raising and culture of quality and accreditation in HE institutions;
- Develop standards, criteria and procedures for accreditation of HE institutions;
- Nominate members of a labour market committee in MoHESR;
- Develop a strategy to link the labour market to post-secondary education;
- Conduct a labour market needs assessment;
- Continuous on the job training and capacity building.