

Strengthening the Ministry of Higher Education and Scientific Research, Yemen

Assignment	Assisting in strengthening of the Ministry of Higher Education and Scientific Research
Client	Government of Yemen
Financing Agency	Nuffic
Partners	Center for Higher Education Policy Studies (CHEPS), the Netherlands; Fontys Hogescholen, Eindhoven, The Netherlands
Composition of Team	<i>BMB Mott MacDonald</i> : Project Director, International Project Manager, Expert on accreditation and quality assessment <i>Partner(s)</i> : Several short-term experts
Period of Assignment	From May 2006 to May 2009 Staff months: BMB Mott MacDonald: 31; Partner(s): 20
Contract value	BMB Mott MacDonald: €995,000 Partner(s): €149,900
Background	For the future development of higher education in Yemen, it is mandatory that the Ministry of Higher Education and Scientific Research (MoHESR) will have the recognized role and capacity to define higher education policies and to guide the process of increasing the scope and quality of the higher education supply system. Therefore the present project was set up, with as overall objective to strengthen the MoHESR and provide it with a clear mandate to supervise, control and monitor the tertiary education sector.
Description of project	<p>The project consists of two main components to achieve the overall objective: (i) institution building, focusing on restructuring of the organization and management of MoHESR, and (ii) capacity building, focusing on staff development.</p> <p>Specific project objectives are:</p> <p>Objective 1: to define a clear mission statement for MoHESR and its mandate in relation to other Ministries and Universities.</p> <p>Objective 2: to restructure the organization and management of the MoHESR in line with its new mandate.</p> <p>Objective 3: to develop a strategic plan for the upgrading of the MoHESR staff members so that they have the capacity and capability to implement the MoHESR mandate in an efficient and effective way.</p> <p>Objective 4: to develop and implement a system for the supervision, monitoring and evaluation of the upgrading of MoHESR management and support staff within the NFP Multi-Year Agreement and to further advise on additional training courses.</p>
Services provided	The project, for which the consultants provide project management and specialist input, is expected to produce the following results related to the

four specific objectives:

Results objective 1

- (i) A mission statement of MoHESR has been produced.
- (ii) A plan for the restructuring of the Supreme Council of Universities is produced.
- (iii) A revised mandate of the MoHESR has been drafted.

Results objective 2

- (i) A plan for the restructuring of the MoHESR based on its revised mandate is developed.
- (ii) Detailed descriptions of the role and responsibilities of each Directorate and Departments with minimum staffing requirements are developed.
- (iii) Handbooks on procedures describing the organization and management structures and management systems, communication and information lines are developed and implemented.
- (iv) A financial plan for the newly designed organisation is developed.
- (v) Plans of Operations for the restructuring are developed and management staff has the capacity to develop their specific requests for institution strengthening and capacity building.
- (vi) The restructuring plan of the MoHESR is implemented.

Results objective 3

- (i) A Human Resources Development Plan is developed and implemented.
- (ii) A Training Needs Analysis (TNA) is conducted and a phased Training Plan for specific training is submitted to NUFFIC.
- (iii) A Communication and Information Plan on the new mandate is developed and implemented. An MoHESR Resource Centre is equipped with computers and audio-visual materials.
- (iv) A MIS is established and functioning. Manuals for the MIS managers, maintenance staff and end-users are produced.

Results objective 4

- (i) The Training Plan developed under Objective 3 is elaborated and a phased training schedule is submitted to NUFFIC for funding and implementation under the NFP Multi-Year Agreement.
- (ii) A system is developed for the further development, supervision, monitoring and evaluation of the Multi-Year Agreement through which the MoHESR staff will be trained.