



1. Project Data:		Date Posted : 05/30/2001	
PROJ ID: P005835		Appraisal	Actual
Project Name : Secondary Teacher Tr	Project Costs (US\$M)	35.1	34.13
Country: Yemen	Loan/Credit (US\$M)	19.4	19.4
Sector(s): Board: ED - Tertiary education (99%), Central government administration (1%)	Cofinancing (US\$M)	9.4	9.4
L/C Number: C2222			
	Board Approval (FY)		91
Partners involved :	Closing Date	12/31/1998	12/31/1999
Prepared by :	Reviewed by :	Group Manager :	Group:
Helen Abadzi	Soniya Carvalho	Alain A. Barbu	OEDST

2. Project Objectives and Components

a. Objectives
The project was to improve secondary school teaching and increase the number of Yemeni teachers, particularly women. It was to: (a) provide support for the four-year and one-year secondary teacher training programs at the Faculties of Education (FOEs) at Sana'a and Aden; (b) start a master's program in education in Sana'a; (c) improve science education; (d) upgrade and expand FOE facilities; (e) establish an in-service training; and (f) improve the nationwide coordination of policy formulation, and of secondary teacher training.

b. Components
(a) Revising curricula and textbooks for teacher education programs of varying levels, improving science education, expanding faculties of education facilities in several cities; (b) establishing an inservice training institute, reorganizing teacher training nationwide; (c) revising current training policies, establishing a fund for educational innovations, conducting a tertiary education study. Textbook development technical assistance, and the innovations fund were later dropped due to limited progress or duplication of activities.

c. Comments on Project Cost, Financing and Dates
The project was extended by one year and disbursed completely.

3. Achievement of Relevant Objectives:
The objectives were mainly achieved. Though it is hard to determine the contributions of the project, the number of Yemeni secondary-level teachers more than quadrupled in the former Yemen Arab Republic and Republic of Yemen combined, and the share rose from 13.7% to 72.1%; the share of female teachers rose from 6.5% to 19.5% of the teaching force during the project period. Much inservice teacher training is taking place, but its impact on instructional delivery is unclear. The supported faculties of education (including four built by the project), are largely operational; quality of civil works is satisfactory. However, the objective related to school management and policy has not been achieved.

4. Significant Outcomes/Impacts:
The project has contributed to the availability of Yemeni teachers in schools and decline of foreign teachers. (The increase in female students is a result of broader socioeconomic changes rather than project effects.) Despite the many difficulties caused by a civil war, civil works were carried out largely as planned. Much inservice teacher training is being carried out; university curricula were improved, though instruction remains theoretical. The master's degree program is operational, and science education, dependent on electricity that was scarce during the war, is gradually becoming operational.

5. Significant Shortcomings (including non-compliance with safeguard policies):
The project was not ready for implementation at effectiveness, and many sites for civil works had not been identified. Cost overruns in the construction resulted in cancellation of dormitories for girls, an important project component. Often specific information could not be obtained due to a lack of an evaluation component. Technical assistance proved ineffective in transferring knowledge to its counterparts. Project management was ineffective and rigid, causing delays. The war that broke out in 1994 adversely affected project activities and created a vacuum in authority. Nevertheless, the project managed to carry out most of its activities.

6. Ratings :	ICR	OED Review	Reason for Disagreement /Comments
Outcome :	Satisfactory	Satisfactory	
Institutional Dev .:	Modest	Modest	
Sustainability :	Likely	Likely	
Bank Performance :	Satisfactory	Satisfactory	
Borrower Perf .:	Satisfactory	Satisfactory	
Quality of ICR :		Satisfactory	

NOTE: ICR rating values flagged with '*' don't comply with OP/BP 13.55, but are listed for completeness.

7. Lessons of Broad Applicability:

- Coordinating agencies responsible for implementing key activities need to be established and detailed terms of reference developed prior to negotiations. Early establishment of agencies responsible for implementation is recommended.
- Technical assistance should include adequate consensus building and knowledge transfer.
- To avoid delays in the implementation of civil works, special attention should be paid to the timely selection of sites, early preparation and review of architectural designs, especially if the contracts are large in value such as the Faculty of Education contracts under the project.
- Monitoring and evaluation systems must be developed early in the project to assess both project progress as well as achievement of development objectives.

8. Assessment Recommended? ☐ Yes ☒ No

9. Comments on Quality of ICR:

The ICR is satisfactory but rather brief and does not give details on problems that arose as a result of the civil war or inefficient project management.