



Strategic plan for the youth sector

Ministry of Youth and Sports–Yemen

2021





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1 Introduction to the context of developing the youth sector strategy

In June 2021, Youth Without Borders Organization in Yemen contracted Tammei for Youth Development to carry out a consultancy assignment for the Ministry of Youth and Sports, funded by the United Nations Population Fund (UNFPA), within the Youth Engagement and Inclusion project, to develop a strategic plan for the benefit of the youth sector at the Ministry.

Tammei, for Youth Development consultancy team, has developed a research methodology, taking into account the conditions of Yemen and the challenges facing youth and research work. The methodology included:

1. Conducting a field research study in five Yemeni governorates and reaching out to the other governorates through an electronic questionnaire distributed through the communication channels of the project partners in Yemen.
2. Conducting an organisational capacity assessment to evaluate the institutional capacities of the youth sector in the Ministry, which Tammei carried out through one of its advisors, who visited Yemen for two weeks in August 2021, conducting focused group discussions and in-depth interviews with the sector leaders and employees in addition to other relevant actors at the Ministry of Youth and Sports.
3. facilitating The Youth Forum, which was held in the capital, Aden, in December 2021, where stakeholders from government institutions, civil society organisations, entities working with local youth, and more than 30 young people representing 11 governorates discuss and identify the main youth segments and their needs, and discussing their social and economic reality, in addition to starting a conversation on the suggested youth programs and the future strategic directions of the youth sector.

This document contains a brief of the assignment methodology, a summary of the research process results, and the suggested programming interventions refined and prioritised into a programs matrix during the youth forum held in the first week of December 2021.



The Yemeni context challenges and the progress of the research process

Many challenges accompanied the process of developing the youth sector strategy. There is no doubt that they will affect the implementation of the proposed programs unless a conscious and honest change leads to the stability of the country's political, security and socio-economic situation. We consider that making significant changes to solve these challenges is necessary to impose a substantial difference in the lives of young people in Yemen as a starting point for the country's youth development journey.

First: The challenges of the security and political situation

- The fragility of the security situation and the dangers surrounding fieldwork.
- The difficulty of land transportation, the complexity of flight reservations and the limited options.
- The inability to reach the majority of the governorates due to security and logistical repercussions.
- The political and security sensitivity and the conflict among the various parties created a tense atmosphere filled with anticipation, fear and suspicion.

Second: Challenges related to the ministry formation as a new entity and the lack of institutional memory and sufficient resources.

- The absence of institutional memory or even an archive can be relied upon to track the sector's activities.
- Limited studies and research dealing with the state of Yemeni youth during the current situation.
- Conflict of specialisations and lack of clarity between the youth sector and some other sectors in the ministry led to the expansion of the research process to include actors representing other sectors in the ministry, which impacted time and effort. Tammey's consultant visit to Yemen was extended by nine additional days over the period stipulated in the mission proposal to cover different dimensions and stakeholders that became important for the research process and the development of the strategy.

Third: Outreach challenges in consulting young people (completing the research process).

- As a result of the previous challenges and the poor quality of Internet and communication means, the study targeted a mixed sample, part of which is convenience sampling and part of it is random, through partner and field researchers' circles, with a focus on groups that may have participated in previous activities of the Ministry.



- The difference in the representation of respondents from different governorates reflects the reality of partners' outreach and their channels to access youth; despite all our efforts, we believe that sample does not reflect a representative sample of all Yemeni youth, a challenge that can be understood in research considering Yemen's security context, and the quality transportation and communication means.
- The Youth Forum was postponed more than once. The alternatives presented could not be implemented due to the fluctuating security conditions and poor internet coverage and communication networks until it was finally held in the first week of December 2021.

Fourth: The challenges of implementing the plan and the proposed program interventions

Despite the tremendous momentum that this strategic plan witnessed during the youth forum in Aden, and the success factors within its formation, whether represented in the presence of a genuine will and desire from all partners and the clear motives of the Ministry in implementing this plan, or the support that its activities can obtain from local and international civil society organisations, or the presence of resources to fund some programs in addition to the budget set for the Ministry of Youth and Sports. However, all of this should be considered in light of the challenges and threats that may face the implementation of this strategy. The most critical of these challenges can be categorised into three main dimensions:

1. Financial challenges are due to the weakness of the pre-determined budget for the sector within the ministry's overall budget, which is exacerbated by the deterioration of the exchange rate against foreign currencies and the impact of war and instability on the public budget revenues.
2. The recent formation of the youth sector and its weak technical and organisational capabilities, as the number of sector employees, is not commensurate with the responsibility it aspires to and the absence of professional expertise specialised in youth and development work. Also, the sector's lack of a database of active youth, initiatives and various youth components prevents the existence of an effective strategy for communication and joint work with the components of the youth work ecosystem in Yemen.
3. The unstable political and security situation and the state of political polarisation that may affect the progress of work and the implementation of the proposed programs the plan.



The assignment's methodological response to the challenges of the Yemeni context

Deploying different research tools: The methodology adopted various tools for data collection and evaluation, where young people were targeted with several research tools to cover their different contexts and reach more the young people and involve them in the research process considering the limitations of time, resources and the impact of covid-19 and the ongoing conflict on field work. Trainers from the five governorates were deployed in the field to conduct focus group discussions, in-depth interviews, collect questionnaire responses, and an online questionnaire that was published and sent through various communication channels to reach more young people. An extensive hearing session was also conducted with 28 people who represented many civil society organisations working with youth at one end and field visits to other stakeholders such as vocational training centres, the Yemeni Scout Association, and members of the Young Leaders Program in Abyan Governorate.

Involving more actors and stakeholders in assessing the institutional capacities of the youth sector, including other sectors and departments that **a)** work in intersection with the youth sector or **b)** target youths in other settings The assessment process included 21 people representing many sectors and departments in the ministry and directors of the youth and sports offices In Aden, Lahj, Abyan, Al Dhale'e and Hodeidah governorates.

Deepening and continuation of the research process: a youth forum was held to complete the research process, attended by government agencies, civil society organisations, and different segments of active youth. The analysis of the research study results conducted in developing the youth sector strategy in the Ministry of Youth and Sports resulted in a list of more than 20 different segments of youth, each with distinct social and economic conditions. However, some of these categories are complex and intersect with others. For example, a university student (male or female) may have the same characteristics and situation of other youth categories such as being poor to looking for a job or those who married early or those who were forced to flee due to the ongoing conflict, etc.

Research Methodology

The methodology for developing the strategic plan for the youth sector in the Ministry of Youth and Sports included three main dimensions:

The first dimension: is an organisational capacity assessment of the youth sector in the ministry to create the link between the institutional and managerial capabilities of the sector and its ability to contribute to achieving positive, effective, and meaningful youth participation.

In that context, workers in the youth sector and their collaborators from other sectors in the ministry, such as the women's department, the training and rehabilitation department, the minister's office, and directors of five youth and sports offices in several governorates.



Those were targeted through focus group discussion sessions and in-depth interviews built on six essential capacities, the sector's human resources management practices, and its vision and mission as an entry point to assess its organisational capacities. The assessment of those capabilities and capacities helped crystallise a set of recommendations and action points that could provide technical support to improve the sector's ability to manage ideation, design, implementation, and evaluation of youth programs and interventions.

Themes of assessing the organisational capacities of the youth sector

Element	Description
Vision and Mission	The quality of the vision and mission and their relevance to the objectives, capabilities and capacities of the sector.
Human Resources	The sector's practices in managing, qualifying, training and nurturing human cadres.
Capacity to manage innovation	The sectors' capacity to introduce new approaches, new services, and new operational or distribution models based on a deep understating of the underlying conditions of the societal problems, youth needs, and the sector's own strengths and weaknesses.
Capacity to navigate complexity	Individual and organizational capacity to think in systems and understand system parts' relationships.
Capacity to engage youth	The sector's capacity to engage youth by systematically considering youth engagement practices across the whole organization.
Capacity to Network, cooperate and forge partnerships	The sector's capacity of building partnerships and networks to enhance collaboration and integrate internal and external individuals' skills and knowledge with the organisation's resources.
Capacity to manage change	The sector's capacity to manage internal and external change, whether the internal change results from a learning process, assessment of the existing practices or benchmarking to best practices. While external change is usually due to social, political and economic conditions change.
Capacity to learn and develop best practices	Assessing the capacity of the sector to lead learning processes and provide an appropriate environment for stakeholders to develop their knowledge and capabilities in relation to relevant youth programmes



The second dimension is focused on understanding the context of Yemeni youth by identifying their issues and priorities and understanding the prominent trends that affect their lives and their awareness of their reality.

The third dimension: explicitly focused on youth engagement and inclusion, especially with regard to the following:

- Safe and Youth Friendly Spaces: these are spaces for learning, collaboration and participation in meaningful activities.
- Engaging and Organizing Youth: answered questions about how the sector and partners invite, select, employ and engage youth and youth groups in their activities.

These two dimensions were examined through a field questionnaire tool filled out with the help of 5 researchers who were selected and trained in the five targeted governorates selected for fieldwork. The research process was supported and deepened through focus group discussions and in-depth interviews with active youth from the five governorates. The other governorates were targeted through an online questionnaire that was published and distributed through the project partners to reach the most significant number of young people to listen to their opinions, learn about their issues and priorities, and consider their experiences in participating in the activities of the youth sector or civil society organisations, to assess the state of participation and the gaps that may exist in some of its outlets, spaces and pathways.

Dimension	Tool	Target group	Quantity
Organizational capacity Assessment (Youth Sector at the Ministry of Youth)	FGD	Members of the youth sector departments and other sectors/departments including women, planning, rehabilitation, training, human resources, legal affairs	12
	In-depth Interview	The Minister's Office Directors and cadre of some youth offices in the governorates.	10
	Hearing Session	الكشافة وممثلي المجتمع المدني	28
Understanding the Yemeni Youth context	FGD	Youth from 5 governorates (18 -35) years	145
	Questionnaire	Youth from 5 governorates (18 -35) years	448
Youth participation and inclusion	Electronic Questionnaire	Youth from different governorates (18 -35) years	141
	Youth Forum	Youth and youth workers	60



Realizing the challenges of the strategy and the Yemeni context

Given the complexity of the Yemeni context and the state of uncertainty and instability that cannot be predicted, it is impossible to guarantee the planning process's stability and progress. Although this plan reflects the context, issues and aspirations of young people, its implementation in whole or in part, and the timeframe for implementing the priority programs is the sole responsibility of the administrative and executive team in The Ministry of Youth and Sports to assess the political and security situation, and the availability of resources and capabilities to implement the proposed interventions. This understanding and awareness were discussed in the Youth Forum to emphasise the ownership of these strategic directions to the stakeholders and their collective moral responsibility to implement them, and that everyone has the right to understand the context and assess the current situation of the whole country.

3 Study Results Summary

First: About the ministry of youth and sports :

The Ministry of Youth and Sports is the supreme body that oversees all youth and sports entities and activities. It was established in 1990 as a successor of the Youth and Sports Councils in Sana'a and Aden to undertake several tasks and competencies.

As a result of the ongoing war, a legitimate government was formed in the interim capital, Aden, according to Republican Decree No. (49) of 2016, according to which the Ministry of Youth and Sports was established, headed by Mr. Nayef Saleh Al-Bakri, Minister of Youth and Sports, who worked hard to re-establish the ministry by taking practical steps in establishing the Ministry's general office.

The Ministry has also been restructured in line with its needs by activating the relevant sectors and activating its public administrations to develop the youth sports, social, cultural and scientific aspects in line with the individual's life in developing knowledge, skills and trends to enhance national loyalty and belonging.

The objectives of the ministry are as follows:

- uniting the energies of youth around the general principles of the state.
- Supporting moral and spiritual values and preserving public property.
- Advance youth athletically, socially and culturally and highlight their role in performing their duties.
- Creating a developed Yemeni sports movement and expanding its base to include all liberated areas to be able to represent the country in an honourable manner in all Arab, continental and international forums.
- Developing the spirit of brotherhood, cooperation and friendship between our country and brotherly and friendly countries through youth and sports meetings.



The Ministry is currently carrying out a set of tasks, which are summarised -

- Establishing youth and sports facilities equipped with the necessary tools and cadres in all governorates of the Republic to help young people practise their activities and keep them away from deviation and destructive exploitation by terrorism and the country's enemies.
- Provide funding for the programs of sports tournaments and competitions organised by the general sports federations, which until 2004 AD amounted to 29 federations.
- Taking care of the international sports competitions for individual games by creating a Yemeni sport that meets the aspirations of the Yemeni nation.
- Provide funding for internal and external sports camps and participate in scouting camps and festivals at the national, Arabic and international levels as well as organizing national festivals.
- Honouring the young and creative people in the field of reciting the Holy Qur'an, memorising its readings, sciences, and provisions for reciting it, and in the areas of literature and arts (literary - poetics - musical and lyrical) through the President of the Republic Youth Awards that are distributed every year. The value of the prize is one million riyals.
- Supporting sports and youth institutions affiliated with the Ministry and under its supervision.
- Supporting school/university/military sports/sports for all/police sports/and civil society institutions related to youth and sports activities.

Second: Dimensions of the youth sector strategy development dimensions

The first dimension: assessing the organisational capacities of the youth sector in the ministry

(The internal environment of the youth sector)

The analysis of the organisational capacities of the youth sector in the Ministry revealed many gaps and challenges, as well as good practices that can be built upon during the implementation phase of the strategy. The results of the analysis addressed eight main themes, and a summary report was presented to the youth sector.



The second dimension: understanding the context of the Yemeni youth:

The Yemeni context identifies with high levels of instability, uncertainty, volatility, and ambiguity that have lasted for more than ten years, of which the last five years suffered from the armed conflict that affected all aspects of life and produced various social youth groups that face multiple challenges in their transition to adulthood, such as unemployment and the involvement in the armed conflict, the failure to complete compulsory education, displacement and asylum, which further complicates the context of the Yemeni youth.

Over the past five years, about 3.4 million people have been displaced, and more than 24 million people (80% of the population) require humanitarian assistance, including 14 million in acute need . In addition to numerous casualties, a wave of internal displacement, more than 10 million on the brink of famine, damage to infrastructure, and challenges in accessing social and economic services .

The definition of Yemeni youth:

Youth between the age group 15- 24 years constitute about 20% of the population in Yemen. Studies expect that the proportion of youth and children will reach 69% in 2025, as half of the population of 27 million are under the age of 18.

During the research, the concept of youth was addressed in three dimensions - despite the diversity of answers - as follows:

-Youth as an age group: young people perceive it as a stage starting from the age of 15 to 45 as the widest age group.

-Youth as psychosocial traits: They have a set of psychological and social traits associated with vigour, liveliness, and the ability to develop, create, and give.

-Youth as a social group: where the community sees young people as a group capable of giving and linked to volunteering and carrying out community initiatives and activities.

The term youth usually refer to the age group 18-39 years. Still, after the revolution in 2011, many began to identify themselves as “independent youth” or “youth activists” united by a collective desire to bring about cultural, economic, social and political change . One of the participants pointed out that the term youth has become a mindset .

Second regular session 2020 31 August to 4 September 2020, New York Item 14 of the provisional agenda ⁶

UNFPA – Country programmes and related matters United Nations Population Fund Extensions of country programmes 15 July 2020

World bank ⁷



According to different concepts, the strategy can adopt the age bracket ranging from 15 to 40 for the following considerations:

-Marriage is considered a significant life event as it is one of the most critical transitions in the social path of the Yemeni young man/girl. It entails new social roles. As a result of the high rate of early marriage among girls (about 47% of girls marry before 18 years), identifying the youth group can begin at an early age .

-Entry into the job market is one of the most important transitions in the economic path of a young person; As a result of the ongoing conflict, 90% of young people see that the conflict has had a significant negative impact on their entry into the job market and the average family income, which results in a group of unemployed youth, or what is termed the “Generation in Waiting” which makes the youth age bracket extend to over 35 years old.

-Armed recruitment of children and the participation of young people in the ongoing conflict makes the period of youth extend between under 18 and older than 30 years as a life event that may constitute a turning point in the lives of young people and children that affects other social and economic tracks. It is worth noting that during the period between March 2015 and February 2021, more than 3,600 children were recruited in Yemen into armed forces and groups .

-It is also necessary to note that young social groups in the Yemeni context are taken into account to design appropriate future interventions and programs for them; among the most important social groups that emerged clearly during the study: were displaced youth, people with disabilities and chronic diseases, university youth and students, active youth and those working with youth, young job seekers and entrepreneurs.

For this purpose, the most prevalent social and economic segments of youth in different governorates were compiled in one list available to the youth sector to reach young people through programs and interventions specifically designed to serve the needs and aspirations of those groups.

Alwazir AZ (2012), “Youth” inclusion in Yemen: a necessary element for success of political transition’, Arab Reform Initiative.Cited from SaferWorld, SaferWorld/ The situation needs us to be active” Youth contributions to peacebuilding in Yemen, Dec. 2019.
SaferWorld/ The situation needs us to be active” Youth contributions to peacebuilding in Yemen, Dec. 2019.



Youth socio-economic segments

No	Segment	Overview of the economic and social conditions derived from the research process and enriched during the youth forum sessions
1	Job seekers	<p>The high cost of living, employment issues and unemployment are the most common problems affecting young people and families. Young people see that the ongoing conflict has negatively and significantly affected their access to the job market and affected the average family income in general, as many lost their jobs due to the war, and their salaries were affected as a result of the deterioration of the exchange rate and the Exorbitant transfer commissions between Aden and Sanaa.</p> <p>As a result of these circumstances, many young people have become frustrated, and their motivation to search for work has weakened as a result of the lack of available opportunities and their lack of adequate qualifications for the job market, especially for new graduates who lack the skills and experience necessary to enter the job market. The impact of these factors is amplified due to limited rehabilitation, training and vocational guidance services. These conditions have produced a generation of Yemenis unfit for employment, vulnerable to manipulation by armed and extremist groups or as a fuel for the ongoing war.</p>
2	War casualties and the disabled individuals	<p>Many international reports have indicated that millions of people with disabilities in Yemen, including young people, are neglected and betrayed. They suffer from a severe lack of health care services and economic and psychological support. Although there is no updated evidence about disability rates in Yemen, estimates indicate that more than four and a half million people, or about 15% of the population of Yemen, have some disabilities.</p> <p>In reality, there is a deterioration in the health status of large numbers of war-wounded and people with disabilities due to displacement, the decline of the health sector, and the deterioration of its services. The war-wounded people and people with disabilities suffer from high unemployment rates, exposing them to exploitation in beggary activities, which intensified due to the conflict, extreme economic conditions, and lack of essential services.</p>
3	The alienation and migration of talented young people	<p>Yemen was and still is one of the countries exporting migrants, which was exacerbated by the ongoing conflict. Nearly a quarter of the youth who responded to the questionnaire of our research process indicated their desire to migrate outside Yemen, considering migration as a personal goal for them. Usually, the most qualified and educated young people can travel outside Yemen to seek job opportunities and secure a better life, which causes a drain on competencies that could contribute effectively to the country's development.</p>



No	Segment	Overview of the economic and social conditions derived from the research process and enriched during the youth forum sessions
4	Socially active youth	<p>Yemeni youth are interested in participation and social action issues, especially activities related to improving living conditions, volunteering, supporting vulnerable groups, supporting those affected by the Covid-19 crisis, and enhancing security and community peace.</p> <p>In addition to community initiatives, many young people resort to social media to make their voices heard and achieve their social goals. Boycotting a commodity or service entity through signing electronic petitions and even resorting to influential people and public figures to gain their support.</p> <p>As a result of the recent conflict, which caused heavy loss of life, many activists and community leaders with financial means left Yemen to pursue educational and work opportunities abroad. Others obtained asylum as they faced death threats and extrajudicial detention.</p>
5	Young people exposed to psychological crises	<p>As a result of the current situation and its complications, many young people have been exposed to depression, anxiety and post-traumatic stress. Some young people are exposed to severe psychological challenges such as psychosis, debilitating depression, and severe anxiety, which affect their ability to carry out their life functions and survive. Despite this, young people showed a weak interest in psychological support activities and services compared to economic empowerment activities during the questionnaire conducted during developing this strategy. Minor differences appear between males and females when asked about some health and psychological problems, up to 5%. Obesity, chronic diseases, malnutrition, psychological fluctuations, and physical or mental disabilities among young women outnumber young men. As for smoking, it is almost absent among girls, compared to 13% of males who responded to the questionnaire.</p>
6	Extremist youth	<p>Many young people believe that the ongoing conflict has contributed to the extremism of many young people in light of the current polarisation between the parties to the conflict and the presence of pockets of al-Qaeda and other extremist groups in several regions in Yemen. During the focus group sessions, young men and women pointed out an urgent need to combat extremism and rehabilitate the returnees from the battlefield. They believe that some returnees from battle front may harbour grudges and negative perceptions of their local communities. They described them as time bombs, which may explode at any moment, especially in light of the deteriorating economic conditions and high unemployment rates.</p>



No	Segment	Overview of the economic and social conditions derived from the research process and enriched during the youth forum sessions
7	Volunteers	<p>The vast majority of young volunteers who responded to the questionnaire agree that volunteering is a positive experience that enhances their social skills and makes them feel satisfied with themselves. They believe that volunteering also could improve their chances of getting a job to a slightly lesser extent. In terms of volunteering motives, self-development is the most prevalent among young people, followed by a large margin of community service and then a network of relationships.</p> <p>Most young people play a role in their volunteering and community participation activities by submitting proposals for activities and initiatives to be implemented by institutions later. 13% of young people feel that their suggestions are often not considered. As for participation in planning and implementation, it is limited to 18% of the youth. A similar percentage (19%) consider that they are beneficiaries of these programs and do not participate in planning or implementation.</p> <p>On the other hand, the problem of the lack of available volunteering opportunities and the youth's lack of knowledge of the available volunteering opportunities emerges as the most common challenges they face. Females - moreover - suffer from family pressure as one of the obstacles to volunteering, with a more significant percentage than males. When the youth who are not volunteers were asked about the reason for this, about 40% of them answered that they would like to volunteer and do not find opportunities to do so, and 20% of them do not know where to start, and likewise, those who believe that there are no real opportunities to build their capacities through volunteering. About 30% of the questionnaire respondents pointed out the lack of available time for volunteering. The responses of young women differ slightly in some respects, as 26% of them attribute this to pressure from their families, compared to 14% of young men.</p>
8	Poor Youth	<p>The latest data indicates that in 2014, about half of Yemen's population lived below the poverty line. Currently, it is estimated that poverty rates at the national level have risen to about 80%. Out of every ten children, more than eight live in families that do not have enough income to meet their basic needs. These numbers are reflected by the questionnaire results, as more than 70% of young men and women reported that the high cost of living and unemployment are the most prevalent problems affecting them. High marriage costs affect 59%-51 % of young men and women, respectively. The rest of the issues spread at rates of less than 50%, but a greater prevalence of problems generally appears among girls. For .</p>



No	Segment	Overview of the economic and social conditions derived from the research process and enriched during the youth forum sessions
		example, poor health care, disintegration, domestic violence, early marriage, bullying, violence and discrimination against women, public hygiene, and harassment increase young women's point of view by about 20% more than that of young men. In addition to the problems of child labour, political detention, beggary, crime, and the lack of shelter, which increase in young women's responses also by about 5-10%
9	Rural youth	As indicated by the participants in the youth forum, rural youth in remote districts suffer from a lack of opportunities for participation. They also suffer from their inability to complete their education due to high tuition fees, transportation costs, and severe unemployment. According to the respondents' description of the study, rural youth suffer from a severe lack of health and education services. The war and roadblocks have affected their ability to move and travel for treatment or continue their studies.
10	Entrepreneurial youth	<p>Owning a project or business is one of the three most important personal goals for 40% of the youth who responded to the questionnaire conducted within the process of developing this strategic plan for the youth sector. Young people also prefer working in the entrepreneurship sector or civil society organisations, as each chosen by 40% Of the youth, compared to 32% for the government sector and 24% for the private sector.</p> <p>It is worth noting that 44% of the respondents do not work, and the private sector provides work for 30% of the youth, compared to 13% who work in the government sector. From the point of view of young people, rehabilitation and vocational and career guidance services are available for half of them. At the same time, support for entrepreneurship and small projects is available for 22% of them. And 35% of young people have received one of these services. There are no significant differences between males and females in their answers to this question.</p> <p>During the activities of the Youth Forum, which was held to discuss the terms of this strategic plan and enrich the field research outputs, the youth focused on the importance of entrepreneurship and economic empowerment support. Entrepreneurship could play an essential role in finding solutions to societal problems and elevating Yemeni society's economic conditions.</p>



No	Segment	Overview of the economic and social conditions derived from the research process and enriched during the youth forum sessions
11	Early married youth	<p>Early marriage practices are still widespread in Yemen. There are reports of high rates of early marriage due to the ongoing conflict, economic pressures, and displacement that push families to marry girls early to ease the economic and social burdens on their shoulders. In the context of the questionnaire conducted in developing this strategic plan, the high cost of living and unemployment are the most prevalent problems affecting young people, followed by the high costs of marriage, which affects 59%-51% of young men and women, respectively. There is a greater prevalence of problems appearing among girls. For example, poor health care, disintegration, domestic violence, early marriage, bullying, violence and discrimination against women, public hygiene, and harassment increase young women's point of view by about 20% more than that of young men.</p>
12	University students	<p>The youth who participated in focus group discussions and in-depth interviews pointed out the high tuition fees in higher education institutions. They also referred to the difficult economic conditions, exchange rate deterioration, and the lack of job opportunities as the main blockers for students to continue their degrees.</p> <p>The youth forum participants pointed out that there are institutions that offer scholarships internally and externally. Still, they are directed at specific regions, and demographics and their numbers are not commensurate with the number of applicants and those in need of these grants. As per the inputs from the youth forum participants, there is a big gap between what the job market demands and what universities offer, which affects the graduates' access to the job market due to the lack of adequate skills.</p>
13	Young recruits	<p>Even before the events of the recent conflict, Yemen was suffering from the dangerous repercussions that accompany the recruitment of child soldiers, which continues until the children reach adulthood. The focus group discussions and the in-depth interviews indicated that the involvement of young people in conflict is often due to economic factors. Mainly the lack of job opportunities pushes young people to accept recruitment as a job opportunity that offers a salary despite the risks that they may endure. They also referred to the psychological trauma and changes that occur to young people returning from the battlefronts. Young recruits are subjects to brainwashing and extremist ideas, which indicate an urgent need to integrate the returnees from the fronts into society, provide them with psychological support and qualify them for the job market</p>



No	Segment	Overview of the economic and social conditions derived from the research process and enriched during the youth forum sessions
14	Athletic youth	Although the sports sector is still dominant in the Ministry of Youth and Sports activities compared to other youth, cultural and social activities, as the youth put it during the focus sessions held within the activities of developing this strategic plan, still there is a clear indication of the lack of sufficient sports spaces, particularly for females who do not find Spaces for recreation and fitness, especially since young men and women view sports as an essential means of entertainment and attracting the interest of young people away from extremist ideas and fighting fronts. In addition, the war has already destroyed many sports spaces and clubs and has taken them out of service.
15	Talented youth	The participants pointed out the lack of interest in art, sports, science, and other talents during the focus group sessions. They demanded more attention and the country's adoption and development of talents. They also pointed out the importance of providing scholarships and aid to outstanding students, especially from rural and remote directorates, to complete their studies.
16	Politicized youth (politically active)	Young people indicated the existence of a complex situation of political polarization as a result of the ongoing conflict. The questionnaire results conducted within the process of developing this strategic plan indicated that young people are involved in political activities to bring about social and political changes. Some females revealed that they are struggling for equal rights between men. In general, the percentage of political action and the likelihood of engaging in politics is higher for males than for females. The political participation of females in elections or the boycott of commodities is very modest, as 59% of females stated that their families do not allow them to engage in political activity. Despite the high degree of political involvement with which Yemeni youth appear, many young people have begun to move away from political activism and focus on social work because of the risks and difficulties that their political work may entail. When asked about the acceptable means of participation that young people may adopt to make change; the most Acceptable were social media and organising community initiatives (>60%), boycotting a commodity (50%), followed by participating in a strike, demonstration, or sit-in, signing an online petition, turning to influencers or running for elections (30%).



No	Segment	Overview of the economic and social conditions derived from the research process and enriched during the youth forum sessions
		<p>Young people participated in achieving several goals to similar degrees. A little more than half participated in supporting vulnerable groups and helping displaced people from other areas. Similarly, other young people participated in enhancing the role of their peers in society and improving living conditions in their cities.</p> <p>Also, about 40% of youth supported their communities during the covid-19 crisis and promoted peace and security in the community. 32% participated in promoting dialogue and democracy.</p> <p>Regarding attention to social issues, problems of employment and work are still the highest if more than 75% of the youth are concerned with them. Followed by participation, initiatives and peacebuilding, then issues of violence and the environment in relative proportions (50-60%).</p>
17	Young borrowers (Bank or family loans / advance)	<p>It seems that borrowing from family and friends is the most common means to overcome financial problems, followed by the support provided by these segments inside and outside Yemen and the sale of personal or family property such as gold jewelry. This insight indicates high percentages of Yemeni youth suffering from unemployment and Loaded with debts in light of the instability of exchange rates and the deterioration of the value of the local currency.</p>
18	Illiterate youth	<p>An extrapolation of illiteracy indicators in Yemen shows an increase in the illiteracy rate. Yemen is one of the few countries where the illiteracy rate increases due to the multiple wars and fluctuating economic and social conditions, pushing many children and young people to drop out of school.</p>
19	Displaced youth	<p>As a result of the ongoing conflict, Yemen's displaced population has exceeded the four million mark. They not only suffer from displacement and difficulty obtaining livelihoods, but their social and health conditions have become complicated with the rise of nutritional deficiencies, especially among children and females.</p> <p>The displaced suffer in general from rates of poverty and child marriage more than others and have higher chances of being exposed to psychological and health crises and being exploited in beggary activities.</p>



Youth issues and needs

Young people in many contexts expressed their need for social and economic stability and independence and their propensity for peace and security. Which primarily reflects the harsh living conditions they face daily and long-term.

Security and Safety: Young people face many challenges related to their security and personal safety due to the deteriorating security situation, the spread of armed groups and extremist ideology, and involvement in the armed conflict. However, the terms “peacebuilding” and “humanitarian aid” are used for the same connotation. This idea is supported by a study on the role of women in building peace in the governorates of Ma’rib, Taiz and Lahj, which found that the interpretation of “security” has a broad meaning for Yemeni youth, as they saw that humanitarian work; The provision of services are contributions to security and stability at the local level. Young people also aspire to find a permanent solution and build peace in Yemen. The majority of Yemeni youth feel optimistic about ending political differences, reaching a final solution to the conflict, and ending the war (62%), but they differ relatively in the details .

Health: Health problems are more common in females than in males. Obesity is at the forefront of health problems in both sexes, with its greater prominence in females, followed by smoking at a greater rate among males. At the same time, chronic diseases and psychological fluctuations are more prevalent in females than in males. Girls, in particular, suffer more than young men from poor health care services provided to them. A UNICEF study indicates that 10.2 million need health care. The health care system in Yemen is on the verge of collapse. More than half of the country's health care facilities are damaged or destroyed by the ongoing conflict, leaving 20 million people in need of primary health care. In the context of mental health, the Research Centre for Strategic Studies indicated that 15-20% of young people are exposed to depression, anxiety and post-traumatic stress and that 3-4% are exposed to severe cases of psychological challenges such as psychosis or debilitating depression and severe anxiety, which affects their abilities to carry out their life functions.



The high cost of living and inflation: The economic challenges and their related issues are considered among the most critical challenges facing young people and those around them, whether it is the cost of living, inflation or unemployment, that increased dramatically as a result of the armed conflict and the Corona crisis. 36% of respondents indicated in a survey launched by “My Platform 30” that they lost Their work due to the war, and social welfare benefits were cut off for 29% of the participants in the survey. 28% also reported losing potential job opportunities, and 14% said they lost part of their salary due to the transfer commission and the exchange rate difference between Aden and Sana’a . The severity of poverty is intensifying in this country, as the latest data indicates that about half of the population of Yemen in 2014 lived under the poverty line. Currently, it is estimated that poverty rates have risen to about 80% at the national level. Out of every ten children, more than eight live in families that do not have enough income to meet their basic needs .

It seems that borrowing from family, friends or acquaintances is the most common way to overcome financial problems (49%), followed by the support provided by these relatives inside and outside Yemen (29%) and the sale of personal or family property such as gold jewellery, cars, real estate and others (29%), then Cash and in-kind aid from associations and organisations. Some participants added other means to solve their financial problems (including working overtime, such as clearing some transactions or working for the daily wage, reducing luxuries and austerity and sticking to only basic expenses). The presence of two different editions of banknotes in Aden and Sana’a caused a negative impact on 75% of the respondents in the questionnaire, and 79% of the participants in the questionnaire supported it. There is no significant difference between the percentage of supporters from Aden (80%) and Sana’a (79%). The division of the Central Bank between Aden and Sana'a exacerbated the economic problems and did not solve them. In addition to the high costs of marriage and the issues of poor care, school dropouts and security and safety issues are among the prominent issues among young people. It is noticeable that females are more sensitive than young people to this issue. Among the damages that affected Yemenis, there were two editions of the Yemeni paper currency, the value of the riyal, and transfer commissions between Aden and Sanaa.

SDDirect/CARE (2020) Barriers to women and youth in peacebuilding in Yemen: What are they and how can they be overcome? SDDirect and CARE
.International, London, UK
<https://manasati30.com/survey-results/>



Work issues (entrepreneurship): Economic empowerment is the most crucial goal that young people seek as it appears during their study and, in particular, the pursuit of owning a private project (entrepreneurship) or working with civil society organisations, followed by community service. These constitute areas that the Ministry should focus on in its programs. It is worth noting that local and international civil society organisations are among the most important providers of economic empowerment services, volunteer programs and community participation. With many lost and job opportunities scarce, young people turn to entrepreneurship. Before the conflict, the private sector constituted 50% of the GDP and provided job opportunities to about 69.4% of the total working population . Currently, with the private sector in disarray, the economic pain is pervasive and profound: 25% (25.18%) of companies surveyed in the 2018 Rapid Assessment Survey closed due to the conflict. Security issues in conflict areas, economic devastation, financial stagnation and bombing of businesses were the main reasons for the strict closure.

Qualification to enter the job market: Amid the conflict, a generation of Yemenis has become unfit for employment and vulnerable to manipulation by armed criminals or extremist groups . This formed an urgent need to work on qualifying young people to enter the labour market, especially for new graduates, and strengthen vocational training and rehabilitation services and vocational guidance services. The lack of job opportunities available to young people and the spread of humanitarian aid contribute to their weak motivation to search for work.

Education issues: The high tuition fees for university students prevent them from completing their higher education and politicising the educational process in public universities. A study also indicates that illiteracy among young people in the Arab region reaches 10 million, three quarters in Yemen, Egypt and Iraq . With the increase in population, the educational system needs to accommodate the continuous growth in adolescents and youth population . In 2014, nearly 50% of Yemeni youth were not in school, receiving training or working, and unemployment was three times higher among young men than among adults and three times higher among young women than among young males.

Education Disrupted: Impact of the conflict on children's education in Yemen, UNICEF 2021

MoPIC (2018): Yemen Socio-Economic Update. Issue (35), July 2018

Country Programme Framework UNDP Yemen July 2019 - June 2021

Issues related to women: the desire to work, establish a private business, lift societal restrictions that limit their participation in the job market, get opportunities for political participation and respect their rights; Lifting restrictions on their freedom of movement and movement, such as obtaining their travel documents, which require the presence and approval of their guardian. And the need for safe places for girls, such as women’s centres and clubs. According to the latest statistics, 72.5% of girls in Yemen marry at an early age, under 18. It is almost impossible for a girl who marries early to continue her education. Early marriage leads to having children at an earlier age and thus more children during the lives of married girls. This, in turn, reduces the family's ability to meet its basic needs until it falls into the poverty line .

The third dimension: youth engagement and inclusion processes

The general context of youth participation:

The International Organization for Migration sees the need to consider the youth of Yemen as agents of change and support them to enable them to feel and act according to their perceptions, which will involve positive changes for the future of Yemen .

Youth formed a vital part of the civil society that grew after the revolution in Yemen in 2011. However, the armed conflict caused heavy losses in the lives of young activists in Yemen, forcing many to retreat and adapt due to the narrowness and challenges of participation. Despite this, youth continue to play a vital role across Yemen, which indicates their ability to adapt and innovate in response to context, changes and challenges. We find them leading humanitarian initiatives in places that others cannot reach while monitoring forms of human rights violations and contributing to spreading peace messages at the local, national and international levels .

Many prominent youth “leaders” with higher financial means have left Yemen to pursue employment and education opportunities abroad. This risks a "brain drain", - although many

Yemeni Youth Year 2017. Study commissioned by the International Organization for Migration and the UN Migration Agency

Education Disrupted: Impact of the conflict on children’s education in Yemen, UNICEF 2021

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SaferWorld/ The situation needs us to be active” Youth contributions to peacebuilding in Yemen, Dec. 2019

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continue to support activities outside Yemen as new leadership figures emerge . However, most young activists do not have the opportunity or do not want to leave; according to a 2016-2017 youth survey conducted by the Friedrich-Ebert-Stiftung where it was stated that 71% of respondents do not intend to leave the country .

The concept of participation:

Participation is considered the second most crucial issue that young people pay attention to. They see that participation and initiatives aim primarily to improve living conditions and help others as a form of social solidarity. Therefore, supporting the neediest groups or assisting the displaced and supporting those affected by the covid-19 crisis are the most important goals they seek to achieve through their participation. The third dimension of participation is reflected in the relationship of young people with the state and their ability to participate in decision-making, activate their societal role, and participate in social and cooperative activities such as joint savings. The involvement of young people in social fields is more dominant than engaging in political areas, for example, to support the elderly and vulnerable (17% who do this frequently) or to help young people (14%). 15% of them are active for a better and cleaner environment.

In contrast, 5 % Only are involved in political activities to bring about social and political changes.10 % of young people say they struggle for equal rights between men and women. Generally, the percentage of political activity and the likelihood of engaging in politics is higher among males than females. Political participation of females in Elections or boycotts of goods is very modest. This is due to the strict moral restrictions imposed on women within Yemeni society, where 59% of females state that their families do not allow them to engage in political activity .

Volunteering as a manifestation of participation:

Both young men and women participate in volunteering in close proportions (in the surveyed sample). The desire for self-development, the feeling of belonging and the desire to serve

Yemeni Youth Year 2017. Study commissioned by the International Organization for Migration and the UN Migration Agency 29

SaferWorld/ 'The situation needs us to be active' Youth contributions to peacebuilding in Yemen, Dec. 2019. 30

SaferWorld/ 'The situation needs us to be active' Youth contributions to peacebuilding in Yemen, Dec. 2019. 31

Transfeld M (2018), 'Waiting for the state, relying on the family: Yemen's youth in peril: FES MENA Youth 32

Study: Country Analysis Yemen', Friedrich-Ebert-Stiftung, pp8-9.



others drive them to volunteer. Institutions, organisations and youth groups constitute the most important contexts for volunteering, while youth centres are less attractive to volunteers than institutions and organisations. The role of youth is focused on submitting proposals for activities and initiatives that the institutions will implement later. While a small percentage of young people participate in the planning and implementation of institutional activities. While the problem of the lack of available volunteer opportunities and the youth's lack of knowledge of the available volunteer contexts emerges as the most critical challenges they face, females - moreover - suffer from family pressure as one of the obstacles to volunteering with a more significant percentage than males.

Youth political participation:

Young people in Yemen show a high degree of interest in politics. In a 2017 study, 30% said they are interested or very interested in politics, and males are more interested in politics than women (34% and 27%, respectively), with the gap widening when it comes to seeking information on politics and political engagement whereby 36% of males and those with a higher level of education self-educate themselves in politics. A study by the Yemeni Polling Centre in 2017 indicated that many young people moved away from political activism for community work and away from interest in politics and the actual pursuit of information.

Engagement in political activity is of little importance to Yemeni youth. On a list of 28 aspects of life that respondents were asked to rate according to their importance in their personal lives, engagement in politics ranked second to last. The limitations of their political activity are mainly due to the lack of Opportunities and constraints imposed by their families and the prevailing situation that grants the right to speak to powerful men, as indicated in the study .

Young people's favourite means of participation:

The organisation of community initiatives and participation through social media were considered the most important means that young people may resort to achieve their social goals and make their voice heard while participating in an armed sit-in is regarded as one of the least acceptable means among young people.

Yemeni Youth Year 2017. Study commissioned by the International Organization for Migration and the UN Migration Agency 29

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Participation in the activities of the offices of the Ministry of Youth and Sports:

One-third of the youth (from the surveyed sample) participate in the Ministry of Youth and Sports activities. Still, their participation increases by 15% when they know that there is a centre near their area of residence. The youth participation rate is more significant among males than females (36% for males, 22% for females). This is supported by the difficulty of reaching girls during the data collection process. Therefore, the knowledge of the youth about the locations of the youth centres is a crucial factor in their participation in the activities.

Sports activities and volunteering opportunities are among the most important activities that attract the interest of young people, while training programs and community initiatives come in second place. Skills development is one of the most important motives that contribute to the involvement of young people in activities for both males and females. Males spend leisure time, and females build relationships with Female peers are also among the essential motives for engaging in youth activities.

The Ministry's role is evident in providing spaces for activities and supporting youth initiatives. In any case, local and international organisations are among the most critical social services providers in their diversity.

Satisfaction with the services provided by the ministry and the level of participation in these activities:

Almost half of the youth expressed their satisfaction with their activities. The most important justifications for the dissatisfaction of the other half were its inadequacy for them and the poor value-added provided to them, and their failure to inform them of it due to the poor communication of service providers with them, as well as the distance of youth centres from their places of residence.

As for the youth's satisfaction with the level of their participation in the ministry's activities, from planning to implementation, it varied according to the governorates. For example, in Marib and Hadramout, youth participation is limited, and the role of young people is limited to benefiting from services without their involvement in planning activities, and the absence of these activities in rural areas. In Aden, dissatisfaction with the activities of the Youth Office and participation was the dominant feature for several reasons, the most important of which are: financial difficulties, closing or destroying youth centres, weak access strategies and youth media, partisan domination and nepotism. In Taiz, the results indicate that young people are relatively satisfied with Their participation in planning and implementing activities. They noted that the Youth and Sports Office is one of the best government offices that interact with youth and their suggestions as well as support their initiatives.



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Obstacles to participating in youth activities

- **The dominance of the sports sector over the ministry’s activities:** the sports sector is still dominant over the activities of the Ministry of Youth and Sports at the expense of the youth sector, as young people in Marib see the Ministry of Youth as “a ministry of football only” and youth in Hadramout supported this through sports initiatives. The weak component of youth activities and youth work is inadequate funding, human cadres, expertise and technical competencies.
- **Weak participation of groups at risk (girls, people with disabilities and those involved in the armed conflict):** girls in Aden expressed their inability to participate in the activities of the Ministry – including even sports activities – because they were not encouraged to do so by designing appropriate interventions for them and taking into account the cultural context in which they live, They expressed the lack of available places for them. In Marib, for example, young people indicated the difficulty of combining both genders in activities. Family pressure is also one reason that prevents girls in particular from engaging in youth activities.
- **The inadequacy of the implemented activities with the interests and needs of young people:** : It is one of the most important reasons that prevent young people from participating in the Ministry's activities. In this context, the youth pointed out the importance of carefully studying their needs before planning activities that are not appropriate for them. Young people in Hadramaut pointed to the problem of limited activities and their repetition and not deviating from stereotypes. Young people in Aden pointed out the need to keep pace with youth activities with technology as one of the modern necessities and to remove barriers to participation by providing the Internet and devices.
- **Limited spread of youth activities in terms of geographical scope:** : Here raises the problem of focusing on cities compared to rural areas that suffer from marginalisation. The lack of youth centres close to youth houses is one of the challenges they face to participate in youth activities. In Hadramaut, for example, young people indicated that there is one youth centre in the entire city. It is difficult for young people from rural areas to reach it, limiting their participation and raising the cost of transportation for those who frequent it.
- **Ineffective communication and youth media:** Social networking platforms, especially Facebook, are considered one of the most outlets to access the activities of the Ministry, followed by direct communication through the network of relations with peers and workers with youth. Young people believe that the ministry should develop its information strategy for its activities by focusing on reporting through social media, followed by public awareness. The youth also pointed to the weak participation of the Ministry of Youth in information about available opportunities and services and its restriction on the network of relationships of those in charge of these opportunities and services,

which they expressed as “selectivity.” It was described by the Ma'rib youth, who said, "This is the barrier between the Ma'rib youth and the leaders in the ministry".

- **Limited participation in the planning of the activities of the Ministry:** There is a consensus on the limited opportunities for youth participation in planning the activities of the Ministry in all governorates, even if the degree varies from one governorate to another. In Taiz, the status is more optimistic, but it does not negate the need for a clear participation mechanism among young people.
- **Exploiting the efforts of young people:** Young people in Marib indicated that sometimes their efforts and ideas are exploited and attributed to the concerned authorities.
- **Feeling insecure:** Some youth expressed their insecurity when presenting ideas and initiatives and the lack of a guarantor to protect their project ideas from exploitation. Some young people also stay away from their activities due to the risks and traumas they face, such as the threat of death. The economic challenges are essential in the youth's distraction from their activities, as young people focus on providing a livelihood . According to a survey conducted by the Yemen Survey Foundation in 2017, the spread of robbery, kidnapping and assassinations constitute the greatest threats to the age group of 15-25 years, indicated by 23% of respondents. Young people suffer from challenges in mobility and movement, and they are very restricted in areas affected by airstrikes and the use of explosives and weapons and their dangers, which limits the holding of meetings or face-to-face meetings. However, some young people rely on face-to-face meetings to communicate and obtain information. Only 30% Of the youth responding to the study indicated that they have internet and personal conversations are the primary source of information for young people in Yemen. From the perspective of the study, this is linked to the culture of qat sessions, where Yemenis sit together for long periods, exchanging conversations during those sessions, allowing the possibility of exchanging information about politics.
- **Weakness of sports services in Al-Mahra governorate:** Young people from Al-Mahra governorate unanimously agreed on the weakness of the sports services available to them and the interruption of sports leagues and networking with other sports clubs.

Third: Youth vision for the youth sector...a basket of ideas and proposals

Elements of the youth work environment:

youth see that the youth sector should attach importance to the existence of a capacity-building program and focus on the ethics of working with youth, the existence of policies and strategies for youth work, the presence of follow-up and evaluation systems, and the increased interest of the Ministry of Youth and Sports in the youth sector.

²⁴ SaferWorld/ The situation needs us to be active” Youth contributions to peacebuilding in Yemen, Dec. 2019.

²⁵ SaferWorld/ The situation needs us to be active” Youth contributions to peacebuilding in Yemen, Dec. 2019.



Suggestions to improve the youth sector (from the youth point of view).

Focusing on the development of the youth sector: focusing on youth work activities, similar to the sports activities that receive the attention of the Ministry of Youth and Sports.

Evidence-based planning: which was expressed by the youth as the need to study and assess the needs of the youth before starting to plan the activities to be more appropriate to the requirements of the youth. And work to convey the voices of all young people of different groups and affiliations. The youth in Marib also suggested reviewing annual and quarterly plans and activating transparent mechanisms for monitoring and evaluation.

Young people working in the Ministry's offices: Young people in both Taiz and Aden suggested that the workers in the Ministry's office should be young people to facilitate communication with them and provide them with opportunities to work within the Ministry. Noting that the majority of the employees and office managers in the ministry are not young, as they put it.

Participation in decision-making within the ministry: Young people from different governorates unanimously agreed on the limited participation in decision-making within the ministry's offices and at the level of implemented activities. They suggested creating a mechanism to involve them in decision-making and planning, and implementation processes for activities and projects.

Qualifying the Ministry's cadres and youth leaders: The youth in Marib stressed the need to qualify the technical cadres of the Ministry and train them on skills to work with youth, and the need to qualify youth leaders, especially field workers in youth initiatives and projects.

Coordination with other ministries and local and international civil society organisations: The youth in Ma'rib governorate expressed the ministry's need to coordinate with other relevant ministries to make the projects and initiatives proposed by the youth succeed. They also suggested coordination with civil society organisations to prevent the repetition of interventions and activities.

Equitable distribution of opportunities among youth: given that the opportunities available in the Ministry are limited to the network of direct relations with those in charge of the offices of the Ministry of Youth.

Attention to psychosocial support: the youth in Taiz governorate pointed out the importance of having centres specialised in psychosocial support because of the youth's need for this type of intervention; Despite this, young people generally showed little interest in psychosocial support activities compared to economic empowerment activities.

Greater spread and diversity of youth services and activities: to include young people of all kinds, including those at risk (such as girls, people with disabilities and young people involved in armed conflicts).



4 The Youth Sector Vision

This youth sector strategy presents a foundational model for future youth work in Yemen. This aspired youth work would link evidence-based research outcomes - reflected through the research processes, youth work parties' contribution and the subjective facts presented by the youth during the forum - with a deep understanding of the structure and the nature of the relationships and the potential for partnerships between its stakeholders.

With the mutual understanding that challenges in Yemen don't exclude anyone, there is a need to co-create opportunities, realise consensus and identify new spaces to create public value. The strategy co-creation process considered the importance of setting a mutual vision for a new achievable reality and new ecosystem conditions despite the current challenges. The forum participants, including young people, NGOs, governmental bodies and the youth department, saw this strategy as a historic opportunity to create new professional and specialised work paths that benefit young people and their families.

The Youth Sector Vision



“Empowering youth in Yemen to lead themselves and their future.”

In its strategic direction, the vision emphasises the following integrated dimensions:

- 1-Inclusion of Yemen in its entirety and its sovereign borders.
- 2-Young people (young men and women) with their social, economic, political and cultural, diversity and their different segments inside and outside Yemen.
- 3-Access to youth self-management by empowering youth and increases their awareness of their capabilities and potential, in addition to enhancing their ability to express their voice and provide solutions to their issues.
- 4-Emphasise the role of the youth department at the Ministry of Youth and Sports in facilitating, and coordinating the national network of efforts to achieve the vision of this strategy.



The Youth Sector Mission

“The department is working to achieve the proposed programs matrix and ensure continuous partnership and coordination with government agencies, local and international civil society organisations, and youth. The department will focus on building knowledge awareness, expanding effective pathways for participation that ensure the involvement of all youth segments in their local communities, building youth social capital and creating Compatibility between the components of youth work in Yemen“.

The Youth Sector's purposes

The first purpose: To enhance the youth department's capacity to innovate and adopt more, participatory methodologies to keep pace with its assigned roles and respond to youth's programming needs.

The second purpose: The professional advancement of youth work through developing effective and comprehensive youth work practices that ensure fairness and justice in opportunities distribution and guarantee inclusiveness for all regardless of gender, educational, socioeconomic level, political affiliation or geographical location.

The third purpose: To ensure real and effective youth participation that enables young people to, develop their abilities and skills and contribute effectively to their societies' development and leadership.

The Youth Sector working principles

1-Prioritize youth interest :presenting and representing the best interests of Yemeni youth, ensuring their active participation and enabling them to grow and develop as individuals and as active citizens.

2-Justice and Equality: the commitment to provide opportunities for Yemeni youth and their, organisations and benefit from the proceedings of the programs carried out by the Ministry through the youth department.

3-Independence :Respect young people's non-violent intellectual and political orientations, ensuring their personal and professional independence and guaranteeing their ownership of their initiatives and ideas.



4-Cultural pluralism and acceptance of the other: Promoting a multicultural and anti-racism, approach and guaranteeing mutual understanding, respect and compatibility among the youth components from all walks and orientations.

The Youth Sector functions

1-Knowledge Management, through which the department would influence youth perceptions on youth policy issues. This job includes doing the following:

- Carrying out research and studies to analyse the situation of young people, their issues and their needs.
- Designing interventions that meet the aspirations and needs of young people and target their main issues.

2-Societal Organization and mobilisation to influence the vital components of youth work through:

- Finding effective pathways for youth participation that ensure the involvement of all young people despite all their orientations, affiliations and segments in the Ministry's activities and programmes.
- Continuous coordination and networking with civil society organisations and international institutions in Yemen to coordinate joint interventions that target youth and their communities.

3-Building the youth community, social capital, consensus and cohesion among youth and the :components of youth work through:

- playing the role of an incubator that supports youth initiatives and innovations in all fields.
- Representing youth voices and defending their rights in all governmental forums, considering that the sector is part of the national government.

4-Building a supportive environment and facilitating consensus around shared values and goals through:

- Co-developing a national youth policy by providing the necessary resources and consolidating local and international efforts to support the development of the strategy as a comprehensive framework for youth work governance.



-Facilitating the establishment of networks and working groups in the main sectors directly connected to youth issues, growth requirements, security and safety, such as health, education, parliament, international donors...etc.

5-Establishing a mechanism for coordination and consultation between the ministry, civil society and youth.

-Leading efforts to form a coordination mechanism that includes representatives from the ministry, civil society and youth components from different entities, initiatives, groups and independent activists from other Yemeni governorates.

The mission:

Coordination, facilitation, consultation, and building consensus among youth work actors in decision-making processes and the creation of joint strategic actions and programmes.

Roles:

-Develop policies and standards for youth programs based on equality and equity to confront discrimination against youth through regulations and procedures that guarantee free and equitable access to services and activities—emphasising securing fair and comprehensive representation for youth from all segments geographical affiliations.

-Building partnerships at the programs level, policies and strategies to address youth issues and growth requirements, and security and safety in cooperation with international organisations operating in Yemen and the relevant government agencies.

-Develop effective participation pathways that ensure the involvement of all youth segments and groups in programs and activities.

-Creating spaces for expression, raising the voices of youth, and defending their rights in all governmental and non-governmental forums.

-Strengthening the Yemeni national identity through youth cultural activities and focusing on the national comprehensive identity components.

-Develop a strategy for specialised youth volunteering that increases programs' effectiveness and reduces running costs.

-Developing a consensus youth public policy that contributes to the development of the ministry vision and supports the future of professional youth work in Yemen and organising and directing local and international efforts to benefit Yemeni youth.



Performance Assessment indicators for the youth sector

- **Professionalism:** in dealing with the requirements of working with youth, which includes qualifying and training professional youth workers on youth work best practices.
- **Collaboration:** It means working together equally as institutions and individuals to achieve the objectives of this plan through listening, dialogue, learning and seeking solutions in joint actions .
- **Flexibility:** It means working together equally as institutions and individuals to achieve the objectives of this plan through listening, dialogue, learning and seeking solutions in joint actions .
- **Efficacy:** It means working together equally as institutions and individuals to achieve the objectives of this plan through listening, dialogue, learning and seeking solutions in joint actions .
- **Consciousness:** The ability of the youth department team and partners to provide information and data to assess reality and act upon its requirements, and for everyone to be aware of their thoughts, feelings, viewpoints and actions and their effects on youth and other stakeholders. Therefore, the planning and consensus-building processes and the establishing partnerships.
- **Constructivism:** working to extract meanings from situations in which the participating parties feel perplexed, confused or ambiguous, and from conflicts and new information that may not correspond to our preconceptions.
- **Interdependence:** that stakeholders believe in the need for exchange, belonging and interdependence around the objectives of this plan and the ambitions of strategic planning We all form an integrated work system to achieve the goals of this strategy.
- **Commitment:** It means a commitment to the tasks, roles and responsibilities of participating in the implementation of the activities of the strategy according to the agreed timeframe.
- **Transparency:** Providing the possibility of verifying the results of activities, information and available data related to the workflow and activation of the strategy .



Suggested programs matrix

No	Suggested programs	Strategic goals	Indicators	Youth segments	Stakeholders and partners
1	Ideas and Entrepreneurship Incubators Program	<ul style="list-style-type: none"> - Establish incubators that support youth initiatives and innovations in all fields; respond to youth economic empowerment requirements and training them to qualify for the job market. - Establish an ecosystem model that stimulates innovation and entrepreneurship. - Develop young people's skills and abilities to think and create entrepreneurial solutions to societal problems and challenges. - Create a safe and incubating environment for young people's ideas and creativity. - Encourage young people to establish start-ups and transform their ideas into business models that create significant economic and social value. - Contribute to creating job opportunities and finding alternatives to government employment by cooperating with the private sector and transforming entrepreneurial ideas into business models that generate income for its young founders. - Provide new job opportunities for qualified youth to run ideas and business incubators. 	<ul style="list-style-type: none"> - The number of established businesses & entrepreneurial ideas incubators in different governorates. - The number and outreach of competitions and financial prizes in the form of seed funding for outstanding entrepreneurial ideas that address social or economic issues. - The number of trained young people on the principles of entrepreneurship and the skills to develop business models that have social impact. - The number of Young people who generated entrepreneurial ideas and empowered by tools that help them plan and set up their start-ups. - The number of signed cooperation protocols with entrepreneurship supporting entities such as chambers of commerce, big companies and banks in Yemen. 	All groups, with the possibility of designing specific interventions for the benefit of the most vulnerable groups, such as people with disabilities, IDPs, ex-soldiers and females.	<ul style="list-style-type: none"> - Ministry of Youth and Sports - Youth department. - Other concerned ministries. - Banks and the private sector. - Entrepreneurship support organizations. - Universities and research centres. - Chambers of Commerce. - International organizations.



2	<p>Professionalization youth work program (qualifying professional youth workers – production and management of specialized and professional knowledge in youth work.</p>	<ul style="list-style-type: none"> - Train and qualify youth workers as practitioners of professional youth work. Empower youth workers to apply needed methodologies and tools for the job. - Develop and operationalize standards and requirements for the profession of youth work at the national level. - Create pathways for qualifying young activists to work professionally with their peers as trainers, facilitators, and mobilizers in the Ministry's and partner civil society organizations programs. - Develop content and curriculum for youth workers' training consistent with the latest professional theories and practices in youth work. - Develop a system for accrediting youth workers. - Conduct studies and research in areas of interest to youth, including youth policies and legislation. 	<ul style="list-style-type: none"> - The number of male youth workers qualified on the foundations and requirements of professional youth work. - the number of female youth workers qualified on the foundations and requirements of professional youth work. - The number of workshops and courses to qualify and build the capacities of youth workers - The number of curricula, and manuals developed for youth workers. - The development of youth work qualification standards - Developing youth work performance indicators standards. - The number of training courses on project management and event organization (conferences, forums, and youth exchange programmes). 	<ul style="list-style-type: none"> - Youth activists. - Volunteers. - Social entrepreneurs. - Youth in politics. 	<ul style="list-style-type: none"> - Ministry of Youth – Youth sector. - Civil society organizations. - Universities and research centers. - International organizations. - local and international expertise Houses.
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		<ul style="list-style-type: none"> - Prepare proposals and programs of action for the development of the youth work environment in Yemen. - Evaluate proposals and programs of actions and activities that target young people, and propose amendments to develop them further. - Contribute to disseminating knowledge and exchanging experiences between the youth department and external bodies working with youth at the local and international levels. - Study and analyse international experiences and benefiting from them to develop professional youth work practices. - Prepare standards for youth workers qualifications and youth centres and their services. 	<ul style="list-style-type: none"> - The number of studies and articles published in the field of youth development and participation. - The number of proposals submitted for the development of existing programs and services targeting youth. - The number of proposals developed for programs and interventions targeting the youth work environment in Yemen. - The number of training courses and workshops conducted to develop skills and build the capacities of those working with young people, whether from the governmental, private or civil society sectors. - The number of reviewed, translated and summarized documents and studies related to youth work.. 		
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			<ul style="list-style-type: none"> - The development of an annual document on new and innovative trends in youth work. - The number of participations in capacity building and training programs as well as exchange of experiences with neighbouring and international countries. - The number of joint studies with local or international civil society organizations working in the field of youth support and empowerment. 		
3	<p>Programs For Specialized centres for psychosocial support for youth, in cooperation with local councils, youth and sports offices, and civil society</p>	<ul style="list-style-type: none"> - Provide support and psychological treatment to the most affected groups by the conditions of war and conflict. - Contribute to the promotion of peace and community safety. - Reintegration and rehabilitation of young people suffering from psychological and nervous disorders as a result of the existing economic, social and security conditions. 	<ul style="list-style-type: none"> - The number of established psychosocial support centers for youth. - The number psychologically supported young people affected by the conflict. - The number of organised awareness campaigns on the dangers of addiction, smoking 	<ul style="list-style-type: none"> - Young people exposed to psychological crises. - Displaced youth. - Young recruits and returnees from the battlefield. 	<ul style="list-style-type: none"> - Ministry of Youth and Sports - Youth Sector. - Civil society organizations. - Ministry of Social Affairs - International organizations



	organizations in the governorates.	<ul style="list-style-type: none"> - Contribute to the prevention of the dangers of addiction, smoking, behavioural disorders, extremism and intolerance, and joining subversive groups. 	<ul style="list-style-type: none"> - The number of distributed brochures to raise awareness and mental disorders and how to deal with them, seeking advice and treatment. - The number of reintegrated young people who suffered from post-traumatic stress disorder, especially in conditions of war and displacement. - The number of supported girls to overcome incidents of violence and verbal or physical harassment. - The number of supported young people to reach a state of psychological and mental serenity to develop a sense of purpose and enhance ties with their surrounding communities. 	<ul style="list-style-type: none"> - Young people from penal and correctional institutions. - Religious extremist. 	<ul style="list-style-type: none"> - Mental health hospitals. - Ministry of Health. - local and international expertise Houses.
4	Youth work digitalization (creating a digital platform via	<ul style="list-style-type: none"> - Enhance youth access to youth opportunities and activities through publishing and promotion. 	<ul style="list-style-type: none"> - The percentage of Youth participation in the platform planning and preparation processes, and defining its roles, statute and direction. 	All youth segments	<ul style="list-style-type: none"> - Ministry of Youth and Sports - Youth Sector.



<p>the web or mobile applications).</p>	<ul style="list-style-type: none"> - Empower youth to raise their voices and express their visions and ideas through channels and discussion platforms that utilise social media tools where young people could express their issues and challenges freely and responsibly. - Facilitate young people's access to youth groups and initiatives. - Establish an information base, improving the information exchange system, and facilitating communication inside and outside the youth sector with youth and partner organizations. 	<ul style="list-style-type: none"> - The engagement of young people in managing, maintaining and promoting the use of the platform among their peers. - The rate of the user journey and interface flexibility characterized by ease of use, and clarity of technical features that must adapt to the quality of Internet in Yemen. - The youth participation rate in Approving the platform's working document, including the privacy and data processing agreement, and the user guide. - The number of young people registrations and creation of their personal profiles in the platform. - The number of civil society organizations, youth groups and initiatives joined the platform. - The number of targeted beneficiaries of the platform's various services. 	<ul style="list-style-type: none"> - The ministry of communications. - The Ministry of Planning. - Civil society organizations. - private sector. - Universities and research centers. - local and international expertise Houses.
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			<ul style="list-style-type: none"> - The number of launched advocacy and support campaigns on the platform. - The number of provided opportunities (participation, training, capacity building, grant) for registered and unregistered youth on the platform. - The number of published reports and resources that are of interest or related to youth and professional youth work. 		
5	Program for the reintegration of young recruits and returnees from the battle fronts.	<ul style="list-style-type: none"> - Build and strengthen societal peace and reintroducing young recruits as active members in serving their communities through voluntary work. - Reintegrate the war soldiers' returnees into the society by reinforcing their affiliation and liberating them from ideas and trends that entrench violence and anti-society. - Provide psychological and mental health rehabilitation support and services for the 	<ul style="list-style-type: none"> - The number of reintegrated young recruits and returnees from the battle fronts. - The number of trained and qualified young recruits and returnees from the battle fronts on the skills and requirements of the job market. - The number of provided job opportunities to young recruits and returnees from the battle fronts. 	Young recruits and returnees from the battle fronts.	<ul style="list-style-type: none"> - Ministry of Youth and Sports – Youth Sector. - Ministry of Defence. - Ministry of Interior Affairs. - Civil society organizations.



		<p>returnees and the injured.</p> <ul style="list-style-type: none"> - Build capabilities and qualify soldier returnees for the job market, by providing pathways to obtaining loans and completing educational degrees. - Provide services, cultural activities and pathways to develop talents, encourage cultural and sports hobbies, etc. 	<ul style="list-style-type: none"> - loans in partnership with donor and charitable financial institutions to enable young recruits and returnees to launch their own businesses. - The number of workshops and educational courses targeted young recruits and returnees from the battle-fronts. - The number of organised summer camps (cultural, sports and social) for young recruits and returning from the battle front. - The number of promoted inspiring stories of former recruits who were able to integrate into society, obtain economic opportunities, and contribute to themselves, their families, and their communities. 		<ul style="list-style-type: none"> - International organizations. - Banks, micro-credit institutions, and the private sector. - Universities - The Ministry of Education. - Vocational training and rehabilitation centres.
6	Fitness promotion program for girls and young people	<ul style="list-style-type: none"> - Enhance the psychological and physical health of females and groups who have less access to opportunities, such as people with disabilities. 	<ul style="list-style-type: none"> - The number of established sports spaces for females to practice sport and physical activities. 	Girls and young people with disabilities.	<ul style="list-style-type: none"> - Ministry of Youth and Sports - Youth and Sports Sectors.



<p>with special needs.</p>	<ul style="list-style-type: none"> - Provide sports and social spaces for females and groups with less access to opportunities, such as people with disabilities, and enabling them to raise their physical capabilities and improve their physical and mental health. - Provide opportunities that promote equality and the access of the most vulnerable groups to the challenges and problems facing Yemeni society to their rights and basic requirements for their development. - Improve mental health and positive aspirations towards life and the future for females and the most vulnerable groups (health, social and economic), such as people with disabilities. 	<ul style="list-style-type: none"> - The number of spaces equipped for the use of persons with disabilities to practice sports activities. - The number of women’s sports team formed and supported in the different governorates. - The number of formed and equipped - with necessary tools- sports teams for people with disabilities. - The proportions of daily/weekly time slots allocated for females or people with special needs in sports facilities. - The establishment of regulations, procedures or charters to confront and eliminate harassment, violence and discrimination against women and people with disabilities in youth and sports facilities. 	<ul style="list-style-type: none"> - Civil society organizations. - International organizations. - The Ministry of Education. - Ministry of Health. - Ministry of Social Affairs.
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7	<p>A program for cultural exchange and heritage revival among young people in Yemen different governorates .</p>	<ul style="list-style-type: none"> - Contribute to the revival of authentic Yemeni heritage and folklore. - Contribute to building bridges of dialogue and communication between the components of Yemeni society, which is characterized by its diversity and cultural pluralism. - Promote dialogue and exchange of knowledge and inspiring experiences among local communities. - Discover and encourage folkloric talents and supporting them to represent Yemen in international events. - Supporting and encouraging traditional handicrafts and presenting them as new opportunities for economic empowerment of young men and women. 	<ul style="list-style-type: none"> - The number of organised folklore and cultural heritage festivals. - The number of established local youth exchange programs. - The participation rate of young people in cultural exchange programs and local visits. - The number of organised international folklore festivals and forums. - The number of supported young people to establish heritage industries projects. - The number of conducted workshops and training programs to develop the skills of traditional handicrafts. - The number of supported youth groups to market and export handicrafts and traditional heritage inspired products to the local and international markets. 	<p>All youth segments</p>	<ul style="list-style-type: none"> - Ministry of Youth and Sports - Youth Sector and Cultural Departments. - Ministry of Culture. - The Ministry of Planning. - Ministry of Tourism. - Civil society organizations and culture associations. - Commerce Chambers. - Craftsmen associations. - The private sector.
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8	<p>A program for scholarships and international fellowships for young leaders and youth workers.</p>	<ul style="list-style-type: none"> - Develop the capacities of young leaders and qualifying them professionally and cognitively to lead youth groups and organise community initiatives. - Enhance the exchange of experiences and international practices and innovative methodologies in youth work. - Build youth leaders skills to work in multicultural environments. - Encourage work on joint international initiatives between Yemeni youth leaders and their peers in other countries to enhance cultural and knowledge exchange and establish alliances to advocate for youth, environment and peace issues world-wide. - Provide scholarships and opportunities for young Yemeni leaders and activists to obtain specialized scientific knowledge on an international level. - Develop human resources, providing them with skills and with the latest knowledge and 	<ul style="list-style-type: none"> - the number of scholarships offered to send Yemeni young leaders to internationally distinguished universities. - The number of young leaders supported to obtain fellowships and training opportunities in institutes and research centres, and to visit leading institutions in youth work. - The number of organised scientific trips abroad to visit and get acquainted with the most prominent bodies that work with young people at the international level. - The number of partnerships and protocols initiated for exchange young leaders between Yemen and other countries. - The numbers of empowered young leaders and activists to obtain expertise and engage in international experiences that enhance 	<ul style="list-style-type: none"> - Socially active youth. - Volunteers. - politicized youth. - youth workers. - Young Civil society workers. 	<ul style="list-style-type: none"> - Ministry of Youth and Sports - Youth Sector. - Civil society organizations. - International organizations. - Local and international donor institutions. - The Ministry of Planning. - Arab Youth Ministries.
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		practices in the field of youth and community work.	their awareness of their own reality and the reality of youth work worldwide. - The number of joint activities and programs held in collaboration with Arab and foreign countries.		
9	A program for scholarships and international fellowships for young leaders and youth workers.	<ul style="list-style-type: none"> - Achieve a higher level of efficiency in managing financial allocations and budgets for projects and youth programs. - Establish principles of transparency and accountability and activating youth participation in financial supervision. - Develop a mechanism for following up and evaluating the performance and results of the interventions of the youth sector and civil society organizations (program, project, activity) and measuring the level of achievement by the size of the financial cost. 	<ul style="list-style-type: none"> - The rate of access to project budgets. - The level of youth participation in budgeting and financial planning committees. - The number of published budgets and financial reports. - The level of youth control over budgets and allocations for financial support for their initiatives and activities. 	<ul style="list-style-type: none"> - Socially active youth - Volunteers. - politicized youth. - youth workers. - Young Civil society workers. 	<ul style="list-style-type: none"> - Ministry of Youth and Sports - Youth Sector. - Civil society organizations. - International organizations. - Local and international donor institutions. - The Ministry of Planning.
	Developing a unified system for complaints and for repor	- Enhance communication and bonding between Yemeni youth abroad and their local communities.			



10	Developing a unified system for complaints and for reporting any administrative or financial violations in the youth sector or in the civil society organizations and addressing them confidentially, keeping the identity of the whistle-blowers.	<ul style="list-style-type: none"> - Establish principles for transparency and accountability and promote youth participation in financial monitoring. - Ensure that work procedures and practices comply with regulations and laws. 	<ul style="list-style-type: none"> - The establishment of a hotline or e-mail to report violations and submit complaints. - The establishment of a committee or body tasked with examining and investigating whistle-blowers communications. 	<ul style="list-style-type: none"> - Socially and civil society active youth. - Volunteers - Politicized youth. - Youth workers. 	<ul style="list-style-type: none"> - Ministry of Youth and Sports - Youth Sector. - Civil society organizations. - International organizations. - Local and international donor institutions. - The Ministry of Planning.
11	Our Sons Abroad Program to build bridges of trust and cooperation with Yemeni expatriate youth and the first and second	<ul style="list-style-type: none"> - Enhance communication and bonding between Yemeni youth abroad and their local communities. - Maximize the benefit from the experiences of Yemeni youth abroad. - Encourage Yemeni expatriate youth to establish innovative commercial and entrepreneurial 	<ul style="list-style-type: none"> - The rate of access and participation of expatriate youth in the ministry activities. - Number of activities carried out inside and outside Yemen. - The rate of visits of expatriate youth to Yemen. 	<ul style="list-style-type: none"> - Expatriate and immigrant youth. 	<ul style="list-style-type: none"> - Ministry of Youth and Sports - Youth Sector. - Civil society organizations. - The Ministry of Planning.



<p>generation of Yemeni immigrants abroad.</p>	<p>activities in Yemen.</p> <ul style="list-style-type: none"> - Encourage the second and third generation of Yemeni immigrants abroad to visit Yemen and to build bridges of communication with their mother country and learn about their local cultures. - Promote the role of cultural attachés in Yemeni embassies and utilizing their capabilities in supporting youth programs and building peace. - Promote dialogue and cooperation among Yemeni youth abroad. 	<ul style="list-style-type: none"> - The number of cultural heritage related events and festivals organised in Yemen and abroad. 	<ul style="list-style-type: none"> - Ministry of Foreign Affairs. - Embassies. - Yemeni student unions abroad. - The private sector and Yemeni companies abroad.
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6 reviewer

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