



القيادوا التوظيف
1998

Unlocking Youth Potential

Annual Report 2021



General Manager Letter



Safa Rawiah

YLDF General Manager

2021 was a year for reflection on over a decade of intensive experience in the Youth Leadership Development Foundation (YLDF) to strengthen the contributions and potential of local civil society organizations (CSOs) to development in Yemen. These efforts sought to empower local CSOs with capacities not only in project implementation, but also in sustainability through supporting their institutional growth and encouraging income generating projects and activities.

Since 1998 when YLDF was established, the organization has sought to embody the importance role of local civil society to contribute positively to many aspects of Yemeni society. In recent years these efforts have also included interventions addressing the dire humanitarian needs of households and communities throughout the country. YLDF has made itself accountable to and put civil society empowerment as a strategic goal measured with clear indicators annually. YLDF has worked with and through different local partners aiming to voice the importance of strengthening civil society as a key development actor working alongside of the government and private sector.

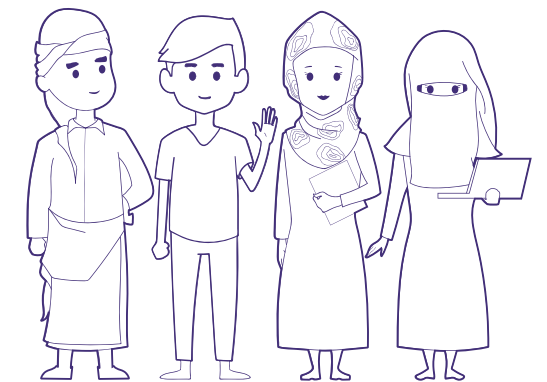
This path has not been an easy journey, as YLDF itself has also been continually building its own capacity as leading national organization striving to achieve a level of organizational capacity that sustains a learning culture. Such efforts have taken considerable time, energy and resources and faced many challenges from donors and international partners to transform transactional relationships into deeper exchanges of skills, experiences, and expertise. In 2021 we have heard the reverberations of these efforts and the movement towards localization and collaboration promoted by many actors, including donors, to strategize in partnership with local CSO on their empowerment and to change dynamics from transactional ones to that of true partnership. While there is still a long way to go in this regard, YLDF has been an advocate of localization and a model of a successful youth- and women-led initiative for decades.

We trust that serious intentions towards the localization of humanitarian and development will revitalize the role of the civil society in the country to contribute to a better context today, but also stretching into the future through recovery and rebuilding in the wake of the devastating crisis of the last seven years. The progress that YLDF has made in 2021 and over the course of its history has been recognized and sustained by a wide range of donors, peer organizations, volunteers and local communities who have benefited from YLDF programming. We appreciate the efforts of all such supporters, and we anticipate their continued engagement with YLDF to continue the journey of learning and solidarity with Yemen civil society in the coming phase.

YLDF BACKGROUND

OUR VISION

“ Yemen in which skilled, well qualified and active young women and men play leadership roles in all domains of society and enable Yemenis to contribute to a better world ”



Goal

The full potential of Yemeni youth are unlocked and they are able to meet their social and economic aspirations to play leadership role in society

YLDF DEVELOPMENT STRATEGY 2021-2024



Output

- 1.1 Availability and access to food is Increased for highly vulnerable households in conflict-affected areas through provision of essential life-saving food assistance and distribution of emergency agricultural, and fisheries kits
- 1.2 Women, men, girls and boys' vulnerability to gender-based violence is reduced through creating an enabling environment and access to multi-sectoral response services
- 1.3 The resilience of vulnerable households to shocks is increased by improving access to livelihood opportunities and increasing household incomes
- 2.1 Youth capacities are increased based on market needs through providing up-to-date training curriculum and innovative methods in internship, apprenticeship, and mentorship
- 2.2 Youth are supported to build their own businesses through grants, business development interventions and facilitating access to capital
- 2.3 Young female entrepreneurs are supported through providing educational opportunities and female-friendly spaces
- 2.4 Social responsibility in targeted youth is enhanced. (Cross-Cutting)
- 3.1 YLDF's and CSOs' capacities are enhanced in social accountability and evidence based policy making through designing and provision of comprehensive and innovative theoretical and practical training programs, implementing joint programs and establishing coalitions.

Outcome

Hopeful and resilient society members who are able to continue functioning and withstand the shocks of war

Beneficiary Level



Hopeful and resilient society members who are able to continue functioning and withstand the shocks of war

Actor Level



CSOs are able to influence youth policies at the local , national and regional levels

Partners



List of Abbreviation

YLDF	Youth Leadership Development Foundation
CBOs	Community Based Organizations
CSOs	Civil Society Organizations
ELSFA	Emergency Life-Saving Food Assistance
HHs	Households
FSAC	Food Security and Agriculture Cluster
PSS	Psychosocial Support
NGOs	Non-Governmental Organizations
CAP	Civil Alliance for Peace-building
OSH	Occupational Safety and Health
PPE	Personnel Protection Equipment
GBV	Gender Based Violence
EU	European Union
UN	United Nations
UNICEF	United Nations International Children's Emergency Fund
IDPs	Internally Displaced Person
YLP	Youth Leadership Program

YLP 6	Youth Leadership Program 6 Yemen
YAC	Youth Advisory Council
UNDP	United Nations Development Programme
UN Women	United Nations Entity for Gender Equality and the Empowerment of Women
UNFPA	United Nations Population Fund
NUFFIC	Netherlands Universities Foundation for International Cooperation
YAC	Youth Advisory Council
DKH	Diakonie Katastrophenhilfe
FAO	Food and Agriculture Organization
ICAN	International Civil Society Action Network
UNSCR	United Nations Security Council Resolution
CEDAW	Convention on the Elimination of Discrimination against Women
UN	United Nations

2021

Result at Glance

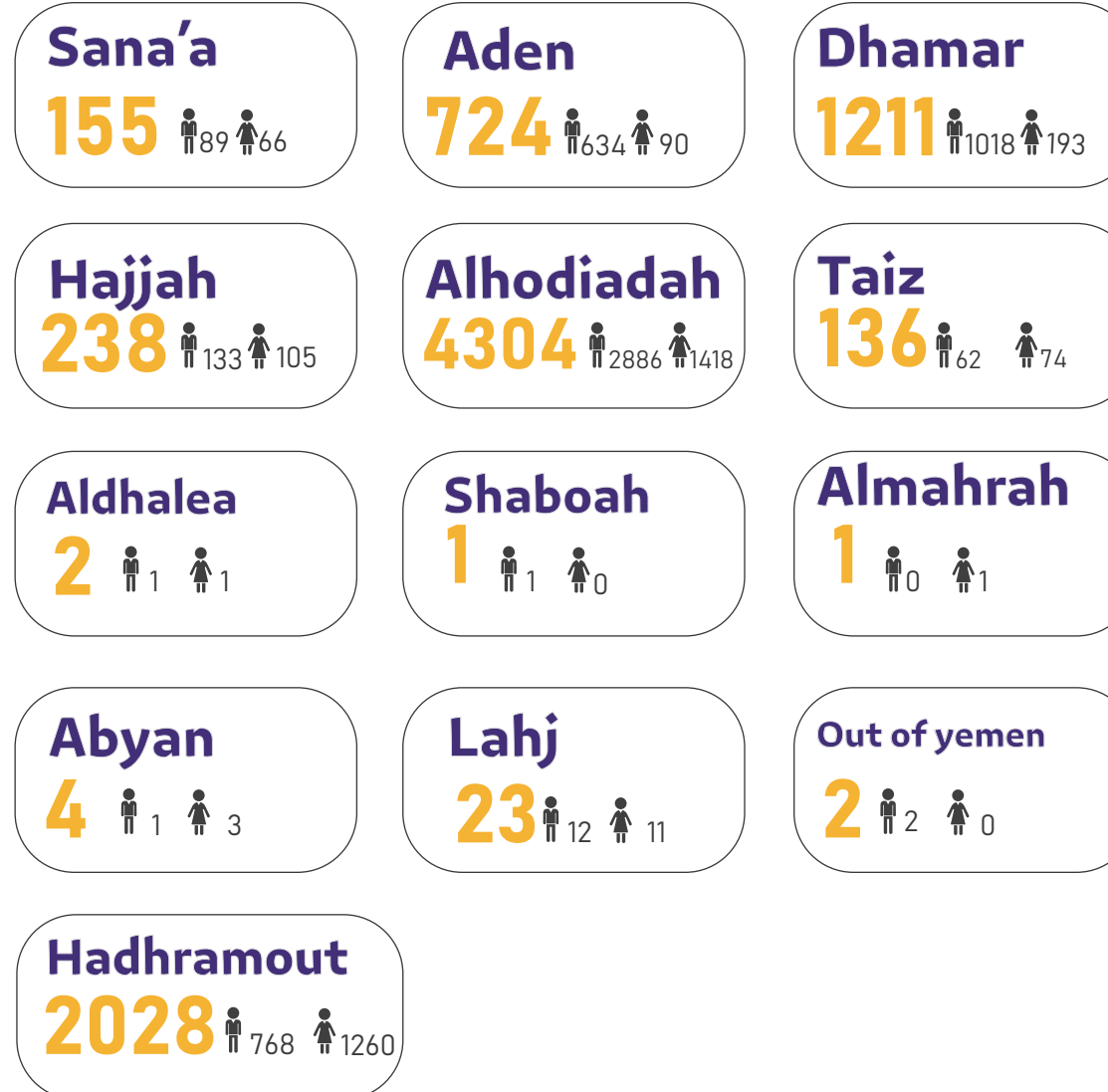
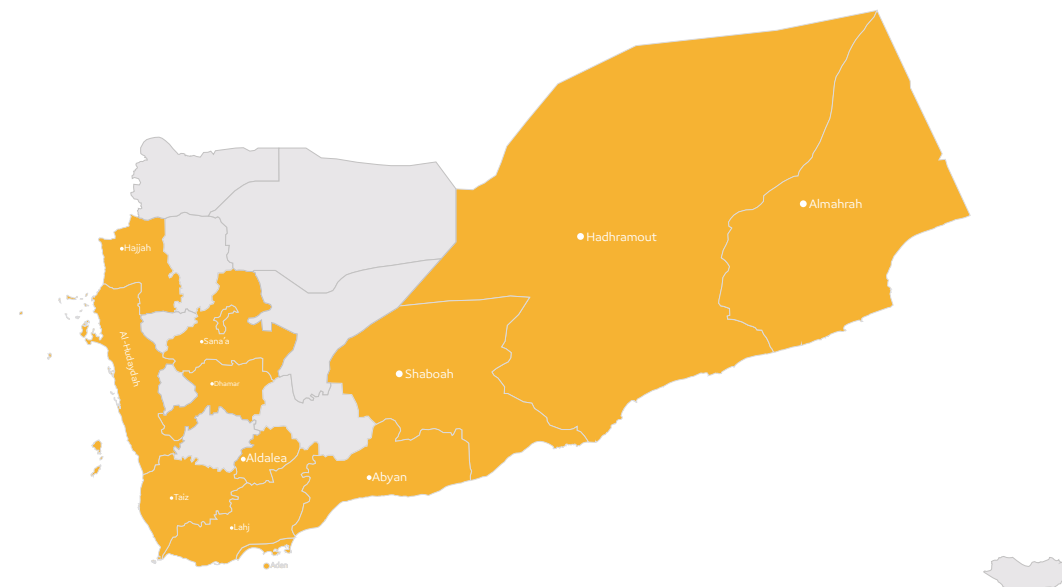
Total Number of Direct Individuals Beneficiaries

8829  Male 5607  Female 3222

Total Number of Institutional Beneficiaries

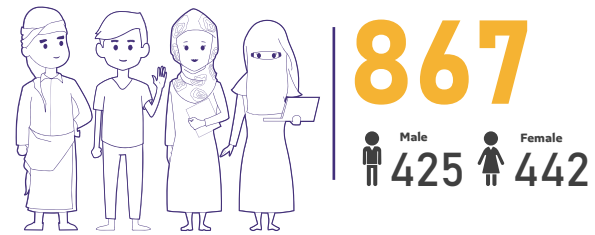
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58  1 
NGOs/CBOs/INGOs Women Center

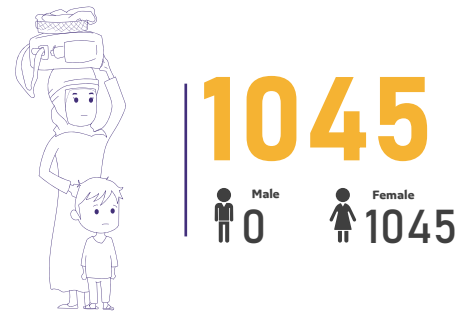


Categorized By Beneficiary

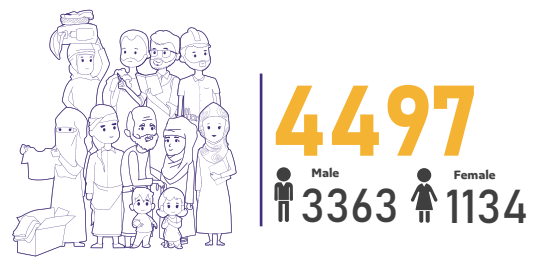
Youth



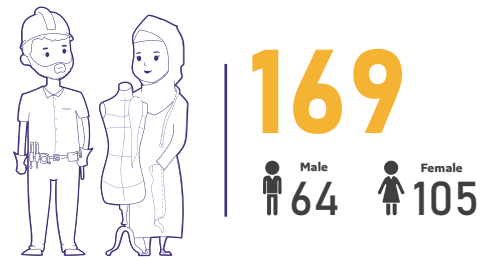
Vulnerable Women



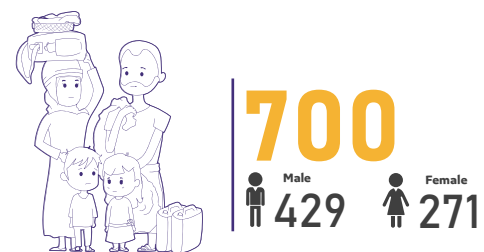
Community Members



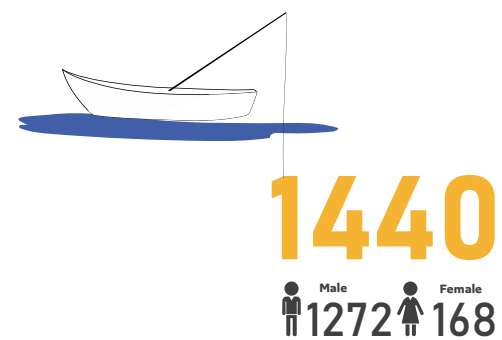
Master Craftspersons



IDPs



Fishers HHs

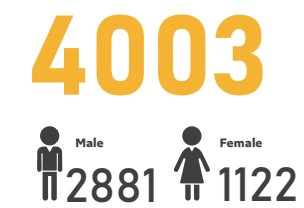


NGOs/CBOs/INGOs Members

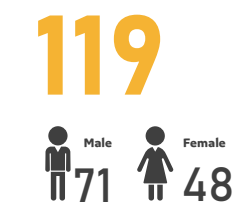


Categorized By Activity

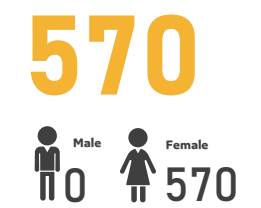
Trainings



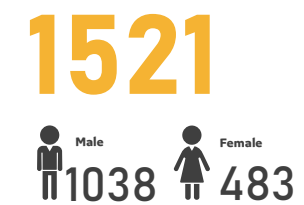
WorkShop



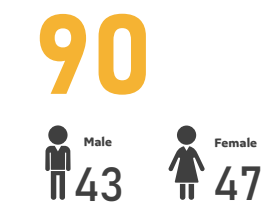
Protection



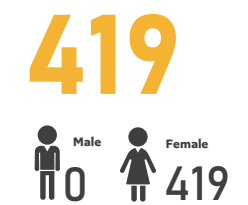
Grants Providing



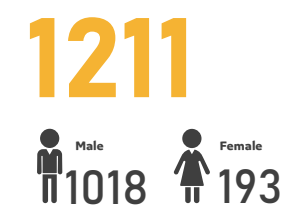
Peace



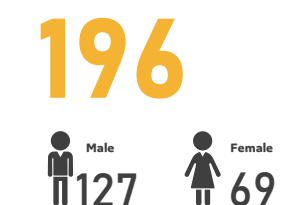
Entrepreneurship



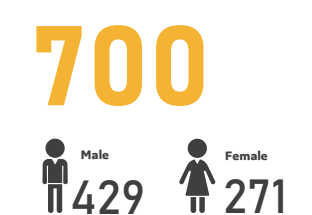
Cash For Work



Tool-kits



Cash transfer



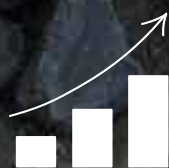
Services

- Trainings
- Proposal Granting
- Proposal Development
- Business Scale up
- Business start up
- Cash Transfer
- Cash for Work
- Scholarships
- Workshops
- Women Center Capacity Strengthening
- OSH Kits
- Technical and Financial add in kind grant

Themes

Humanitarian Development

Peace



Training Courses



- employment skills
- Solar panels installation, repair and maintenance
- Confectioneries, cakes and bread making
- Motorcycle mechanics repairing
- Incense and perfume production
- Embroidery, cloth design and dress making
- Financial literacy
- The learner-centered pedagogy.
- Competency based training and assessment (CBT/A).
- Overview on informal apprenticeship with their roles and responsibilities

- Sustainable development
- Gender equity
- Communication skills
- Design thinking
- Writing a business project schedule
- Budget preparation
- Resource mobilization
- Writing project proposals
- psychological support
- Intensive English course

- Occupational safety and health (OSH).
- Theoretical knowledge
- Hairdresser
- Life skills
- Master Craft
- Phone repair
- Financial Literacy
- Boat / Engine maintenance
- GPS Usage
- GPS Usage / Net's Maintenance
- Net's Maintenance

- Leadership
- Orientation meeting
- Computer skills
- English refreshment course
- Granting research skill
- Leadership
- University guidance
- Life skills
- Financial education
- Basic and complementary scientific skills

Humanitarian



1.

Emergency Life-Saving Food Assistance to 700 HHs of the Most Vulnerable Acutely Food Insecure IDPs in Al-Mina District of Al-Hudayda Governorate

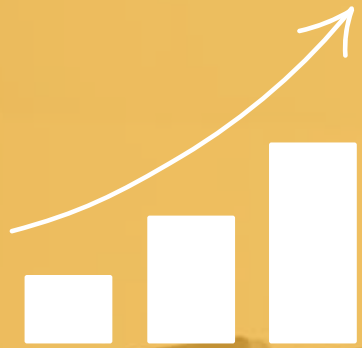
PARTNERS YHF	TARGETED GOVERNORATES Alhodaidah
PROJECT Jan. 2021 – Feb. 2022	Direct Beneficiaries Households (HHs) 700 Men 960 Women 1000 Boys 1440 Girls 1500

“ Often, I would buy food on credit to provide my children with food and basic supplies, or wait for someone to sympathize with us, and for a long time I thought only of how I would feed and treat my children. ”

Hamamh
Project Beneficiary



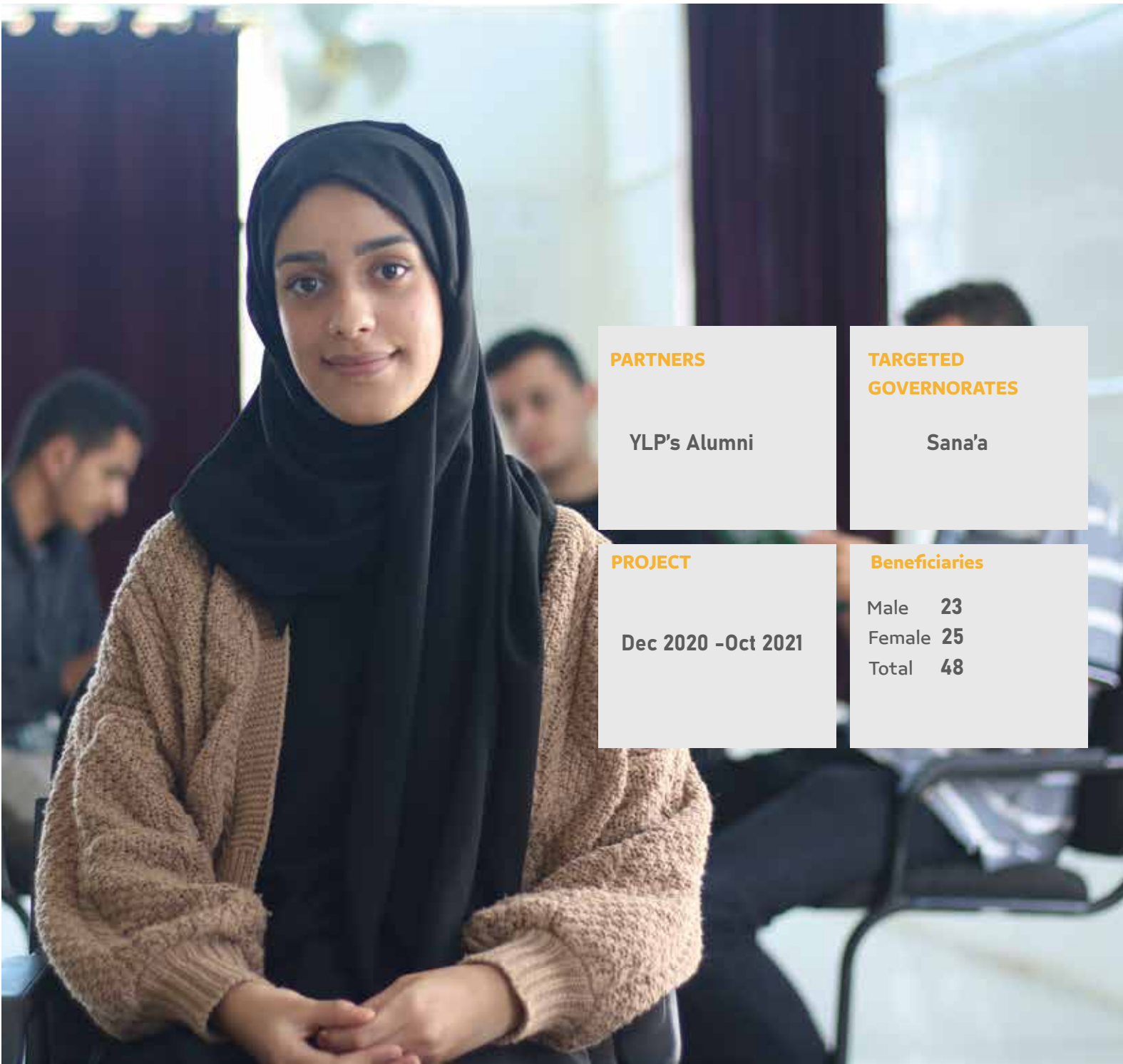
Development



1. Youth Leadership Program -YLP 19

AIM

Enhanced skills and knowledge of high school graduates through lifelong learning opportunities and a variety of training experiences.

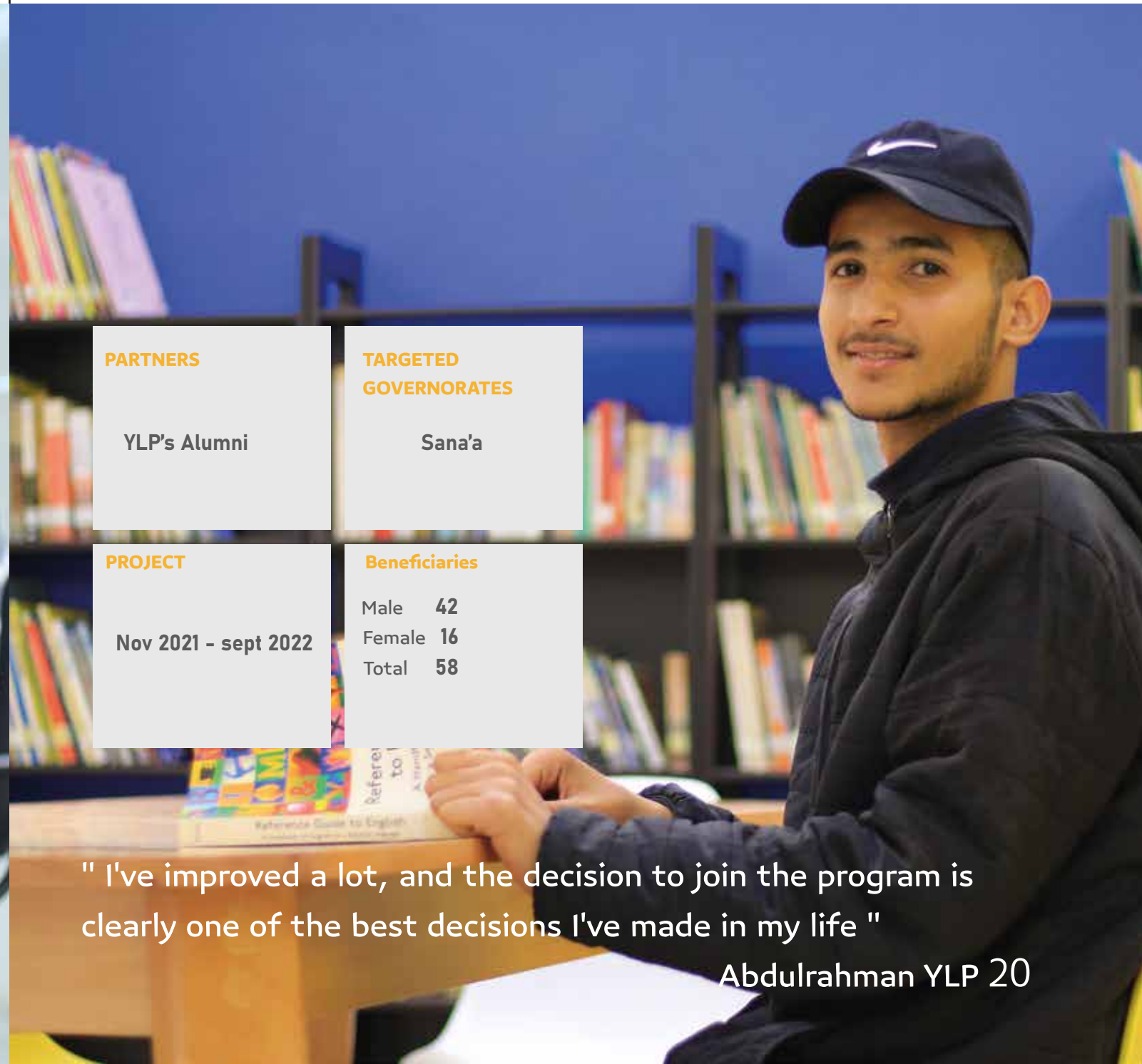


PARTNERS	TARGETED GOVERNORATES
YLP's Alumni	Sana'a
PROJECT	Beneficiaries
Dec 2020 -Oct 2021	Male 23 Female 25 Total 48

2. Youth Leadership Program -YLP 20

AIM

Enhanced skills and knowledge of high school graduates through lifelong learning opportunities and a variety of training experiences.



PARTNERS	TARGETED GOVERNORATES
YLP's Alumni	Sana'a
PROJECT	Beneficiaries
Nov 2021 - sept 2022	Male 42 Female 16 Total 58

" I've improved a lot, and the decision to join the program is clearly one of the best decisions I've made in my life "

Abdulrahman YLP 20

3. Youth Leadership Program 7 Yemen



“ I can say that I do not regret that I decided to miss my graduation ceremony after my efforts for four years in university and getting first-rank to be able to enroll in YLP and focus on it,” Ethar says, adding, “getting third- rank in regional competition It was worth it. I was happy and proud. My participation in the regional competition, in which a large number of youth creators and innovators participate in the Arab region, and my representation of Yemen among 10 countries, and winning the competition despite my limited capabilities was an amazing thing that meant a lot to me.”

” Ethar Faraa
YLP7 graduate

PARTNERS

UNDP

TARGETED GOVERNORATES

Sana'a

PROJECT

July 2021- Dec 2021

Beneficiaries

Male 80
Female 95
Total 175

AIM

To build a generation of young leaders, innovators, and change-makers in the Arab region to become drivers for social change and implementation of Sustainable Development Goals and 2030 Agenda

4. Apprenticeship program 4

“I can say that many doors have opened for me in the labor market as a solar energy systems engineer, and my work, performance and income have improved, the apprenticeship program”

"I have been working in the installation of home and agricultural solar systems in most areas of Bajil District. I have benefited from the training and the toolkit that the YLDF provided me a lot in my work. Before the program, I used to install solar systems in primitive and random ways, but now I do it in scientific and organized ways.”

Ghazi Jaber, 21 years old
Program graduate

PARTNERS



TARGETED GOVERNORATES

Alhodaidah, Hajja

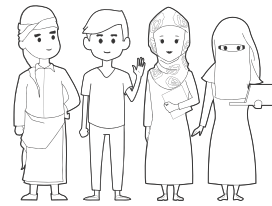
PROJECT

May. 2021- Feb. 2022

Beneficiaries

Male 245
Female 311
Total 556

Youth



400

Male 187
Female 213

Master craft person



156

Male 58
Female 98



AIM

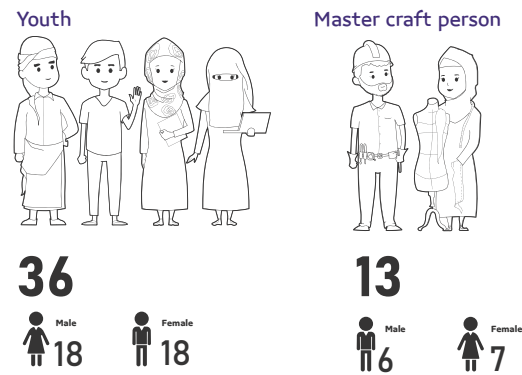
To create sustainable livelihoods opportunities in the post- Cash for Work to support employability through on-the-job trainings

5. Apprenticeship program 5

“The addition that I found in the program is that I learned the details, how and where to start the first step.”

Magda Alariqi
Apprenticeship program graduate

PARTNERS 	TARGETED GOVERNORATES <p>Sana'a</p>
PROJECT <p>July. 2021– Nov. 2021</p>	Beneficiaries <p>Male 24 Female 25 Total 49</p>



AIM

To create sustainable livelihoods opportunities in the post- Cash for Work to support employability through on-the-job trainings

6. Rebuilding Livelihoods and Capacities of Conflict Affected Small-Scale Fisheries Households in Hadhramaut and Aden (RELACC)

“This is the best year we have lived in a long time,” says Thoraya Fadhl. “This program taught us how to build uninterrupted livelihoods, but the most important thing is the training we received taught us how to develop our ambitions, and the trainers gave us hope that we could be influential people and change our reality.”
 “I am a different woman now, and this project has made me feel important too,” Thoraya says, explaining the impact of her small project on herself.



Thoraya Fadhl
Project participant

<p>PARTNERS</p> <p>UNDP Funded by the Japanese government</p>	<p>TARGETED GOVERNORATES</p> <p>Hadhramaut and Aden</p>
<p>PROJECT</p> <p>April 2021 to April 2022</p>	<p>Beneficiaries</p> <p>Male 1,272 Female 168 Total 1,440</p>

Direct Beneficiaries



AIM

To strengthen the capacity of the target fishery communities whose livelihoods have been severely disrupted to adapt to the effects of both the ongoing conflict and the impact of the COVID-19 pandemic.

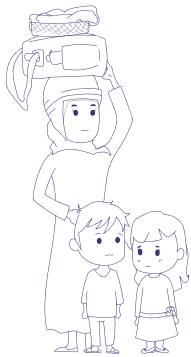
7 ■ Women's Leadership, Empowerment, Access and Protection (LEAP) Project

AIM

Promote self-reliance for displaced and vulnerable women in areas affected by the conflict through livelihood and protection interventions.

<p>PARTNERS</p> 	<p>TARGETED GOVERNORATES</p> <p>Hadhramaut</p>						
<p>PROJECT</p> <p>Aug 2020 – Mar 2021</p>	<p>Beneficiaries</p> <table border="0"> <tr> <td>Male</td> <td>0</td> </tr> <tr> <td>Female</td> <td>1045</td> </tr> <tr> <td>Total</td> <td>1045</td> </tr> </table>	Male	0	Female	1045	Total	1045
Male	0						
Female	1045						
Total	1045						

Vulnerable Women



1045

Men 0

Women 1045

Institutional Beneficiaries

Women's Center 1

“The Livelihood Component Program in Life Skills, Vocational Training and Entrepreneurship for Women helped me learn a lot of knowledge and skills such as how to save, spend, organize my time and set my goals. By training us on professional and craft skills, which in turn facilitates our work in our own projects in the future”



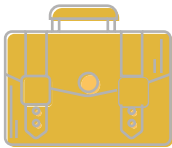
Trainee/ Basma Al-Qutaibi



8 ■ Supporting Resilient Livelihoods and Food Security in Yemen Joint Program (ERRY II Phase I)

PARTNERS UNDP and Funded by EU	TARGETED GOVERNORATES Al-Hodaidah, 2 Districts	<p>“ Since the first day, everyone has been counting on this intervention, which will make a difference that they have longed for,” says Ibrahim Mansour, adding: “Today, the situation in the herd market has become much better.”</p> <p>This project saved us. ”</p> <p>Ibraheem Mansour ERRYII Beneficiary</p>
PROJECT July. 2021 – Sept.2021	Beneficiaries Men 1,418 Women 512 Total 1,930	

Beneficiaries (ERRY II Phase I)

Training  Men 804 Women 256	Business Start-Up/Scale UP  Men 487 Women 233	Tool kits  Men 127 Women 23
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(ERRY II Phase 2)

Training  Men 758 Women 254	Business Start-Up/Scale UP  Men 169 Women 122
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AIM Contribute to reduced vulnerability and strengthened resilience capacity of crisis-affected communities in Yemen through the creation of sustainable livelihoods and access to basic services.

9. Cash for Work

“

This intervention is important and appropriate,” Ali Al-Khalidi says about the reservoir, which is being implemented within the activities of the cash-for-work project in Bani Fadl, Doran Anas District, “it will contain the Ghayil water that we do not use, and it will improve the lives of the families of at least 1,000 farmers, and it will give us the motivation to continue.” Stick to the love of coffee.

“Coffee cultivation has deteriorated due to the scarcity of water, and because the farmer alone is unable to make a contribution to solving this problem due to the deteriorating situation,” says Ali Al-Khalidi, a resident of the area who owns a number of coffee farms in Bani Fadl, Doran Anas District. In the past, there was a lot of water, “and there were dams that our ancestors built of stone, mud and sedge,” Al-Khalidi adds, “but those dams have deteriorated and ended with the passage of time, and the farms are not in a position to return them.”

”

Ali Khalidi
a resident of the area
who owns coffee farms
in Bani Fadl, Dawran Anas District

<p>PARTNERS</p> <p>FAO</p>	<p>TARGETED GOVERNORATES</p> <p>Dhamar</p>	<p>CFW Results</p> <p>Wadi Bank Protection 15</p> <p>Rehabilitated Canals 5</p> <p>Harvesting Tanks Constructed 14</p> <p>Agricultural Terraces Rehabilitated 18</p>
<p>PROJECT</p> <p>Jan. 2021 – August. 2021</p>	<p>Beneficiaries</p> <p>CFW Direct Beneficiaries</p> <p>Men 1018</p> <p>Women 193</p> <p>Total 1,211</p>	



AIM

Improve and diversify income and agricultural livelihoods of food insecure households through improvement of community land/soil and water resources management at main Wadis and terraced mountainous through the implementation of cash-for-work activities.

Peace

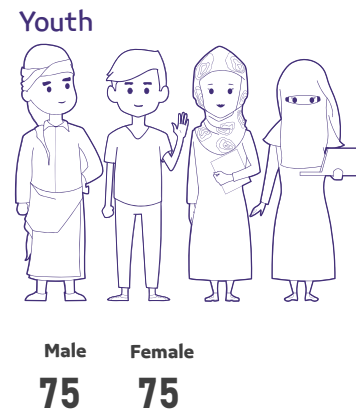


1. Strengthening the capacity of CBOs in Yemen Project

“ The training was very informative and taught me new concepts about gender. It will help with writing proposals to suit donor requirements and take gender sensitivity into consideration ”

Muhammad Omar Badawi,
a Project participant

PARTNERS International Civil Society Action Network, "ICAN"	TARGETED GOVERNORATES Hadhramaut
PROJECT Oct.2020 – Apr.2021	Beneficiaries Direct Beneficiaries Men 86 Women 85 Total 171



CBOs Members

Male	Female
11	10

Institutional Beneficiaries

NGOs 10



AIM

Strengthen the capacity of CBOs in Yemen to increase CBOs role in general and specifically in gender and conflict prevention during COVID-19 pandemic.

2. Consultative meetings under YAC

AIM

Increasing the capabilities and effective participation of women in organizations that give priority to gender equality in planning and response in the field of humanitarian affairs

PARTNERS	TARGETED GOVERNORATES
Youth advisory council "YAC"	Hadhramaut - Taiz - Lahj
PROJECT	Beneficiaries
March 2021	Direct Beneficiaries
	Men 43
	Women 47
	Total 90

Institutional Beneficiariest

NGOs **47**

3. Track Two successes & Lessons Learned: Women-led Organizations

AIM

Sharing the experiences and successes of organizations led by women from Yemen, Iraq, Syria, Tunisia, Libya, Lebanon and Palestine in building peace

Partners

Youth Leadership Development Foundation (YLDF) - Tunisian Women's Association for Women's Development Research (feminist activists from Arab countries representing entities and individuals)

Participating Countries

Yemen - Iraq - Syria - Tunis - Libya - Lebanon and Palestine

Activity date

27 Sept 2021

About the activity:

On September 2021 ,27, YLDF held a meeting between organizations led by women from Yemen, Iraq, Syria, Tunisia, Libya, Lebanon, and Palestine.

The meeting resulted in the initiation of a Track II network of women-led organizations to share successes and lessons learned in peacebuilding.

PROJECT STORY

Ibrahim Mansour Yemeni citizen in his 60s. He owned a food store in Al-Mahwat market in Al-Qatee' area, one of the areas of Al-Maraw'ah District, Hodeidah Governorate. Ibrahim was going through a difficult situation that made him unable to provide the basic needs for his family. As a result of the long crisis and the war in the country, the market situation gradually deteriorated until it became tragic. In front of Ibrahim's shop, a pool of sewage mixed with market waste formed an obstacle between him and his customers, and brought in thick swarms of flies that made him unable to open his shop for more than two hours during the day. But in December 2020, with co-funding by the European Union and the Swedish International Development Cooperation Agency and in partnership with the FAO, WFP, ILO and the UNDP, the YLDF began implementing the joint program to support livelihoods and food security in Yemen (Enhanced Rural Resilience in Yemen 2) targeting the districts of Bajil and Al Maraweah in Hodeidah.

In January 2021, one of the program's activities (Cash for Work) aimed to rehabilitate markets and community assets in Bajil and Al Maraweah, was not completed, but Ibrahim began to work for a longer time inside his shop. In Bagel, Abdul Rahman Al-Ghazali retreated from the idea of giving up his main source of livelihood, an idea that he had repeatedly had after he had found himself unable to fulfill his responsibilities towards his family due to the decline in his sales. Al-Ghazali works as a vegetable seller in the central market of Bagel, the only profession he had known for more than twenty years, but he was seriously considering leaving it to find another job after he began to feel despair due to the continuous deterioration of the market. "The situation was not like this before, we were affected by the deterioration of the market and the spread of garbage, which caused us diseases and limited the number of customers" Al-Ghazali said.

Ibrahim owns a shop, while Al-Ghazali has nothing but a hawker to sell vegetables, and while the latter supports his family of 8 on his own, the former supports his family of 15 with one of his sons. Two families of 23 member were facing a situation that they would never be envy of by anyone. The story began years ago, said Ibrahim, adding: "This is not the best market in Hodeidah, but we used to earn our livelihood in it without trouble, and with the absence of supervision and attention, with the beginning of the war, randomness increased and sales decreased." And from his side Al-Ghazali said: "All our markets are in ruins, Bajel's market has not been fit for anything for years". Al-Ghazali does not have a private residence, and he lives with his family in a rented apartment, when his conditions worsened, he was 6 months late in paying the rent. As for Ibrahim, he lost more than half of his shop while he was trying to cover his family's expenses. "I was close to bankruptcy," he said.

Markets constitute one of the most important places for residents when it comes to accessing services and basic needs of life. From Bagel to Almaraweah and Alqatee, the deterioration of the market infrastructure constituted one of the biggest problems affecting the residents and the sellers alike. Pools of sewage and polluted water mixed with sewage and waste had clearly appeared everywhere, and randomness increased, garbage accumulated, and swarms of flies spread. Almost everything was harmful and a source of the spread of diseases and epidemics. For those who knew these markets before, it will be easy for them to notice that the livelihood of hundreds of families was more threatened than ever before, because these markets, known for their constant crowding, had become similar to ghost towns. In Bagel's market, for example: "Most of the sellers had lost hope and went to find another source of livelihood in other places," said Al-Ghazali. The same applies to the markets of the Almaraweah and Alqatee, according to Ibrahim. And according to the latest census (population census 2004), the population of Bajel district was 67,781 people, and Al Maraweah district 22,990 people. It seems that the main markets of these two districts had become more harmful than beneficial, and tens of thousands of families were affected as a result.

As the general objective was to contribute to reducing the vulnerability of poor and most vulnerable families and enhancing the resilience of crisis-affected communities through creating sustainable livelihoods and access to basic services, and a sub-objective that seeks to make crisis-affected communities more capable of managing risks and shocks to increase resilience and self-reliance. The Joint Program to Support Livelihoods and Food Security in Yemen (Rural Resilience 2) The YLDF participated in the implementation of the program, where it developed a clear intervention plan that takes into account environmental protection standards.

With regard to the three markets, it employed field teams of 1,000 workers within the cash-for-work component, and after identifying the community assets that need rehabilitation, these teams implemented, within ten days of work, reforms represented by (rebuilding the fish stall, building flood drains, repairing Sewage networks, backfilling water gathering places, paving streets, removing garbage and waste, afforestation of the public street, building public bathrooms), and most importantly, during these interventions, the Foundation was keen to include women and youth, as they actively helped in on-site supervision and in community awareness work on the importance of preserving societal assets.

Neither Ibrahim nor Abdul Rahman remember the last time maintenance work was carried out for Al-Qatee and Bajil crowded markets on a semi-permanent basis, but they will remember what the YLDF and UNDP have done for a long time. Ibrahim Mansour, whose sales increased significantly to the point where he was able to provide his family's food and buy new goods daily: says "Since the first day, everyone has been counting on this intervention, which will make a difference that they have longed for, and today the situation in Alqatee market is much better. He added, "This project saved us. For me, my sales increased exponentially, after I was able to open my shop all day long, and after the number of customers increased." Al-Ghazali says: "These reforms are a good sign that the future is better, God willing."

By rehabilitating degraded markets, the program not only solved one of the chronic problems, but also helped 1,000 beneficiaries of vulnerable and displaced families to improve the level of food security for them and their families by employing them under the cash-for-work component as well. Each worker within the cash-for-work component received an amount of 36000 thousand riyals. And this is not all, all male and female workers received training in preparing and managing projects, and 720 financial grants were given to them to start small and medium businesses with varied returns that provide many job opportunities. The program has ensured that 50% of the beneficiaries of these opportunities are women and 30% are displaced/returnees. Ali Suleiman, one of the workers in the cash-for-work component, says: "We benefited from this project many things." Ali benefited from the amount of cash for work as he paid off his debts, and after receiving training in entrepreneurship, he developed a private project (a sewing project) that he hopes to win a financial grant to start it. Ali adds: "This project focuses on everyone, just as it works to solve a problem that the region suffers from, it also solves the problems of a large number of people, and I am one of them."

The joint program to support livelihoods and food security in Yemen (ERRY 2) has made a difference in the lives of tens of thousands of families, as it does not mean that they can only have safe access to services, but also more job opportunities. "Rehabilitation of the market was a necessary matter," said Engineer Abdul Rahman Faisal, one of the supervisors of the implementation of the intervention works in Al Marwaeah, adding, "But the project as a whole is important and works to make a difference in the lives of the targets."

INSPIRING YOUNG



LEADERS

**Soraya the woman who bloomed
in the fall**

At the same time that a woman from Aden in the second half of her fifties, named Soraya Fadl, realized that her life and the life of her family had finally begun to change, everything around her, whether she could notice it or not, was also changing. Leaves of trees that had acquired yellow or orange colors a short time ago began to fall, the air

temperature gradually decreased, some types of birds that were usual to be seen nearby migrate in flocks, the sky becomes clearer than before, and even night and day - unusually Their habit in recent months - the date of the arrival of the first progressed and became longer, and the second began to leave early and become shorter as a result of the tilt of the Earth's axis as it revolves around the sun. All indications are that autumn has just begun, and although everything that happens was a natural thing that repeats every year, Soraya, who believed for many years that a miracle alone, if it happened, would be able to bring about this change and transfer their fate that seemed to her as destiny. Coming to the stage you have just entered, I took the matter as a sign and a good omen. Today, nearly a year later, it can be said that the woman was almost right.

With the advent of autumn 2021, the war in Yemen that erupted in September 2014 and continues to this day is entering its eighth year. September is usually a harvest month, but hundreds of millions of Yemenis, including Soraya and her family, have been reaping nothing but disappointments for a long time. "A years ago, we no longer had any income, and without humanitarian relief, but perhaps in the numbers of the dead now." With these direct words, Soraya Hall described the enormity of what is happening. In a tone of voice that seemed to carry no specific feelings, Soraya spoke about two chapters of her family's life. The first is that it is difficult for those who did not know anything about the "forgotten war" in Yemen to believe that it is not a chapter from a fictional movie, but rather a reality that millions of Yemenis are still living through, and the second is a chapter The return of hope, a chapter that began less than a year ago, when she was accepted into a program aimed at securing a decent life for the families of small-scale fishermen who have been severely affected by the crisis and conflict in Yemen.

46 years ago, Soraya was born to a small family living in Al-Bariqa in Aden. Her father, who was a government employee at the time, inherited from his father the profession of fishing, but this profession he loved and still, he did not take it seriously at first, the job was his main field of interest, so he did not You don't have to buy all the equipment a fisherman needs. When he was dismissed from his job nearly 10 decades ago, the sea became his main source of livelihood. Soraya did not have more than five years in school, which she found herself forced to leave due to her mother's illness and the difficult financial situation of the family. She later married and had 3 children, and although her situation did not differ after marriage, the sadness that accompanied her since childhood, made her keep the promise she made to herself at the time to educate her children, and even when the family did not know how to manage the next day's meal, she was keen to That her children do not leave school.

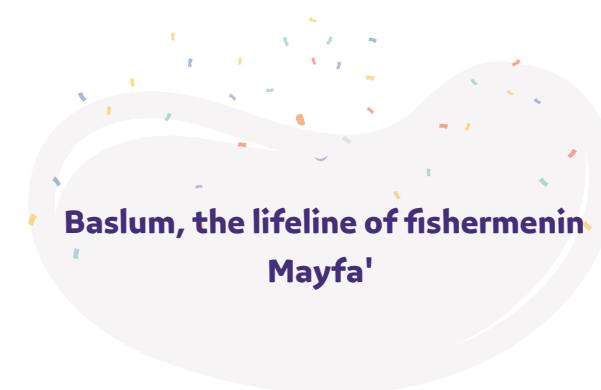
Once the war broke out, Soraya's husband - who was the main breadwinner for the family and was a daily wage earner - was unable to find a stable job. At that time, the family organized two new members. Her mother had passed away years ago, and in a difficult situation like this, her father and brother moved to live with her in the house in which the family lives and owned by a group of heirs, including her husband, but their presence was a catalyst, because they still had some fishing equipment and they were with a group of fishermen renting boat and earn their living.

Soraya and her family lived a life that became increasingly difficult and harsh with the passage of time, until a day came and everything changed, and she had the greatest credit for that. In the context of facing the repercussions of the humanitarian crisis in Yemen, the YLDF launched in August 2021, in partnership with the United Nations Development Program (UNDP) and with funding from the Japanese government, a project to revive livelihoods and build the capacities of small-scale fishermen who are heads of families whose livelihoods have been severely disrupted to adapt to the effects of the ongoing conflict during the impact of the conflict. Pandemic of the emerging corona epidemic in the governorates of Aden and Hadramout. Soraya was one of 69 women and girls from Aden who received training courses, advisory and technical assistance from specialists in developing small projects, and received financial grants of \$900 to start their businesses. And because she has enough experience in preparing incense and other types of perfume, she found that it is possible to kill two birds with one stone, because most of the raw materials that go into preparing these products are extracted from the sea. "Most of the amount of the grant that I got I bought a boat and the rest I bought the tools needed for work," she says, explaining how she helped her father and brother continue their fishing profession, and at the same time she started her project, because they also provided her with the raw materials for her products.

This is the best year we have lived in a long time," Soraya says: "This project taught us how to build uninterrupted livelihoods, but the most important thing is that the trainings we received taught us how to develop our ambitions, and the coaches gave us hope that we could be influential people. We do not need anyone to believe in our lives in ourselves." ". In the current year 2022, Soraya had fully established her project and started selling some products, and in a bazaar organized by the Young Leaders Development Foundation in early February in order to help all targeted women to promote their projects, Soraya said that she sold products worth 10,000 riyals, and after two months - that is, during the Eid al-Fitr season - She used to sell excellent sums every day, for example, her income in one day exceeded 300,000 riyals (about \$300).

"I am a different woman now, and this project has made me feel important too," Soraya says, explaining the impact of her small project on her personally. As for the future, she says: "The future that I lost, I want to see my children achieve, so educating them is the most important, they are smart, and I want them." To study in the best universities in the world, and this is my main goal."

INSPIRING YOUNG LEADERS



Before throwing his nets in the junkyard forever, Mubark had a renowned reputation not only among his working community, but also it went beyond to reach Mayfaa and its surrounding areas. It can't be asserted that his good recognition was only due to his successful voyages, but in fact, he was originally an exceptional person. He has been portrayed as a superhero by the Hadhrami people due to his great contributions in aiding fishermen stuck in the middle of the sea, and these heroic tales are being told until this moment in Broom, Mayfaa, Hardramout.

Although many years have passed since the last time Mubark has packed his things to fish, he has been of paramount significance to the fishermen in the area. After a long journey of working in the marine life, Mubark has come to the conclusion that he can't fulfill the livelihood of his family anymore, so he decided to work on the land. Despite the fact that he has shut himself away from the sea life, the sea has been of link to his livelihood. He chose to undertake the profession of being a boat engine and machinery engineer.

Despite being an illiterate person and a person who has not been involved in other activities but fishing, in 2011, Basloom took a quite strange decision. He decided to join a training workshop in boats engine engineering in order to establish a boat maintenance shop. This was very shocking for those around him; however, he had a logical justification for that; even if it was not convincing to many. He says while explaining how the fishermen get stuck in the sea due to a breakdown of their old boats, "Only if you have the appropriate facilities, the profession of fishing becomes profitable, but in our case, we do lack efficient tools which makes it a strenuous profession." He adds saying "The fisherman also finds himself without work and without income for long periods due to the impact of climate changes."

Throughout the years of his job as a fisherman, Basloom has gained extensive experience in the maintenance of boat machines, and most of the stories that are still being told about his heroism at sea are due to his experience. He was able countless times to save the life of many of the fishermen whose engines broke down at sea. Basloom believes that the idea of establishing a boat maintenance project is promising and is more important than the profession of fishing itself because it will ensure the safety of the boat on land before it sets off to sail at sea.

After he has taken a course in boats engineering and maintenance, Basloom launched his "Abo Omar Workshop for boats maintenance". Despite the fact that he was providing a modest service to the fishermen, he desired if he could perfect it more. His financial capability did not allow him to purchase the appropriate equipment to furnish such a truly distinguished service. Within his average competence, Basloom kept striving to improve the service on one hand and secure his family's livelihood on the other. "I wish I could provide better equipment and maximize the profits of the workshop, but it was difficult.

I have a family to take care of," says Basloom, pointing out that the situation of the fishermen has worsened a lot recently, consequently leading them to be in tough suspension from working as fishermen. Youth Leadership Development Foundation declares that most of the sufferings of the fishermen is because of the increasingly continuous conflict and its social and economic impact on them. Therefore, the foundation has implemented a project in this aspect. It states that "the situation along the coastline of Yemen worsened and led to a great loss in the fish sector, loss of fishermen's professions and sources of income, and it created a series of problems that directly affected the fishermen and their families."

In the context of facing the repercussions of this humanitarian crisis, YLDF launched in August ٢٠٢١, in partnership with the United Nations Development Program and with funding from the Japanese government, a project to revive livelihoods of small-scale fishermen of family providers whose livelihoods have been severely disrupted to adapt to the effects of the ongoing conflict during the impact of Corona pandemic in Aden and Hadramout.

Despite the fact that Basloom had already his own shop, he was one of the beneficiaries from this project in order to get the financial ability to provide a better service. The main objective of the project is to enhance the capabilities of the small-scale fishermen who have been deprived of normally proceeding with their livelihood due to the ongoing conflicts and the huge effects of Corona pandemic. Small-scale fishermen, like Basloom who contribute positively to the society and is in need for a hand to progress, deserved the opportunity to be one of the beneficiaries from this project.

By supporting such vital projects concerning the fishermen community, all parties have gained advantage. Along with that, Basloom has got his own project which he can develop further. After he was obtained a ٩٥٠ \$ as a financial grant, he had the ability to provide his shop with high-standard equipment. This improvement has advanced the quality of life of the small-scale fishermen in Broom, Mayfaa. They have got over the many concerns and obstacles caused by the breakdown of their boats and with the least expenses and efforts.

At the beginning of last February, Baslum, who had just provided the equipment that was lacking, was able to deliver electricity to his workshop; thus, he became very much busy in maintaining the engines of four boats which is a large number to aid simultaneously as he said. However, the real achievement can be documented in one month of working. The number of the boats which he could resume to get back to the sea in the mid of March was ٦٠ boats among them were boats which have stopped functioning completely and others have been inactive for years.

Though Basloom's family has been affected by the crises, it was having a decent life among the rest of the families in Mayfaa. Because of Basloom's diligence in work, he was able to secure the basic necessities of life to his family. He says that "The situation has become much better recently as a result of improved income and recovery of work." However, the essence impact of his work is reflected not only on the financial situation of his family, but also on the lives of the other fishermen in Broom, Mayfaa. The number of people who started practicing the fishing profession increased, whether as a result of the return of some of those who had stopped due to the breakdown of their boats, or the joining of new people due to the revival of the profession.

Apprenticeship" Program Rescues "Ghazi" from Unemployment

With great difficulty coupled with determination and perseverance, Ghazi Jaber (11 years old), one of the youths of the Bajil District in Al Hudaydah Governorate (western Yemen), was able to pass the secondary education stage, and then graduate to a world full of life challenges imposed by the war on Yemenis about eight years ago. "I didn't have another choice; my exceptional circumstances and the financial situation in which the citizens live in the Tihama plains, prompted me to work during my studies, and after graduating from high school," Ghazi says.

Ghazi left no field of work but to work in it; In the markets, farms, and shops... This was with the aim of gaining experience or a craft through which he could earn and support his family of 7 members. Ghazi says: "Since my father's death, I have been the head of the family, a great responsibility that has been placed upon me since I was eleven years old. I did not leave a job without working on it. Immediately after graduating from high school, I worked for more than a year and a half as an assistant electrical engineer in the rural area of Bajel district. The amount I earned for my work was not enough to buy food for my family members one day in light of the crazy rise in prices, but my passion for this work was the way that gave me patience for all that. There were days passed with no work we have, and weeks went by and we were unemployed, At the time, my family and I were going through the worst conditions."

He says, "Now I am working in the installation of home and agricultural solar systems in most areas of Bajil District. The training and toolkit that the YLDF provided me helped me a lot in my work. Before, we used to install solar systems in primitive and random ways, but now I'm doing it in scientific and systematic ways

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Ghazi describes his experience with confidence and enthusiasm, after training within the apprenticeship project, saying, "Now I can actually say that many doors have opened for me in the labor market as a solar energy systems engineer, and my work, performance and income have improved, thanks to God first and then through the apprenticeship program and the Youth Leadership Development Foundation." Second, I hope that this project will continue to benefit other young people as I and the rest of my colleagues have."

The apprenticeship project comes within the framework of the strategic approach that the YLDF is working on. This time, in its fifth edition, about 400 youth(Female and male) benefited from it, through intensive vocational training carried out by a group of qualified cadres and experts. These trainings are based on modern curricula that follow the style of Professional competencies and avoid the weakness found in the old traditional curricula.

Kafia Al-Afif, Program Manager of the apprenticeship project, says that the project aims to empower youth and provide them with skills and experiences that make them qualified to enter the labor market, stressing the importance of the project, "because it targets needy groups, and does not require a specific educational level, as it includes several categories of male youth, including illiterates and people who have not completed their education, is a real opportunity to create financial sustainability for youth and poor families even in rural communities."

It is worth noting that the apprenticeship project trained and qualified more than 1,500 youth (Female and male) from different governorates of the Republic in a number of professions, and provided them with professional skills through which they were able to work and establish small projects that guarantee them and their families a sustainable financial income, in the context of the vision of the Young Leaders Development Foundation, which seeks To economic empowerment, and to increase the capabilities of young men and women to keep pace with the needs of the labor market, by providing modern training curricula and practical and innovative methodologies in on-the-job training, apprenticeships and mentorship.

For his part, the community activist, Anwar Rajeh, believes that what the YLDF is doing is an honorable model that other civil society institutions should follow in the same footsteps, through economic empowerment programs and rehabilitation of youth and families, and making them productive individuals.

According to Rajeh, "Most of the local and international institutions and civil society organizations are satisfied only with distributing aid, and this is negative - even if it was not intended - because in the long run, it makes community members only recipients, waiting for the time to disburse this aid, and this may be a reason for The reasons for the high unemployment," he said.

As for Ghazi, he does not find it necessary to advise his young peers not to succumb to circumstances and the frustrating reality, and to deal with it as the end point, alluding to the truth of its content: "Do not seek for a living and forget yourself, try to develop your skills and abilities, because you will remain in your place spinning." In vicious circles if they do not develop, opportunities exist for those who seek them."

Harvesting The Experience

Digital Transformation for Sustainable Development



by Amal Alkibsi ,
MEAL Manager

As an important first step towards digital transformation, the Project Quality Unit in the Young Leadership Development Foundation officially launched the Electronic Project Management, Follow-up and Evaluation System (KUNTRL), which aims to employ information and communication technology in order to develop institutional performance, improve operational efficiency, and increase Effectiveness in the implementation of projects, as well as assisting the monitoring and evaluation team and decision makers in the institution in obtaining immediate

indicators that reflect the extent to which goals are achieved at the level of projects and the institution's strategy, which in turn helps in taking considered decisions that develop work and enhance mechanisms of accountability, transparency and learning

Since 2020, the efforts of the Project Quality Unit with the consulting office team responsible for developing the system (Kun) have focused on converting project implementation mechanisms and policies and procedures for follow-up and evaluation in the organization into a digital format and using the necessary technologies to transform traditional operational processes into digital ones. This is towards aspiration for a comprehensive transformation to develop all models and mechanisms of traditional work into modern models that help in employing data and keeping pace with digital developments to facilitate work and save time and effort.

The system was designed according to the results of the needs assessment sessions with the workers in each unit and work according to a road map agreed upon by all the leaders working in the units of the institution, and in a way that supports the management of the project and other units electronically according to the life cycle of the project since the start of its establishment and division of work and identification tasks and indicators of achievement, then to the project's chronic planning processes according to the detailed financial estimates for the implementation of the tasks, and then moving to the stage of monitoring, implementing and measuring the level of achievement for each activity to achieve the effective link between monitoring and implementation, leading to the stage of closing the project and delivering the final reports and archiving all Project information to enrich the inventory of lessons learned for any future projects.

The year 2021 witnessed a major digital transformation in the organization. After launching the system in its final form, the efforts of the leadership in the organization focused on motivating the work team to start experimenting with it and using the system, and this was helped by focusing on building the capabilities of all employees in the organization through intensive practical training on how to operate and use the system. And linking it to the reality of the actual work. The extensive applications helped to quickly identify and solve most of the technical and technological problems that appeared in the system to ensure that users get a unique and unique experience that motivates them to further innovation and learning.

The launch of the system was not the only turning point in this year, but the serious adoption and follow-up of activating this system by the senior leadership and teams working in the organization greatly helped in making this qualitative digital transformation. The teams working in project management and project quality have proven their ability to keep pace with this transformation through great interaction in piloting and activating the system, and within a year we were able to automate more than ten projects that were under implementation, and also start working and planning new projects through the system and This is considered an achievement of the goal of transforming the culture of digital institutional work and adopting the principle of continuous development.

This digital transformation has greatly saved cost and effort and helped the work team to plan in a participatory and effective manner and made it easier for them to manage and update their project plans remotely by using the internet by working remotely in times of emergency or while traveling. Bridging the gap during the planning and implementation phase between the operating units in the organization by linking and unifying the plans and goals between the units, which helped facilitate and facilitate the work more effectively and provide a reliable and interconnected source of common information that helps them in managing tasks and executing them as required, The system provides the feature of saving and digitizing project documents and lessons learned, which helps in the process of continuous improvement and development in managing and implementing projects efficiently. It also contains a comprehensive electronic library as a step towards managing knowledge and information within the organization.

The system also helped the project teams to plan effectively for project management, as well as to complete the project with the required quality, on time and at the allocated cost. Work is still underway to develop the beneficiaries' information management system, which will play a prominent role in measuring the institution's strategy indicators and preparing annual reports. The system has also begun to assist decision makers in the organization to monitor the extent to which indicators are achieved, to identify the resources required at each stage, to specify the tasks required for them, and the persons assigned to each activity, which had a tangible role in managing human resources by recording the number of working hours and knowing the responsibilities and The tasks assigned to them, the extent of achievement, and easy assignment and transfer of the task between more than one employee with complete flexibility without losing task information.

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