



*Republic of Yemen*

# National Vision

For The Modern Yemeni State

"A hand for protection and a hand for building"





**Republic of Yemen**  
**Supreme Political Council**

# **National Vision**

**For The Modern Yemeni State**

**"A hand for protection and a hand for  
building"**

**26 March 2019**

**In the Name of Allah,  
the Beneficent, the  
Merciful**

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“Is he who goeth groping on his face more rightly guided, or he  
who walketh upright on a straight road?”

Surat Al-Mulk: V. 22

God Almighty has spoken the truth!



“At the conclusion of the third year of aggression and the beginning of the fourth year of persevering resistance, we announce launching of the project for building the Modern State of Yemen and implanting institutional work, in parallel with waging the battle against the aggression on Yemen in all the different fronts. This vital project goes hand in hand with the fighting in the fronts and both complement each other with mutual support, as its title and slogan, “A hand for protection and a hand for building” clearly show. As we embark on this project, we know that the road is long and beset with challenges, especially with Yemen under an aggression and a strangling siege. However as we have been capable as far in confronting the challenge in the fighting fronts and we were able to overcome and shatter the ambitions of the invaders and occupiers, we shall be, God willing, able to take on the challenge on the road to state-building.”

**Martyr President**

**Saleh Ali Al-Sammad**

**26/3/2018**



In fulfillment of the aspirations of the great Yemeni people, in recognition of their sacrifices and in dedication to the martyr President, Saleh Al-Sammad, RIP. and all the martyrs, the wounded, and the prisoners arising out of this War on Yemen, we hereby launch the document of the National Vision for building the Modern State of Yemen, as we conclude the Fourth Year from the beginning of aggression on 26 March 2019 and the start of the Fifth Year of persevering resistance. This inauguration comes under the slogan "A hand for protection and a hand for building". We promise our people that we will be able to meet the challenges and accordingly, God willing , meet the aspirations of the Yemeni people.

**Current President**

**Mahdi Mohammed Al Mashat**

**President of the Supreme Political Council**

**26-3-2019**

## The Vision

A modern, democratic, stable and unified Yemen which rests on having strong institutions, the realization of justice, the pursuit of development and a dignified life and standard of living for Yemeni citizens, the protection of the independence of the nation and seeking world peace and appropriate equal cooperation with the other countries of the world.



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“The Martyred President realized the origins of the Yemeni problem and where the political conflicts in Yemen center. He also realized that any solutions to the political conflict and the cessation of regional ambitions in Yemen that do not touch upon the building of the Yemeni state are temporary solutions. He also asserted that temporary solutions that do not build a state or achieve stability, development or independence. .of sovereignty are meaningless..”

## **Foreword by** the President of the Supreme Political Council

**Praise be to Allah, Lord of the Universe. Peace and blessings of Allah be upon the Messenger of Allah and his good and pure clan and may God be pleased with his selective righteous companions.**

On March 26, 2018, the martyr President Saleh Ali Al-Sammam launched a project aptly titled **“A hand for protection and a hand for building”** in order to work towards building the State of Yemen and establishing the principle of institutional work. This call was sincere and reflected awareness and recognized the inevitability of achieving an awakening and overcoming the challenges facing the Yemeni people. The Martyred President realized the origins of the Yemeni problem and where the political conflicts in Yemen center. He also realized that any solutions to the political conflict and the cessation of regional ambitions in Yemen that do not touch upon the building of the Yemeni state are temporary solutions. He also asserted that temporary solutions neither build a state nor achieve stability, development or independence of sovereignty are meaningless. As such Yemen will then remain subject to and hostage to regional and international interference, and an avidity coveted by the forces of hegemony and occupation.

The project was launched on the basis of interaction with all the loyalists among the Yemeni people and political factions with a view to building a modern Yemeni Government resting on an understanding of the approach envisioned by the slogan of the Martyr President in protecting and construction to be the stone blocks for the achievement of the national unity of the Yemeni people. Such approach should implant foundations and consistencies for maintaining security and stability, achieving development and progress, and maintaining the honor and dignity of the Yemeni people. This can only come with the establishment of a strong and a just state. The past and facts of history have proven that achievement of the foregoing aims cannot be realized under a weak state, deprived of independence of decisions and in which decision-making is not participatory and based on power sharing.

The Republic of Yemen has yet to enjoy having a stable state that carries out the role, functions and values of a state under duly recognized standards. Therefore, today, we are launching this National Vision to lay out the terms for building the Government. In other words, building of a nation based on foundations, principles and serious national values. This would include carrying out reforms and working for development of the country. We look forward to establishing a strong and unified Yemen with just and capable institutions that can carry out its basic functions of Government and provide services to citizens. With a view to ensuring their human dignity and rights. This entails

"A Government with a framework of state institutions will achieve justice and security and provide political stability and development by means of the legislation and laws and the seriousness of the Government orientation and faith in such orientation. Such a government will be an environment that embraces and guarantees to achieve the conditions for realizing the renaissance through appropriate institutions and legislation, the functions of which will not be affected by the peaceful transfer of authority or by the change of rulers"

"One of the priorities of the modern Yemeni Government is to preserve the independence, sovereignty and unity of Yemen and protect it from any (foreign) hegemony, trusteeship, dependence or occupation, and to build balanced relations with Arab and Islamic countries and all other countries of the world"

the prevalence of Law and ensure that Government duties are to manage and coordinate efforts and resources, to overcome difficulties and to do what is not possible by individual personal initiative to achieve the maximum decent living for its citizens.

The rule of law is the title of the modern state of Yemen and the elements of this law are laid out in its content. The contents are duly measured by the extent to which they safeguard human rights and liberty. In this context, we the Supreme Political Council confirm that our approach, God willing, will be the application of justice among the people and provide the highest ceilings of freedom and warrant that such approach will not be used against the homeland and will not work against the top interests of the country or work to serve the anxiously waiting enemies of Yemen. This is especially in this critical phase in which we have been fighting the battle of our honor and dignity for four years on various military fronts in defense of our land and human decency.

A Government with a framework of state institutions will achieve justice and security and provide political stability and development by means of the legislation and laws and the seriousness of the Government orientation and faith in such orientation. Such a government will be an environment that embraces and guarantees to achieve the conditions for realizing the renaissance through appropriate institutions and legislation, the functions of which will not be affected by the peaceful transfer of authority or by the change of rulers. We are looking forward strong and transparent institutions where the flow of information is easy and smooth while ensuring their integration and insuring their functions to achieve harmony and concord in performance.

One of the priorities of the modern Yemeni Government is to preserve the independence, sovereignty and unity of Yemen and protect it from any (foreign) hegemony, trusteeship, dependence or occupation, and to build balanced relations with Arab and Islamic countries and all other countries of the world based on mutual foundations, interests and benefits, while remaining committed to all responsibilities towards our Arab and Islamic nation and the world.

The success of the National Vision of building the modern Yemeni state is a challenge that will have its various battlefields at the popular, political, economic, administrative, service, social and cultural levels, and this requires all of us to mobilize our own strengths with their vast horizons in order to fight the engage in confronting the challenges for defending the building of the Yemeni state and safeguarding Yemen's sovereignty.

The state stability and development will not be flourished unless the corruption and terrorism combating become a top priority. Facing the aggression requires a great awareness of the seriousness of corruption and the dangers posed by corrupters, who have, over the past decades turned the institutions and au-

“We call on all political forces to put an end to the conflict that is weakening the Yemeni state, and ask them to come to a common word between us to unite in a real project to build a modern and just Yemeni state that will assimilate the agreed outputs of the National dialogue and develop all the requirements of building the modern Yemeni state.”

thorities of Government into a stage for financial and administrative corruption. The peace and political settlement we seek are based on partnership and consensus, and their reference to the National Vision of a Modern Yemeni State. As we launch this giant national project, we call on all political forces to put an end to the conflict that is weakening the Yemeni state, and ask them to come to a common word between us to unite in a real project to build a modern and just Yemeni state that will assimilate the agreed outputs of the National dialogue and develop all the requirements of building the modern Yemeni state. In order to strengthen the credibility of our direction and the hope of unifying the hands of the Yemenis, we call on all political forces to achieve comprehensive national reconciliation, and to leave all differences and political strife behind our backs, and to proceed, with God’s help and blessing, hand in hand with all the loyalists to this nation and work together towards achieving the interests of the nation and the future Yemeni generations.

As we put the first building blocks of this pilot national edifice in honor of the blood of Martyr President Saleh Al-Sammad and all the martyrs who fell as they defended their homeland, we consider this effort, which we present to the people as an approach, guidelines and a work program of action to the official entities and authorities accordingly. This National Vision emanates from a sense of responsibility and duty to work towards the implementation, improvement via the official relevant channels. By this project, we do not seek to exaggerate, but we rather offer the Vision to serve the people and the progress of the homeland.

The call for a modern Yemeni state has been just slogans and goals rose without turning into goals for a struggle and turning to a reality on the ground. However, today there is a strong political will firmly behind this project, which should be turned into a reality in all official organs and institutions to be a shining turning point towards the future attracting all Yemeni patriots.

The working according to this National Vision with a will and determination puts Yemen on the right path towards a bright future. This will guarantee the establishment of a stable and firm foothold for Yemen in the area, the region, and among nations of the world. Yes, this is our project for the future. We are presenting this Vision being well aware of all the factors surrounding our reality and the mitigating challenges, on top of which is the aggression and siege in all their forms and effects. So let’s join together in all the faithful efforts of this nation to start the right foundation for building the modern state of Yemen. With the blessing of God, we hereby launch together the first building blocks of establishing the correct foundation to build the modern Yemeni Government. A journey of a thousand miles begins with a single step.

**Mahdi Mohammed Al Mashat**

President of the Supreme Political Council

## A Preface by the Prime Minister

Praise be to God alone and peace and blessings be upon he who has no prophet after him, the Prophet Muhammad PBBUH and his clan.

After the above:

Throughout the long history of humanity, since the human experience became documented through inscriptions, writings and drawings on stones, timber and animal skins through the times of successive ancient human civilizations on this Earth, the concept of the (state) through the management of individuals, groups and nations has had a large share of that documentation left to us by the first civilizations that prevailed and then left us that incredible legacy of documented experiences.



The continuous cycle of life in its long journey from the dawn of human history to the present day has been one of the visible signs in the strict organization of the lives of people, individuals and groups. That is, life, despite its temporal and spatial dimension, has been going according to precise regulations that dictated various walks of life at that time. There is no evidence to say this with the ruins and the relics that the earlier left for us to show Yemen an ancient man-made heritage. A unique model of ancient culture were the successive and long-standing Yemeni civilizations, which arose without rivers and freshwater lakes, over which were built cities, buildings and castles, etc. However, only Yemeni civilization is man-made. Thus it is a distinctive and exceptional civilization, where giant dams were built, and terraces were perfectly built on the foothills of high mountains to grow trees and plant grains and cereals, etc. Yemen was distinct from the other human civilizations like the Babylonian, Assyrian, Pharaonic, Chinese, Greek, and Romanian civilizations, which are all civilizations built along the banks of giant rivers, as well as the American civilizations (Mayan and Inca) eventually destroyed by the invading Europeans and occupiers.

After this brief introduction to this subject, the Supreme Political Council, headed by Brother Mahdi Mohammed Al-Mashat, President of the Council and with the spiritual blessings of the Revolutionary Leader, Abdul-Malik ibn Badr-Eddine Al-Houthi, approved the initial draft (the National Vision) and after extensive and thorough discussions within the Government and its various institutions, with the active participation of civil society groups, organizations and political parties, then having been discussed and approved by the Cabinet of the National Salvation Government at the January 2019 session, I am pleased to share with my colleagues in the Supreme Political Council the procedural, legal and national touches on this great strategic project which will be an important document for building the next Yemeni state, God willing.

Adopting this strategic national document and distributing it worldwide is a major contribution of the Supreme Political Council, inspired by the heritage of the Yemeni national movement in general, and leaned on the values and principles of the Yemeni Revolutions of 26 September 1962, 14 October 1963, 30 November 1967, 22 May 1990, and 21 of September 2014. It serves as a practical and objective response to all media fabrications and political criticisms that create

false illusions emanating from the daydream of some that, we are working to build a Monarchy and return Yemen to the stage of a dynastic family rule.

Launching of such false accusations is only to justify and support the crimes of the aggressor states that waged their dirty war against Yemeni cities and villages on the morning of Thursday, 26 March 2015 and against the Yemeni people.

This strategic national document, which combines the past data of the heritage of the great Yemeni history with the principles and foundations of building modern governments is a strong and sufficient response to the arrogance of the aggressor states. This aggression now enters the fifth year, and has intensified the wounds of Yemenis and exacerbated their suffering until the whole world started repeating and talking about Yemen and its steadfast and patient people, who live the greatest human catastrophe in history since World War II, culminating in 19 million Yemenis needing humanitarian assistance in its various forms.

The Supreme Political Council of the Republic of Yemen, as a leader at this critical juncture for all State entities and institutions of the National Salvation Government, has presented a mature and comprehensive National Vision for A Modern State, which was drafted during a time of continuous aggression. We are still living the chapters and tragedies of this aggression. Nevertheless, at the same time we are also living a great moment of resistance. The heroism and valiant fight put up by the soldiers of the Yemeni Army troops, its general security and the Popular Committees, we are witnessing moment by moment. Moreover, the document focused on the issue of Yemeni national reconciliation and considered it as one of the foundations of the success of the next peaceful political process, God willing.

This is a national qualitative contribution to the service of the present and the future of the Yemeni people, and represents a great intellectual works that shall remain for the benefit of the majority of the people, God says in the correct and accurate of the Holy Quran:

He sends down water from the sky, so that valleys flow according to their measure, and the flood bore (on its surface) swelling foam - from that which they smelt in the fire in order to make ornaments and tools rise a foam like unto it - thus Allah coins the adage, and similarly does Allah coin the true and the false. Then, as for the foam, it passes away as scum upon the banks, while, as for that which is of use to mankind, it remains in the Earth. Thus Allah coins the adages.

Almighty Allah has spoken the truth.

And we are witnesses thereof until the Day of Judgment and Allah is more knowledgeable than all of us

And there is a greater possessor of knowledge above all who have knowledge

**Prof. Abdul-Aziz Saleh Bin Habtoor**

Prime Minister



## **Introduction:**

After one year passed since Martyr President Saleh Al-Sammad launched the Yemeni State Building project under the slogan, “A hand for protection and a hand for building”, the Supreme Political Council approved the National Vision for Building the Modern State of Yemen (hereinafter called the National Vision), which is an authentic Yemeni vision that stems from the reality of the Yemeni situation and the needs of society, expresses the aspirations of Yemenis and addresses issues confronting Yemen. The National Vision is the fruit of a participatory approach, undertaken with intensive consultations at the formal and society levels, in which all groups have joined through by a national mobilization effort, in order to take part in a responsible and constructive interaction with discussions, critical readings and extensive enrichment of the draft vision.

The National Vision is a strategy that is far from being a political tactic, but a national requirement that belongs to all future generations of Yemen. The National Vision inaugurates a new phase of construction and lays down the foundations for the future of Yemen, which is the responsibility of all Yemeni people and factions, who should consider the vision as their own and share all their experiences for its development and implementation. The National Vision represents strategic guidelines for the various State institutions, a planning and implementation approach that illustrates the executive mechanism for managing and implementing the National Vision through clear government frameworks and channels, and according to modern scientific principles that ensure integration and quality and is subject to constructive periodic monitoring and evaluation.

The core and end goal of the National Vision are the Yemeni citizens, as they represent Yemen’s greatest resource. The National Vision’s aims to achieve the prosperity of Yemen and to link its present with its future. Yes, the effort is expected to be affected by a number of issues and variables, but it should be achieved in a spirit of cohesion and social collaboration supported by a capable state, while relying on the long history of Yemen and national identity, Yemen’s advantages and strategic geographic and political position.

To the extent that we acknowledge the importance and priority of achieving peace and stability, there is an equally urgent need to deal with the changing variables, which the National Vision will confront through its fundamental pillars, which rest on the existence of a strong, unified, democratic, just and independent Yemen, enjoying a balanced and sustainable human development, which is concerned with the reliance on knowledge, innovation and a diverse educational curricula. The National Vision provides an enabling environment for economic growth to ensure universal access to basic human needs in the first phase, to be followed by achievement of stability until reaching the desired progress and excellence in later stages.

The National Vision sets out the long-term pathways accorded to achieving 25 main objectives to be pursued by 2030. The National Vision will be affected through the implementation of national development strategies in three phases (2-5-5 years respectively) through which appropriate guidance will be available for short, medium and long-term plans. Within the first phase (2019-2020), it will be essential to work towards developing and updating the National Vision with a view to achieve Yemen’s aspirations by 2030.

“The core and end goal of the National Vision are the Yemeni citizens, as they represent Yemen’s greatest resource. The National Vision’s aims to achieve the prosperity of Yemen and to link its present with its future...”

Everyone should work continuously on achievement of development, transparency, fighting corruption, instilling accountability, human development, reducing unemployment, eliminating illiteracy, poverty, reducing inflation, raising per capita gross domestic product (GDP), achieving a high rate of annual economic growth and achieving good indicators of institutional efficiency and public satisfaction of government services and the expansion of the spread of health insurance amongst the population. The National Vision rests on the belief that the progress of Yemen is feasible and not just a dream and believes that the Yemeni people can arrive to the desired change.

Proceeding from the foregoing, the National Vision is a roadmap to build the modern Yemeni Government. This includes the current period, which requires the activation, reform, and improvement of State institutions as well as the post-reconciliation and political agreement phase. Through its 12 different themes, the National Vision includes political and developmental efforts that will provide an improbable common denominator as the best interests of the nation dictates, and regardless of the positions or names or the type of prevailing political power and the regime governing Yemen, the National Vision is set for completion in 2030. The Yemeni people deserve peace, harmony, and stability and for all to work to open the doors for a bright future. Accordingly, the National Vision is a building project for the achievement of development and reaching national salvation. The success of the National Vision is achieved by embracing the institutions and powers set forth in the National Vision and translating the contents thereof into a visible logical reality.

Before concluding this introduction, we hereby clarify a number of concepts and terms that are embodied in the National Vision, like what is meant by the concept of "modern", which is used as the desired characteristic of the State of Yemen. In other words, a Yemeni State that rests on respect for the Constitution, Law, and the separation and balance of powers of the three branches of Government: Legislative, Executive and Judicial. The National Vision seeks to modernize the role and functions of the modern State of Yemen so as to enable the Government of Yemen to manage the Government affairs and services, and inspires the achievement of scientific development and to bank on successful international experiences and the utilization of modern techniques in planning and decision-making. The concept of "good governance" means to exercise political power and management of the affairs of society and the development of the country's resources based on the application of standards of accountability, achievement of equality, fairness, efficiency, effectiveness, integrity and transparency, the rule of law, the broadening of participation and combating corruption to ensure economic and social development, which should be applicable to the constitutional institutions of the State, as well filter down to civil society and the private sector.

There are political issues that were not set out in the National Vision in their final form, because they are related to the outcome of reconciliation and the political settlement, such as the nature of local government. The main objective at present is to move towards building up the local authority and to provide local authorities financial and administrative powers, which will enable them to contribute to local development based on a fair and balanced distribution of resources under a strong unified state to ensure the smooth transition to local government.

In conclusion, we can say that the National Vision is comprehensive, clear and sustainable. The main objective of the National Vision is to serve the Yemeni people and it is intended as a vessel to unite all official and society efforts in a major workshop to achieve change and independence from any economic or political submissiveness and achieve a decent life for the Yemeni people and eventually reaching self-sufficiency and food security in the food sector.

"Through its 12 different themes, the National Vision includes political and developmental efforts that will provide an improbable common denominator as the best interests of the nation dictates, and regardless of the positions or names or the type of prevailing political power and the regime governing Yemen"



Part one  
**General Framework of  
the National Vision**

## General Principles



1

The National Vision and the Modern State of Yemen shall be based on the principles of Islam and the teachings of Islamic law.



2

The identity of faith with their moral and humanitarian values as embodied in the characteristics of the Yemeni people represent the foundations upon which the modern state of Yemen shall rest.



3

The system of government in Yemen is the Republican system of Government with adherence to the Constitution and to the effective laws.



4

Achieve social justice, equal citizenship and respect for rights and liberties without prejudice to the religious consistencies and national values.



5

Preserving the Yemeni family and enhancing the place of the family in the society.



6

Peaceful transfer of state authorities through free and fair elections shall be the practical embodiment of the democratic approach in Government.



7

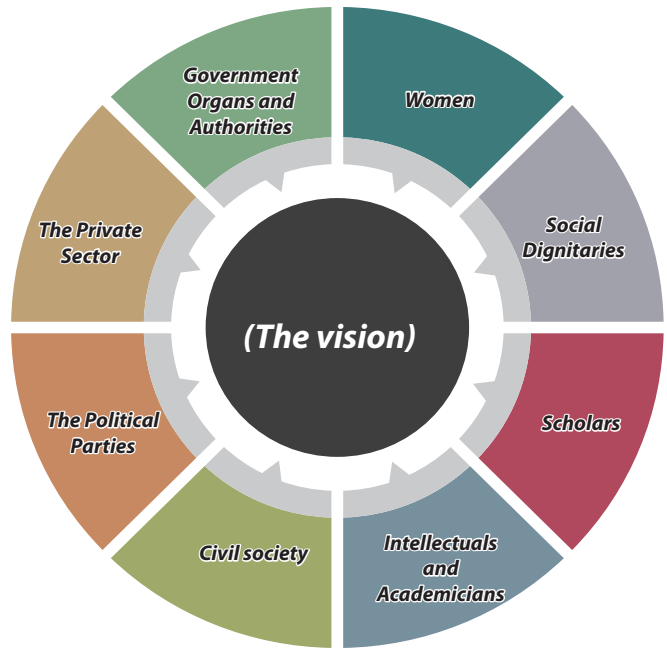
The unity of the land and people of Yemen is a fundamental principle for the Yemeni people.

## National Vision Methodology:

This National Vision was prepared on the basis of:

**A**

Applying the participatory approach in the development of the National Vision contents, with the participation of:



**B**

Adopting Agreed Comprehensive Background References Upon Which to Base Preparation of the National Vision :

1. Constitution of the Republic of Yemen.
2. The Agreed Outcomes of the National Dialogue Conference.
3. Basic Laws and Legislations.
4. Sectoral Strategic Plans and Previous Government Programs.
5. Global Action Plan for Sustainable Development (2016-2030).
6. Successful International Experiences and Practices.
7. Proposals and Visions of Government Institutions.
8. Visions and Perceptions of Political Parties and Political Factions.

## C

### Planning Levels And Vision Preparation:

Four levels of planning were set out to prepare the National Vision as follows:

#### **Overall National Vision:**

It is reflected in the wording of a text that highlights the desired perception that society aspires to reach by 2030.

#### **Objectives:**

A set of strategic goals were developed for each objective with developed measured indicator benchmarks.

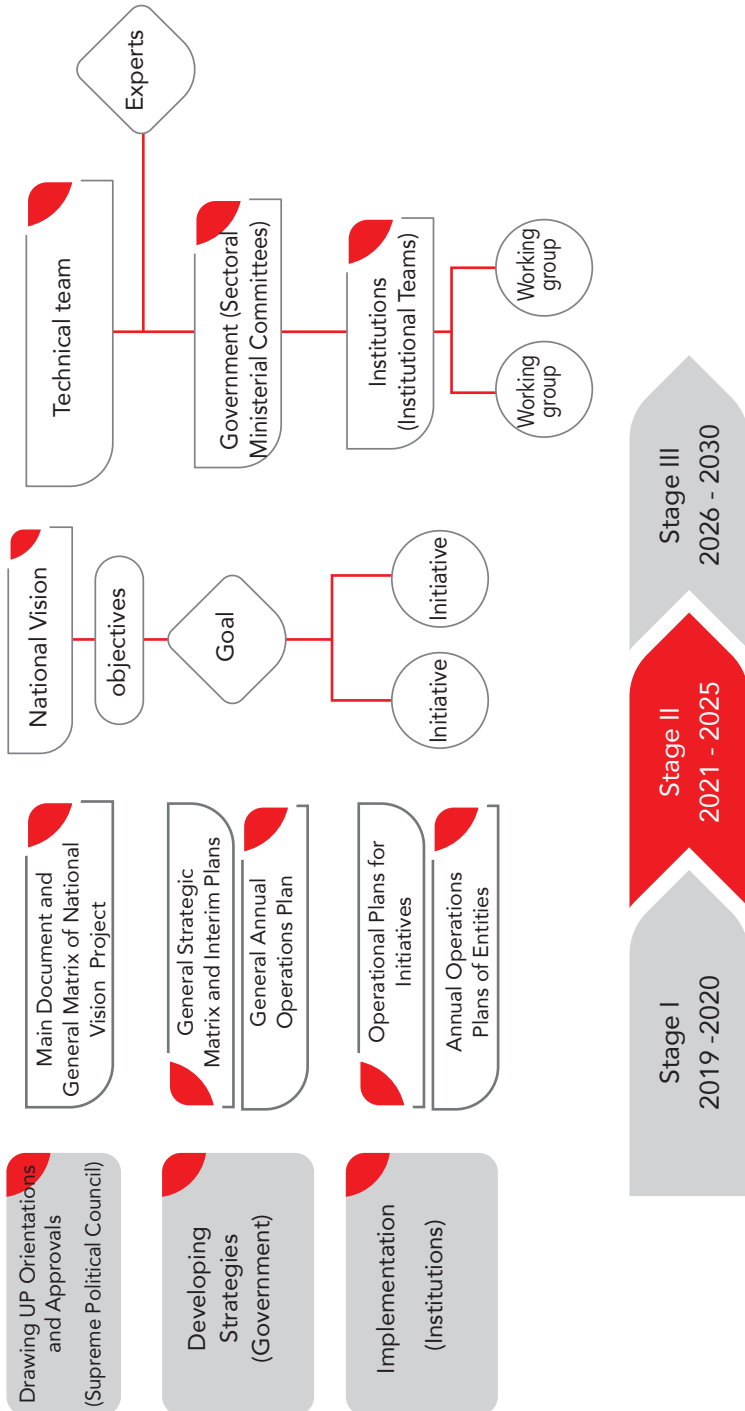
#### **Goals:**

The overall strategies are expressed at the sectoral level and the target areas, including a text for each sector or area that sets out the objective by 2030.

#### **Initiatives:**

A set of translated initiatives were developed for each strategic objective in the National Vision Matrix.

## Framework for Preparation of the National Vision for Building the Modern Yemeni State



## D

### Working team

#### **Technical Team:**

A group of experts and stakeholders directly under the President of the Republic (Head of the Supreme Political Council); responsible for designing and drafting the National Vision methodology; revising national documents and international visions, coordinating the participation of the concerned parties and assimilation and inclusion of their remarks in the basic document of the National Vision.

#### **Groups of Experts:**

Specialized groups in different themes of the National Vision.

The task of each group is to provide consultation and opinions to improve the drafting of strategic visions and plans, develop performance indicators, and participate in the management of discussion sessions and workshops in each of the vision themes concerned.

## E

### Planning Stages:

#### **Preparation Phase:**

To develop a plan and a work mechanism for the team to prepare National Vision and to look at the national and sectoral plans and strategies, review the international experiences and see the current changes and the future regional and international prospects that could affect the country to take into account in developing the National Vision and come up with the most important challenges facing Yemen.

#### **Drafting Stage of The Main Directions of National Vision:**

During which the basic National Vision document was drafted, which included drafting the text of the National Vision document and strategic goals, setting objectives and a proposed list of priority initiatives.



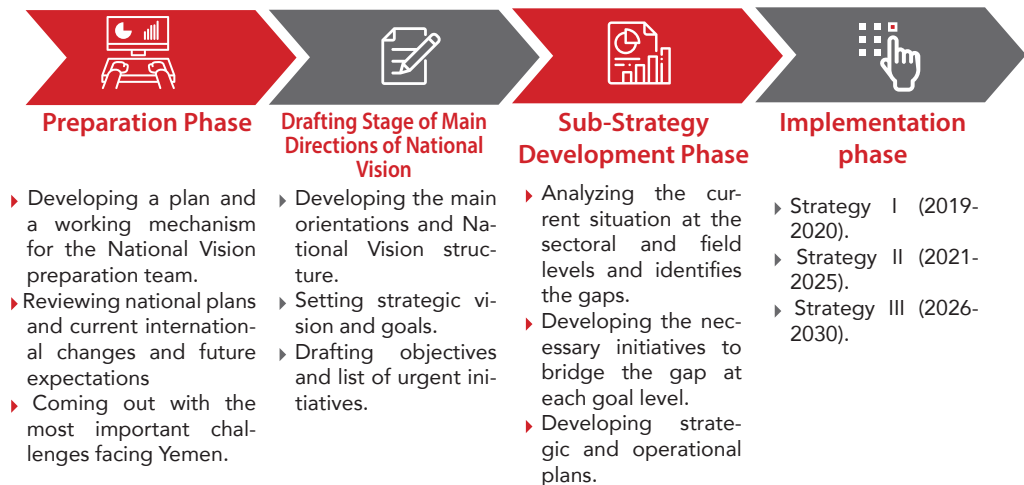
### Sub-Strategy Development Stage:

Following adopting the basic National Vision document, developing the interim and sub-strategies will begin, including an in-depth analysis of the current situation at the sectoral and theme levels, review and developing initiatives to bridge the gap at each goal level, and developing strategic and operations plans.

### Implementation Stage:

Includes three phases:

- ◆ Implementation of National Vision Strategy I: Steadfast Resistance and Recovery 2019-2020.
- ◆ Implementation of National Vision Strategy II: institutional structure, reconstruction and strengthening the foundations of stability 2021-2025.
- ◆ Implementation phase of the third vision strategy: advancement and excellence 2026-2030.



### Main challenges:

In connection with what was mentioned earlier regarding the methodology of preparing the National Vision, which was based on the Overall National Planning Model as a general framework that reviewed the national, sectoral and institutional strategic plans and identified the challenges of the actual situations and the global changes that must be dealt with, the analysis process revealed a set of up to 39 challenges that have been categorized into areas, treatments have been developed for these challenges during the planning process.

## Political Status

1  
2  
3

Aggression, Siege, And Political Conflict.

An unstable political situation for decades, which has turned into periodic rounds of conflict for decades.

A weak national consensus in light of polarization caused by foreign and regional parties.

## Governance

4  
5  
6  
7  
8

A dysfunctional and flawed governance system.

Widespread corruption and an inequitable division of wealth.

Disruption of the principle of peaceful transfer of power.

Local authority that does not meet the aspirations of society and the requirements of sustainable local development.

Poor performance of control organs which are subject to submission to political decisions with weak coordination of control organs.

## Social Structure

9  
10  
11  
12  
13  
14

Division and deeply rooted social problems.

Increase of poverty and deprivation due to cessation of domestic and external funding for the social safety net.

Personal loyalty is established as a criterion of national loyalty.

Weak society participation.

Weak social justice and equal opportunity.

Targeting the identity and culture of Yemeni society, and undermining values of tolerance among Yemenis.

<b>Economy</b>	15	A deteriorated economy, vast unexploited human and economic resources and absence of economic management.
	16	Fierce economic and global competition in the absence of a vision to deal with them.
	17	Total cessation of aid and grants.
	18	Inflation of public debt.
	19	Poor investment and a non-stimulating environment.
	20	Imbalance in management and in developing public resources.
	21	A traditional agricultural sector, waste of fish wealth and marine life sector, and over utilization of water resources, despite their scarcity.
	22	A weak and limited industrial sector and insufficient energy sources.
<b>Disorders of the Public Administration</b>	23	Destruction due to aggression, poor infrastructure and high cost of reconstruction.
	24	Weak and faulty architectural development.
	25	Weak Government performance and administrative systems and inflated employment
	26	Complete absence of the principle of merit and integrity in selection and appointment.
<b>Justice</b>	27	A complete lack of evaluation of institutional and employment performance and weak accountability system and disregard for principle of reward and punishment.
	28	Weak function of strategic planning, guidance, supervision, monitoring and evaluation.
	29	Obsolete civil service and human resources legislation and systems. Unfair wage policies and weak human capacities.
<b>Defense and Security Services</b>	30	Faults in the judicial system.
	31	Weak legislative institutional structuring and poor legal systems Poor legislative institutional structuring judicial and legal legislative system, and ineffective self-audits.
	32	Disruptions in the structure of the army.
	33	Weak performance of security institutions and provision of inefficient security services.

<b>Innovation, knowledge and scientific research</b>	34	Lack of conformity with global trends in innovation, knowledge and scientific research.
<b>Education</b>	35	Education system that does not meet the needs and requirements for development.
<b>Health</b>	36	Public health systems and services that do not meet citizens' needs and demands.
<b>Environment</b>	37	A neglected and vulnerable environment.
<b>Foreign Relations and National Security of Yemen</b>	38 39	A defect in Yemen's national security and protection system. External interference and attempt to impose trusteeship on Yemen.



Part II

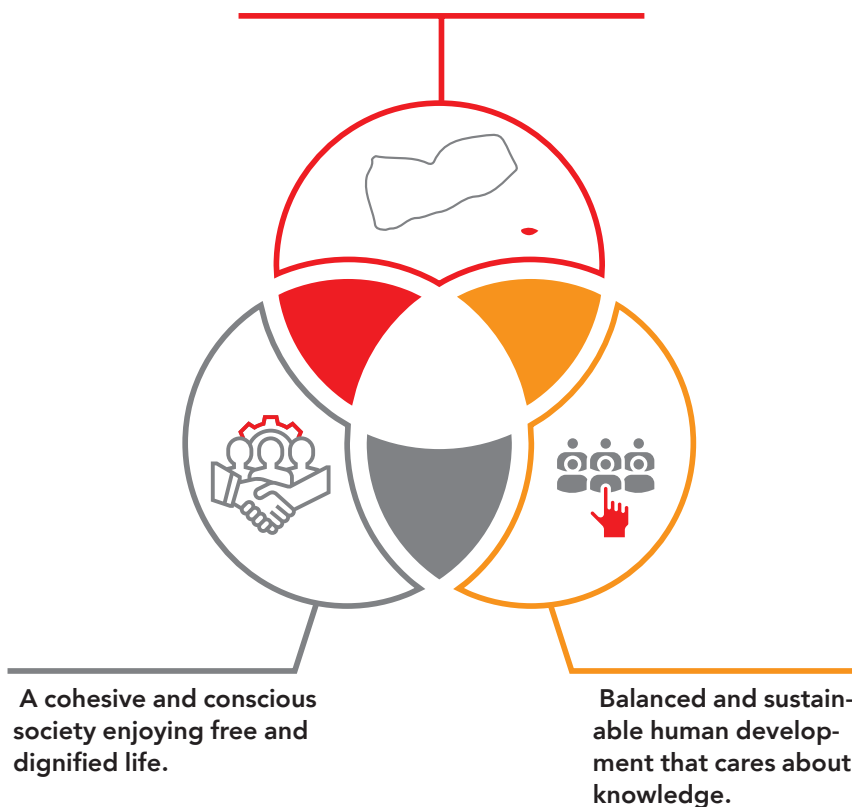
## The National Vision

# Vision

A modern, democratic, stable and unified Yemen which rests on having strong institutions, the realization of justice, the pursuit of development and a dignified life and standard of living for Yemeni citizens, the protection of the independence of the nation and seeking world peace and appropriate equal cooperation with the other countries of the world.

## A. The Pillars of the National Vision:

A unified, independent, strong, democratic and just Yemeni state.



## B-Main National Vision Objectives:



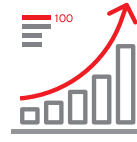
Improving Yemen's sustainable development index from 45 to 60.



Improving the investment index to (130 of 190).



Achieving an annual real economic growth rate of at least (5%).



Reaching the top 100 economies globally.



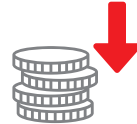
Rising Per Capita Gross Domestic Product (GDP) up to above (\$2,000 per annum).



Placing Yemen in the International Competitiveness Index (100) among the countries of the world.



Increasing the rate of production of electricity from multiple sources at an annual rate of not less than 600 MW.



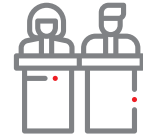
Reducing inflation to less than (5%).



Reducing the unemployment rate to less than 10%.



Rising the ranking of Yemen in the Human Development Index to rank (120) among the countries of the world.



Accessing the rank of Yemen in the index of democracy and freedom and protection of citizens' rights to (98).



Achieving a position for Yemen within 70 countries in the institutional efficiency index.



Yemen's corruption perception index (CPI) should reach (100) among the countries of the world.



Achieving a qualitative level for Yemen in the basic Education Quality index to put Yemen in rank (90) among the countries of the world.



Reducing the illiteracy rate among the population to less than 20%.



5 Yemeni universities should be among the best universities in the Arab world.



Yemen's International Justice index should reach 60 of the world's countries.



Increasing the participation rate of women in the labor force to (30%) of the total labor force.



The level of citizen satisfaction for government services should be among the best (80) countries at the end of the period.



Improving Yemen's level of innovation to rank (95) among the countries of the world.



Raising the life rate at birth to 75 years.



Reducing the poverty rate of the population to less than 20 %.



The rate of health insurance prevalence among the population should reach above (50%).



Improving the environmental performance index to rank (80) among the countries of the world.



Increasing the average number of residential units established annually during the period to (17500).



## C. National Vision Themes:

In accordance with the set of challenges previously developed, these challenges were distributed to the main (12) themes, which will be worked on to ensure that they reflect the National Vision, a goal was formulated for each of the twelve themes and then a set of strategic goals were formulated that translate each goal, where the number of the strategic goals reached (175) key goals. Each strategic goal is reflected through a number of initiatives that will be developed and implemented by the concerned entities, the most important of which will be addressed as a model in the framework of this document, with a total of (497) initiatives, and a package of indicators was developed that measure the level of progress in implementing the National Vision goals, about (408) indicators, the government will also subsequently develop an integrated system for sustainable development and monitoring of indicators. .

### The first pillar



**A unified, independent, strong, democratic and fair Yemeni state.**

- The governance system theme.
- Justice and rule of law.
- Management Development.
- The foreign policy and national security.
- Defense and security services.

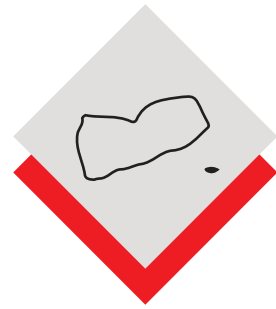
### The second pillar



**A cohesive and conscious society enjoying free and dignified life.**

- Comprehensive national reconciliation and political settlement.
- Social Construction.
- Economy.
- Environment.

### The third pillar



**Balanced and sustainable human development that cares about knowledge**

- Education
- Health
- Innovation, creativity, knowledge and scientific research.



## Theme I: Comprehensive National Reconciliation and Political Settlement:

**Objective:** Comprehensive national reconciliation between political parties and factions and different groups, on the basis of justice and reparations through a peaceful political settlement to achieve peace based on respect for national sovereignty and the best interests of the nation.

Strategic Goals	Indicators	Most Important Initiatives
1. Creating appropriate conditions for dialogue and comprehensive national reconciliation.	<ul style="list-style-type: none"> <li>Number of political organizations, parties and factions that wish to participate in dialogue and reconciliation.</li> </ul>	<ul style="list-style-type: none"> <li>Providing the necessary conditions to create conditions for dialogue and reconciliation.</li> <li>Stimulating national feelings, values, and human and Islamic brotherhood within the society and among political parties to move towards dialogue, reconciliation and peace.</li> </ul>
2. Achieving national reconciliation at the internal level and then at the external level.	<ul style="list-style-type: none"> <li>Number of internal national reconciliations.</li> </ul>	<ul style="list-style-type: none"> <li>Internal reconciliation with various political forces at home.</li> <li>Creating the right environment for the return of those who are abroad and to find solutions to any problems they may face and to arrange for their security and freedom in the exercise of their activities that do not conflict with the supreme national interest.</li> </ul>
3- Seeking to resume the political process and achieve a just peace that preserves the dignity, sovereignty, independence and unity of Yemeni people.	<ul style="list-style-type: none"> <li>Number of organizations, political parties and political leaders who have returned to their natural political role.</li> </ul>	<ul style="list-style-type: none"> <li>Achieving a national vision of peace and peaceful political settlement and unify the concepts about it.</li> <li>Forming national networks to support a just peace and to succeed the political negotiations that preserve Yemen's sovereignty and independence.</li> <li>Activating the role of the national delegation in the definition of the principles of peaceful political settlement at the international level.</li> </ul>
4- Achieving comprehensive national reconciliation based on comprehensive bases and references.	<ul style="list-style-type: none"> <li>Signing the reconciliation agreement.</li> </ul>	<ul style="list-style-type: none"> <li>Implementing and conducting public amnesty and comprehensive national reconciliation measures at all levels.</li> <li>Developing media discourse towards reconciliation, partnership and consensus.</li> <li>Establishing a comprehensive national political conference for all national political forces supporting the state-building project, which recognizes the principles of peaceful political settlement.</li> </ul>



## Theme II: Governance System:

**Objective:** A system of governance based on modern and democratic foundations, which adopts the principle of the peaceful transfer of authority, providing political, economic and social rights and freedoms, free and independent media that enhances the role of the people and their contribution to development, a government that invests autonomous resources to promote integration and equity in distributing wealth; development at the local and central levels, building effective governance institutions for citizens, implementing a good system of governance that combats corruption, ensures the rule of law, transparency, accountability and active society participation, and works to create the various elements necessary to ensure social and political stability to achieve a stimulating environment for sustainable and inclusive development.

### A. Foundations of State Building:

Strategic Goals	Indicators	Most Important Initiatives
1. Developing the foundations and constitutional principles to build the modern Yemeni state.	<ul style="list-style-type: none"> <li>• A new constitution after putting it to a popular referendum.</li> <li>• A decree to establish the Supreme Constitutional Court.</li> </ul>	<ul style="list-style-type: none"> <li>• Adopting a new constitution in accordance with the agreed outcomes of the National Dialogue based on the building of modern institutions of governance, the separation of powers, the exercise of democracy, the peaceful transfer of power, and the administration of State institutions on the principles of good governance.</li> <li>• Establishing a Supreme Constitutional Court to support the rule of law.</li> </ul>
2. Restructuring the three institutions of the Higher Government Authority to perform their necessary role in building the modern Yemeni state.	<ul style="list-style-type: none"> <li>• New legislation approved for the construction and developing the three institutions.</li> <li>• Percentage of achievement in institutional building of the three authorities.</li> </ul>	<ul style="list-style-type: none"> <li>• The gradual legislative and institutional development of the higher authority entities.</li> </ul>
3. Promoting the exercise of the principles of governance, to consolidate the values of democracy, political pluralism and the peaceful transfer of power through free and fair elections.	<ul style="list-style-type: none"> <li>• Number of public electoral cycles.</li> <li>• Number of party conferences.</li> <li>• Number of shadow governments.</li> <li>• Number of governments formed by partnership.</li> </ul>	<ul style="list-style-type: none"> <li>• Developing central and local public electoral systems in a manner that achieves democracy, transparency and free fair elections to achieve the peaceful transfer of power and ensure political stability.</li> <li>• Encouraging the activation of the role of the opposition to support the performance of the ruling parties and achieve balanced use of power in the best interests of Yemen.</li> </ul>

## B. Good Governance:

Strategic Goals	Indicators	Most Important Initiatives
<p>1. Consolidating principles and foundations of good governance and apply it in various central and local state institutions.</p>	<ul style="list-style-type: none"> <li>• A decree to establish the national council for good governance.</li> <li>• The size of the data stored in the good governance database.</li> <li>• Number of legislations developed in accordance with the mechanism developed for legislative compatibility with the principles of good governance.</li> </ul>	<ul style="list-style-type: none"> <li>• Establishing a national council for good governance.</li> <li>• Developing a unified mechanism and principles for developing public administration in yemen based on principles of good governance.</li> <li>• Developing and disseminating an integrated program on the behavioral practices of the principles of good governance for state employees, including: a guide to the exercise of good governance for each level of employment, a code of conduct, a training program for managers and staff and an annual assessment system for their good governance practices.</li> <li>• Activating the consultative role of the shura council in the tasks entrusted to it in accordance with the law of its establishment and in accordance with the results of the comprehensive national reconciliation and political settlement.</li> </ul>
<p>2. Developing the system and mechanisms of the house of representatives to enhance its legislative and watchdog role in accordance with the highest parliamentary systems/standards.</p>	<ul style="list-style-type: none"> <li>• Number of activities and society meetings between the mp and his constituents.</li> <li>• A decree to establish the center for parliamentary studies.</li> <li>• The size of data and activities carried out through the e-parliament system.</li> <li>• Number of annual publications of parliament.</li> </ul>	<ul style="list-style-type: none"> <li>• Developing the internal by-laws of the house of representatives based on the highest parliamentary systems/standards.</li> <li>• Enhancing the transparency of parliamentary work, dissemination and availability, including developing production and dissemination of parliamentary reports, the publication of the parliament magazine and periodic and specialized publications of parliament.</li> <li>• Developing mechanisms to connect the parliamentarians with the society, including receiving and dealing with complaints and opinions of the society and citizens to parliament.</li> <li>• Establishing a center for parliamentary strategic studies, reporting to the house of representatives, specialized in the fields of the committees and the work of the council.</li> <li>• Developing a modern and comprehensive electronic management system that supports parliamentary performance both in the management of parliamentary processes and in parliamentary documentation and contributes to the shift towards the application of e-parliament in the management of the activities of the council.</li> </ul>
<p>3. Supporting and strengthening the capacity of civil society, the private sector, and media institutions in governance.</p>	<ul style="list-style-type: none"> <li>• Number of private sector institutions that are governed each year.</li> <li>• Number of civil society organizations governed annually.</li> <li>• Number of evaluation reports carried out annually by civil society in the field of governance.</li> <li>• Number of information programs and activities in the area of governance.</li> </ul>	<ul style="list-style-type: none"> <li>• Launching the civil society governance program.</li> <li>• Enabling civil society to monitor and evaluate the exercise of good governance by state and government agencies.</li> <li>• Adopting the private sector governance program.</li> <li>• Encouraging media to adopt information programs and activities in the area of governance.</li> </ul>

strategic Goals	Indicators	Most Important Initiatives
4. Improving the degree of integrity, transparency and combating corruption.	<ul style="list-style-type: none"> <li>• Integrity Index.</li> <li>• Number Of Officials Who Have Been Held Accountable.</li> <li>• Transparency Index.</li> <li>• Anti-Corruption Index.</li> </ul>	<ul style="list-style-type: none"> <li>• Developing Mechanisms For Budget Preparation And Implementation Of Government Procurement In A Transparent Manner.</li> <li>• Developing and Implementing Effective Accountability Mechanisms For The Provision Of Public Services Through Oversight Entities And Civil Society.</li> <li>• Developing An Integrated Law For Accounting And Accountability Of Senior State Officials To Facilitate Their Accountability And Referral To The Judiciary.</li> <li>• Issuing Financial Legislation That Regulates The Disbursement Of Any Entitlements To Administrative And Political Leaders, Financial Managers And Account Personnel In Such A Way As To Prevent Them From Acquiring The Resources Of The Institutions And The Entities Managing Them.</li> <li>• Issuing Financial Legislation To Cancel The Appointment Of The Post Of General Director Of Financial Affairs By The Ministry Of Finance And Make It A Competitive Position And Developing A Mechanism To Control The Ministry Of Finance On The Budget Outside The Appointment Of Financial Staff In The Authorities.</li> <li>• Activating And Developing Anti-Money Laundering Legislation And Procedures.</li> <li>• Developing An Awareness-Raising Mechanism In The Field Of Combating Government Corruption.</li> </ul>

## C. Rights, Freedoms, Liberties And the Media:

Strategic Goals	Indicators	Most Important Initiatives
1. Promoting political participation and to provide a democratic environment for political pluralism and party work in accordance with the Constitution, laws and national interest.	<ul style="list-style-type: none"> <li>• Number of political organizations and parties that have held their conferences.</li> <li>• Number of political alliances against aggression.</li> <li>• Number of active society structures.</li> </ul>	<ul style="list-style-type: none"> <li>• Strengthening the role of political parties and components to hold conferences in accordance with their internal regulations and uphold the values of brotherhood and unity through the role they play.</li> <li>• Expanding political alliances and national fronts to counter aggression.</li> <li>• Supporting the freedom of civil and society formations and activating their developmental and legal roles.</li> </ul>
2. Promoting values of citizenship, culture of national loyalty, principles of human rights, the values of justice, the rule of law, equality and non-discrimination.	<ul style="list-style-type: none"> <li>• Indicators of citizenship in the society.</li> <li>• Number of media and cultural activities and programs aimed at promoting loyalty and citizenship.</li> </ul>	<ul style="list-style-type: none"> <li>• A national program to consolidate the values of citizenship, loyalty and equality among all citizens in rights and duties without discrimination on the principle of good citizens better than the good person.</li> <li>• "Know your right" program to promote human rights principles, values of justice, rule of law, equality and non-discrimination.</li> </ul>
3. Enhancing the freedom of the press, opinion, expression and pluralism of the media, in line with the sound awareness, ethics and values of good society and the supreme national interest.	<ul style="list-style-type: none"> <li>• Issuing modern information law.</li> <li>• Signing a code of honor for media professionals.</li> <li>• Number of detainees released for reasons of opinion.</li> </ul>	<ul style="list-style-type: none"> <li>• Developing a modern law for the press and media of all kinds.</li> <li>• Adopting a comprehensive code of honor for media professionals working in various governmental and private media institutions.</li> </ul>

Strategic Goals	Indicators	Most Important Initiatives
<p>4. Conveying the injustice of Yemeni people to the world and to expose their suffering and their rights to live and to live a decent life as a result of the aggression and the unjust siege imposed on them.</p>	<ul style="list-style-type: none"> <li>• Number of information programs directed to detect crimes of aggression.</li> <li>• A decree to establish a specialized human rights network at home and abroad.</li> <li>• Number of reports prepared by the network.</li> </ul>	<ul style="list-style-type: none"> <li>• Enhancing the role of the media in confronting aggression and uncovering its crimes.</li> <li>• Establishing a specialized human rights network at home and abroad concerned with bringing the injustice of Yemeni people to the world.</li> </ul>
<p>5. Raising awareness of the principles and foundations of public and private rights and liberties in the judicial, security and administrative entities of the State so as to ensure their absorption in the formulation of government policies and plans.</p>	<ul style="list-style-type: none"> <li>• The number of people who have been sensitized in human rights awareness programs.</li> </ul>	<ul style="list-style-type: none"> <li>• Awareness program for justice and security personnel.</li> <li>• Human rights awareness program for the staff of the administrative authorities of the State.</li> </ul>
<p>6. Reviewing and revising national laws and harmonizing them with the charters and treaties relating to rights and freedoms in a way that does not conflict with religious and national constants.</p>	<ul style="list-style-type: none"> <li>• The number of laws and legislations adopted in the field of support for rights and freedoms, including the law of positive excellence.</li> </ul>	<ul style="list-style-type: none"> <li>• Developing human rights legislation in a manner consistent with, and not in conflict with international human rights treaties and charters and does not affect national sovereignty and independence.</li> </ul>
<p>7. Supporting and strengthening national mechanisms concerned, practices relating to rights and freedoms, and protection of the rights of women, children and special rights.</p>	<ul style="list-style-type: none"> <li>• The rate of change in the number of complaints concerning rights and freedoms by category.</li> </ul>	<ul style="list-style-type: none"> <li>• Encouraging civil society to launch a national program to strengthen institutional and public pressure mechanisms to protect the rights of women, children and special rights.</li> </ul>
<p>8. Enhancing the role of the official media in building the state, strengthening national identity and defending national issues according to a strategic vision of the national media.</p>	<ul style="list-style-type: none"> <li>• Number of official media institutions that have been fully structured.</li> <li>• Number of information programs designed to promote identity and defend national issues.</li> </ul>	<ul style="list-style-type: none"> <li>• Developing an integrated national media strategy.</li> <li>• Restructure the official government media and organize it according to an integrated study that enhances its role in development and solidifying citizenship values in all fields.</li> <li>• Enhancing media performance in keeping with the battle for the defense of the homeland and its sovereignty and independence, and raising awareness of the dangers of external intervention and the embodiment of national identity and focus on Yemeni privacy in form and content and the consolidation of national unity and social cohesion.</li> </ul>
<p>9. Enhancing the role of non-formal media in the developmental, cultural and social fields, and consolidating national values, unity, brotherhood and social responsibility</p>	<ul style="list-style-type: none"> <li>• Number of development-oriented information programs and activities in different areas.</li> </ul>	<ul style="list-style-type: none"> <li>• Encouraging launching of new specialized non-governmental television channels and convert some of the existing official channels into specialized ones.</li> <li>• Preparing and keeping pace with the role of the political leadership and the government in opening up to the outside world.</li> </ul>

## D. Local Governance:

Strategic goals	Indicators	The most important initiatives
1. Structuring legislative system, develop the institutional structures and develop the specific human capacities; provide the necessary resources for the local government system so it can manage its resources and improve its situation and raise the standard of living of local communities to achieve sustainable local development.	<ul style="list-style-type: none"> <li>• Number of new and developed legislation adopted for the local government system.</li> <li>• Growth rate of domestic resources.</li> <li>• Institutional performance efficiency index at the local level.</li> </ul>	<ul style="list-style-type: none"> <li>• Developing the legislative system of local governance.</li> <li>• Developing an integrated system for the management and developing local financial resources.</li> <li>• Establishing a local development and capacity building center.</li> <li>• Developing and strengthening the institutional and human capacities of local communities for local development.</li> <li>• Establishing a local information and support center.</li> <li>• Completing the Local Government Information System project.</li> <li>• Completing the utilities restructuring of localities.</li> </ul>
2. Implementing a modern local governance system based on administrative division that promotes competitiveness and equitable distribution of resources to achieve balanced and sustainable local development in the governorates and districts of the Republic.	<ul style="list-style-type: none"> <li>• Adopt the new administrative division law.</li> <li>• Adopting the Local Resources Act.</li> <li>• Number of local units whose capacity has been developed.</li> </ul>	<ul style="list-style-type: none"> <li>• Creating a modern administrative division based on objective criteria, contribute to the integration of development performance of the localities, enhance their competitive advantages and support sustainable development.</li> <li>• Developing the institutional capacity of local governance units and maintain a competitive basis.</li> </ul>
3. Building and strengthening the central, local and society control and accountability capacities on the local government districts.	<ul style="list-style-type: none"> <li>• Achievement rate in the implementation of the institutional developing Local government districts.</li> <li>• Issue a decree on the system of control and accountability of local government entities.</li> </ul>	<ul style="list-style-type: none"> <li>• Developing and establishing the foundations and principles of the control and accountability of the central authorities on Local government districts and activate them.</li> <li>• Establishing and strengthen specific and clear foundations and mechanisms for society accountability of Local government districts.</li> </ul>

## E. Control and Oversight System

Strategic goals	Indicators	The most important initiatives
1. Developing the policies and legislation of the regulatory system and enhance its independence in accordance with the principles and foundations of good governance.	<ul style="list-style-type: none"> <li>• Number of approved policies and legislation developed.</li> </ul>	<ul style="list-style-type: none"> <li>• Developing a system of national anti-corruption legislation, including tax and customs laws, oil law and telecommunications law, and abolishing the immunity of senior employees.</li> <li>• Developing legislation enabling the Central Organization for Control and Auditing to access data and information without reference to any security or executive party at any level that prevents it from carrying out its oversight functions and to make any exception through the parliament when any necessity arises to exclude the monitoring functions of the authorities related to the national security of Yemen.</li> </ul>
Strategic goals	Indicators	The most important initiatives

<p><b>2. Activating the performance of oversight entities and institutions, and enhance the level of integration and coordination in their work, in order to achieve the efficiency of the central and local state entities.</b></p>	<ul style="list-style-type: none"> <li>• The level of implementation of institutional developing regulatory entities.</li> <li>• Number of deferred corruption cases decided.</li> </ul>	<ul style="list-style-type: none"> <li>• Conducting institutional development and capacity-building for the Central Organization for Control, Auditing and automating its business governance in accordance with the standards and guidelines issued by the organization ALANTOCI .</li> <li>• Establishing an urgent assessment mechanism and the period to be completed for the investigation of cases of corruption to be submitted to the concerned authorities in the judiciary.</li> <li>• Integrated institutional developing the Anti-Corruption Commission to enhance its role in combating corruption and strengthening governance in the state authorities.</li> <li>• Coordination between the higher oversight entities and institutions.</li> </ul>
<p><b>3. Developing and diversify the role of the Control and Oversight system in evaluating governmental administrative policies and procedures to ensure enhanced transparency and performance improvement.</b></p>	<ul style="list-style-type: none"> <li>• Number of evaluation reports for government policies and procedures.</li> <li>• Number of policies developed</li> </ul>	<ul style="list-style-type: none"> <li>• Adopting an integrated monitoring performance program through a network system.</li> <li>• A Program to develop transparency promotion legislation.</li> <li>• Enhancing the role of the Supreme Commission for the Control of Tenders and Auctions with transparency in managing tenders and ensuring the good specifications of goods and projects.</li> <li>• Developing appropriate mechanisms to assess the performance of the regulatory system.</li> </ul>
<p><b>4. Enhancing society control over the performance of state institutions and services through organized and clear mechanisms.</b></p>	<ul style="list-style-type: none"> <li>• Number of annual society activities and reports in the area of society control.</li> </ul>	<ul style="list-style-type: none"> <li>• Developing an effective mechanism to involve society oversight, civil society organizations and media in the fight against corruption.</li> </ul>

## F. Societal Participation

Strategic goals	Indicators	The most important initiatives
<p><b>1. Developing improved legislation and mechanisms for society participation in various fields and for various society actors, including women and youth.</b></p>	<ul style="list-style-type: none"> <li>• Number of developed legislation that includes expanding and protecting society participation.</li> <li>• Number of approved plans, programs and mechanisms to support society participation.</li> </ul>	<ul style="list-style-type: none"> <li>• Developing integrated legislation to promote society participation.</li> <li>• An active society program to promote society participation.</li> </ul>
<p><b>2. Enhancing the role of the private sector in the society contribution to development.</b></p>	<ul style="list-style-type: none"> <li>• A decree to establish a fund to finance society development projects.</li> <li>• Number of mega development projects adopted by the private sector.</li> </ul>	<ul style="list-style-type: none"> <li>• Establishing a fund to finance society development projects that adopts the principle of competition among civil society organizations and contributes to the private sector.</li> <li>• Encouraging the private sector to adopt large and integrated development projects that have a positive impact on development.</li> </ul>





## Theme III: Social Restructuring:

**Objective:** A modern, cohesive society that cherishes, sustains and safeguards its identity, originality, civilization and humanity from destructive factors such as tribalism, regionalism and the effects of past conflicts, achieving comprehensive, just and balanced societal development that invests the energies and capacities of society, supported by the development and integration of population policies conducive to social justice, combating poverty, facilitating access to necessary services and improving the standard of living for the society.

### A. Society Cohesion and Society Development:

Strategic goals	Indicators	The most important initiatives
1. Strengthening the foundations of societal cohesion and remove the effects of past conflicts and fortify the society of division factors.	<ul style="list-style-type: none"> <li>• Approving the content of enhanced curricula for social cohesion.</li> <li>• Number of policies adopted to support social cohesion.</li> <li>• Number of information programs targeted at social cohesion.</li> <li>• Number of programs of religious institutions in the field of promoting social cohesion.</li> <li>• A decree to establish a political development entity.</li> </ul>	<ul style="list-style-type: none"> <li>• Education curricula should include contents that promote social cohesion in various levels.</li> <li>• Creating legislation that penalizes any practices that affect social cohesion.</li> <li>• Media policy should include guidelines that promote social cohesion.</li> <li>• Activating the role of religious institutions in promoting social cohesion.</li> <li>• Launching long-term sports and social youth programs that promote social cohesion.</li> <li>• Establishing a body for political development so that they have a role in guiding loyalty towards the country rather than other narrow loyalties.</li> </ul>
2. Taking advantage of cultural diversity as a means of social cohesion based on the values of coexistence, tolerance, acceptance of the other and respect for the heritage and cultural components of local communities and their development.	<ul style="list-style-type: none"> <li>• Number of festivals, conferences and cultural events organized by the governorates.</li> <li>• Number of local cultural initiatives and projects related to coexistence and acceptance of others.</li> </ul>	<ul style="list-style-type: none"> <li>• Encouraging the various provinces to activate their cultural diversity and contribute to cultural development.</li> </ul>
3. Enhancing the necessary components for society development that invests the energies and capabilities of society.	<ul style="list-style-type: none"> <li>• Number of society awareness programs.</li> <li>• Number of national programs implemented in the field of social protection against the effects of negative external cultural extensions.</li> <li>• Number of programs implemented to support and deepen the bonds of family cohesion as the first pillar of society and its stability.</li> </ul>	<ul style="list-style-type: none"> <li>• Developing legislation and the special mechanisms of the work of civil society organizations in order to achieve the effectiveness and efficiency of its performance.</li> <li>• Developing policies and standards that support equitable distribution of services.</li> <li>• Developing and diversification of programs and projects to combat poverty and the economic empowerment of lower - income groups including the promotion of projects of productive villages.</li> <li>• Developing society awareness policies in executive programs that support the consolidation of the principle of charity - values, principles, ethics and ideals among the members of society.</li> <li>• Launching a national initiative for social protection from the impact of the spread of negative external cultures.</li> <li>• Developing ongoing policies and programs to support and deepen the bonds of family cohesion as the first pillar and stability of society.</li> </ul>

Strategic Goals	Indicators	Most Important Initiatives
<p>4. Protecting the endowments and the work through an independent body to revive the role of endowments, encourage and develop its resources and disposal to achieve the legitimate objectives of social and economic role in accordance with the law, according to the quality of endowment.</p>	<ul style="list-style-type: none"> <li>• Number of projects implemented by Endowments.</li> <li>• Number of endowments (Awqaf) lands that were monitored and measured within a modern mechanism to managing them.</li> <li>• Size of return of investments.</li> </ul>	<ul style="list-style-type: none"> <li>• Investing endowment funds in the field of social economy.</li> <li>• Effective and efficient management and investment of land, taking into account the purposes of endowment and preserving the rent property.</li> <li>• Establish a group of companies in labor intensive activities of endowment resources to employ the poor and give them shares.</li> </ul>

## B. Social Justice:

Strategic goals	Indicators	The most important initiatives
<p>1. Developing a system of legislation and policies that guarantee equality, non-discrimination and equal opportunities.</p>	<ul style="list-style-type: none"> <li>• Inequality indicator.</li> <li>• Income gap.</li> </ul>	<ul style="list-style-type: none"> <li>• Developing policies and programs that support reducing the differences between citizens in income so that they are determined according to criteria that are far from exploitation, injustice and socially acceptable.</li> <li>• Achieving equality in employment, equal opportunities for employment and prevention of discrimination and its negative consequences such as marginalization, social exclusion and deprivation of some rights.</li> </ul>
<p>2. Developing effective policies that ensure equitable distribution of development returns.</p>	<ul style="list-style-type: none"> <li>• Number of policies developed.</li> </ul>	<ul style="list-style-type: none"> <li>• Reforming the wage structure and adopting the concept of income instead of wages or salaries, i.e., taking into account the allowances, bonuses, benefits and not the basic salary.</li> <li>• Achieve horizontal justice between sectors and “vertical justice” in the structure of wages within a single sector.</li> <li>• Applying the philosophy of the multi-slide and upward tax system.</li> <li>• Adopting the Commodity Support and Remittances System and support public services as public expenditure directed at the poor, low-income and middle-class to provide health and education to them, and to provide a stable source of income for the poorest and unemployed.</li> </ul>
<p>3. Expanding and improving the social protection network to provide a decent life for the citizen.</p>	<ul style="list-style-type: none"> <li>• Coverage rate of social security net.</li> <li>• Social Security Efficiency Index.</li> </ul>	<ul style="list-style-type: none"> <li>• Developing the social security system based on the basis of contributions and unemployment benefits, and to lay the ground for social protection for the most vulnerable people and the protection of the most favored groups.</li> <li>• Supporting marginalized groups in society and provide them the basic needs and raise the level of education in the poorest areas.</li> </ul>
<p>4. Consolidating the principles and values of social justice, and to raise awareness of legislation and policies regulating them.</p>	<ul style="list-style-type: none"> <li>• Number of programs and activities implemented.</li> </ul>	<ul style="list-style-type: none"> <li>• Raising awareness on the importance of social justice among family, friends, colleagues and the society through direct dialogue, the use of media and social communication.</li> </ul>

Strategic Goals	Indicators	Most Important Initiatives
5. Promoting and activate the role of women in the family, society and public life.	<ul style="list-style-type: none"> <li>Family cohesion index.</li> <li>Decisions to establish the Independent National Commission for Women.</li> </ul>	<ul style="list-style-type: none"> <li>Developing the role of the National Commission for Women to become an independent body for women.</li> <li>Launching a national program for family and child care.</li> </ul>

### C. Identity and Culture:

Strategic Goals	Indicators	Most Important Initiatives
1. Preserving the unity of historical and cultural identity of the Arab and Islamic people of Yemen and what Yemen represents through the stages of history.	<ul style="list-style-type: none"> <li>Adopting the revised curriculum that includes a content of identity.</li> </ul>	<ul style="list-style-type: none"> <li>Raising Awareness of the role played by early Yemeni merchants and scholars in the spread of Islam and its values and tolerance and diversity and coexistence and access to Southeast Asia and represent this approach as a model that reflects the true identity of Yemen.</li> <li>Include the values expressed in the unity of historical and cultural identity in school curricula and various means of guidance as well as drama and media.</li> </ul>
2. Consolidating the national identity which is comprehensive and includes all components of society as a basis for building the modern state of Yemen.	<ul style="list-style-type: none"> <li>Adopting a National Vision of identity.</li> </ul>	<ul style="list-style-type: none"> <li>Formulating an integrated national strategy that consolidates the national and comprehensive national identity and fulfills its requirements.</li> </ul>
3. Activating the use of cultural means in development, building peace and mobilizing the capacities of society.	<ul style="list-style-type: none"> <li>Number of governmental and non-governmental cultural institutions.</li> <li>The size of artistic and cultural production.</li> <li>Adopting a national system of creativity.</li> <li>The number of creators of Yemeni artists, writers, poets and intellectuals who received external and internal awards.</li> </ul>	<ul style="list-style-type: none"> <li>Supporting the establishment and developing cultural and artistic institutions and encouraging them to expand their production aimed at promoting the culture of society towards building, development, peace and coexistence with each other.</li> <li>Building and developing a national system of creativity.</li> <li>Promoting cultural and artistic activities that promote the culture of the society and supports values of authentic Yemeni cultural Divisions and contribute to the conservation, protection and dissemination of Yemeni cultural heritage.</li> <li>Encouraging creative people of thought, culture, literature and arts to expand their intellectual, cultural and artistic production and publish it globally.</li> </ul>
4. Developing institutions capable of achieving cultural achievements that move culture from its traditional interests on the margins of development to a motivating component.	<ul style="list-style-type: none"> <li>Number of cultural activities organized by Yemeni universities and educational institutions.</li> <li>Completing a national project to link culture and creativity to invest and determine the impact of development in the provinces.</li> </ul>	<ul style="list-style-type: none"> <li>Activating the leading cultural role of universities and educational institutions.</li> <li>Adopting a national project that links culture, creativity and production with investment and attracting investors.</li> </ul>
5. Developing Arabic language curricula and strategies in the basic education, as they represent a symbol of the nation's identity and heritage.	<ul style="list-style-type: none"> <li>Issuing decrees to adopt Developing Arabic language curricula for the first grades, including the foundations of national culture and identity</li> </ul>	<ul style="list-style-type: none"> <li>Preparing the necessary scenarios for Developing Arabic language curricula, in order to preserve the Arab identity in light of the deterioration of the level of students in the Arabic language and the lack of due attention.</li> </ul>

Strategic Goals	Indicators	Most Important Initiatives
6. Confronting the Yemeni tribal conflicts, and preserve tribal customs and values that are consistent with the rule of law.	<ul style="list-style-type: none"> <li>• Rate of change in the number of annual conflicts and revenges.</li> </ul>	<ul style="list-style-type: none"> <li>• Preparing a national program to enhance the development role of the tribe.</li> <li>• Adopting the charter of the national tribal custom.</li> <li>• Developing Tribal Honor Document.</li> </ul>
7. Protecting and exploit the historical and cultural monuments of Yemen, including manuscripts, documenting them and working to return what was looted.	<ul style="list-style-type: none"> <li>• Number of areas introduced into the protection system.</li> <li>• Number of artifacts and documents retrieved to Yemen.</li> <li>• Number of archaeological sites ready for tourist visits.</li> <li>• Number of new artifacts exhibited in national museums.</li> <li>• Indexed and non-indexed manuscripts found in the houses of manuscripts and libraries.</li> </ul>	<ul style="list-style-type: none"> <li>• Adopting an initiative Protecting and regulating the investment of historical areas.</li> <li>• Launching an initiative for the Protection and investment of antiquities.</li> <li>• Encouraging the examining of manuscripts.</li> <li>• Indexing non-indexed manuscripts.</li> </ul>

## D. Population Policy:

Strategic Goals	Indicators	Most Important Initiatives
1. Developing the population policy system necessary to achieve sustainable development and balance between population growth and available resources.	<ul style="list-style-type: none"> <li>• Number of policies incorporated annually.</li> <li>• Number of population awareness programs implemented annually.</li> <li>• Number of population research conducted annually.</li> </ul>	<ul style="list-style-type: none"> <li>• Program for the Development and Integration of Priority Population Policies.</li> <li>• Population Awareness Program.</li> <li>• Encouraging investment in large and medium enterprises in rural areas to alleviate displacement to capitals.</li> </ul>
2. Paying attention to young people, provide youth development and invest their creative and innovative energies.	<ul style="list-style-type: none"> <li>• The number of new establishments and sports facilities.</li> <li>• The number of regional prizes won by a Yemeni sports club or player.</li> </ul>	<ul style="list-style-type: none"> <li>• Contributing with the private sector and society in providing the infrastructure of sports.</li> <li>• Encouraging the establishment of sports and scouting activities by international professional standards so as to raise Yemeni sport for international competitions.</li> <li>• Developing sports clubs to lead sports activity and progress of regional and international competitions and the strengthening of the permanent sources of income for the advancement of the sport itself.</li> </ul>
3. Expanding policies and programs for rural development, encourage stability in rural areas and limit immigration to cities.	<ul style="list-style-type: none"> <li>• Internal Migration Index</li> </ul>	<ul style="list-style-type: none"> <li>• Developing rural stabilization policies and programs.</li> </ul>
4. Providing modern residential projects and cities for people with limited income divisions through diversified funding mechanisms.	<ul style="list-style-type: none"> <li>• Number of housing units delivered annually to people with limited income.</li> <li>• Number of planned and delivered land for low income people.</li> </ul>	<ul style="list-style-type: none"> <li>• Encouraging multi-source housing projects for low-income people.</li> <li>• Encouraging the planning of modern cities and areas.</li> </ul>
5. Developing national strategy for the re-distribution of population supports a balanced and sustainable developing land resources and investing human energies with high efficiency.	<ul style="list-style-type: none"> <li>• Approving the strategy of population redistribution.</li> <li>• Number of new cities and residential areas rehabilitated within the context of population redistribution.</li> </ul>	<ul style="list-style-type: none"> <li>• National strategy for population redistribution.</li> </ul>

## E. Combating Poverty:

Strategic Goals	Indicators	Most Important Initiatives
<p>1. Poverty alleviation through economic empowerment policies and programs for the poorest and marginalized groups.</p>	<ul style="list-style-type: none"> <li>Poverty index.</li> </ul>	<ul style="list-style-type: none"> <li>Launching a series of economic empowerment programs for the poor.</li> <li>Launching quality vocational rehabilitation programs for the labor market.</li> <li>Empowering poor households by integrating them into the labor market and providing them with facilities in microfinance institutions.</li> <li>Adopting economic and developmental policies that considers gender perspective and the needs of poor women and bread winners, particularly in the countryside.</li> <li>Supporting small and medium women's projects through small credit programs and distribute them in all the provinces.</li> <li>Encouraging programs of a targeted lending to poor households headed by women and increase social security benefits for these families.</li> </ul>
<p>2.. Developing effective and efficient mechanisms for the management of Zakat resources to contribute to the mitigation of poverty.</p>	<ul style="list-style-type: none"> <li>The size of funds directed from Zakat funds towards programs to support the poor.</li> <li>Number of companies and projects of intensive work established of Zakat money.</li> <li>Number of beneficiaries of Zakat finance programs.</li> </ul>	<ul style="list-style-type: none"> <li>Developing the tenets and institutional performance to manage the 7 resources in their Shari'ah expenses.</li> <li>Launching economic financing programs for the poor from Zakat resources.</li> <li>Establishing a group of companies in labor-intensive activities of Zakat resources to run the poor and give them shares.</li> </ul>
<p>3. Promoting care and social protection for the poor.</p>	<ul style="list-style-type: none"> <li>Enrollment rate in basic education in the first grades.</li> <li>Social Security Efficiency Index.</li> <li>Number of social protection programs for the poor.</li> </ul>	<ul style="list-style-type: none"> <li>Mandatory and free education for the children of the poor.</li> <li>Develop effective social protection programs for the poor, especially in the informal sector (health, water and sanitation, housing and transport).</li> </ul>
<p>4. Directing international aid and grants towards effective programs to combat poverty.</p>	<ul style="list-style-type: none"> <li>A policy of directing aid.</li> </ul>	<ul style="list-style-type: none"> <li>Developing a binding and concerted policy by the government and civil society on the pathways of channeling aid and dealing with grants and assistance.</li> </ul>
<p>5. Promoting food security for the poor.</p>	<ul style="list-style-type: none"> <li>Number of food security programs targeted at the poor.</li> </ul>	<ul style="list-style-type: none"> <li>Launching a short-term food security promotion package.</li> <li>Launching long-term food security programs.</li> </ul>
<p>6. Developing monitoring, evaluation and information management mechanisms in the area of poverty alleviation.</p>	<ul style="list-style-type: none"> <li>Data size in the anti-poverty information system</li> </ul>	<ul style="list-style-type: none"> <li>Establishing anti-poverty for information system.</li> </ul>

## F. Humanitarian Response:

Strategic Goals	Indicators	Most Important Initiatives
<p>1. Supporting the effective management of humanitarian response in Yemen.</p>	<ul style="list-style-type: none"> <li>• The size of datum in the humanitarian response database.</li> <li>• Resolved a unified annual response plan in coordination with the international society.</li> <li>• Number of manuals on humanitarian response work.</li> <li>• Number of people trained in the humanitarian response.</li> </ul>	<ul style="list-style-type: none"> <li>• Building a central database and information and providing reports and maps on the affected society in all categories.</li> <li>• Preparing an annual consolidated response plan.</li> <li>• Developing channels for managing and coordinating response programs.</li> </ul>
<p>2. Diversifying humanitarian response programs to ensure sustainability in the provision of living needs.</p>	<ul style="list-style-type: none"> <li>• Number of economic empowerment projects established through international emergency and crisis funding.</li> </ul>	<ul style="list-style-type: none"> <li>• Developing a strategy to transfer part of Yemen's humanitarian support mechanism from food baskets and medicines to programs that support development through microfinance and microenterprise and prepare a plan.</li> <li>• Providing a unified mechanism for dealing with international and local organizations and donors working in humanitarian response.</li> </ul>
<p>3. Developing monitoring, and evaluation mechanisms in dealing with humanitarian response.</p>	<ul style="list-style-type: none"> <li>• Actual support (in dollars) from food humanitarian assistance to economic empowerment projects.</li> </ul>	<ul style="list-style-type: none"> <li>• Program to strengthen monitoring and evaluation mechanisms in humanitarian response.</li> </ul>



## Theme IV: The Economy:

**Objective:** A diversified economy with high performance that accelerates recovery, based on effective investment of natural and human resources, supports self-sufficiency and stimulates development by focusing on the competitive advantages of Yemen and striving for economic excellence at the regional level.

### A. Overall Performance and Strengthened Confidence in Economy:

Strategic Goals	Indicators	Most Important Initiatives
1. Achieving sustainable economic stability that helps raise confidence in the national economy, leads to recovery and spur development and resilience.	<ul style="list-style-type: none"> <li>• Annual growth rate of GDP.</li> <li>• Competitive growth rates for competitive sectors.</li> </ul>	<ul style="list-style-type: none"> <li>• Developing policies to increase the contribution of industry and services to the economy.</li> <li>• Developing policies to support the increase in non-oil exports.</li> <li>• Develop policies to support and stimulate the productive capacity of competitive sectors.</li> </ul>
2. Developing an effective mechanism for managing economic policies that support the achievement of high economic growth and the transition to a diversified economy.	<ul style="list-style-type: none"> <li>• A decree to establish the Economic Policy Unit.</li> <li>• Number of annual outputs provided by the Economic Policy Unit.</li> <li>• Number of reports issued by the Statistics Authority to the developed system of national accounts.</li> <li>• Number of economic councils in the governorates.</li> <li>• Number of relevant economic and financial leaders who have been rehabilitated.</li> </ul>	<ul style="list-style-type: none"> <li>• Preparing a national policy to determine the role of the state and its role in supporting the desired economic transformation.</li> <li>• Establishing an economic policy unit that follows the President of the Republic, comprising a national economic policy observatory, forum, economic information code, economic digital library and a platform for Developing computerized economic applications.</li> <li>• A program to develop the national accounts preparation mechanism.</li> <li>• Enhancing the efficiency of the management of government institutions concerned with economic and financial policies and services.</li> <li>• Establishing social economic councils in the provinces and at the central level to contribute to economic policy-making that stimulate economic activity and rationalize decisions, taking advantage of the experiences of the councils active in this field globally.</li> <li>• A training program and high qualification of financial and economic staff in the financial and planning institutions and related entities</li> </ul>
3. Creating a real partnership with the private sector through Establishing a higher council for investment and development representing the government, the private sector and the public sector.	<ul style="list-style-type: none"> <li>• Adopted a partnership strategy with the private sector.</li> <li>• Number of economic decisions issued by the Supreme Investment Council represented by the private sector.</li> </ul>	<ul style="list-style-type: none"> <li>• Strategy for partnership with the private sector.</li> <li>• Establishing the Supreme Investment Council with the participation of the private sector.</li> </ul>

Strategic Goals	Indicators	Most Important Initiatives
<p><b>4. Attracting and stimulating investments according to specific priorities that support performance enhancement and high growth.</b></p>	<ul style="list-style-type: none"> <li>• Issued a decree to implement a new mechanism for registering investments through a single unified window.</li> <li>• Number of transactions completed in accordance with the new mechanism and the time-frame set for them.</li> <li>• Growth rate of investment.</li> <li>• Growth rate of investment inflows.</li> <li>• Number of new institutions specializing in economic media.</li> <li>• Number of graduates per year in master's and doctorate programs in economics and management from Yemeni universities.</li> <li>• Issued a decree to approve the publication of the Investment Guide in both Arabic and English.</li> <li>• Number of new scientific researches applied by government agencies.</li> <li>• International Business Environment Index.</li> <li>• Number of projects in private sector infrastructure.</li> </ul>	<ul style="list-style-type: none"> <li>• Providing an effective mechanism for recording investments through a single window.</li> <li>• Launching a national initiative to attract expatriate investments.</li> <li>• Enhancing the role of embassies and commercial attachés to serve the national economy.</li> <li>• Launching the Yemeni Stock Exchange.</li> <li>• Encourage Establishing specialized institutions for economic information in civil society and the private sector.</li> <li>• Launching 7 high education programs in the economic and business administration 5 in public universities and 2 in private universities vary from high diploma to master and doctorate.</li> <li>• Preparing a guide to investment in more than one language that includes a list of investment opportunities and investment incentives.</li> <li>• Developing a mechanism for bridging the outputs of scientific research in universities, research centers, studies and economic development needs under the supervision of the National Center for Decision Support.</li> <li>• Launching a national business environment initiative.</li> <li>• Encouraging investment in the implementation of infrastructure for the industrial sector.</li> <li>• Encouraging direct investment in industrial areas that are serviced by infrastructure.</li> <li>• Developing new legislation to attract and protect domestic and foreign investments, including modernization of mining, oil and gas investment laws.</li> <li>• Establishing an investment bank for insurance and expatriates.</li> </ul>
<p><b>5. Increasing the competitiveness of national goods and services with comparative advantage and ensuring the reduction of imports.</b></p>	<ul style="list-style-type: none"> <li>• Growth rate of substitution of goods.</li> <li>• Growth rate of exports.</li> </ul>	<ul style="list-style-type: none"> <li>• Developing policies and mechanisms that encourage production to be sufficient.</li> <li>• Developing policies and mechanisms that encourage export production.</li> <li>• Developing and implement a policy that encourages importation from the country of origin.</li> </ul>
<p><b>6. Increasing the participation of women in the workforce and their contribution to the economy.</b></p>	<ul style="list-style-type: none"> <li>• Women's participation in the labor force.</li> </ul>	<ul style="list-style-type: none"> <li>• Launching a national program for women's economic empowerment and participation in the labor force.</li> </ul>
<p><b>7. Raising the absorptive capacity of grants and external loans and raising the contribution of allocation and use in line with national priorities.</b></p>	<ul style="list-style-type: none"> <li>• Grant absorption rate.</li> <li>• Percentage of funds directed towards economic development and capacity building of the labor market.</li> <li>• Number of experience houses with which the partnership was developed and signed.</li> </ul>	<ul style="list-style-type: none"> <li>• Activating the role of the grant absorption system.</li> <li>• Adopt a clear policy to channel donor funding (grants and assistance) towards economic development and capacity building in the labor market.</li> </ul>
<p><b>8. Achieving the sustainability of public finances by expanding and improving the efficiency of collection, allocation and use of public resources.</b></p>	<ul style="list-style-type: none"> <li>• Growth rate of sustainable feedstock.</li> <li>• The rate of growth in the size of public revenues.</li> <li>• The rate of tax collection efficiency.</li> </ul>	<ul style="list-style-type: none"> <li>• Improving mechanisms for the development and implementation of the general budget.</li> <li>• Enhancing and improve public debt management.</li> <li>• Developing the performance of funds and economic units.</li> <li>• Enhancing the financial, human and knowledge capacities of public finance staff.</li> <li>• Promoting and develop the use of technology in public finance management.</li> </ul>



Strategic Goals	Indicators	Most Important Initiatives
<p>9. Encouraging banks to contribute to economic recovery and support development by focusing on SMEs.</p>	<ul style="list-style-type: none"> <li>• Number of approved legislations related to Developing the banking environment.</li> <li>• Ratio of lending to development projects.</li> <li>• Number of banks whose capital has been raised.</li> <li>• Growth rate in microcredit lending and productive households.</li> <li>• Growth rate of credit.</li> </ul>	<ul style="list-style-type: none"> <li>• Improving the legal and judicial environment in which banks operate to include developing legislation and litigation mechanisms.</li> <li>• Strengthening financial centers of banks and raise their minimum capital to an acceptable level.</li> <li>• The comprehensive application of laws and legislation relating to the effective control of money laundering and the financing of illegal acts and constantly updating them in accordance with international best practices.</li> <li>• Encouraging bank lending to small businesses and productive households.</li> </ul>
<p>10. Overcoming the liquidity crisis of the local currency through various measures.</p>	<ul style="list-style-type: none"> <li>• The rate of electronic trading of money through electronic banking and banking among the public.</li> </ul>	<ul style="list-style-type: none"> <li>• Expanding the geographical coverage of the different economic and social sectors using modern technologies in the field of financial and banking services.</li> </ul>
<p>11. Reorganizing the exchange sector to ensure that it plays a positive role in the financial and banking market and in the economy as a whole.</p>	<ul style="list-style-type: none"> <li>• A new regulation is to be issued to regulate the exchange market.</li> </ul>	<ul style="list-style-type: none"> <li>• Issuing a regulation organizing the exchange market.</li> </ul>
<p>12. Developing sustainable solutions to reduce the deterioration of the exchange rate of the national currency.</p>	<ul style="list-style-type: none"> <li>• Rate of growth in the exchange rate.</li> </ul>	<ul style="list-style-type: none"> <li>• Developing an effective exchange rate management mechanism.</li> </ul>
<p>13. Developing reliable and successful alternatives to the current monetary policy-making approach, in order to combat inflation, maintain the price of the national currency and achieve economic growth.</p>	<ul style="list-style-type: none"> <li>• The decree to form the joint financial academy.</li> <li>• Number of alternatives approved according to established studies.</li> </ul>	<ul style="list-style-type: none"> <li>• Launching a competition to prepare research and studies on appropriate alternatives to the monetary policy approach.</li> <li>• Establishing a joint financial academy between official entities and banks to sponsor developing available alternatives.</li> </ul>
<p>14. Reducing the unemployment rate to a minimum.</p>	<ul style="list-style-type: none"> <li>• Unemployment rate</li> </ul>	<ul style="list-style-type: none"> <li>• Launching professional vocational training programs for the labor market in various fields for small industries, crafts and other professions, and income-generating and labor-generating enterprises in coordination with the Skills Fund and international donors.</li> <li>• Encourage the spread of labor-intensive small-scale enterprises and establish complexes in areas that support self-sufficiency and employment.</li> </ul>
<p>15. Rural development and expansion of village projects and productive neighborhoods to limit internal migration to cities.</p>	<ul style="list-style-type: none"> <li>• Level of coverage of rural basic services.</li> <li>• Number of village projects and producing neighborhoods implemented.</li> <li>• Number of technical and vocational training centers established in rural areas.</li> </ul>	<ul style="list-style-type: none"> <li>• Expanding coverage of rural basic services.</li> <li>• Producing neighborhoods and villages program.</li> <li>• Professional capacity-building program directed at productive communities.</li> </ul>
<p>16. Developing a package of programs geared towards the social economy.</p>	<ul style="list-style-type: none"> <li>• Number of policies aimed at promoting the social economy.</li> <li>• Number of social economic programs implemented.</li> </ul>	<ul style="list-style-type: none"> <li>• Developing policies to encourage social economy.</li> <li>• Launching a package of programs aimed at the social economy.</li> </ul>

## B. Productive Sectors:

Strategic Goals	Indicators	Most Important Initiatives
1. Achieving sustainable economic stability that helps raise confidence in the national economy, leads to recovery and spur development and resilience.	<ul style="list-style-type: none"> <li>• Annual growth rate ( GDP).</li> <li>• Competitive growth rates of competitive sectors.</li> </ul>	<ul style="list-style-type: none"> <li>• Developing policies to increase the contribution of industry and services to the economy.</li> <li>• Developing policies to support the increase in non-oil exports.</li> <li>• Developing policies to support and stimulate the productive capacity of competitive sectors.</li> </ul>
2. Enhancing the role of the industrial sector to lead the national economy by focusing on competitive industries at the regional level.	<ul style="list-style-type: none"> <li>• Number of new IPO companies registered.</li> <li>• Industrial production growth rate.</li> <li>• Growth rates in the number of large, small and medium industrial enterprises per year.</li> <li>• Number of foreign industrial companies registered in Yemen.</li> <li>• Number of campaign reports (made in Yemen).</li> <li>• Number of new small-scale industrial complexes operating.</li> </ul>	<ul style="list-style-type: none"> <li>• Encouraging Establishing industrial companies, including public subscription companies, in areas of self-sufficiency and reduction of imports, relying on local raw materials or limited inputs of imported raw materials.</li> <li>• Stimulating local industries in order to reduce the importation of a well-studied package of goods, while ensuring quality levels in keeping with the commodity targeted at substitution.</li> <li>• Encouraging the establishment of large and medium-sized industries that rely on their own resources and achieve excellence at the regional level (such as construction, quarrying, marine life, etc.) through a variety of sources including partnership with the banking sector.</li> <li>• Launching “Made in Yemen” initiative for three years.</li> <li>• Launching a national initiative to promote the spread of small and medium-sized industries with establishing integrated micro- industrial complexes.</li> <li>• Preparing a national plan for developing mining industries, including special incentives for investment projects in developing mining industries.</li> <li>• Establishing specialized industrial zones (pharmaceutical, heavy industries, iron, steel, etc.), drawing on the experience of other countries in stable areas.</li> <li>• Operating major economic and development projects through financing through Islamic bonds and developing the Islamic bonds Unit in the Central Bank in order to make maximum use of the deposits of Yemeni Islamic banks.</li> <li>• Launching donor programs to support and finance small and micro industries.</li> <li>• Developing joint mechanisms between government, banks and the private sector to support and reactivate private sector projects damaged by the war.</li> </ul>
3-Expanding oil, gas and mineral exploration and develop existing sectors.	<ul style="list-style-type: none"> <li>• Number of new explorations.</li> <li>• Annual Production of oil and gas.</li> </ul>	<ul style="list-style-type: none"> <li>• Encouraging foreign companies, specifically the Brix Group, to invest in the exploration of oil and gas in the governorates of Al-Jauf, Hodeida and other Governorates through concession agreements.</li> <li>• Activating the role of the Petroleum Exploration Corporation and enhance its role in the alliance and partnership with oil and international companies with a good reputation for investment in the promising sectors.</li> <li>• Developing a technical data system for the promising sectors of oil and gas in the eastern and western coasts of our country.</li> </ul>
4. Securing the local market needs of oil and gas derivatives.	<ul style="list-style-type: none"> <li>• Reduced Number of oil and gas crisis per year.</li> </ul>	<ul style="list-style-type: none"> <li>• Developing a stable and effective mechanism with the private sector to achieve effective and stable flow of oil and gas derivatives.</li> </ul>

Strategic Goals	Indicators	Most Important Initiatives
5. Raising the productivity of the agricultural sector towards increasing self-sufficiency.	<ul style="list-style-type: none"> <li>• Growth rate in agricultural sector production.</li> <li>• Self-sufficiency ratio of food commodities.</li> <li>• Decrease in pesticide use.</li> </ul>	<ul style="list-style-type: none"> <li>• Developing and implement food self-sufficiency policies and programs.</li> <li>• Encouraging investment and expansion in the agricultural sector, especially in crops (non-qat cash), and supporting cereal production.</li> <li>• Encouraging investment in livestock breeding to achieve self-sufficiency.</li> <li>• Developing agricultural research capacities and contributions to improve productivity in the agricultural sector.</li> <li>• Implementing a strict mechanism to combat the misuse of pesticides that affect the quality of the agricultural product and affect the public health of the population.</li> <li>• Establishing and activating agricultural extension centers, and promoting the use of technology in their work, to be co-sponsored by the government and agricultural associations</li> </ul>
6. Enhancing the efficiency of the management and developing the national fisheries and marine resources and their optimal and sustainable utilization.	<ul style="list-style-type: none"> <li>• Growth in marine resources.</li> <li>• Number of violations in fishing operations.</li> </ul>	<ul style="list-style-type: none"> <li>• Building and develop a national control system for the management of marine resources and the regulation of fishing operations.</li> </ul>
7. Increasing the contribution of the fish and marine sector to GDP and exports to boost the economy in foreign exchange.	<ul style="list-style-type: none"> <li>• Growth rate of fisheries exports.</li> </ul>	<ul style="list-style-type: none"> <li>• Encouraging production activities for exports in the fisheries and marine life sector through a studied package of investment projects to be launched annually.</li> </ul>
8. Encouraging the expansion of investment in quarries.	<ul style="list-style-type: none"> <li>• Production of quarries.</li> </ul>	<ul style="list-style-type: none"> <li>• Developing investment promotion policies in the minerals and quarries sector.</li> </ul>
9. Increasing quantities of exports of agricultural products with comparative advantage in the world markets so as not to affect ground water.	<ul style="list-style-type: none"> <li>• Annual agricultural production rate.</li> <li>• Growth rate of agricultural exports.</li> </ul>	<ul style="list-style-type: none"> <li>• Promoting the production and export of a well-studied list of agricultural commodities to foreign markets while targeting new markets.</li> <li>• Encouraging the establishment and development of agricultural marketing services through establishing groups of marketing companies established under the subscription system.</li> <li>• Supporting developing well-thought- partnerships with business sectors in a number of countries that have a demand for agricultural products produced in Yemen for export (which does not affect the local market).</li> </ul>
10. Reducing the expansion of qat cultivation, rationalize the use of water and raise awareness of the dangers of pesticide use on soil and human health.	<ul style="list-style-type: none"> <li>• Cultivated area of qat replaced by other crops.</li> <li>• The rate of change in the annual production of qat.</li> </ul>	<ul style="list-style-type: none"> <li>• National program to reduce qat cultivation.</li> </ul>
11. Encouraging agricultural research and expand the use of modern technologies in the field of water and irrigation and the management and reclamation of agricultural land and livestock.	<ul style="list-style-type: none"> <li>• Number of agricultural research carried out.</li> <li>• The percentage of modern technological coverage in the agricultural sector.</li> </ul>	<ul style="list-style-type: none"> <li>• A Program to encourage the use of modern technology in agriculture.</li> <li>• Agricultural Research Support Program.</li> </ul>
12. Protecting and investing natural resources from water, forests, vegetation, agricultural land and livestock (and natural preserves).	<ul style="list-style-type: none"> <li>• Increasing n available natural resources.</li> <li>• Risk assessment reports on natural resources.</li> </ul>	<ul style="list-style-type: none"> <li>• Launching initiative to protect and invest natural resources and expand and preserve nature reserves.</li> </ul>

## C. Service Sectors And Urban Development:

Strategic Goals	Indicators	Most Important Initiatives
1. Developing the energy sector and encouraging the expansion of renewable energy sources.	<ul style="list-style-type: none"> <li>• Energy produced from renewable sources.</li> </ul>	<ul style="list-style-type: none"> <li>• Developing policies to expand investment in energy production from renewable sources.</li> </ul>
2. Increasing the size of electricity production based on diverse sources to cover the increasing needs of the economy and society.	<ul style="list-style-type: none"> <li>• Growth in electricity output.</li> <li>• Contribution of renewable energy sources to total electricity generation.</li> </ul>	<ul style="list-style-type: none"> <li>• A Program for the establishment and developing various power stations.</li> <li>• Encouraging the private sector to invest in electric power for economic purposes.</li> </ul>
3. Promoting the tourism sector in order to enhance its role in supporting the national economy and contribute to the advancement of development.	<ul style="list-style-type: none"> <li>• Annual growth rate in tourism sector.</li> </ul>	<ul style="list-style-type: none"> <li>• Program for Developing suspended national tourist facilities.</li> <li>• Encouraging investment in the tourism sector.</li> </ul>
4. Managing and organizing Government lands with a view towards attracting investment.	<ul style="list-style-type: none"> <li>• Urban plans for cities and investments.</li> </ul>	<ul style="list-style-type: none"> <li>• A Program to improve technical and planning performance of land and real estate.</li> </ul>
5. Providing modern infrastructure and services in the telecommunication and IT sector and strengthen opportunities to benefit from the information sectors.	<ul style="list-style-type: none"> <li>• Infrastructure Index for telecommunications.</li> <li>• Use of information technology.</li> <li>• Contribution of approved sectors of the research and knowledge in the national product.</li> </ul>	<ul style="list-style-type: none"> <li>• Developing Communications infrastructure Program.</li> <li>• Developing supportive policies for the private sector to invest in the telecommunications sector.</li> </ul>
6. Developing a system of modern legislations in the telecommunication and IT sector that meets the needs of internal development and keeps pace with global developments and requirements.	<ul style="list-style-type: none"> <li>• Approved policies and legislation.</li> </ul>	<ul style="list-style-type: none"> <li>• Finding and developing modern legislation regulating communications and IT in accordance with the legislative and judicial directives of cyberspace.</li> <li>• Develop communication and information technology policies that stimulate investment and use of IT services.</li> </ul>
7. Rehabilitating other infrastructure, including the transport sector and the reconstruction of destroyed infrastructure by the war in such a way as to achieve social stability and a decent life for the citizen.	<ul style="list-style-type: none"> <li>• National report on war damage to infrastructure.</li> <li>• Reconstruction rate of damaged infrastructure annually.</li> <li>• Reconstruction rate for government facilities destroyed by the war.</li> <li>• Growth rate of strategic road and bridge infrastructure.</li> <li>• Investment in the infrastructure of the ports and airports sectors.</li> </ul>	<ul style="list-style-type: none"> <li>• Damage inventory project resulting from the war.</li> <li>• National Reconstruction Program.</li> <li>• Transport infrastructure development program.</li> </ul>
8. Reconstructing and rehabilitating war-damaged government infrastructure.	<ul style="list-style-type: none"> <li>• Number of facilities reconstructed.</li> </ul>	<ul style="list-style-type: none"> <li>• A Reconstruction program for the government facility.</li> </ul>

Strategic Goals	Indicators	Most Important Initiatives
9. Developing and improve the main and secondary road network between provinces and districts.	<ul style="list-style-type: none"> <li>• Increase in road networks per year (km)</li> </ul>	<ul style="list-style-type: none"> <li>• National plan for the rehabilitation and expansion of the road network</li> </ul>
10. Developing urban development legislation.	<ul style="list-style-type: none"> <li>• Legislations developed.</li> </ul>	<ul style="list-style-type: none"> <li>• Urban Development Project.</li> </ul>
11. Diversifying and developing the financing mechanisms of urban development.	<ul style="list-style-type: none"> <li>• Number of funding sources available for financing urban development.</li> </ul>	<ul style="list-style-type: none"> <li>• Developing policies that stimulate diversification of development finance.</li> </ul>
12. Preparing urban plans at the national and local levels and develop the activation of the Urban Planning Law.	<ul style="list-style-type: none"> <li>• Number of completed plans</li> </ul>	<ul style="list-style-type: none"> <li>• Preparing of Urban plans and Program.</li> </ul>
13. Issuing and apply the Land/ Real Estate Object Registration Law to ensure the stability of real estate transactions and maintain public and private real estate properties records	<ul style="list-style-type: none"> <li>• Data in the national Census system.</li> <li>• Reduced number of commercial and civil real estate dispute cases.</li> </ul>	<ul style="list-style-type: none"> <li>• Real Estate Registry Development Program.</li> <li>• Develop a National Real Estate Number Information System.</li> </ul>



## Theme V: Administrative Development:

**Objective:** A qualified, efficient, professional and transparent administrative authority responsive to providing adequate public services for citizens, meets and keeps pace with the requirements of change and development with high flexibility, subject to accountability, based on modern administrative foundations in policymaking, service delivery and public administration, capable of achieving administrative development, implements comprehensive development goals supported by a modern and effective civil service system that contributes to improving institutional performance.

### A. Administrative Reform and Institutional Restructuring:

Strategic goals	Indicators	The most important initiatives
1. Capacity Building of higher state institutions to enable them to fulfill their roles in supervising, directing, policy making and decision making, and to make a strategic change in public administration to serve the objectives of Government reform and developing state institutions and improving performance.	<ul style="list-style-type: none"> <li>• Report on the level of completion of the annual restructuring of higher institutions.</li> <li>• Outputs of decision-making support center provided to sectoral decision-makers.</li> </ul>	<ul style="list-style-type: none"> <li>• Capacity building and developing the structures, systems, mechanisms and work procedures of the targeted institutions to meet the nature of the roles and tasks required.</li> <li>• Capacity Building of leaders and staff working in special rehabilitation programs and training to raise qualitative skills and practical abilities.</li> <li>• Establish a national decision support center.</li> </ul>

Strategic Goals	Indicators	Most Important Initiatives
<p>2. Defining the role of the state, rebuild and structure government agencies, and complete the legislative and regulatory building of ministries, state institutions and entities that have not promulgated the regulations governing their work, and review laws and regulations with a view to eliminating repetition, overlapping and duplication of responsibilities and functions.</p>	<ul style="list-style-type: none"> <li>• Decree to implement the re-structuring of state authorities.</li> <li>• Improvement in the annual institutional efficiency index.</li> <li>• Number of services re-engineered.</li> </ul>	<ul style="list-style-type: none"> <li>• Reviewing and developing the previous study of reconstruction and restructuring and address and remove all the imbalances that appear on the current state of the organizational structure of the state.</li> <li>• Issue the law regulating the administrative authorities of the state and the public and mixed sectors.</li> <li>• Rationalize, coordinate and re-engineer services and basic functions of the State.</li> </ul>
<p>3. Evaluating the institutional performance of the public service units according to scientific standards and bases, linking productivity indicators with their budgets and operating expenses, and verifying that they provide their services efficiently and effectively to achieve their goal and the level of asset management, maintenance and investment.</p>	<ul style="list-style-type: none"> <li>• Adopted a comprehensive and modern system for assessing institutional performance.</li> <li>• Number of institutional performance evaluation reports in accordance with the new institutional performance appraisal system.</li> </ul>	<ul style="list-style-type: none"> <li>• Establishing an institutional performance assessment system based on measurable rules and standards.</li> <li>• Evaluating the performance of public service units and verify that they provide their services efficiently and effectively and abide by the regulations and procedures adopted to achieve their purpose.</li> </ul>
<p>4. Adopting the principle of merit and integrity in the selection and appointment of the officers carrying out of the senior functions of management and the higher authority, and strengthen their abilities, and the application of the principle of accountability.</p>	<ul style="list-style-type: none"> <li>• New appointments according to the merit principle.</li> <li>• Reduced number of cases of irregularities in the appointment of relatives of senior officials.</li> </ul>	<ul style="list-style-type: none"> <li>• Developing a system of nomination, selection and appointment to fill the functions of management and higher authority, and the rules and procedures of evaluation and accounting.</li> </ul>
<p>5. Improving the implementation of the budget/fiscal and financial management systems and procedures in all public service units to ensure optimal use of funds and clarity and transparency of the application of financial systems.</p>	<ul style="list-style-type: none"> <li>• Improvement in the absence of waste index.</li> <li>• Number of entities that have implemented the new transaction mechanism.</li> </ul>	<ul style="list-style-type: none"> <li>• Establishing a new and integrated mechanism for financial controls related to the implementation of budgets at the level of public service units to achieve transparency and unity of procedures and prevent corruption and nepotism and stop the prevailing negative phenomena.</li> </ul>
<p>6. Supporting the shift towards the implementation of Electronic-Government Networking to support and streamline government services to all concerned parties, serve and rationalize management decisions, and increase the efficiency and effectiveness of government action.</p>	<ul style="list-style-type: none"> <li>• Number of automated government services available to the public via the E-Government website.</li> <li>• Number of monthly transactions carried out through e-services on the E-Government website.</li> </ul>	<ul style="list-style-type: none"> <li>• Studying the level of applications of existing electronic systems in all public service units and the level of their uses and areas of development in the provision of services and decision-making.</li> <li>• Developing data transmission network infrastructure to accommodate e-government requirements.</li> <li>• Building the necessary skills to activate e-government and raise the efficiency and technical culture of staff.</li> <li>• Developing internal systems and service systems for the public.</li> <li>• Providing government information and services electronically to the largest number of citizens and interacting with them.</li> <li>• Issuing legislation encourage the use of modern technology.</li> </ul>

Strategic Goals	Indicators	Most Important Initiatives
7. Improving the performance of the economic sector units and to correct their situation and management systems in order to enhance their role and work on developing their resources and rationalizing their expenditures.	<ul style="list-style-type: none"> <li>• The rate of growth in profits for the units of the economic sector annually.</li> <li>• Growth in the size of activities of economic units.</li> </ul>	<ul style="list-style-type: none"> <li>• Subjecting economic sector units to annual evaluations, including measuring efficiency and effectiveness of performance: and presentation of results to the House of Representatives and the Cabinet for discussions.</li> <li>• Reviewing the procedures for forming boards of directors, evaluating their decisions and holding them accountable.</li> </ul>
8. Human capacity building and development of professional, technical and functional skills to meet actual needs.	<ul style="list-style-type: none"> <li>• A decree to adopt a human resource development strategy for the labor market.</li> <li>• Number of beneficiaries of training programs targeted at the labor market.</li> </ul>	<ul style="list-style-type: none"> <li>• Developing a national human resource development and rehabilitation strategy to upgrade its performance and efficiency to meet the needs of the local labor market and its competitiveness for regional employment opportunities.</li> </ul>
9. Developing partnership with the private sector and civil society institutions for developing plans, policies and development programs.	<ul style="list-style-type: none"> <li>• Number of family businesses that have been converted into joint stock companies or have been governed.</li> </ul>	<ul style="list-style-type: none"> <li>• Activating the institutional frameworks supporting the private sector and continue to involve it in the discussion and approval of economic plans, programs and policies.</li> <li>• Encouraging and support the private sector in developing a self-regulatory frameworks by encouraging the conversion of private and individual companies and institutions into joint stock companies and institutions.</li> </ul>

## B. Civil Service

Strategic Goals	Indicators	Most Important Initiatives
1. Developing and updating laws, rules, regulations and procedures of civil service and human resources management systems to achieve simplicity, transparency and cost economy in line with best practices and successful experiences.	<ul style="list-style-type: none"> <li>• Number of new and developed laws and regulations.</li> <li>• Number of institutions that have implemented the Employee performance evaluations annually and issued performance appraisal reports.</li> </ul>	<ul style="list-style-type: none"> <li>• Reviewing and developing Civil Service Law and its executive Procedures.</li> <li>• Preparing performance appraisal system and models and procedures for implementation, and follow up the results and effects of the application.</li> </ul>
2. Developing the wage and salary scale system in line with the economic variables and respond to the nature and type of jobs and outputs of the job description system, with a views to attract the best human competencies.	<ul style="list-style-type: none"> <li>• Application of the new wage system.</li> <li>• Number of service units covered by regular payroll.</li> </ul>	<ul style="list-style-type: none"> <li>• Reviewing the current status of wage policies, salaries, benefits and incentives granted and stop all illegal imbalances.</li> <li>• Developing and adopting a comprehensive vision to address the problem of the cut-off of salaries in light of the aggression.</li> </ul>
3. Reforming and adjusting the procedures for attracting human resources in accordance with the principles of equal opportunities, merit and transparency, and on the basis of actual need, and ensure optimal economic operation of human resources.	<ul style="list-style-type: none"> <li>• Adopting a modern and integrated employment system.</li> <li>• Number of employees recruited through the system.</li> </ul>	<ul style="list-style-type: none"> <li>• Establishing a comprehensive system of employment based on transparency and achieve the principle of justice and equal opportunities and merit in all public service units at the central and local levels.</li> </ul>

Strategic Goals	Indicators	Most Important Initiatives
<p>4. Contribute to Developing systems and methods of work, and to identify and simplify the delivery of government services at all levels, so as to facilitate the access of citizens to services.</p>	<ul style="list-style-type: none"> <li>• Number of agencies implementing the new government service provision manual.</li> <li>• Number of new senior administrative leaders appointed in accordance with the new nomination, selection and appointment system based on merit.</li> <li>• Number of those who have been held accountable by the leaders of the state who have been corrupt in the use of power.</li> </ul>	<ul style="list-style-type: none"> <li>• Evaluate and measure the performance of employees in the government authorities, in accordance with objective principles and standards that help in the proper application of the principle of reward and punishment.</li> <li>• Raise the efficiency of government agencies through formulating procedures and use technology to simplify and accelerate the completion of controls for combating financial and administrative corruption.</li> <li>• Enhance the integration between ministries and government departments and raise the level of coordination between them and standardize infrastructure and systems as possible.</li> </ul>
<p>5. Improving and developing the use of information technology in completing the construction of the database of civil servants, managing the human resources system, and encouraging the expansion of its use and linking it at the ministry level, public service units and administrative units.</p>	<ul style="list-style-type: none"> <li>• Percentage of staff whose data have been updated for the new web-based database.</li> <li>• A decree to adopt the needs plan every three years.</li> <li>• Number of staff members enrolled in training programs in accordance with the phased requirements plans.</li> </ul>	<ul style="list-style-type: none"> <li>• Developing the database and the information network for the state employees to meet their objectives and the requirements of the general policy of the state and work to modernize and sustain them.</li> <li>• Preparing training needs plan.</li> </ul>
<p>6. Developing the National Institute of Administrative Sciences to become a national center specialized in the preparation and developing senior and middle administrative leadership, and building the capacity of the state's professional staff, and deepen its research and advisory capacity.</p>	<ul style="list-style-type: none"> <li>• Approval of the study and the development plan of the Institute.</li> <li>• The level of satisfaction of public service units with the new training services of the institute.</li> </ul>	<ul style="list-style-type: none"> <li>• Evaluating the feasibility of the Institute's existing role and develop options for transition to an institute of public administration and define its role to achieve its goal.</li> <li>• Developing the role of the National Institute and provide it with a group of cadres with scientific competence and practical experience in order to meet the desired role.</li> </ul>
<p>7. Achieving effective control of the level of implementation of civil service legislation and remove all functional imbalances in all public service units and assess the level of implementation of civil service legislation and contribute to the evaluation of their performance on a regular basis.</p>	<ul style="list-style-type: none"> <li>• Issue a decree to adopt the Central Evaluation and Oversight Plan.</li> <li>• Number of annual reports on the level of implementation of civil service legislation.</li> </ul>	<ul style="list-style-type: none"> <li>• Developing and implement the evaluation and monitoring plan for the level of implementation of civil service legislation at the central level as a first stage.</li> </ul>
<p>8. Developing the management of the social security and pension system; update legislation and ensure the most efficient ways to manage and invest the pension funds.</p>	<ul style="list-style-type: none"> <li>• Issuing a decree adopting the vision for developing the social security system.</li> <li>• Annual reports on showing progress in the social security system.</li> <li>• Growth rate of return on investments of the social security/pension system.</li> </ul>	<ul style="list-style-type: none"> <li>• Preparing a long-term Vision for Developing the Social Security System in accordance with advanced legislation to ensure the success of its performance and invest pension funds as a contributor to the national economy.</li> </ul>





## Theme VI: Justice and Rule of Law

**Objective:** A just and independent judiciary that works to achieve justice and protect the rights and freedoms/liberties of all citizens effectively and impartially in accordance with swift and accessible procedures by fully and conscientiously invoking the provisions of the Law while ensuring effective self-supervision.

### A. Justice And Access To Justice:

Strategic Goals	Indicators	Most Important Initiatives
<p>1. Completing and improving the system of legislation related to judicial work.</p>	<ul style="list-style-type: none"> <li>• Legislative survey includes a matrix of new legislation and areas of development in existing legislation.</li> <li>• The issuance of the Judicial Authority Law and the Arbitration Law.</li> <li>• Number of violations committed by the judiciary.</li> <li>• Number of new or developed laws.</li> </ul>	<ul style="list-style-type: none"> <li>• Preparing and implement a legislative survey of all judicial legislations to determine the shortcomings of the legislation.</li> <li>• Preparing and issue the draft Law of the Judiciary, in accordance with principles that guarantee the independence of the judiciary and achieve justice and reflect the principle of the rule of law.</li> <li>• Reviewing and developing the basic laws so as to strengthen promote the realization of justice, remove imbalances and cope with changes and imbalances that have been demonstrated by the facts of the application of such laws include the General Code of Criminal Penalties Procedures, the Military Law, the Law of General Criminal Penalties, the Civil Litigation and Implementation Procedures Code, Forensic Evidence Act, the Arbitration Act, and the Companies Act).</li> <li>• Real Estate Property Ownership Law, Contract Documentation registration, Real Estate Registration, Real Estate Insurance, Foreclosure, Bail, Common Ownership and Improve Inheritance Law.</li> <li>• Preparing and issuing Procedures for the Supreme Judicial Council.</li> </ul>

**2. Developing the institutional and organizational structure of the authorities of the judicial authority and enhancing the role of the Judicial Inspection Authority.**

- Number of new legislation approved for the organization of the judiciary.
- Issuing the regulations and regulations concerning the work of the Judicial Inspection Authority.
- Number of reports of the inspection body and the number of targeted courts.
- Issuance of the job description system for the functions of courts and prosecutors.
- Number of approved regulations needed to improve judicial performance.
- Issuing the regulations of the Institute.
- Issued a decision on the structure of the appellate and primary courts.
- Number of administrative courts that have been established.
- Number of offices that have been established.
- Completing the legislations related to the subordination of some auxiliary entities to the Ministry of Justice (integration of the land registry with the documentation sector, the judicial police) and to examine the possibility of transferring the subordination of the rehabilitation and reform department to the Public Prosecution.
- Establishing the Office of the Attorney-General of the Public Prosecution of Public Funds and Anti-Corruption within the organizational structure of the Judiciary so that it is independent of the Office of the Attorney-General of the Republic.
- Establishing the commercial and investment judiciary as a judicial body independent of the ordinary judiciary and developing its legislations in line with local and international legislations, laws and agreements.
- Preparing and issue the Procedures for Judicial Inspection Authority, draft forms for inspection procedures, criteria for assessing judges 'work, preparation of performance evaluation reports, system for receiving investigating and ruling on public complaints.
- Activating and improve the role and instruments of the Judicial Inspection Authority; and provide them with competent and experienced staff; introduce management evaluation component for the secretaries and court clerks in the evaluation of the judicial inspection tasks.
- Implementing and activate job description system for court and prosecution functions/positions.
- Preparing and implement a comprehensive plan to end all delayed court cases, including public finance cases referred to by Audit and Oversight organs and anticorruption cases, within a specific tenor.
- Preparing and issue regulations for each of: Ministry of Justice, the General Secretariat of the Supreme Judicial Council, the Office of the Attorney General (Public Prosecution), review and improve the restructuring of the Appellate Courts and Primary Courts, the Regulations Financial Statements for the judiciary, the list of supporting the judiciary Fund, the Financial Regulations for confiscations and fines.
- Establishing strengthened additional administrative courts with stronger roles and better competent staffing.
- Establishing public service offices in the Primary and Appellate Courts in the main governorates and provide them with the necessary resources.
- Facilitating, simplifying and speeding up litigation procedures, with time limits set for completion adjudicate cases and deal with them in the courts from the beginning of their presentation until the final stages, in order to achieve justice for citizens, ease the litigation burdens of litigation and facilitate and streamline procedures and computerize Court System.
- Preparing a study to establish the Judicial Research Center within the structure of the Supreme Judicial Council.
- Monitoring to adopting a draft resolution establishing the Forensic Medicine Center.
- Developing and implement a comprehensive plan for the completion of all outstanding cases before the courts and prosecutions, including cases referred by authorities.

Strategic Goals	Indicators	Most Important Initiatives
<p><b>3. Developing judicial and administrative human capacities of the judicial authority and meeting the needs of competent judicial personnel.</b></p>	<ul style="list-style-type: none"> <li>• Number of graduates holding MA and PhD in the legal and judicial disciplines of the judicial authority.</li> <li>• Annual percentage increase in number of graduates from the Higher Judicial Institute.</li> </ul>	<ul style="list-style-type: none"> <li>• Upgrading and improving human, administrative and technical capacities of judges and prosecutors, and provide sufficient numbers at each court level throughout the Republic of Yemen in accordance with the standards and specifications required by the relevant staff positions.</li> </ul> <p>Developing the Higher Institute of the Judiciary and its related institutions and to its scientific methodology in the judicial field, in line with the latest scholastic curricula specialized in the judiciary.</p>
<p><b>4. Developing and modernize judicial administration according to modern scientific basis that will contribute to improving judicial work and improving the level of judicial services provided.</b></p>	<ul style="list-style-type: none"> <li>• Modernized Information and Technology center.</li> <li>• Number of computerized courts.</li> <li>• Number of courts and prosecutions operating in the file processing/flow system</li> <li>• The level of modernization of courts and prosecutions.</li> </ul>	<ul style="list-style-type: none"> <li>• Completing, updating and develop (Judicial) information technology center.</li> <li>• Implementing judicial system completing the computerization of the work of courts, appellate and primary courts through a unified electronic system.</li> <li>• Improving the work of the Supreme Court to achieve the simplification of procedures to accelerate the process of achieving and realizing the principle of integrity, transparency and activate the Court's role in monitoring the rulings of judges.</li> <li>• Activating the role of the Accountability Council and apply the principle of reward and punishment to judges, prosecutors and judicial agents.</li> <li>• Documenting and promoting interest precedents and judicial rules</li> <li>• Creating financial management units in Primary Courts and Prosecutions to control the stability of the financial aspects.</li> <li>• Creating a control and oversight system on all financial aspects in all the Primary Appellate Courts, Prosecutions, especially with regard to the arrangement of the trust accounts, apprehended assets, guarantees, guarantees, etc.</li> <li>• Activating the control/supervisory role at all the judicial authorities in terms of administrative aspects and the number of staff allocated and the extent of functional discipline and non-leakage.</li> </ul> <p>Developing and applying rules and standards that link the size of the allocations and the working staff to the amount of work and achievement at all levels in the courts and prosecutions.</p>
<p><b>5. Providing and rehabilitate the infrastructure of the judiciary.</b></p>	<ul style="list-style-type: none"> <li>• Number of judicial complexes buildings that have been built.</li> <li>• The number of buildings that have been completed.</li> <li>• Number of buildings that were commissioned and opened for work.</li> </ul>	<ul style="list-style-type: none"> <li>• Establishing the judicial buildings and complexes in accordance with the need and priority plan, and complete the implementation of projects that have stopped because of the aggression, and the rehabilitation and restoration, equipping and furnishing complexes and judicial courts, which have been damaged because of the aggression.</li> </ul>
<p><b>6. Addressing all outstanding cases before the courts, prosecutions and relative concerned entities according to a timely implementation plan.</b></p>	<ul style="list-style-type: none"> <li>• Percentage of completion in late cases per month.</li> <li>• Number of legislated commercial judiciary legislation.</li> <li>• Number of courts and prosecutions established specialized in commercial jurisdiction.</li> <li>• - Issued amendments to the Companies Law.</li> </ul>	<ul style="list-style-type: none"> <li>• Establishing an effective mechanism for dealing with cases of corruption and urgent scheduling of cases pending before the judiciary or still in the process of the system of monitoring and prosecution, within a specific time frame for completion and decision.</li> </ul>

Strategic Goals	Indicators	Most Important Initiatives
7. Promoting access to justice, especially for women, children and vulnerable groups in society.	<ul style="list-style-type: none"> <li>The number of women and vulnerable groups cases that have reached the relevant courts of jurisdictions.</li> </ul>	<ul style="list-style-type: none"> <li>Establishing an appropriate mechanism to allow women, children and vulnerable groups to submit complaints to the judicial authorities without causing them any harm.</li> <li>Providing legal aid and legal advice to women, understanding the specificity of women's needs, and speeding up trials.</li> <li>Establishing family reconciliation unit in the courts to reconcile families in the cases of family disputes.</li> <li>Establishing rules and mechanisms to ensure direct treatment of women in obtaining compensation and rights.</li> </ul>

## B. Legislative Reform

Strategic Goals	Indicators	Most Important Initiatives
1. Reviewing and update laws and legislations to keep abreast of developments, remove the legislative imbalances hindering the achievement of justice, and address the legal gaps that are exploited by corrupt practices in different forms.	<ul style="list-style-type: none"> <li>Number of legislative and legislative amendments developed and approved in accordance with the study of Developing the legislative system.</li> <li>Adopted the vision for developing the legislative system.</li> <li>Adopted new amendments in the Law of the Cases of State Authority.</li> </ul>	<ul style="list-style-type: none"> <li>Reviewing the legal texts that detract from national sovereignty by making unjustified concessions and subordination and yielding to external pressures through states, institutions and international organizations.</li> <li>Reforming the Law of the Government Cases of State Authority to ensure that it solely grants the right to legal representation in the State's cases, in order to ensure the building of a qualified legal staff to defend the State's issues and to provide the required material resources and compulsory representation in land disputes to protect state property.</li> </ul>
2. Adopting fundamental reforms in the basic rules and guidelines to achieve social justice and implant values of equality among all groups of society.	<ul style="list-style-type: none"> <li>Number of laws that have been adopted to implement the required reforms.</li> </ul>	<ul style="list-style-type: none"> <li>Developing a framework for the most important areas of reforms required for existing legislation in light of the proposals of legal entities and experts.</li> </ul>
3. Developing institutional restructuring and building legal information systems, and capacity building of human staff in the field of legislation for the concerned entities in the legal system.	<ul style="list-style-type: none"> <li>Issued decree to approve the report on completion of the application of restructuring of the legal system.</li> </ul>	<ul style="list-style-type: none"> <li>Reviewing and develop the institutional restructuring and information systems of the legal system.</li> <li>Capacity building for the legal staff to enable the desired development and reform of the legislative system.</li> <li>Implementing awareness programs to raise legal awareness of society.</li> </ul>

## C. Rule of Law

Strategic Goals	Indicators	Most Important Initiatives
<p><b>1. Applying the rule of law in different institutions in a clear and transparent manner that guarantees equality and justice in all its procedures.</b></p>	<p>•*Rule of law indicator.</p>	<ul style="list-style-type: none"> <li>• Developing a conscientious implementation plan for public actions and procedures that will ensure the assessment of the level of commitment of state institutions to implement the laws in force, reveal any violations, and determine the procedures and rules of accounting and the type and level of penalties to be meted out accordingly.</li> <li>• Setting in transparent controls and procedures transparent that reveal the cases of abuse of the laws as they occur by the top responsible senior official in any public service unit, regardless of justification</li> <li>• Reforming and develop the judicial, legal and administrative mechanisms necessary to enforce the management commitment to the rule of law in the work it undertakes and to respect the hierarchy in the proposed or promulgated legislation regulating the work thereof.</li> </ul>
<p><b>2. Enabling the state institutions, especially the justice and security agencies, to impose the rule of law according to a clear vision and procedures to ensure the level of implementation.</b></p>	<p>•*Rule of law indicator.</p>	<ul style="list-style-type: none"> <li>• Subjecting institutions to ongoing evaluations that reveals cases of any excess or shortcomings in applying the rule of law at any level, and develop support and accountability mechanisms of.</li> </ul>



## Theme VII: Innovation, Creativity, Knowledge and Scientific Research:

**Objective:** Innovative and creative generations seeking cognitive development, producing knowledge and technology to serve their society, and supporting the development and growth of the state.

### A. Innovation, Creativity And Knowledge:

Strategic Goals	Indicators	Most Important Initiatives
1. Expanding society access to knowledge.	<ul style="list-style-type: none"> <li>• Knowledge Index.</li> </ul>	<ul style="list-style-type: none"> <li>• Expanding the introduction of technology in education at all levels.</li> <li>• Encouraging the creation of intellectual production platforms and digital public offices.</li> <li>• Launching a national library.</li> <li>• Launching a national translation initiative in accordance with development priorities.</li> </ul>
2. Establishing a national system of creativity and innovation.	<ul style="list-style-type: none"> <li>• Index of creativity and innovation.</li> </ul>	<ul style="list-style-type: none"> <li>• Developing effective policies for innovation and creativity.</li> <li>• Developing formal national and society institutional mechanisms to discover and nurture talented people.</li> <li>• Establishing an annual prize for innovations and inventions.</li> <li>• Encouraging the establishment of creative schools under the auspices of multi-government and private sector.</li> <li>• Establishing a national society fund (government / private sector / society) for gifted and talented people.</li> </ul>
3. Developing intellectual property protection legislation.	<ul style="list-style-type: none"> <li>• Number of approved legislation.</li> </ul>	<ul style="list-style-type: none"> <li>• Completing and develop the necessary legislation for the protection of intellectual property.</li> </ul>
4. Promoting and disseminate production of Yemeni intellectual output locally and externally.	<ul style="list-style-type: none"> <li>• Technical and knowledge output indicator.</li> </ul>	<ul style="list-style-type: none"> <li>• Encouraging society initiatives for digital transformation.</li> <li>• Encouraging individuals and institutions to disseminate their knowledge.</li> <li>• Enhancing the role of the non-university publishing sector in supporting intellectual production in non-academic professional fields.</li> <li>• Developing a national initiative to document, print and disseminate Yemeni heritage.</li> <li>• Encouraging investment in Yemeni intellectual output and dissemination.</li> </ul>
5. Increasing the contribution of the intellectual economy to the gross national product.	<ul style="list-style-type: none"> <li>• Contribution of intellectual output economy.</li> </ul>	<ul style="list-style-type: none"> <li>• Adopting legislation to encourage investment in intellectual output economy.</li> <li>• Develop the education system to enhance outputs that meet the requirements of the labor market in the field of knowledge economy.</li> </ul>
6. Developing a national digital content management system.	<ul style="list-style-type: none"> <li>• Amount of government digital content.</li> <li>• Size of non-governmental digital content.</li> </ul>	<ul style="list-style-type: none"> <li>• Launching a national program for Developing Yemeni digital content.</li> <li>• Encouraging private and society contributions to digital content.</li> </ul>

Strategic Goals	Indicators	Most Important Initiatives
7. Increasing the number of patents registered locally and internationally.	<ul style="list-style-type: none"> <li>Registered patents for Yemenis annually, locally and internationally.</li> </ul>	<ul style="list-style-type: none"> <li>Developing modern institutional mechanisms in the area of patent registration that facilitate the process of local registration.</li> <li>Establishing incubators providing opportunities for creative and innovative youth and sponsor them to achieve scientific and technical resurgence in the country.</li> <li>Providing annual budgets from the government to support competition for patent registration that can be registered internationally.</li> </ul>
8. Encouraging the use of modern technology in society.	<ul style="list-style-type: none"> <li>Technology usage indicators.</li> </ul>	<ul style="list-style-type: none"> <li>Developing mechanisms to evaluate and promote the use of technology in society through national competitions.</li> <li>Encouraging universities to develop applied technical systems through graduation projects according to well-considered priorities and provide them with motivating prizes to the society and the private sector.</li> </ul>

## B. Scientific Research

Strategic Goals	Indicators	Most Important Initiatives
1. Establishing an integrated national system for scientific research and technology.	<ul style="list-style-type: none"> <li>A decree to adopt a national policy for scientific research.</li> <li>A decree to establish a scientific research fund.</li> <li>Number of research funded by the Scientific Research Support Fund.</li> <li>Opening of the National Library.</li> <li>Number of beneficiaries of National Library services.</li> </ul>	<ul style="list-style-type: none"> <li>Developing a national policy for scientific and technological research.</li> <li>Strengthening the institutional structure in the field of scientific research.</li> <li>Developing and stimulate human capacities in the field of scientific research.</li> <li>Launching a National Fund For Scientific Research and linking the budget to performance and scientific production.</li> <li>Completing the creation of a major digital library to help researchers obtain the best references and the latest modern international publications.</li> </ul>
2. Supporting and encourage scientific research by raising the share of scientific research from GDP and form scientific research support funds.	<ul style="list-style-type: none"> <li>Amount of funds allocated for scientific research.</li> <li>Established an observatory.</li> <li>Number of databases available to researchers.</li> <li>Number of research conducted annually.</li> </ul>	<ul style="list-style-type: none"> <li>Establishing a national science and technology observatory.</li> <li>Facilitating access to databases and research knowledge resources.</li> <li>Launching national programs to promote competition in scientific research.</li> <li>Establishing a coordinating council between government research centers.</li> <li>Caring for young researchers, innovators and creative.</li> <li>Establishing institutions that support the scientific research, publication and distribution of scientific productions.</li> <li>Enhancing the role of universities and research centers in accordance with a strategic plan for scientific research and scientific production.</li> </ul>
3. Providing and develop the infrastructure related to scientific research.	<ul style="list-style-type: none"> <li>A decree to issue a unified standards policy for the management of scientific research centers and institutions.</li> </ul>	<ul style="list-style-type: none"> <li>Issuing a unified standard in the management and evaluation of scientific research centers and institutions.</li> </ul>
4. Establishing a bridge between the outputs of the institutions of scientific research and development.	<ul style="list-style-type: none"> <li>Number of researches used and applied in different sectors.</li> </ul>	<ul style="list-style-type: none"> <li>Establishing a bridge between the outputs of scientific research and development requirements.</li> </ul>

## Theme VIII: Education

**Objective:** High quality education for all members of the society, based on the acquisition of knowledge and skills, instilling values and ethics, meeting the needs of development and keeping pace with scientific and technological progress.

Strategic Goals	Indicators	Most Important Initiatives
1. Expanding the coverage of pre-primary education according to a developed scientific approach.	<ul style="list-style-type: none"> <li>Growth rate of enrollment of children in pre-primary education (3-5 years).</li> </ul>	<ul style="list-style-type: none"> <li>Providing pre-primary education for a wide range of children in the 3-5 years end of vision implementation.</li> <li>Improving quality and quality of pre-primary education.</li> </ul>
2. Reducing the illiteracy rate among the society to lowest levels.	<ul style="list-style-type: none"> <li>Reduced illiteracy among the population.</li> </ul>	<ul style="list-style-type: none"> <li>Reducing the illiteracy rate in Yemen to less than 10% end of the implementation of the vision.</li> <li>Improving the quality of programs offered in anti-illiteracy and basic literacy centers.</li> </ul>
3. Providing high quality general education (primary and secondary) for all target age groups.	<ul style="list-style-type: none"> <li>Enrollment rate in basic education for the target age group.</li> <li>The actual rate of enrollment in secondary education.</li> <li>Quality index of the education system.</li> </ul>	<ul style="list-style-type: none"> <li>Spreading of basic education by the end of the implementation of National Vision.</li> <li>Increasing the effective enrollment rates for general secondary education for the age group (15-17) years.</li> <li>Achieving the principle of equal educational opportunities for all population groups.</li> <li>Improving and develop the quality of basic and secondary education.</li> <li>Developing basic and secondary education curricula and make students the center of the educational process.</li> <li>Activating the e-learning system.</li> <li>Provide teachers' salaries.</li> </ul>
4. Expanding and develop technical and vocational education services to attract graduates of basic and secondary education to support the needs of the renewable labor market.	<ul style="list-style-type: none"> <li>Percentage of students enrolled in technical and vocational education.</li> <li>Number of curricula developed in accordance with international standards.</li> <li>Number of new workshops in line with international normative approaches.</li> <li>A system in place that allows the enrollment of technical and vocational education students in specialized institutes and universities up to bachelor's, master's and doctorate degrees.</li> <li>Number of graduate students from technical and vocational institutes enrolled in similar programs in bachelor's, master's and doctoral degrees.</li> </ul>	<ul style="list-style-type: none"> <li>Expanding technical education and vocational training to accommodate 40% of the outputs of basic and secondary education.</li> <li>Achieving equal opportunities for those who wish to receive technical and vocational education in different stages of their academic life and the process of implementing the vision.</li> <li>Upgrading the quality of technical education and vocational training.</li> <li>Updating and develop programs, curricula and continuous training programs according to the changes and requirements of the labor market and involving the private sector in preparing them.</li> <li>Improving and develop integrated technical approaches and programs to achieve quality according to international standards.</li> <li>Developing the course of technical education until the master's and doctorate stage and providing the infrastructure according to scientific disciplines.</li> </ul>



Strategic Goals	Indicators	Most Important Initiatives
<p><b>5. Providing higher education services according to quality standards and academic accreditation to achieve the requirements of the labor market.</b></p>	<ul style="list-style-type: none"> <li>• Enrollment in higher education.</li> <li>• Reduced enrollment gap between males and females in higher education.</li> <li>• Accreditation of state universities by quality assurance institutions every seven years.</li> <li>• Five Yemeni universities among the top 700 international universities.</li> </ul>	<ul style="list-style-type: none"> <li>• Increasing the proportion of the enrollment in higher education from the age group (19-23).</li> <li>• Promoting equal opportunities in higher education between males, females, urban and rural.</li> <li>• Enhancing the efficiency and adequacy of the management and funding of the higher education sector in providing educational services.</li> <li>• Improving the quality of higher education and its institutions.</li> <li>• Establishing a unified national system for school-based development with society participation, based on criteria and indicators of quality and school accreditation.</li> </ul>
<p><b>6. Enhancing the efficiency of the management and financing of education and re-engineering to meet the requirements of the labor market.</b></p>	<ul style="list-style-type: none"> <li>• The share of autonomous contribution to finance public universities</li> <li>• Labor market absorption rate of education output.</li> </ul>	<ul style="list-style-type: none"> <li>• Reengineering education to link it to local and regional labor market needs.</li> </ul>
<p><b>7. Developing pre-qualification programs for teachers to meet the needs of public education.</b></p>	<ul style="list-style-type: none"> <li>• Number of ongoing teacher training programs.</li> <li>• Number of teachers enrolled in continuing education programs.</li> <li>• Issued decree every 3 years on coordination mechanism between output and planned needs.</li> <li>• Number of female graduates of kindergarten teachers from Yemeni universities.</li> </ul>	<ul style="list-style-type: none"> <li>• Updating the programs of preparing and rehabilitating teachers in the faculties of education so they are responsive to the qualifications required for teachers in different stages and levels of general education (educators, classroom teachers, teachers of subjects, specialist teacher).</li> <li>• Developing frameworks for coordination between the Ministry of Education and teacher training institutions, thus contributing to enhancing the quality of teachers in accordance with the needs of basic and secondary education and early childhood.</li> <li>• Expanding the opening of childcare departments in public universities.</li> <li>• Updating and adopt laws to promote the principle of equal opportunity and equal citizenship in accordance with educational needs and international standards, while taking into account in the new draft laws, the quality of inputs, processes and outputs with a view to upgrade the levels of Yemeni people.</li> <li>• Developing financial system in direction of having the system of preparing approval and disbursement of government education expenditures according to programs to facilitate the process of monitoring and implementation.</li> </ul>

Strategic Goals	Indicators	Most Important Initiatives
<p><b>8. Completing and developing infrastructure and technology for education of all kinds.</b></p>	<ul style="list-style-type: none"> <li>• Growth in institutional equipment.</li> <li>• Number of laboratories in schools, institutes and universities.</li> <li>• Number of technical education networks.</li> </ul>	<ul style="list-style-type: none"> <li>• Completing projects of damaged buildings, maintenance of existing buildings, expansion of buildings and provision of furniture and equipment.</li> <li>• Providing technical infrastructure: networking and information and communication technology equipment, within educational institutions, and between local scientific and research institutions with international educational and research institutions.</li> <li>• Developing a comprehensive program for the treatment of damages (for partially damaged schools) and reconstruction (for completely destroyed schools) through survey of damages according to an updated database and prepare the national reconstruction strategy based on survey results and indicators.</li> </ul>
<p><b>9. Enabling people with special needs, talented and creative to access educational services adapted to their abilities and ensure their participation in the development and developing society.</b></p>	<ul style="list-style-type: none"> <li>• Number of institutions that accommodate the needs of people with special needs.</li> </ul>	<ul style="list-style-type: none"> <li>• Facilitating the enrollment of females, rural children, people with special needs, gifted children, children with low incomes and disadvantaged groups in basic and secondary education.</li> </ul>



## Theme IX: Health

**Objective:** A modern health system that responds to and interacts with the needs of the society, based on individual and collective responsibility that supports the achievement of sustainable development

Strategic Goals	Indicators	Most Important Initiatives
<p>1. Developing systems and mechanisms for the management and coordination of health services control the effectiveness and quality at all levels, and stimulate participation of Society in management and control.</p>	<ul style="list-style-type: none"> <li>• Health Sector Performance Index.</li> </ul>	<ul style="list-style-type: none"> <li>• Strengthening the role of the Ministry of Public Health in the management of the health system, Set up monitoring mechanisms; supervise, review, develop legislation for restructuring of the Ministry of Health and the health institutions.</li> <li>• Improving the level of decentralization in the health system.</li> <li>• Activating and organize the participation of the society and other sectors in the support, delivery and management of health services, and control their resources in order to improve health services and stimulate the staff of medical and technical facilities.</li> <li>• Coordinating the input of international and local organizations and entities supporting the health sector to ensure optimal utilization of support in improving health services, including infrastructure support.</li> <li>• Developing the health facilities infrastructure map system and apply uniform national standards for the establishment, processing and operation of facilities in accordance with standards that are fair in the distribution of services.</li> <li>• Establishing a system of selection rules and regulations for the appointment of health management staff at all health facilities.</li> </ul>
<p>2. Expanding, strengthen health services for all citizens and support emergency services to accommodate the nature and circumstances of the current period and work for its developments.</p>	<ul style="list-style-type: none"> <li>• Rate of operations of government health institutions.</li> <li>• Rate of growth in the number of beneficiaries of the services of governmental health institutions.</li> <li>• Number of new dialysis centers and facilities annually.</li> <li>• Growth rate of the number of volunteers in health services in rural government facilities.</li> <li>• Rate of growth in government spending on the public health sector.</li> <li>• Number of centers specialized in infectious diseases and epidemics (tuberculosis, cancer, liver, cholera, etc.)</li> </ul>	<ul style="list-style-type: none"> <li>• Activating rural hospitals to provide direct services to the rural population, which is the majority of the Yemeni people, including diagnostic, therapeutic and surgical services.</li> <li>• Enhancing the continuity of central hospitals and provincial hospitals by providing their services to the urban population to cope with the large population growth.</li> <li>• Paying attention to the wounded, the disabled and the families of the martyrs and the troops.</li> <li>• Expanding dialysis centers, increasing the capacity of existing centers, paying attention to cancer treatment centers and working on non-interruption of essential drugs for cancer patients.</li> <li>• Strengthening and expand emergency and ambulance services and provide new ambulances instead of out of service.</li> <li>• Coming up with innovative solutions to address the population's poor coverage of health services by encouraging and supervising society volunteer initiatives to ensure the success of this initiative.</li> <li>• Rehabilitating and operating the out of service health facilities due to the aggression.</li> <li>• Working to raise the budget of the Ministry of Public Health and Population in a gradual manner commensurate with the expansion of services.</li> </ul>

Strategic Goals	Indicators	Most Important Initiatives
<p><b>3. Strengthening primary health care, disease control and epidemiological surveillance; maintain a high level of immunization of children and mothers to prevent epidemics of immunized diseases and reduce the aggravation of the problem of malnutrition.</b></p>	<ul style="list-style-type: none"> <li>• Epidemic prevalence rates have been controlled among the population.</li> <li>• Prevalence of malnutrition among the population.</li> <li>• Number of registered cancer cases per year.</li> </ul>	<ul style="list-style-type: none"> <li>• Establishing national laboratories to examine and control vaccines produced locally or imported from abroad.</li> <li>• Developing plans to meet the health needs of refugee camps and emergency situations, wherever they are.</li> <li>• Coordinating with international organizations to expand support in the nutrition system.</li> <li>• Issuing the Cancer Fund Act.</li> <li>• Implementing epidemiological surveillance programs.</li> <li>• Issuing a law for the Supreme Authority for the Control of Drugs and Medical Supplies, stipulating independence of Authority and regulating its work.</li> </ul>
<p><b>4. Achieving adequacy and efficiency of health sector staff and improve the organization of his profession.</b></p>	<ul style="list-style-type: none"> <li>• Issuance of the Rural Service Law.</li> <li>• Rate of increase in the number of health staff in rural and disadvantaged areas.</li> <li>• Growth in the number of women enrolled in government medical jobs.</li> <li>• Number of qualified doctors and health staff in Yemen is 100% qualified.</li> <li>• Number of medical research produced in research centers and Yemeni universities.</li> </ul>	<ul style="list-style-type: none"> <li>• Issuing and implement the Rural Service Law because of its importance for the equitable distribution of medical personnel in deprived areas.</li> <li>• Paying attention to intermediate and senior training and rehabilitation of local medical and health staff to develop staff abilities and skills; support institutions and training programs, and strengthen the "Yemeni Board" program as a national certificate and encourage the enrollment of Yemeni graduates of human medicine colleges.</li> <li>• Encouraging and support research and health studies, stimulate research staff, and benefit from improved services and health care.</li> <li>• Setting up clear classification of health and medical professions, redrafting of job descriptions, performance evaluation of employees in health institutions and application of the principle of reward and punishment.</li> <li>• Studying the dual career status of medical and health professionals between the public and private sectors and develop solutions.</li> </ul>
<p><b>5. Encouraging investment in the health sector and the pharmaceutical industry to support the availability of health services and medicines to citizens at sufficient levels and quality to achieve satisfaction of people.</b></p>	<ul style="list-style-type: none"> <li>• Coverage of locally produced medicines and medical products.</li> <li>• Number of new pharmaceutical, vaccine and medical products established annually.</li> <li>• Number of hospitals and specialized medical centers opened in partnership with external investors.</li> </ul>	<ul style="list-style-type: none"> <li>• Controlling the importation and classification of drugs locally and deal with them and advertise them.</li> <li>• Monitoring and legitimize investment in the health sector in the treatment of diseases that patients go overseas to treat.</li> <li>• Encouraging investment in the pharmaceutical, medical, health and equipment industries and ensure the provision of essential, effective, safe and quality medicines, controlling prices and preventing monopoly.</li> <li>• Supporting and promote drug self-sufficiency, encourage local and external marketing of Yemeni medicines and encourage the provision of raw materials for medicines locally.</li> <li>• Promoting medical manufacturing (vaccines and medical devices) and spare parts and maintain them locally without the need for outside.</li> <li>• Encouraging the manufacture of diagnostic tools and laboratory supplies without the need to send samples for examination abroad.</li> </ul>

Strategic Goals	Indicators	Most Important Initiatives
<p><b>6. Developing and strengthen the role of the national health information system and adopt modern methods and applications of information management at the level of institutions and health facilities, thus enhancing the management of the health system.</b></p>	<ul style="list-style-type: none"> <li>• Amount of data exchanged in the Government Internet Information System.</li> <li>• Introduction of automation in health institutions annually.</li> <li>• Issued a decree to adopt the Standard Health Data Preparation Manual.</li> <li>• Reports issued annually according to the National Health Data Preparation Manual.</li> </ul>	<ul style="list-style-type: none"> <li>• Developing a network information system to automate the Ministry and the concerned authorities.</li> <li>• Developing an automation system for the activities and services of various government hospitals, centers and units.</li> <li>• Mainstreaming the automation of private and civil health institutions for their work.</li> <li>• Unifying and disseminating health information indicators and reports at various levels of the health system, make maximum use of donor support and guide the methodology of regional and international organizations in the field of health information systems (the Standard Health Data Preparation Manual).</li> </ul>
<p><b>7. Working to promote the application of health insurance systems for the entire population.</b></p>	<ul style="list-style-type: none"> <li>• Number of approved health insurance legislation.</li> <li>• Growth rate in the number of people enrolled in compulsory health insurance in various sectors.</li> </ul>	<ul style="list-style-type: none"> <li>• Developing various health insurance legislation needed to build a modern and integrated health insurance system.</li> </ul>



## Theme X: Environment

**Objective:** A protected environment that is being invested as an important national resource to achieve sustainable development.

Strategic Goals	Indicators	Most Important Initiatives
<p>1. Providing the necessary legislative and institutional elements for the management, protection and investment of environmental resources in accordance with the principles of sustainable development and green development trends.</p>	<ul style="list-style-type: none"> <li>• Number of new and developed environmental legislation.</li> <li>• Percentage achievement in the Environmental institutional development of the Environmental Protection Agency and its branches.</li> <li>• A decree to establish an environmental national monitoring and warning system.</li> <li>• International support for the environment.</li> <li>• Number of licensed projects for which an EIA was prepared.</li> <li>• Adoption of the national report to monitor the environmental impact of the war.</li> <li>• Number of projects produced in green development.</li> </ul>	<ul style="list-style-type: none"> <li>• Developing the necessary legislation and institutional capacity for the General Authority for Environmental Protection to fulfill its role in safeguarding the environment, natural balance, development and sustainability of its natural resources and its vital diversity.</li> <li>• Developing a national environmental monitoring and early warning system.</li> <li>• Launching a green development project package.</li> <li>• Enhancing society participation in environmental conservation and activate the role of local communities in the protection, conservation and development of their own natural environmental resources.</li> <li>• Strengthening relations with external parties from countries and organizations concerned with protecting the environment and take advantage of their expertise and support in achieving protection and developing Yemeni environmental resources.</li> <li>• Developing effective environmental impact assessment policies for any project prior to its establishment.</li> <li>• Preparing an assessment of the damage caused to the Yemeni environment as a result of the aggression and siege and develop the appropriate remedies accordingly.</li> </ul>
<p>2. Achieving effective investment of the rich and varied environmental resources that characterize Yemen.</p>	<ul style="list-style-type: none"> <li>• A decree to adopt the National Policy Document for Environmental Resources Protection, Investment and Development.</li> <li>• Number of protected areas developed.</li> <li>• Number of private sector investment projects in environmental resources.</li> <li>• Number of villages and productive neighborhoods developed and adopted projects that invest their environmental resources and develop them to serve local development.</li> </ul>	<ul style="list-style-type: none"> <li>• Developing a national policy for the protection, investment and development of environmental resources.</li> <li>• Developing protected areas for investment and development in accordance with the principles of sustainable development.</li> <li>• Encouraging the private sector, expatriates and external investors to utilize and invest in environmental resources (natural and marine) in accordance with regulations that support the protection, preservation and development of the environment.</li> <li>• Encouraging local communities to adopt projects that invest their environmental resources and develop them to serve local development.</li> </ul>
<p>3. Providing an infrastructure for waste management, treatment and recycling.</p>	<ul style="list-style-type: none"> <li>• Percentage of treated and recycled waste.</li> </ul>	<ul style="list-style-type: none"> <li>• Utilization of industrial technology to recycle waste and transform it into an essential part of development.</li> </ul>
<p>4. Providing water and sanitation services to meet the growing needs of the population.</p>	<ul style="list-style-type: none"> <li>• Coverage of the population for supply of safe drinking water.</li> <li>• Growth rate in sewerage networks.</li> </ul>	<ul style="list-style-type: none"> <li>• Adopting a package of water saving programs and expand sewage networks according to various sources of funding.</li> </ul>

## Theme XI: Defense and Security:

**Objective:** A strong national army built on modern foundations and national standards, which is the property of the people that protects the homeland, national sovereignty and independence, and modern security institutions that provide effective security services that safeguard rights and freedoms/liberties, protect citizens and provide the necessary climate for stability and development.

### A. Defense:

Strategic Goals	Indicators	Most Important Initiatives
1. Building a national army based on modern scientific foundations and standards, with a military doctrine and loyalty to God and the homeland, capable of protecting national sovereignty and defending Yemen's independence.	<ul style="list-style-type: none"> <li>Percentage of success in restructuring of the Army.</li> <li>The percentage of achievement in Developing military curricula on a modern basis.</li> </ul>	<ul style="list-style-type: none"> <li>Building and organize armed forces on modern foundations so that they are an independent and impartial national institution.</li> <li>Adopting modern scientific and cognitive research methods in the rehabilitation and education of members of the armed forces, security and intelligence in their institutes and colleges.</li> </ul>
2. Developing appropriate legislation to keep pace with the restructuring and protection of the state and to ensure the strength and independence of the army and neutrality in political conflicts.	<ul style="list-style-type: none"> <li>Number of developed and new military legislation approved.</li> </ul>	<ul style="list-style-type: none"> <li>Developing existing legislation for the armed forces, security and intelligence and implement the recommendations of the outputs of the national dialogue of legislation to keep pace with state building.</li> </ul>
3. Developing the human, institutional and technical capacities of the Army at all levels to ensure its readiness and contribution to development.	<ul style="list-style-type: none"> <li>Military readiness rate.</li> <li>The percentage of military facilities and installations that were rebuilt by the army and its available resources.</li> <li>The growth rate of the military's own economic resources.</li> </ul>	<ul style="list-style-type: none"> <li>Rehabilitating and training of the army in accordance with the best methods to be able to protect the homeland and deter anyone who seeks to compromise his security and stability.</li> <li>Training and rehabilitating of the army in the areas of development and reconstruction.</li> <li>Reconstructing of the war-damaged infrastructure of the army and security.</li> </ul>

## B.Security Services:

Strategic Goals	Indicators	Most Important Initiatives
<p>1. Developing the security and police organs, update the system of legislation related to their work, develop employees' capabilities and ensure its comprehensiveness and quality.</p>	<p>*Rule of law indicator.</p> <ul style="list-style-type: none"> <li>• Number of joint programs between security institutions, police and citizens.</li> </ul>	<ul style="list-style-type: none"> <li>• Implementing a national program for the development and restructuring of the security services in a way that strengthens the rule of law.</li> <li>• Promoting the principle of respect for the law commitment to the law by the security services to be performed as a model to be followed by the citizens.</li> <li>• Launching a national program to expand and improve security services and police to achieve security and stability and maintain public tranquility.</li> <li>• Strengthening trust between security institutions, police and citizens.</li> <li>• Developing the immigration and passport system according to national security standards.</li> <li>• Establishing a joint coordination mechanism between the different security services to complement their roles.</li> <li>• Completing establishing police units to protect women's security and prevent violence, especially gender-based violence at the governorate level.</li> <li>• Implementing the monitoring and reporting mechanism in the entities and units protecting persons affected by gender-based violence.</li> <li>• Improving traffic and civil defense services.</li> </ul>
<p>2. Implementing the civil registration system and adopt the national number in all transactions procedures according to a chronic plan aimed at providing a unified national database.</p>	<ul style="list-style-type: none"> <li>• Percentage of citizens registered in the new Civil Register system that were given a new card.</li> </ul>	<ul style="list-style-type: none"> <li>• Developing and approve a graduated plan for Establishing a civil register and national number.</li> </ul>
<p>3. Applying declared and transparent criteria for appointment to work in security and police positions at the central and local levels.</p>	<ul style="list-style-type: none"> <li>• Number of appointments according to new recruitment criteria.</li> </ul>	<ul style="list-style-type: none"> <li>• Preparing a strategy for selecting security personnel.</li> </ul>
<p>4. Developing a standard system to monitor, follow and evaluate the performance of the security services and the police and respective staff.</p>	<ul style="list-style-type: none"> <li>• Establish the normative system for monitoring and evaluation of security and police services.</li> <li>• Number of evaluation reports for the performance of security agencies in accordance with established standards.</li> </ul>	<ul style="list-style-type: none"> <li>• Preparing a standard system for monitoring, following up and evaluating the performance of the security services and employees.</li> </ul>





## Theme XII: Foreign Policy and National/Home Security:

**Objective:** A national security system that protects the interests of Yemen and guarantees the sovereignty and decision making independence, within effective external relations that serve the best interests of the nation and based on the principles of equality, mutual respect and common interests.

### A. Foreign Policy:

Strategic Goals	Indicators	Most Important Initiatives
1. Upgrading and manage the foreign policy of the Republic of Yemen in accordance with effective institutional mechanisms to serve the supreme national interest.	<ul style="list-style-type: none"> <li>• Issue a decree to establish a national council for foreign policy.</li> <li>• A Decree to adopt a strategy for external relations.</li> <li>• Funds and investments flowing into the country through coordination of Yemeni embassies.</li> </ul>	<ul style="list-style-type: none"> <li>• Activating and strengthen the role of Yemeni diplomacy to overcome the isolation of Yemen.</li> <li>• Developing a strategy for external relations and a mechanism that preserves the dignity and human rights of Yemenis in the Diaspora or other countries.</li> <li>• Developing the work of embassies to attract funds for reconstruction, development and exports.</li> </ul>
2. Developing and strengthen the relations of the Republic of Yemen internationally and regionally based on common interests and work to provide ways to protect them.	<ul style="list-style-type: none"> <li>• Adopt the mechanism of diplomatic representation.</li> <li>• Evaluation reports for external relations.</li> </ul>	<ul style="list-style-type: none"> <li>• Developing an effective mechanism for the diplomatic representation of Yemen based on common interests and work to provide means of protecting them.</li> </ul>
3. Taking care of the rights and interests of Yemeni citizens overseas and strengthen their solidarity and national belonging and protect them from harmful factors and intellectual influences.	<ul style="list-style-type: none"> <li>• Number of cases processed for citizens.</li> <li>• Number of projects funded by expatriates at home.</li> <li>• The size of expatriate remittances.</li> <li>• Number of information programs for expatriates.</li> </ul>	<ul style="list-style-type: none"> <li>• Developing a mechanism for coordinating and managing services for Yemeni expatriates abroad.</li> <li>• Building up and implement an information system for expatriates.</li> <li>• Establishing an information institution for expatriates concerned with educating expatriates and their children overseas to reduce harmful intellectual influences and link them to their homeland.</li> </ul>

## B.National Security:

Strategic Goals	Indicators	Most Important Initiatives
<p>1. Developing a national security strategy that will serve Yemen's supreme interests at home and abroad, and promote the concept of strategic partnership and positive interaction with all local and international organizations and harness them to serve this purpose.</p>	<ul style="list-style-type: none"> <li>• Adopting the national security strategy.</li> <li>• Number of established strategic studies centers.</li> <li>• Number of approved emergency plans.</li> <li>• A Decree to establish a national system for monitoring and early warning of disasters and crises.</li> </ul>	<ul style="list-style-type: none"> <li>• Preparing and implement a strategy for Yemen's national security.</li> <li>• Establish strategic study centers to study and analyze the local, regional and international situation and their implications for national security and develop plans to protect national security and ensure human, food and water security.</li> <li>• Adopting strategies and policies to address external threats, internal challenges; establishing a national monitoring and early warning system, managing disasters and crises, and identifying threats to national security.</li> </ul>
<p>2. Linking the strategic geographical location of the Republic of Yemen and its islands, coasts and wealth to development and national interests.</p>	<ul style="list-style-type: none"> <li>• Number of cities and coastal areas planned and rehabilitated.</li> <li>• Number of completed economic studies and developing marine services.</li> <li>• Number of strategic coastal projects implemented with international partners.</li> </ul>	<ul style="list-style-type: none"> <li>• Initiating the planning of cities and industrial parks, trade and tourism on the coasts and Bab al-Mandeb and the Yemeni islands.</li> <li>• Preparing studies for developing local and international maritime services.</li> <li>• Preparing the necessary projects to benefit from the maritime sites and marine resources available to Yemen.</li> </ul>
<p>3. Developing and secure infrastructure for vital and national facilities.</p>	<ul style="list-style-type: none"> <li>• Issuing the policy for the insurance of vital facilities.</li> <li>• Number of qualified personnel in the security administration of national vital facilities.</li> <li>• Number of technical applications used to secure vital facilities.</li> </ul>	<ul style="list-style-type: none"> <li>• Developing effective policies and standards to secure national vital facilities.</li> <li>• Developing human capacity for security management of national vital facilities.</li> <li>• Using appropriate technologies to enhance the security and protection of national infrastructure.</li> </ul>
<p>4. Preparing a vision to combat and eradicate the penitential (takfiri) ideology that imports foreign terrorism to Yemeni society because of the danger it poses to the national security of the country.</p>	<ul style="list-style-type: none"> <li>• Approval of the vision document.</li> </ul>	<ul style="list-style-type: none"> <li>• Developing a vision to combat and eradicate the penitential ideology that is the product of foreign terrorism in Yemeni society.</li> <li>• Working to drain the sources of environment that incubates, nurtures and supports the penitential (takfiri) ideology with multiple patterns.</li> <li>• Supporting Yemen's foreign policy to work to achieve the fairness of international laws and conventions and not to employ or harness them to serve the interests of some of the dominant countries.</li> </ul>



Part III:  
Implementing the National Vision

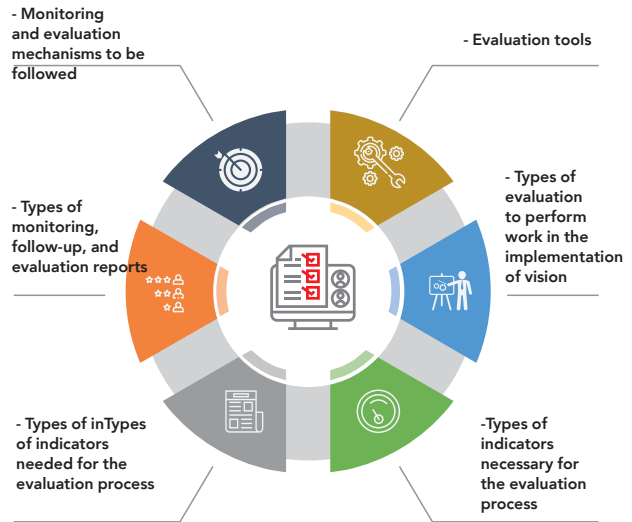
## A. National Vision Implementation Management:

To ensure consistent, efficient and effective management of the implementation of the National Vision, an executive National Vision mechanism is established by a decree issued by the President of the Republic (the Supreme Political Council) outlining the various foundations, rules, roles, responsibilities and tasks in accordance with international standards for the management of National Visions including monitoring, follow-up, and evaluation which include the institutional implementation frameworks as follows:

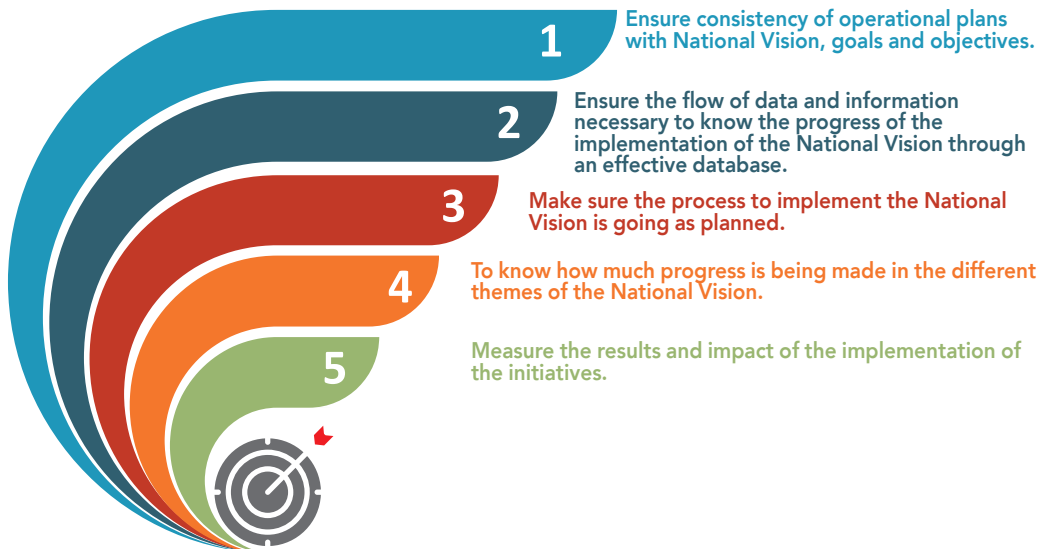
1. **The President of the Republic** (The Supreme Political Council) He is the main custodian of the National Vision and is concerned with the adoption of interim strategic plans, budgets, and monitoring and evaluation reports on the National Vision. The following teams will be working under his supervision:
  - A. **Advisory Team:** An Advisory Group of Experts reporting to the President of the Republic (the Supreme Political Council) and under his supervision. The AT shall provide consultations, study and analysis of monitoring and evaluation reports, relevant documents and make appropriate recommendations to the President of the Republic (The Supreme Political Council) and follow-up action on the National Vision, and the AT should receive copies of the reports and information it needs to provide consultations at various levels concerned with implementation, monitoring, and evaluation.
  - B. **The Comprehensive National Reconciliation and Political Settlement Team:** Reports to the President of the Republic (the Supreme Political Council). In view of the specificity of its functions, the team is concerned with various aspects related to the implementation of the objectives of the overall national reconciliation and political settlement theme.
  - C. **The Technical Monitoring and Evaluation Team:** Under the Office of the Presidency of the Republic, which is composed from the competent departments of the Office of the Presidency and the relevant entities concerned with monitoring and evaluation of the implementation of the National Vision.
2. **Supreme Government National Vision Steering Committee:** It is the highest supervisory framework at the governmental level to manage the implementation of the National Vision, chaired by the Prime Minister, and with the membership of the Deputy Prime Ministers and a number of relevant ministers, as well as representatives of the private sector, political parties, civil society and women, the Secretary-General of the Cabinet, and the Head of the Executive Office of the National Vision.
3. **Ministerial Sectoral Committees:** These are the Committees emanating from the Cabinet, which shall assume supervisory and coordinating roles within the framework of implementing the National Vision, as determined by the executive mechanism of the National Vision.
4. **Executive Office of Managing the National Vision:** It is the technical body to manage the implementation of the National Vision in the Government, operates under the supervision of the Supreme Government National Vision Steering Committee and is formed from a group of competent administrative personnel selected according to accurate criteria of selection and assignment from various ministries and relevant authorities.
5. **The executive units in the supreme authorities, entities and organs:** they are the officials and specialists in the authorities and under the supervision of the head of the respective entity, and are concerned with the process of planning and implementation with respect to the entity within the framework of National Vision.
6. **The executive units of National Vision at the level of the entities:** they are officials and specialists in the entities and under the supervision of the head of the authority, and are concerned with the process of planning and implementation in relation to the authority within the framework of National Vision.
7. **The Coordination Unit at the Ministry of Local Administration:** it is formed from the officials and specialists within the Ministry under the supervision of the Minister to manage, guide and coordinate the planning and implementation processes at the local level.

## B-Monitoring and Evaluation Mechanism:

The National Vision for building the Modern Yemeni State gives great importance to establishing a qualitative and effective mechanism for monitoring and evaluating the course of action for its implementation. So there will be more than one mechanism on this side, starting with the creation of a Monitoring and Evaluation Technical Unit for monitoring and evaluation, which will report to the Office of the President of the Republic. The team shall work through activating the roles of the concerned entities of monitoring to achieve independent external oversight. The team also monitors and examines the results and implications of implementation to know the trends of public opinion about the public satisfaction of society regarding the achievement of the National Vision, a part of which will be attributed to civil society, media and study centers.



### 1. Objectives of monitoring and evaluation to implement the National Vision:



## 2. Monitoring and evaluation mechanisms to be pursued:

- A. To form a technical unit following the Office of the President of the Republic to carry out the following:
- Ensure that executive plans at the sectoral level and with institutional teams are consistent with the National Vision goals and strategic objectives.
  - Apply an integrated electronic system of National Vision data and use it in following-up, monitoring, and evaluation.
  - Review and analysis of data, indicators and reports received from the executive teams.
  - Review the overall policies in order to achieve the compatibility of these policies or to develop policies to fill the existing gap.
  - Preparing technical reports on following-up the implementation processes and submit them to the President of the Republic (Supreme Political Council) and his advisory team.
- B. Monitoring and evaluation through the relevant regulatory bodies: activating the role of oversight bodies such as the House of Representatives, the Central Organization for Control and Auditing, the Anti-Corruption Commission and the Supreme Committee for the supervision of tenders and bids in the performance control of the implementation of the vision and its outputs.
- C. Monitoring and Community assessment (media-civil society): Empowering civil society to monitor and evaluate the level of implementation of the vision and interact with the results of those evaluations and summaries of the publication of the results of its evaluations via the website of the vision.
- D. Citizen oversight: Through the use of the hotline, the website of the vision and its social pages and the communication of the opinion of citizens by various means to the concerned.

## 3. Types of monitoring and evaluation reports:

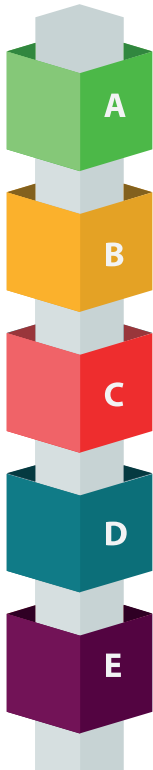
- A. Periodic Monitoring Report at least every two months for each theme on the tasks performed.
- B. At least quarterly periodic reports varied in light of the different levels of monitoring and evaluation that include:
- A report on the consistency of objectives and programs with the executive plans with the National Vision, goals and objectives.
  - A report on progress in implementing programs, executive plans and implementation constraints.
  - A report on the progress achieved in reaching the targets (monitored results) at the goals level.
  - Quarterly reports on the evaluation of the results of the work in each program and the extent of society satisfaction and proposed treatments.

#### 4. Types of indicators needed for the evaluation process:

To ensure effective results and a good assessment, the National Vision has adopted a specific structure of indicators on the basis of which the assessment process is carried out and the extent to which the goals and objectives of the National Vision are achieved; therefore, the structure of the National Vision indicators includes the following:

- A. General indicators of National Vision: a package of aggregate indicators and comparative international indicators to place Yemen in a range of different international reports.
- B. Goals indicators: These are the indicators that measure the achievement of the strategic objectives of the National Vision and each goal indicator or more by measuring the level of implementation of the goal and can be fragmented through indicators of progress or through indicators of translated initiatives.
- C. Indicators of Initiatives: Measurement indicators of National Vision achievement are developed that translate strategic objectives.
- D. Implementation performance indicators: they are the financial and procedural indicators that reflect the effectiveness and efficiency of the implementation of the National Vision and measure the progress of the actors in the performance of their tasks and the progress of the implementation process at the overall, theme and institutional levels, as well as the measurement of the level of expenditure and its relationship to the extent of achievement, and finally measure the satisfaction of the Society and the targets of the results achieved, the technical office in coordination with the Executive Office of National Vision develop and improve these indicators in accordance with the implementation phases of the National Vision.

#### 5. Types of performance evaluation to use in the implementation of National Vision:



**Assessment of indicators:** by knowing the level of achievement reached for the targeted indicators.

**Performance evaluation (administrative, technical, financial):** The performance appraisal reports should cover three dimensions: the administrative dimension of the National Vision processes and their level of achievement, the evaluation of technical aspects according to the specificity of each sector, the financial evaluation in terms of the efficiency of the expenditure and the usefulness of any expenditure on objectives, initiative, program or project. Thus relying on financial performance indicators.

**Evaluation of results:** pre-positioning of pre-targeted results in specific operational plans of action with tracking of any other results not taken into account, and then evaluation according to those results

**Impact Assessment:** The importance of tracking impact in the evaluation and not only the evaluation of results and outcomes, but also knowledge of the effects of the National Vision and its implications on the citizen and Society and the performance of the State in its positive and negative dimensions over time.

**Society Satisfaction Assessment:** focus on measuring the society's satisfaction with the results of the implementation of the National Vision in different areas by involving the society concerned (the beneficiaries in the society) in each area.

## 6. Evaluation tools:

- A. **Desktop Assessment Tools (model Technical Evaluation reports):** Standard Desktop assessment models will be applied based on performance reports from the program constituencies and, in general, those models will be applied wherever possible through the use of the National Vision database, which will report Regular monitoring and evaluation.
- B. **Field assessment tools (questionnaires, field visits, interviews, focus groups):** It is important to diversify control and field assessment methods by adopting codified methods and applying them accurately to produce realistic evaluation results, the most important of which are: questionnaires, field visits, interviews, focus groups.





