

Vision

Continuation of Economic Activities & Rebuilding

Yemen



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Introduction:

The private sector plays an important role in Yemeni economic life through its contribution to GDP, employment, investment, and internal and external trade, in addition to the significant roles it played during the war such as providing goods and services under difficult and complex conditions, and supporting humanitarian relief efforts. However, the private sector underwent severe losses because of the war as a survey conducted by the Studies and Economic Media Center (SEMC) shows, such that 83 percent of the private sector institutions suffered direct or indirect damage. In addition, 60 percent of the private sector companies are considering moving their capital or at least part of it outside the country.

These conditions strongly motivated the private sector, the government, and all development stakeholders to seek a vision and mechanisms that contribute to enhance the pivotal role of the private sector in the economic life of Yemen. That can be done through addressing the challenges that the private sector is facing at the local level in mitigating the conflict consequences and maintaining economic activity to service the community.

The private sector, represented by the Economic Reform Team (ERT), which includes a group of prominent businesspersons in Yemen, economic experts and representatives of civil society, seeks to develop a vision and goals that contribute to the resumption of the economic activity and rebuilding Yemen. Their efforts include the development of plans that contribute to address the challenges that hinder economic development initiatives and mitigate the consequences of war .

The roles that different parties can play in maintaining economic activities and reconstruction

It is difficult to talk about a future role of the private sector in a war-caused highly complex environment in Yemen unless a relative stability in the political and security conditions is attained. Therefore, the vision of the private sector is prepared according to the political and security variables in the country. Below are some scenarios along with the proposed roles of the private sector per each scenario.

Scenario I: the war continues for several years

This is the worst-case scenario for Yemen and it would mean further deterioration of the economic and humanitarian conditions one day after another. The longer the war rages on, the greater the social loss in terms of casualties and internally displaced persons (IDPs), which in turn leads to increased social divisions and disintegration, as well as increasing motives for terrorism and retaliation, let alone the infrastructure devastation, economic losses, increase in poverty rate and unemployment, and the spread of malnutrition and famine.

As a result, the reconstruction costs will increase dramatically and it will be difficult to find the required technical and human resources needed for reconstruction in the future. Therefore, it is important within this scenario to

focus on policies and priorities for intervention that stem the deterioration in the economic, social and humanitarian conditions. In this context, we recommend the following policies:

Neutralize the National Economy and Support the Livelihoods for Yemenis

- Participate in building and supporting mechanisms of the process named (the economy neutralization initiative) and secure buy-in from all parties of the conflict. The mechanism should ensure that the remaining infrastructure, facilities and economic facilities are not directly targeted by the parties to the war so as to ensure the sustainability of economic activity and the inflow of financial resources smoothly.
- To facilitate the inflow of goods and services to and from Yemen through simplifying the inspection procedures imposed by the Arab Coalition on the movement of individuals and goods, and advocate local parties to remove all barriers toward the movement of goods.
- Support local and rural development programs to provide the minimum community requirements, through cash for work or small income generating projects.
- Create safe zones for receiving and distributing aid to the beneficiaries while prioritizing the most affected.
- Involve the private sector in the provision of relief and humanitarian assistance through providing goods and bidding on tenders offered by the international organizations working in this field.

Improve the Humanitarian Conditions, Especially for Vulnerable Groups:

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- Provide the humanitarian aid such as food, drinking water and cash allowances for the people in need.
- Provide support for the urgent malnutrition cases.
- Provide the basic services for Yemenis such as fuel, cooking gas, water and electricity and offer the space for the private sector to engage under the supervision and monitoring of the relevant entities.
- Provide alternatives to serve people's medical needs in lieu of the damaged medical facilities such as mobile medical teams.
- Strengthen cooperation and coordination among all stakeholders relevant to development affairs (local authority, nongovernmental organizations and international nongovernmental organizations), to reach the vulnerable populations in a cost-effective manner.
- Support the implementation of the latest Humanitarian Response Plan for Yemen and enhance coordination between local actors and donors.

Support the Private Sector's Efforts in Coping with the Conditions of War

- Provide the needed energy resources to maintain the productivity of business sectors and transport, particularly the oil products in addition to permitting the private sector to import its fuel needs in accordance with certain policies and in way that does not affect the foreign reserves nor depreciates the local currency.
- Emphasize the significance of labor-intensive programs, microfinance youth and women employment initiatives through supporting them to own the production means and through business incubator models.

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- Support the private sector efforts to draft a Crisis Management Strategy and risk management.
- Facilitate the commercial activity through the assurance of free external trade and rehabilitate the war-affected ports for the private sector to ensure the inflow of goods.

On the institutional priorities in this scenario, Yemen may establish a National Supreme Relief Authority to fill the current gap and lead the scattered humanitarian efforts of the actors on the ground, which is sometimes redundant and uncoordinated, in addition to addressing the weakness of the monitoring mechanisms on those humanitarian projects. This Authority would include the government, private sector, NGOs, INGOs and donors and would act to enhance the social coherence and gain the average citizens' confidence.

The humanitarian interventions should target the war zones, the areas of high poverty rate and the remote and inaccessible areas in need for food and medicine.

Scenario two: End of War and Realization of Peace

This scenario assumes reaching an agreement among the warring parties to end the war and realize national reconciliation, which will lead to establishing a unity government capable of facing the challenges and enjoying regional and international support.

This scenario will focus on the priorities relevant to restoring the role of the state in the economic, political and security areas. Part of the priorities shall be related to the Yemeni citizen personal security, such as justice, employment, and services provision; in addition to the other institutional reform priorities necessary to Vision on the continuation of economic activities and rebuilding of Yemen from the private sector perspective

promote economic recovery and achieve development.

Political and Security Priorities to Restore the State Control and Ability to Serve the Public

- Cessation of war, hostilities and other forms of violations to human rights and ensure that troops are ordered back to their camps and militias are ordered back to their original governorates.
- Launch a new political process with a clear timeframe and milestones that starts with establishing a National Unity Government and ends with a referendum on the new constitution, presidential and parliament elections.
- Disarm militias, return their heavy and medium weapons to the government possession and criminalize owning and trading of those weapons.
- Activate the Yemen Executive Mine Action Center and support the clearance of landmines and unexploded ordnance from the conflict areas.
- Reform the security institutions and solve the security issues at the localities capitalizing on the existing social structures and norms.
- Establish legislative and institutional procedures to address the transitional justice requirements, protect human rights and implement the Transitional Justice Law.
- Activate the role of good governance in combatting corruption.

Humanitarian and Reconstruction Priorities

- Conduct a comprehensive needs assessment to identify the humanitarian crisis, reconstruct the most damaged areas and accommodate the available

funds including the past donors' pledges for Yemen and prepare project proposals.

- Rebuild the damaged infrastructure as well as the public and private institutions. Priority should be given to the education, health, roads, electricity and water supplies sectors; as well to encourage the students, involved in the war to rejoin schools and universities.
- Link relief, rehabilitation and development (LRRD).
- Provide the vulnerable groups with the needed humanitarian assistance (Cash or in kind) through the National Supreme Relief Authority.

Stimulate Economic Growth and Livelihoods:

- Reactivate the economic sectors that ceased their operations such as oil, gas and electricity to help restore economic growth and enhance employment.
- Diversify economic activities by utilizing the fisheries, agricultural and tourism resources.
- Adopt encouraging macroeconomic policies (fiscal, monetary and trade) to improve the business environment and attract investment, which will help in achieving high and sustainable growth rates; and improve the indicators relevant to fiscal deficit, inflation, exchange rates, foreign reserves and trade balance.
- Focus on the labor-intensive programs.
- Involve the private sector in setting policies, plans and strategies of the government.

- Help the private sector gain access to finance and rebuild its destroyed and damaged facilities and properties in addition to resolving the problem of overdue loan payments because of conflict.
- Allocate the foreign financial support (loans, grants and technical support) to finance the reconstruction and growth-oriented programs.
- Provide financial support for the small and medium enterprises (SMEs), youth, and women business initiatives.

Improve the Business Environment and Improve the Public Private Partnership PPP

- Provide the basic services for the private sector's activities through improving the infrastructure and investment requirements.
- Support the small industries and businesses through business incubators, networking with successful local and regional initiatives to help mitigate poverty and absorb unemployment.
- Launch the PPP Law and ensure the availability of institutional capabilities for implementation.

Based on the above we propose establishing the following institutional frameworks:

- The National Supreme Relief Authority (discussed in the first scenario).
- Multi-Partner Trust Fund, a financing mechanism that accommodate all kinds of support for Yemen (credit, grants). The Fund reallocates the funds into the various sectors according to a reconstruction plan preapproved by the government. This mechanism will help the government to overcome

the earlier encountered funding problems, hence, the lengthy process of funds allocation and disbursement. The Fund can be supervised by local and international financial institutions and should enjoy independence, competence and transparency.

Bureau for Reconstruction and Development, which will perform the following tasks:

- Draft the reconstruction strategy to address the needs of the war-affected areas for implementation.
- Develop mechanisms and standards for its relevant Executive Units in the different governorates or sectors.
- Supervise the reconstruction projects in all stages such as preparation, implementation and monitoring.
- Coordinate and communicate with the relevant public institutions and local authorities of the war-affected areas to address the basic human needs and implement the reconstruction plans.
- Coordinate the reconstruction and humanitarian related activities, such as meetings and workshops in the war-affected zones.

The reconstruction efforts require consideration of both political and security affairs in one hand and the socioeconomic affairs on the other hand. In this context, two parallel approaches shall progress together:

The Political-Security Dimension:

It focuses on peace building and reconciliation to promote greater understanding and mutual trust between the warring parties. The actors will draw the lines of

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the Transitional Period with a clear timeframe and agree on a mechanism to resolve disagreement that may arise on the critical issues such as regional governance and the elections. On the security side, efforts shall be dedicated to disarmament of medium and heavy artilleries and return them back to the government. Militias should be dissolved and its members should be reintegrated to society, which can be done in two ways; first through admitting some of them to the military in a way that does not burden the public budget and through reinstating the other part to their positions in the civil life.

The Socioeconomic dimension:

The focus here will be on developing a compensation scheme for the victims of conflict, rebuilding the damaged infrastructure and assisting livelihoods. The scheme will support microfinance programs to mitigate poverty and unemployment and promote economic growth in partnership with the private sector and civil society.

It is crucial to maintain proper governance, integrity, and accountability principles throughout the reconstruction phases as the international experience shows that corruption did take place during reconstruction process in countries such as Lebanon, Iraq and Democratic Republic of Congo, and that funds were used for political and patronage purposes.

The Supportive Role of the Development Partners

The regional and international socioeconomic and political transformations in the last two decades proved that effective development is the result of cooperation among the governments, private sector and the civil society on one hand, and on

the other hand, the support of the international partners.

The development in Yemen underwent serious challenges in the last two years when the government proved unable to meet the citizens socioeconomic requirements such as infrastructure, goods and basic services in addition to its failure in achieving any of its eight development goals. Today and within the destruction of war, the government is in a dire need for a genuine partnership with development partners to expedite the reconstruction efforts and recirculate the development cycle.

Besides the role of the government in planning, it also has a role in allocating local and external financial and administrative expertise, organizing technical resources for the recovery and reconstruction process, as well as implementing monitoring and evaluation policies. However, the private sector, civil society and international donors should also have a role in these efforts.

In this context, there are a set of roles and duties that the development partners can assume in supporting the government to implement the transition from the conflict phase to the recovery, reconstruction and development phases as follows:

The Role of the Private Sector

The private sector plays an important role in the economic development of Yemen as a key driver of growth and employment generation through fostering local and foreign trade and other economic activities during conflict.

The role of the Yemeni private sector during the war represents a unique experience that maintained provision of goods and services in extremely complex Vision on the continuation of economic activities and rebuilding of Yemen from the private sector perspective

conditions, in addition to its contribution in supporting relief and humanitarian work in various war-affected areas of Yemen.

A number of potential interventions should take place to address challenges that hinder the the private sector's development role and engagement. That said, challenges are related to the business environment, governmental policies and even related to the private sector itself.

The international experience is helpful in this context, such that the private sector played a vital role in promoting economic development and peace in fragile and conflict-affected environments. For example, in the Sri Lankan Civil War, members of the Chambers of Commerce contributed to the post-conflict peace building by implementing peace campaigns throughout the country that promoted peace initiatives between Muslim, Sinhalese and Tamil businesses.

In Mozambique after the UN succeeded in realizing peace, the private sector investment contributed to peace building, which restored confidence in the country's economy, provided the basic commodities to the market and attracted foreign investors.

In Afghanistan, the IMF and SIDA set up a Fund to stabilize the financial sector and mitigate the rising inflation rate. The funds provided for the Central Bank of Afghanistan also promoted the microfinance sector outreach.

The "Afghan First" policy, a nonbinding recommendation for donors to use locally produced goods through the local suppliers whenever possible, resulted in promoting the private sector and yielded the amount of \$1 billion spent on the local economy, which helped in creating tens of thousands of jobs.

In Yemen, the Humanitarian Relief Coalition in Aden, a coalition led by ERT member Ali al-Habashi, represents a success story in relief and humanitarian work during the war in Aden and neighboring governorates. The Coalition represented an umbrella for coordination of funds and efforts to meet the humanitarian and relief requirements of people through an efficient management and coordination system with donors including businesspersons, international and regional organizations.

Based on the above, the private sector's role is important in the reconstruction and development process. The roles that the private sector can play are as follows:

Roles in Partnership With the Government and the Other Development

Actors:

- Contribute to promoting the peace building process and emphasize its significance to economic stability, job creation, and poverty mitigation in all over Yemen.
- Participate in developing economic policies, the reconstruction and development plans and cooperate with international and regional partners to enhance economic cooperation.
- Participate in the development and reconstruction of the infrastructure based on the PPP Structure and Business Models (Management Contract, Leasing and Financing).
- Support the government and donors in developing Joint Financial Mechanisms that extend credit to SMEs and Business Incubator Programs, which will help youth and women initiate their own businesses.

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- Propose innovative models to promote SEMs through synergy with local businesses and relevant external networks.
- On the other hand, the private sector must ensure that tax and other fees are consistently paid to the government to enable it to implement the reconstruction and development plans.

The Private Sector Roles Related to Investment and Job Creation.

- Attract the migrating local investors to return to the country, which will contribute to peace building and restore confidence in the Yemeni economy.
- Participate in supplying the reconstruction phase requirements in terms of goods and services in addition to the direct and indirect implementation of reconstruction projects.
- Offer employment opportunities for youth especially those involved in the conflict.
- Start converting the individual and family owned businesses into joint-stock corporations to enable them to compete with regional and international companies within an open and free global economy.

A matrix of programs required for the continuation of economic activities and rebuilding of Yemen from the private sector perspective

A matrix of programs required for the continuation of economic activities and rebuilding of Yemen from the private sector perspective

CURRENT PHASE

Objective (1): Contribute in improving the humanitarian conditions for the most vulnerable communities

Program	Program Objective	Time	Implementing Agency	Expected outcome	Remarks
Develop a partnership plan between the private sector and the INGOs to improve the delivery of humanitarian and cash assistance to the needy families.	increase the private sector engagement in the humanitarian relief field to protect the needy and vulnerable communities	Urgent	UN, ERT, Private sector, Gov., Civil Society	Plan document which details the roles and responsibilities of the INGOs and the private sector	It is important to activate the role of the private sector organizations and their initiative to communicate and coordinate with the INGOs to

Activate the role of joint development coalitions that involve the private sector, civil society, and local authorities in the main governorates	To increase coordination among the humanitarian and development work actors and avoid duplication of efforts	Urgent	Local authorities, ERT, Private sector organizations, INGO Forum, Civil Society	Joint development councils that involve the private sector, local authorities, and civil society	achieve the objective
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Objective (2): Support the private sector sustainability within the crisis

Support the private sector initiatives to provide private services, most notably electricity	To meet the basic needs of people and economic institutions and ensure continuity in economic activities	Urgent to medium term	Gov., ERT, Private Sector, WB	Public services meeting the minimum needs and ensure continuity of the economic	This would require a legal framework to govern the partnership between the government and the private sector as well as
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				activity	funding to such projects
Provide funding for SMEs	Maintain the sustainability of SMEs in particular, and the macroeconomic productivity in general; ensure provision of basic goods and services; and, improve the employment opportunities	Urge nt to medi um term	INGOs, Donors, Gov., Private banking sector	A package of programs dedicated to supporting the SMEs	Lessons can be learned from previous projects such as SFD projects, Small Businesses Support Fund, and Micro Finance Network
Facilitate import process and the inflow of goods via seaports, airports and	To ensure the freedom of trade and prevent crisis or shortage of goods and	Urge nt	Gov. in coordin ation with the regiona	A framework agreed by the main actors that ensures	Yemen relies on imports to meet most of its needs for goods and services, so

border crossings	services needed by the community or impact on their prices; to avoid humanitarian crises or famine		I and international actors, ERT, Civil society	humanity of importing and access to goods by the end user	any impact on trade is reflected directly on the population
Activate the role of the Central Bank and restore trust in the financial sector	To facilitate banking transactions and maintain banking sector infrastructure that is necessary for the economic and commercial activities and the flow of humanitarian and development	Urgent	Gov., in coordination with the regional I and international actors, ERT, Private sector	Activate the Central Bank as an independent, committed and capable public institution	In addition to the banking transactions of the private sector, the Central Bank has another important role which is maintaining the exchange rate of the local currency given its impact on the economic

	assistance into the country				activities and the livelihood of the citizens
Improve the capacity of the private sector deal with risks under conflict	Develop a risk mitigation strategy and training to respond to current and future risks taking into consideration the lessons learned from field experience	Urgent	ERT, Private sector organizations in coordination with partner INGOs	Enhanced private sector capacity to respond to potential risks	
Support the Chambers of Commerce and business organizations' role to	To strengthen these organizations through enhancing the capacity of	Urgent	ERT, Private sector organizations in	Improved organizations effectiveness in representi	Big businesses are the cornerstone for the implementati

represent the private sector and advocate on its behalf	their staff so they keep up with the local and international variables		coordinating their members and advocate their interest properly	with the active members of the private sector and the relevant international organizations	on of this program since they are the most influential on the performance of these organizations
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Objective (3): Support war affected businesses and promote SEMs

Support the enterprises that are closing because of war and help them resume their	Reschedule debts of the companies that have the potential for growth,	Urge international partners, Banking	Gov., International partners, Banking	Establish a special fund or executive unit mandated	It is importance to develop an executive mechanism in participation
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activities	success, and recruitment and provide them with new loans with less interest rates in order for them to re-open businesses		system	to support these businesses	of the private sector to identify the businesses eligible of support
Support entrepreneurs hip and youth enterprises projects under conflict	To provide technical and financial support to such enterprises that will contribute to cover the market needs for goods and services and provide employment opportunities	Urge nt to medi um term	Gov., Interna tional partner s, ERT, Private sector organiz ations	Establish a special fund or executive unit mandated to support these businesses	It is possible to learn from previous experiences such as the SFD

	to the youth				
Establish investment attraction zones in the stable governorates	Open investment windows that allow immigrants to invest their money and encourage local capital to stay in the country	Urgent to medium term	Local authorities, ERT, Enterprise organizations, international partners	Sustainability of growth and stimulating the national economy	

REBUILDING PHASE					
Program	Objective	Time	Implementing Agency	Expected Outcome	Remarks
Objective (1): To improve the business environment in order to maintain sustainability of the economic activity					

<p>Establish of social and economic councils at the provincial and central levels (federal/national) to contribute to the economic policy-making that stimulates economic activity and enhance decisions making, in addition to learning from the experiences of the active councils in this field globally</p>	<p>To participate in the formulation of economic policies and government reconstruction and development plans; open channels of dialogue and partnership with other development stakeholders, and; promote transparency in all aspects of the private sector working environment</p>	<p>Medium term</p>	<p>Gov., ERT, Private sector organizations</p>	<p>enhance confidence among development partners and creating business environment that stimulate the private sector activities</p>	
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<p>Provide the basic services necessary to restore the economic activity such as (security, services, judiciary)</p>	<p>To strengthen state authority, law and order, in order to reduce the challenges the private sector is facing</p>	<p>Medium to long term</p>	<p>Government</p>	<p>Activate role of the private sector; stimulate investment, and attract foreign investment</p>	
<p>Abolish all resolutions/directives that impose levies on the private sector since the start of the war</p>	<p>To the challenges that were imposed on the private sector during the war</p>	<p>Urgent</p>	<p>Government</p>	<p>Eased burden on the private sector and on the average citizen who eventually bears the consequences of such decisions</p>	

Support labor-intensive projects through cash-for-work programs	Contribute to the efforts of the government, donors, and the private sector to adopt and implement a range of employment initiatives and projects	Long Term	Government	Job opportunities for the youth and unemployed	Lessons can be learned from previous experiences such as SFD
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Objective (2): Expand the role of the private sector in rebuilding and development

Establish an effective, independent, transparent and impartial executive body to govern reconstruction, with equal participation	Approve reconstruction policies and programs and implement reconstruction projects in accordance with high standards of	Medium to long term	Gov., Private sector, Civil society, International partners	improved capacity to accommodate the local allocations, external loans and grants for rebuilding	Learning from successful experiences of countries that underwent conflict and established private funds for reconstruction
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from the government authorities, the private sector and civil society	efficiency, professionalism and transparency; speed up the accommodation of international rebuilding aid and grants				n
Increase the private sector's involvement in the improvement and rebuilding of the basic infrastructure	Adopting policies that involve the private sector investment in rebuilding infrastructure and public services	Medium term	Gov., Private Sector Organizations, Civil society	A framework that govern cooperation between the government and the private sector and regulates the participatio	Partnership approaches include management, leases, and finance contracts.

				n of the private sector in the implementation of infrastructure and reconstruction projects	
Facilitate partnerships between the Yemeni private sector inside and outside Yemen so as to participate in the rebuilding process in accordance to with competitive	Enhancing the expertise and capacity of the local private sector and working on the transfer and localization of global technology in the Yemeni economy	Medium to long term	ERT, Private sector organizations, in coordination with INGOs and concerned Gov.	Increase contribution to reconstruction and development	Partnership with the private sector outside Yemen contributes to the transfer and localization of advanced technology as well as building local

and transparent policies			authorities		administrative and technical expertise
attract investors that migrated abroad during the war to return back to Yemen and invest their capitals in it.	Create an environment conducive to the return of national migratory capital and attract foreign investors and international companies	Long Term	Gov., ERT, Private sector organizations	Increased investment rates and improved macro-economic performance	It is important to establish a stock market as it will mobilize domestic savings and attract foreign investment
Transform individual companies and family businesses into joint stock companies to engage in rebuilding and	Encourage alliances and mergers among local companies to benefit from their collective potential and expand their	Long Term	Private sector organizations, International partners, ERT	Companies and institutions are able to compete in a competitive economic environment	This process requires the establishment of a legal and regulatory basis such as a Stock Market Authority,

development projects	activities and access to international markets			not open to regional and international companies	Stock Exchange, etc.
Create economic activity in coastal areas to restore the population and economy of those areas	Increased spending on public projects in coastal areas, giving comparative advantages to investors and populations to move there	Long Term	Gov., Business organizations, International partners	Reduce the economic cost of population dispersed and concentrated in mountain areas	A strategy and vision must be developed to stimulate movement
Implement real estate development projects in areas devastated by the war	Improve reconstruction planning in a way that considers future demand to avoid bottlenecks	Medium to Long term	Gov., Private sector, ERT, Civil society	Modern urban areas that meet current and future development needs	

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	and challenges experienced prior to war				
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The vision was prepared after a series of discussions with private sector leaders in 6 Yemeni governorates (Sana'a, Aden, Taiz, Hodeidah , Mareb and Hadramout).

In partnership with the following private sector organizations:

1. General Federation of Chambers of Commerce and Industry
2. Chamber of Commerce and Industry in Hadramout (Mukalla)
3. Chamber of Commerce and Industry in Aden
4. Chamber of Commerce and Industry in Hodeidah
5. Chamber of Commerce and Industry in the Secretariat of the Capital
6. Yemeni Business Club

The Economic Reform Team (ERT)

Origins

the ERT was created as a voluntary initiative by business and civil society leaders as well as economic experts after attending a workshop on “strengthening the voice of private sector” in the dead sea area organized by the Center For International Private Enterprise (CIPE) in march 2012. The ERT was founded to enable a unified private sector constituency to effectively contribute to the policy-making process and participate in developing comprehensive strategies to enhance economic reforms and stimulate growth in Yemen. The team played a vital role in the transitional period by mobilizing individual capabilities in various sectors throughout Yemen.

Vision

To establish a real and tangible partnership among private sector components, civil society, and government in order to accelerate the implementation of urgent economic reforms in Yemen.

Mission

To work with members of the greater business community, economic experts, and civil society organizations to present visions and economic solutions as partners, supporters, and advocates augmenting and informing government

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efforts to improve the economic policies in Yemen.

Goals

1. Encourage volunteer work and support local initiatives to serve the community
2. Enhance and strengthen the partnerships, consultation, and cooperation among private sector actors in Yemen.
3. Enhance partnerships among the business community, economic experts, and civil society in order to develop and advocate for successful economic visions.
4. Enhance consultation and partnership with the government and its bodies in order to create and enact dependable and feasible economic reforms.
5. Advocate for and support economic visions along the priorities of the private business community and for the overall good of Yemen and its people.

Web: - www.yemenief.org

Email: - economicmedia@gmail.com; yemenief@gmail.com