



متوفر لدى جميع
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400
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حسب سنة الإشتراك

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67%
تخفيض في خدمة
الأهل والأصدقاء

100%
الخط مجاني

800
ريال بداية لباقات
الإنترنت

خط سبأ الجديد كلياً ... تحدث ، اربح ، شارك ، قل مرحباً بمزايا لا حصر لها .

- قيمة خط الفوترة سبأ مجاناً (فقط دفع مبلغ التأمين) .
- إشتراك شهري يبدأ من 400 إلى 750 ريال ، وذلك حسب سنة الإشتراك حيث يحصل المشترك على 5% تخفيض عن كل سنة .
- فقط 150 ريال إشتراك لخدمة الأهل والأصدقاء ، أول 6 أرقام تضاف مجاناً وبخفيض في المكالمات والإشتراك الشهري يصل إلى 67% .
- تأهل للسحب ضمن 200 فائز شهرياً بجوائز قيمة وذلك لكل 2500 ريال يتم سدادها شهرياً وتستطيع مضاعفة فرصك للفوز .
- باقات إنترنت متنوعة تبدأ من 800 ريال فقط (40 ميجا بايت) .
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- العرض خاص بمشركي نظام الدفع المسبق ولمدة محدودة
- للمزيد من التفاصيل أرسل ريال الى 211 مجاناً

المُشغّل الأول و الأكبر للهاتف النقال في اليمن



Taking on the giant: While a working group at the National Dialogue Conference is still attempting to regulate the qat industry through legislation, one of the biggest concerns for farmers is a new requirement that would require them to use 30 percent of their agricultural land, no matter the size, for the cultivation of other agricultural crops. **Read more on Page 4**
(Photo by Mohammed Al-Hassani)



Son of Salafi leader killed in Dammaj fighting

Mediation committee says it is facing resistance from both sides

Rammah Al-Jubari

SANA'A, Nov. 27—Ongoing armed clashes between the Houthis and Salafis in Dammaj on Tuesday led to the death of Abdulrahman Al-Hajouri, whose father is the head of the Dar Al-Hadith Center and a Salafi leader in Dammaj. Three

others were reportedly injured on the same day, including a woman.

The Dar Al-Hadith Center is a theology school hosting students from all over the world, training them according to Salafi doctrine, a conservative Sunni sect. The Houthis are a group of Zaidi Shiites who have completely controlled Sa'ada governorate, which includes Dammaj, since 2011.

Several truces have been signed by both parties since the fighting broke out in late October through a presidential committee as-

signed to mediate the conflict.

"The Salafis informed the presidential committee it was not operating neutrally, and its presence was not welcomed in Dammaj," said Soroor Al-Wadaei, the Salafis' spokesman.

"For over 40 days, the committee has done nothing for Dammaj," he claimed.

Meanwhile, Ali Al-Bukhaiti, a National Dialogue Conference representative for the Houthis, blamed the Salafis for violating an agreement engineered by the presidential committee, saying

they did not abandon their armed posts on Jabal Al-Baraqa, a large mountain that overlooks Dammaj.

Abu Ausba, the head of the presidential committee tasked with negotiating with both parties, said they are working to find common ground but facing resistance from both parties.

"The Houthis started to move toward the Salafi strongholds after the Salafis refused to evacuate Jabal Al-Baraqa," he said, referring to the unwillingness of both sides to put their arms down.

Security officials: chaos in Abyan

President reassures nation as officials say AQAP is on the move

Ali Ibrahim Al-Moshki

SANA'A, Nov. 27—Although security officials say they are working to control what they are calling a resurgence of Al-Qaeda in the Arabian Peninsula (AQAP) in Abyan governorate, they say intermittent clashes between state forces and alleged militants are ongoing.

"Al-Qaeda affiliates have spread in the Al-Mahfad and Ahwar districts," said Shakir Al-Ghadeer, an officer in Brigade 111 stationed in Abyan. "They set a military vehicle on fire in addition to seriously wounding a soldier on Tuesday."

"Nocturnal clashes between armed men and the brigade are sporadically taking place," he said. "The militants are moving from one village to another."

A drone strike killed 12 militants in the Al-Hawra district earlier this week, according to the Interior Ministry's website. They did not specify the day.

"The drone strike targeted the militants while they were boarding a car in the Al-Hawra area. They were all killed and the car was completely charred. Procedures to identify the names of the dead Al-Qaeda militants are ongoing," the media center at the Interior Ministry reported.

Colonel Mohammed Dunba, the security manager of Abyan governorate, said his forces are chasing militants throughout the governorate.

In an interview with Al-Sharq Al-Awsat newspaper last week, President Abdu Rabu Mansour Hadi said Al-Qaeda's presence in Yemen compared to 2011 and 2012 has been greatly reduced due to cooperation with the U.S. and other regional nations.

"Al-Qaeda affiliates have chosen to migrate from Yemen following a

fierce security campaign against their bases in Abyan," Hadi said.

Political analyst, Saleh Al-Asbahi, said Hadi's speech may be partially true, but Al-Qaeda is still spreading in certain governorates.

Al-Asbahi said instead of really tackling the problem, AQAP affil-

iates are just moving from one security vacuum to the next.

Ansar Al-Sharia, an offshoot of Al-Qaeda, gained control of Abyan governorate in 2011, following the country's uprising. A U.S.-backed state military campaign, with help of local militias was able to regain control in mid-2012.

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Investigations underway for shooting of two Belarusians

Foreigners fear being targeted



The government has formed a committee to investigate the shooting of two Belarusians in Sana'a.

Story and photo by
Ali Ibrahim Al-Moshki

SANA'A, Nov. 27—Following the shooting of two Belarusians in Sana'a on Tuesday, foreigners and the government say they are not taking security lightly.

"If the assassinations of foreigners continue, we may have to leave Yemen as we aren't safe here," said Shadi Drzi, a French citizen of Lebanese origin, who lives on Hadda Street, which houses a large expat population. "I'm really afraid and feel I may be assassinated or kidnapped at any moment."

"These assassinations will negatively impact Yemen's relations with foreign countries, particularly the donors. Some countries may call on their nationals to leave Yemen. Some countries are warning their nationals against traveling to Yemen," said Ahmed Al-Zurqa, a political analyst in Sana'a.

On Tuesday morning on Bainoon

Street, two unknown armed men on a motorcycle shot the Belarusian citizens, killing one and wounding the other. Both men were leaving the Amsterdam Hotel, located near the presidential compound in Sana'a.

The non-nationals reportedly had been working as trainers for Yemen's Special Security Forces for more than two years.

"They told me they work for the Yemeni Special Forces as trainers, and they showed me the ID cards proving their work experience in the military field," said Mohammed Al-Shami, the general manager of the Amsterdam Hotel. "Everyone who lives near the hotel knew them. They learned Arabic and had lots of acquaintances."

Majed Al-Wesbai, an eyewitness to the shooting, told the Yemen Times that both men had a fixed daily schedule, leaving the hotel every morning at a specific time.

"A military vehicle associated with the dissolved Republican Guards [of

the former regime] passed by only moments after the incident. We told them that the perpetrators are meters away, but they didn't care," he said.

After the shooting, residents fled the scene in every direction, Al-Wesbai said.

Security forces arrived about 15 minutes after the shooting, according to eyewitnesses. They transferred both the injured and dead Belarusians to the hospital and began investigations.

Yemen's Defense Minister, Maj. Gen. Mohammed Nasser Ahmed, on Wednesday met with Vladimir Petrovich, the Russian ambassador to Sana'a. He said a committee had been formed to investigate the incident and security forces are currently persuading the perpetrators. There is no embassy for Belarus in Yemen so the Russian Embassy will be representing their interests, they said.

According to the Russia's Interfax news agency, the head of the Belaru-

sian state military industrial committee, Sergei Gurulev, acknowledged that both men were "working under a Belarusian contract in accordance with international law, without specifying which Belarusian enterprise concluded the agreement."

Col. Mohammed Hizam, the deputy head of public relations at the Interior

Ministry, said, "Investigations are still underway."

Two months ago, a German embassy employee was killed in the Hadda neighborhood of Sana'a. The Interior Ministry formed a committee to investigate the incident, but no one has been arrested in connection to the crime.

Regarding the investigations which are currently being conducted by the Interior Ministry, Al-Zurqa said, "the absence of investigation results indicates that there is a systematic body for engineering these assassinations."

"The nation is the victim of the government and other political powers," he said.

PALM YEMEN

Sana'a, Republic of Yemen

Job Vacancies Announcement

PALM YEMEN-Sana'a a leading company for General Services and Consultancy is looking for qualified Candidates who are able to ensure hotel services standards are achieved in all departments. PALM YEMEN provides a good salary and benefits package. Professional experience in Administration, facility operations and maintenance is the most critical selection factors for all of the positions. Inter personal skills, time management and Fluency in English are also a positive selection factors.

POSITION	DESCRIPTION	MONTHLY SALARY
Accounting Payable Clerk	Palm Yemen is looking for an experienced Accounting Payable Clerk to start immediately. Must be able to work Excel spreadsheets, computerized accounting systems, knowledge of balance sheet profit and loss statements and be fluent in speaking and understanding English. Bachelor degree in accounting is a positive selection factor.	\$650 US Dollar (Gross)
Project Manager Operation Admn Assistant	PMO Admn Assistant is responsible for providing secretarial, clerical and administrative support in order to ensure that services are provided in an effective and efficient manner. His /Her main activities are to receive, direct and relay telephone and fax messages, maintain the general filing system and file all correspondence, assist in the planning and preparation of meetings, conferences	\$650 US Dollar (Gross)
Inventory Specialist	Inventory Specialist is responsible for Compiling and maintaining records of quantity, type, and value of assets, material, equipment, merchandise, or supplies stocked in an establishment: Counts assets, material, equipment, merchandise, or supplies in house and posts totals to inventory records, manually or using a computer database. Proper control of the physical inventory will add to a positive guest and staff experience.	\$410 US Dollar (Gross)
Maintain Purchase Liaison	Maintain Purchase Liaison is responsible for the following duties <ul style="list-style-type: none"> Ensure that required parts are ordered and stocked appropriately. Responsible for accurate purchase order management, inventory control and stores management. Act as a liaison for Maintenance department when dealing with suppliers and contractors. Investigate product specifications for production equipment. Expedite parts and items to fulfill urgent needs as required. Keep track of parts used and replenish as per max / min stock levels. Research vendors for parts and service and negotiate for competitive quotes. Work within budget as indicated by management. Attend prescribed courses and training as required. 	\$560 US Dollar (Gross)
Guest Service Agent	Guest Service Agent is responsible <ul style="list-style-type: none"> To perform in a pleasant, professional, and efficient manner, a combination of duties mainly related, but not limited to, check-in and checkout of guests which contributes to an overall positive experience. Greets, registers, and assigns rooms to guests. Issues room key and escort instructions to Bell person or directly to guest as appropriate. Date-stamps, sorts, and racks incoming mail and messages. Transmits and receives messages using equipment such as telephone, fax, and switchboard. Answers inquiries pertaining to hotel services, registration of guests and shopping, dining, entertainment and travel directions. Keeps records of room availability and guests' accounts. Computes bill, collects payment and makes change for guests. May make, confirm, and cancel reservations for guests. May post charges such as room, food, liquor, or telephone by hand or machine. May make restaurant, transportation, or entertainment reservations for guests. May deposit guests' valuables in hotel safe or safe-deposit box. May order complimentary flowers for special guests. All other duties as assigned by a manager or supervisor. 	\$460 US Dollar (Gross)
Senior Electrician	Responsible for the safe and efficient day-to-day operation and maintenance of the electrical systems in the main building, the health club, the swimming pool, the Tent restaurant, the staff residence, water supply wells, water treatment plant and grounds. Responsible for 24/7 coverage of electrical generator operations. Ensure electrical power delivery and electrical equipment and appurtenances are safe and maintained to the high standard expected by our guests.	\$585 US Dollar (Gross)
Room Care Technician	Responsible for 24/7 safe, sanitary and efficient maintenance and renewal of all residences. Ensure residences are maintained to the high standard expected by our guests	\$460 US Dollar
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THEIR NEWS

Yemeni business organization to promote corporate governance

The Yemeni Business Club (YBC) announced on Saturday the creation of subsidiary organization to be run by the club, the Yemeni Institute of Directors. The institute will be part of worldwide association for business community members that offers training for senior

management and boards of directors.

The new program's goal is to help businesses adopt "corporate governance practices," said Moneera Othman, an officer for corporate governance unit at the YCB told the Yemen Times.

In January, the institute will

be offering a training program that will allow participants to leave with an "independent board member certificate."

The YBC says the certification is designed to build trust and credibility between Yemeni businesses and investors and creditors.

Multimedia room at Sana'a University receives new computers

Journalism students in the Media College at Sana'a University received seven new iMac computers last week as part of an effort to equip students with multimedia skills. The computers were donated by the U.S.

Embassy in Sana'a.

"The administration of Sana'a University has been unable to equip the [multimedia] room," said Dr. Abdulrahman Al-Shami, the college's dean, who is hoping further equipment do-

nations to materialize in the future.

The American Embassy said in a press release that this "is part of the U.S. government's effort to support journalism education in Yemen."

ADVERTORIAL

UBL Yemen hold annual Corporate meeting

With the presence of its top customers from the trade and business sector, UBL Yemen hold last week the annual corporate activity in Movenpick hotel Sana'a. Mr. Wajahat Husain, Group Executive / Head give a speech described the long history operation in Yemen. UBL's Yemen's main forte has been international trade and corporate finance, supported by the Bank's international footprint, strong correspondent banking relationships & product expertise. The key sectors that the Bank here has financed include, power generation, oil & infrastructure activities. In addition, UBL Yemen has facilitated the imports of essential commodities like edible oil, other foodstuff & building materials into the country. In 2010, UBL lead a syndicated project finance deal in the power sector, which was the first of its kind transaction in Yemen. This transaction opened doors for exploring more opportunities in syndicated/club deals space in the country. UBL intends to work alongside other market players to provide syndicate financing solutions to infra-

structure projects of national eminence.

Treasury products, including ready FX and forward hedging/risk management FX products are also an area of focus for UBL Yemen. Through our dedicated International Treasury sales hub located in UAE, we are capable of providing FX solutions at competitive pricing. Our Treasury team is also available to provide customized solutions to client's specific investment and currency hedging requirements.

We feel privileged and honored to be serving almost all the top names in Yemen and are happy that our services are recognized and appreciated by our esteemed customers.

UBL Yemen has always focused on inducting local Yemeni talent, & provide them with the relevant training & exposure to groom them for more senior positions.

UBL remains committed to its operations in Yemen, and under the wise leadership of the Government, looks forward in continuing to play its due role in pro-



moting trade and business in the country. I would like to thank the leadership, the Government & the Central Bank of Yemen for their continued guidance & support.

Mr. Zahid Hussain, General Manager (UBL Yemen) attend the meeting in which he called the guests to a lunch banquet on the honor of the annual Corporate meeting.

Residents in flooded area received 'expired' medicine

Over 200 houses in two villages in Bani Al-Harith have been affected by flooding

Nasser Al-Sakkaf
Ali Saeed

SANAA, Nov. 27—Flood victims in the neighboring Al-Qabil and Jidr villages of Bani Al-Harith district of Sana'a say a local medical NGO distributed expired medicine to them, including antibiotics and cough suppressants.

The Yemeni Medical Charitable Society, an NGO licensed by the Ministry Of Social Affairs since 1991, began carrying out a medical-assistance campaign on Monday for locals whose homes were flooded by rainwater on Saturday.

The Yemen Times was provided with samples of the medicine, which locals say the NGO gave to them.

The expiration date on the packaging reads November 2013, but according to Dr. Abdulwahab Sabra, a pediatrician of internal medicine in the Al-Qabil village, such products should be distributed at least six months before their expiration.

"I have seen the donated medicine, and they expire this month," said Al-Sabra, who says technically that means at the beginning of the month. He added that because of the way medicine is usually stored in Yemen—in poor conditions exposed to the elements—it should always be handed out prior to the expiration date.

"Our policy is that we distribute medicine to targeted areas six months before its expiration or at least, three months," said Dr. Ali Sarya, the manager of the emergency department at the Ministry of Health. But the doctor also said that in cooler climates like Sana'a, medicine can be saved until its expiration.

However, Dr. Abdulmalik Al-



A resident is trying to regain his furniture that the rainwater swept away.

Zubairi, the general manager of the NGO, denied the accusations.

"Those who claimed the medicines are expired are just trying to defame our society," said Al-Zubairi.

"The situation is bad in these two areas [...] rainwater has swept cattle away and the dead animal bodies will lead to the spread of disease if no action is taken," Al-Zubairi said. "Despite their accusations against us, we will continue helping them."

Excessive rains led to flooding in the area on Saturday, completely destroying two homes and rendering another 200 houses and two schools unusable, according to Abdulla Muharam, the director of the district.

Muharam explained his office was notified of the flooding on Saturday night but couldn't reach the area immediately due to the rising water.

"We visited the area on Sunday morning and tried to reopen the rainwater canals that had been closed by residents, but [were not able to get] the crane in the area," he said.

Sana'a's mayor, Abdulqader Hilal, on Monday established a committee to evaluate damages in the area and provide preliminary assistance, Muharam said.

But the situation remains dire, locals say, and many are getting sick.

Hani Jabha, a local resident, said evacuated families have been taken to mosques and homes not affected by the flooding.

The director of the Civil Defense department, Abdulkareem Me'ad, said the villages were vulnerable to the flooding because of their low-land location.

A large part of the problem, Muharam said, is that the majority of houses were built without permission in 2011, a time when government oversight was at an all time low as anti-government uprisings swept the nation. Muharam said if the home owners had sought permission to build their houses, they would not have been granted permission to build them in areas vulnerable to flooding.

In a previous statement to the Yemen Times, Engineer Abdurraqeb Ata, director of the Public Works Office in Sana'a, said "We underwent a hard period [in 2011] and several people seized the opportunity to construct random houses."

Ata said that haphazardly-constructed houses are widespread in Sana'a, especially in the outskirts, which make them vulnerable to rainwater.

Ministry of Finance Public Finance Modernization Project Ministry of Finance VACANCY ANNOUNCEMENT Senior Implementation Specialist

Terms of Reference

Background:

The Government of Yemen has received a grant from the International Development Association (IDA) and intends to use part of the grant's proceeds to pay, under the Public Finance Modernization Project, for **Senior Implementation Specialist**

- Supervise the implementation local teams
- Prepare the periodic reports of the project
- Review the technical aspect of the translated materials
- Assist in any tasks on the project administration per the Director request

Reporting Arrangements

The consultant will report to the Project Director

Qualifications

The officer should be a Yemeni national with the following attributes:

- Hold a Bachelor's Degree in Accounting or Finance from a recognized University or equivalent.
- Have at least 4 years experience in Public Financial Management, covering budget preparation, budget execution, controls and financial accounting, public procurement
- Confidence in written and spoken English language
- Proficiency in MS office applications
- Experience of working with the reform project

Overall duties and responsibilities

Under the direct supervision of the PMU Project Director, The main responsibility of the PFM Senior Implementation Specialist will be on the management and coordination of the implementation of the activities under the first component of the PFMP, Enhancing Decision Making Mechanism of Budget Management and willing to work with the beneficiary of Yemen Government agency like MOF and MOPIC. In this regard the specialist's roles

Roles and Responsibilities

- Assist the director in developing the plans for Public Finance Modernization Project for the following components:
 - Introduction the Medium Term Expenditure Framework
 - Commitment Control Systems
 - Cash Management System
 - Introducing Cash Modified Base in the Accounting System
 - Adopting the international standards into the accounting system of the Public Economic Enterprises
 - Capacity Building in Public procurement
- Help in conducting studies on the current Public Finance Management (PFM) baselines in the Yemeni Government the government agency who is involving on budget preparation like MOF, MOPIC, ext in order to diagnose gaps that needs interventions
- Work with international consultants on developing and implementing the components of the Public Finance Management Reform Strategy Phase II
- Provide the technical link between the International Consultants and the Ministry of Finance Departments when developing and implementing the reform components

Timing and Location

The appointment will be for the project period until December 2015, subject to satisfactory performance based on yearly performance evaluation. The location in the PFMP project offices at the Ministry of Finance

Short listed will be invited for an individual interview.

- The selection will be done under the procedures in accordance with policies of the (IDA).
- Dead line for receiving application will be on **19/12/2013**
- Qualified Yemeni Nationals are invited to send CV with a cover letter to **procurement@pfmpyemen.org** with the subject of "Senior Implementation Specialist"

Or by hand to:

Mr. Kailan Alshaif
Project Executive Director
Public Finance Modernization Project
Ministry of Finance
P.O.Box: 5823/4,
Abu Dhabi St., Sana'a
Tel. [+967-1-504168], Ext. (103),
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Yemen's green currency

Has the NDC developed a viable plan to regulate the qat industry?

Story and photos by
Mohammed Al-Hassani

While the State Building, the Southern Issue and the Sa'ada Issue Working Groups at the National Dialogue Conference (NDC) are busy debating regional structures for Yemen's future, it was a little green leaf that consumed a decent amount of time for the Comprehensive Development Working Group.

Qat, a mild narcotic plant chewed in Yemen and entrenched in social customs, has grown more contentious in the past 20 years as consumption rates of have skyrocketed. According to the World Bank, an estimated 72 percent of males and 35 percent of females chew qat and its production is increasing by 10 percent each year. Yemenis are estimated to spend as much as a third of their income on qat. Critics of the plant say its cultivation has crippled economic, social and agricultural development in Yemen and is bleeding the country dry of its water resources. But they are taking on a lucrative industry that a majority of Yemenis are in some way connected to—whether as consumers or producers. According to a study from the water sector in the Ministry of Agriculture and Irrigation, qat production

was a \$1.6 billion industry in 2012, eight times higher than the domestic production of wheat.

Members of the NDC Development Working Group, many of whom are admittedly qat chewers, were forced to contend with the variety of interests at play. At the end of October, they put forward a plan to curb Yemen's dependence on qat in their final report that was then approved by the conference's 90 percent requisite vote.

The working group has praised the plan, which includes the regulation of locations where qat can be sold, how much of it farmers can grow and new tax rates.



"These outcomes combat qat but in a moderate manner," said Mohammed Abu Talib, the working group's rapporteur.

While he calls it far from perfect, economic analyst Wiza Al-Sharabi, is just happy the government is making headway in regards to con-

cerns with qat consumption.

"It is great the NDC has come up with solutions through legislation."

While some provisions of the NDC's plan have been received positively, including the banning of chewing by government employees during working hours, critics have said new regulations are misguided and will be hard to implement as Yemen struggles to provide strong government oversight.

One of the biggest concerns for qat farmers is a new regulation that would require them to use 30 percent of their agricultural land, no matter the size, for the cultivation of agricultural crops besides qat.

This doesn't sit well with Yahia Al-Madbahi, who owns a qat farm in the Shamlan area.

"The state should support us, and we will obey its orders," he said. The farmer argues that the state has contributed to Yemen's water and diesel shortages, and avoids responsibility for an escalating security vacuum. It cannot, he said, ask farmers to comply with regulations that would create an economic burden for them.

Yemen largely relies on traditional agriculture methods, so qat—which can be harvested multiple times a year and lends itself to Yemen's arid climate and is in high demand—is much more lucrative than other crops that have lower market values and can only be harvested once or twice a year.



Yemen is a nation characterized by its qat consumption. Finding common ground between consumers and anti-qat advocates is what the NDC's Development Working Groups says it did with its plan to reduce national consumption.

The NDC plan says it wants farmers to be growing more grains in particular.

They say new laws will be providing incentives to farmers to use a third of their land for other agricultural goods. These incentives include fuel subsidies and a supply of seeds for desired crops.

Other parts of the NDC proposal have been praised but evoked questions about the government's ability to enforce such laws. Qat dealers would be required to obtain vending licenses from their local municipal councils and to thoroughly clean their qat supplies before they are sold. The use of internationally-banned pesticides to grow qat would also be prohibited.

The NDC says these requirements would be implemented in cooperation with local municipalities and the Ministry of Agriculture and Interior, who would monitor the use of pesticides. But given Yemen's poor history of government enforced regulations, many remain skeptical of the proposal's practicality.

For some the new regulations are too short-sided and do not reflect their ultimate goal of eliminating qat completely.

"We had hoped the NDC would come up with a comprehensive national plan to eliminate qat," said Nasser Al-Shama, the secretary general of the Erada Foundation for a Qat-Free Nation.

Perhaps what will prove least popular with the qat-vending masses is a proposed increase in taxes for the product, imposed on those that commercially sell it. The taxa-

tion rate will be determined later, Abu Talib said.

A 33-year-old vendor, Ahmed Ahsn Al-Dyfani, says he will never

comply if taxes go up.

"I pay YR100 [about 50 cents] to the taxation office for each bag I sell. This is enough," he said.



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ADVERTORIAL

New Mercedes Benz Model arrives in Yemen

The United Engineering and Automobile Co. Ltd launched on November 25 a new 2014 S-Class model in the company's showroom in Sana'a where Yemeni audience was introduced to this model.

The company has been marketing, selling and maintaining Mercedes Benz in Yemen since 1989. The stars decorating the Mercedes Benz cars for over a century will be more attractive and glamorous with the coming of the luxurious Mercedes Benz model that is deemed the essence of the modern German technology.



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Asking for remembrance

Pro-uprising supporters want streets to be named after victims of 2011

Story and photo by Ali Abulohoom

Nearly three years ago, thousands of protestors took to the streets to demand political reform, eventually leading to the ousting of former President Ali Abdullah Saleh. For many, this chapter in history was defined by those protestors, the estimated 1,400—according to the Wafa Foundation—that were killed and the 29,000 that were injured.

Yemen's transitional government has made attempts to honor those who killed or injured in the uprising, calling them martyrs. President Abdu Rabu Mansour Hadi established a fund for victims and their families via a presidential decree in 2012, though it has not yet dispersed funds. Tawakul Karman, who was awarded a Nobel Peace Prize for the role she played in 2011, donated her prize money to the trust, called the Revolutionary Victims Fund.

Cynical criticisms aside about the timing of the fund, for many youth who participated in the uprising, they say this is not enough and now they are asking for the city of Sana'a to name streets after their fallen friends as a way of recognizing their contribution to Yemen's history.

"We have fought to find ways to honor martyrs who have been killed," said Basem Al-Hakimi, a youth representative at the National Dialogue Conference (NDC). "The least we can do is name new streets



The street pictured above was named for man who was called a martyr for the role he played in tribal society. Activists want the government to include victims of the 2011 uprising in the pool of names for future street signs.

and bridges in Sana'a and other governorates after [them] to honor their under-appreciated sacrifice."

It doesn't look like those advocating for a street-naming project have an easy road in front of them.

Saleh's former ruling party and current political powerhouse, the General Peoples Congress (GPC), have stalled many efforts dedicated to the recognition of the 2011 uprising.

When Hadi issued his decree to

create the monetary fund, the GPC put up a fight, saying that the fund should be expanded to include all victims of conflicts dating back to Yemen's 1962 Revolution, a move that many saw as a way to create a political impasse and stall the recognition of the 2011 uprising in which the party saw their leader toppled.

The GPC is still unable to accept the change that resulted in 2011, said Al-Hakimi.

"I am not surprised that the

martyrs have been neglected," said Mohammed Al-Qaedi, a youth activist that works in media.

The Capital Secretariat, Sana'a's governing body, has been working on street project to name and number the capital's streets since mid-2012, the vast majority of which are unmapped.

The city has divided the project into four categories. Level one and two are the city's largest streets and major connectors to neighborhoods and zones.

According to Median Al-Samei, the project manager for the Capital Secretariat, there are currently 291 "Level One" streets, only 41 of which have names. There are an additional 470 "Level Two" streets, only two of which are named.

"We have now four lists from which we can pick the names for the streets, the first one includes the names of Islamic khalifas, the second includes revolutionaries from 1962 and 1963 from both the North and the South, the third includes famous leaders from the Islamic era between 750 AD- 1000 AD and the former [deceased] presidents from the North and the South," Al-Samei said.

Al-Samei says there is a current discussion to include names from the 2011 uprising but there is disagreement as to how names would be chosen.

"[A list of] 2011 martyrs would include more than 2,000 [names]," the project manager said. "It's hard to pick out specific names over others. We would be accused of prejudice."

Pro-uprising youth say that as long as there is resistance to recognizing the uprising as a resolution, those killed and injured will continue to be neglected.

Mohammed Al-Erada, like many of his GPC colleagues, calls the 2011 uprising a political "upheaval" and says it was not a popular revolution because it was not backed by all parts of society.

"Naming streets after people who were killed in the 2011 crisis is a betrayal of Yemenis' will," Al-Erada said.

Some believe that the controversy surrounding the naming of the streets is a product of the "half-completed" revolution, because many of the former powers are still involved in the political process.

"We may never hear...the names of [those who fought] as long as the old regime still plays a role in the political arena," said Ahmed Al-Naqeb, a local journalist who supported the uprising.

But for some, the renaming of a bridge being built in Sana'a offers hope. Almost eight months ago, two young men from Aden, Hasan Aman and Khaled Al-Khateeb, were shot to death after their car overtook a wedding convoy in Sana'a.

The fact that the two young men were Southerners and will now have a bridge named after them in the North was called a positive step towards reconciliation by many, not withstanding critics who are still upset that no one has been brought to trial for the young men's deaths. The North and South were separate countries until 1990 when they were united. In 1994, the South declared independence from the North leading to a brief civil war, after which many crimes were committed in the South at the hands of Northerners.

For Adel Al-Walidi, who was a regular presence at Change Square—the epicenter of the anti-regime uprising—resistance from those in power is encouragement to keep fighting for change.

"Our dreams will not be met unless we have another youth movement," he said.

Invitation for Bids (IFB)

REPUBLIC OF YEMEN

Second Basic Education Development Project (BEDP II)
(Grant no H8250-RY)

Supply, delivery and installation of fully automatic and professional offset and digital systems to produce examination and evaluation booklets

GBEDPII-ICB 01

- This Invitation for Bids follows the General Procurement Notice for this Project that appeared in the UND Business and DG Market dated January 14, 2013.
- The Government of Yemen has received a **Grant No. H8250-RY** toward the cost of Second Basic Education Development Project (BEDP II), and it intends to apply part of the proceeds of this credit to payments under the contract for Supply, delivery and installation of fully automatic and professional offset and digital systems to produce examination and evaluation booklets; GBEDPII-ICB 01.
- The Project Administration Unit now invites sealed bids from eligible bidders and qualified bidders for Supply, delivery and installation of fully automatic and professional offset and digital systems to produce examination and evaluation booklets.
- Bidding will be conducted through the International Competitive Bidding (ICB) procedures specified in the World Bank's *Guidelines: Procurement of Goods, Works and Non-consulting Services under IBRD Loans and IDA Credits and Grants by World Bank Borrowers* dated January 2011, and is open to all bidders from Eligible Source Countries as defined in the Guidelines.
- Interested eligible bidders may obtain further information from Education Development Project Administration Unit (EDPAU) and inspect the bidding documents at the address given below from 08:30 to 15:00 hours (Sunday-Thursday)
- A complete set of Bidding Documents in English may be purchased by interested bidders on the submission of a written Application to the address below and upon payment of a non refundable fee of US\$ 110 or equivalent. The method of payment will be by cash, cheque or bank transfer in favor of: The Education Development Project Administration Unit, bank Account No. (00-1055-00-10033) at Yemen Central Bank.
- Bids must be delivered to the address below at or before 11:00 am of January 09, 2014. Electronic bidding will not be permitted. Late bids will be rejected. All bids must be accompanied by a bid security valid for 30 (Thirty) days beyond the validity of the bid of amount of USD 16,000 or an equivalent amount in a freely convertible currency. Bids will be opened in the presence of the bidders representatives who choose to attend at the address below at 11:00 am of January 09, 2014.

Second Basic Education Development Project (BEDP II)
The Education Development Project Administration Unit
60 m Southern Rd. -Bait Meyad, Sana'a, ROY.
Telephone: 00967-1-619163/4, Fax: 00967-1- 619219
E-mail: bilqis6@edpau.org and taleb41@yahoo.com

وزارة الصحة العامة والسكان

مشروع مكافحة البلهارسيا

إعلان توريد تموينات طبية

يسر مشروع مكافحة البلهارسيا - وزارة الصحة العامة والسكان ان يعلن عن رغبتها في إنزال المناقصة العامة رقم (51) لسنة 2013م توريد تموينات طبية البرنامج الوطني لمكافحة البلهارسيا. والتي سيتم تمويلها من هيئة التنمية الولى (IDA) - منحة رقم H542

• على الراغبين المشاركة في هذه المناقصة التقدم بطلباتهم الخطية خلال أوقات الدوام الرسمي إلى العنوان التالي:

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لشراء واستلام وثائق المناقصة نظير مبلغ وقدره 50 دولار امريكي لا يرد.

• يقدم العطاء في مظاروف مغلق ومختوم بالشمع الأحمر إلى عنوان الجهة المحدد ومكتوب عليه اسم الجهة والمشروع ورقم عملية الشراء، واسم مقدم العطاء، وفي طيه الوثائق التالية:

- ضمان بنكي بنفس نموذج الصيغة المحددة في وثائق المناقصة بمبلغ مقطوع قدره (2,000) دولار امريكي، صالح لمدة (120) يوماً من تاريخ فتح المظاريف، أو شيك مقبول الدفع.
- صورة من السجل التجاري ساري المفعول
- صورة من شهادة ضريبة المبيعات + البطاقة الضريبية سارية المفعول.
- صورة من ترخيص مزاوله المهن الطبية سارية المفعول.
- صورة من البطاقة الزكوية سارية المفعول.
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تستثنى الشركات الأجنبية من تقديم الشهادات والبطاقات المشار إليها أنفاً ويكتفى بتقديم الوثائق القانونية المؤهلة الصادرة من البلدان التي تنتمي إليها تلك الشركات

• آخر موعد لاستلام العطاءات وفتح المظاريف هو الساعة (11:00) صباحاً من يوم الخميس الموافق 2013/12/12 م، ولن تقبل العطاءات التي ترد بعد هذا الموعد وسيتم إعادتها بحالتها المسلمة إلى أصحابها.

• سيتم فتح المظاريف بمقر المشروع الموضح بعاليه بمكتب مدير المشروع بحضور أصحاب العطاءات أو من يمثلهم بتفويض رسمي موقع ومختوم.

• يمكن للراغبين في المشاركة في هذه المناقصة الإطلاع على وثائق المناقصة قبل شرائها خلال أوقات الدوام للفترة المسموح بها لبيع وثائق المناقصة لمدة (10) يوماً من تاريخ نشر أول إعلان.

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**YT vision statement****"To make Yemen a good world citizen."****Prof. Abdulaziz Al-Saqqaf,**
(1951 - 1999)
Founder of Yemen Times**OUR OPINION****Saleh's power-transfer deal**

When the Gulf Cooperation Council (GCC) Initiative's implementation mechanism was agreed upon, it stated that two laws should be passed together. One granted immunity to former President Ali Abdulla Saleh and his affiliates, the other established a Transitional Justice law, which included the formation of a fact-finding committee to investigate crimes committed by the former regime. The initiative also suggested compensation be provided for victims of the crimes.

The immunity law was quickly passed while the Transitional Justice law still sits in limbo. In its absence, we created a working group in the National Dialogue Conference (NDC) to outline a blueprint for this law.

But now, the NDC's Transitional Justice Working Group's plan has also failed to materialize due to disputes. The Consensus Committee took over the report after the group failed to reach an agreement. For the past three weeks we have been going around in circles with the Consensus Committee, who has also failed to reach an agreement.

The main issue is that the nation's former ruling party, the General People's Congress (GPC), will not agree to any amendment that would alter Saleh's immunity deal. All the while, the party wants to allow him to be a part of the political decision-making process and not be held accountable for the past.

The GPC is preventing consensus by lobbying other parties—such as representatives from unions and syndicates. This perpetuates a deadlock.

So we, in the NDC's presiding committee—in a meeting that lasted 10 days—reached an agreement with the major political players. Despite demands from the Transitional Justice Working Group to remove Saleh's immunity deal, we agreed to uphold it. In return, the GPC will allow other articles in this report—including issues relating to investigations of past atrocities—to be put under the jurisdiction of a "Truth Committee."

We were supposed to review the working group's report, remove controversial articles, rephrase them in a way that does not alter the content and remove articles questioning Saleh's immunity deal. Then the political parties were supposed to talk to their members in the Transitional Justice Working Group to allow for the passage of the amendments and have the final report surface.

The GPC agreed. I know this because I was there in charge of recording the meeting.

However, when we went back to the Consensus Committee, the GPC retracted their support and decided that they want Saleh's immunity deal to be upheld as well as allowing him to take part in politics by continuing to head a party that controls half of the government.

They also said they will not pass any articles relating to transitional justice that holds anyone for past crimes responsible. Basically they want the whole cake.

For the record, this is my personal testimony. I want the world to know—especially a group of donor countries known as the Friends of Yemen—that matters are not progressing in the Transitional Justice Working Group's report because the GPC is not committed to its word.

Nadia Al-Sakkaf**Push to end violence against women****Karen Sasahara**

Millions of young women throughout the world are married before they turn 18—many against their will and in violation of international laws and conventions. In Yemen, child marriage continues to limit women's contribution to their society, and both girls and women continue to suffer high rates of illiteracy, abuse, and exclusion from opportunity.

[On Monday], we marked the United Nations International Day for the Elimination of Violence against Women—a day that highlights both the progress made in the long struggle for women's rights as well as the challenges that remain. We, along with Yemen's partners in the international community, support and applaud the unyielding efforts of Yemenis committed to ending violence against women and securing their basic rights.

For example, programs to promote

education and awareness are central to addressing gender-based violence and inequality. We can reduce the vulnerability of women to violence and domestic abuse by promoting literacy programs that build self-confidence and independence. Literacy projects and vocational training opportunities are proven paths toward expanding women's participation in the workforce, increasing productivity, and boosting innovation. In Yemen, grassroots organizations are making progress, with the support of the government of Yemen and international partners. Yemenis increasingly recognize that women's issues must be core national priorities. At the National Dialogue Conference (NDC), 30 percent of the delegates are women. Their strong and effective participation in shaping Yemen's future has enhanced general appreciation for the important role women play in positions of responsibility and trust—and for the potentially greater role for them in government, business, and society as a whole. When women suffer intimidation, violence, and abuse,

the nation as a whole suffers. The United States is committed to working with the government of Yemen and non-governmental organizations that are providing assistance to women in need throughout the country. At the same time, we must continue to work together—the international community, governments, grassroots organizations, and the private sector—to address discrimination and abuse. Legislation addressing gender-based violence is another critical step towards improving the status of women.

Still, Yemen recognizes that more important work remains. Yemen has one of the world's lowest overall literacy rates, and women are disproportionately afflicted. When large segments of the population are marginalized, mistreated, and subjected to discrimination, important voices are silenced and unique perspectives are lost. Gender equality and women's empowerment lie at the core of building a free, democratic, and prosperous Yemen.

The United States is continuing to help address gender-based violence around

the world through the U.S. National Action Plan on Women, Peace, and Security and the President's Emergency Plan for AIDS Relief (PEPFAR)—which has invested more than \$215 million globally in gender-based violence related programming over the last three years. Meanwhile, the President's Interagency Task Force to Monitor and Combat Trafficking in Persons has redoubled efforts to incorporate gender-based violence programming in humanitarian response activities.

Rest assured that Americans are committed to maintaining our support for a peaceful political transition in Yemen by continuing to contribute to the important work of preventing violence against women. Together, Yemenis, Americans, and Yemen's international partners, will continue to strive for a peaceful, democratic and prosperous Yemen now and for future generations.

Karen Sasahara is the interim Chargé d'Affaires of the United States Embassy in Sana'a.

What does Saudi Arabia want?**Shashank Joshi****Aljazeera.com****First Published Nov. 26**

Even before Western powers and Iran agreed on a historic nuclear deal in Geneva over the weekend, Saudi Arabia saw a troubled region. Since 2011, the Middle East has witnessed its most turbulent phase in 25 years. The level of political instability and conflict rivals the period between the Iranian revolution of 1979 and the Gulf War of 1991. It may even surpass it. Today, satellite television and social media connect countries as never before; the 2003 U.S.-led invasion knocked Iraq out of the region's balance of power, resulting in the long-term growth of Iranian power; and amid this turmoil, regional powers fear, more than ever, that the United States is set on a course of abandoning them for greener pastures in the Pacific.

This is the backdrop to Riyadh's foreign policy woes. In the foreground are US-Iran talks of a scale unseen for 35 years. Saudi officials fear that, at best, the U.S. is not interested in curbing Iranian influence and, at worst, actively seeking a return to the days of the Shah, with Iran serving as policeman of the Gulf at the expense of the so-called Sunni Arab monarchies.

This weekend's nuclear deal, the greatest breakthrough in the nuclear dispute in a decade, is therefore feared to be merely the first step on the road to a more uncertain and precarious era for the Saudi Kingdom. Saudis, according to the Telegraph newspaper report, felt betrayed and "lied" to by their Western allies. A senior advisor to the Saudi royal family has accused its Western allies of deceiving the oil rich kingdom in striking the nuclear accord with Iran and said Riyadh would follow an independent foreign policy. In an earlier statement the Saudi government gave a cautious welcome to the Geneva nuclear deal.

Under these circumstances, the question going forward is: what are Saudi Arabia's options? Small countries with limited power must accept the world as is. Global powers can re-shape it to their advantage. Riyadh clearly considers itself to be in the latter category. Senior royals, including intelligence chief Prince Bandar Bin-Sultan, have prom-

ised a historic shift in Saudi foreign policy to include a break with the U.S., a search for new allies, a willingness to act independently, and a new assertiveness. One might call this the Kingdom's Gaullist turn, akin to France's 1966 decision to pull out of NATO's military command. But is this a sound strategy?

Security guarantees

Saudi Arabia's biggest constraint is that no one, other than the U.S., can guarantee the ultimate security of the Kingdom. The U.S. retains not just 20,000 troops in the Middle East, and air and naval superiority over all regional adversaries put together, but also a network of alliances and bases that enable it to vastly ramp up its presence during a crisis.

For too long, particularly in the Arab world, there has been uncritical acceptance of the myth that the US is leaving the region. This might be true in light of the recent withdrawal of U.S. troops from Iraq and Afghanistan, but in the broader context it is grossly misleading. The U.S. presence is in fact far greater today than it was for most of the 50 years following World War II. The Obama administration's moderate shift in emphasis from the Atlantic to the Pacific—the so-called "pivot" to Asia—does not change that.

Traditional major powers, like Russia, cannot compete with this ability to deploy power, as the U.S. did when the Kingdom felt threatened by Iraq's invasion of Kuwait in 1990. Rising powers, like China and India, are probably decades away from even considering such deployments. In this respect, the balance of power in the Middle East has barely changed.

If Saudi Arabia is worried about the rise of Iran and the resurgence of Iranian allies like Iraq, its choice is between reliance on the U.S. or reliance on itself. Consider, then, that the most advanced technology used by the Saudi military is US-supplied, and so are the spare parts for it. Only in October—at the height of Riyadh's public pique at the U.S.—were details of a \$6.8 billion arms deal revealed, covering advanced missiles of exactly the sort that Saudi Arabia might need in case of a major regional war. Saudi Arabia's public anger does not, it would seem, extend to cancelling these purchases. With an Iran deal signed,

defense cooperation is in fact likely to grow.

We should not forget that the U.S. and Saudi Arabia are on the same page on a number of issues. For instance, the US and Saudi Arabia worked closely together to place a double agent inside the Yemen-based Al-Qaeda in the Arabian Peninsula, and so foiling last year's bomb plot. In 2010, the U.S. even built a large drone base on Saudi territory to facilitate strikes in Yemen. Saudi Arabia has no other counterterrorism partners with the same level of capabilities.

Limited options

It does have other military suppliers, however. In the 1980s, when the U.S. Congress blocked the sale of F15 fighter aircraft to Saudi Arabia, the Kingdom simply bought British Tornado fighter jets instead. Between 2005 and 2009, 42 percent of the Kingdom's arms came from Britain, against 40 percent from the U.S. It makes sense for Saudi Arabia to diversify its purchases, if only to secure the best price.

But this doesn't buy it extra security or secure the policies it wants. If anything, the UK has taken an even more cautious approach to Syria, a core Saudi foreign policy interest, than the U.S., especially after the British parliament voted in August against military action. The UK has also moved quickly to upgrade diplomatic ties with the new government in Tehran.

France, another traditional arms dealer to the Gulf monarchies, has been slightly more attentive to Saudi sensitivities. During the first round of nuclear talks with Iran in early November, it imposed tougher terms than any of the other five negotiating countries (some of which were reflected in the final agreement). France is well placed to exploit Saudi discontent with the U.S., but there are limits to how much a shrinking French military can really do for the Kingdom.

Last month, Prince Bandar Bin-Sultan threatened to work with France, instead of the U.S., in support of Syrian rebels. But when the U.S. called off missile strikes against Bashar Al-Assad's regime in the summer, to Saudi Arabia's chagrin, it was France who, despite its earlier support, did not even consider acting alone. And if sanctions on Iran

are eventually lifted in a final deal that might follow this six-month interim one, France will push its companies into the Iranian market quicker than anyone.

Even more limited are the incipient Arab-Israeli contacts. Israel and Saudi Arabia certainly have a converging view of Iranian influence and U.S. unreliability, but this relationship cannot go much beyond some cooperation on intelligence. Recent reports that Saudi Arabia has promised to support an Israeli strike on Iran with its own aircraft are unrealistic.

Some Saudi commentators, like royal adviser Nawaf Obaid, have written that Saudi Arabia will look to its Arab allies in the Gulf Cooperation Council (GCC). But this is problematic too. Early in the Arab Spring, Riyadh tried and failed to bring the monarchies of Jordan and Morocco into the GCC. Saudi-led efforts towards political union have also failed. The smaller Gulf nations do not wish to give up their policy autonomy to Saudi Arabia, and some, like Qatar and Oman, want to keep good relations with Tehran.

The GCC is making important progress in areas like missile defense, but its constituent militaries still lack what is known as inter-operability, or the capacity to work together on the battlefield like NATO nations. The GCC has a proven ability to mount simple interventions, like its 2011 suppression of pro-democracy protests in Bahrain, but would struggle in a real war.

When we put all this together, it becomes clear that Saudi Arabia's position is no different to that of any other nation allied with a larger power: it fears abandonment, and tries to show its leverage by threatening to leave the alliance, but it cannot. Of course, the Kingdom will continue to look for new friends, and—as it did in Bahrain—deal with its own problems independently when it can. But there are limits to what this can achieve, when only the U.S. can guard against the big threats. Saudi Arabia can flirt with other allies, but it will remain wedded to the U.S. for the foreseeable future.

Shashank Joshi is a research fellow of the Royal United Services Institute (RUSI) in London and a PhD candidate at Harvard University.

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International intervention, justice and accountability in Yemen

Ibrahim Sharqieh
Ecfr.eu
First Published on Nov. 15

The Yemeni popular uprising of 2011 ended with a negotiated settlement when on Nov. 23 President Ali Abdulla Saleh signed a Gulf Cooperation Council (GCC)-brokered deal in Riyadh. The deal mandated the transfer of presidential power to Saleh's deputy, Abdu Rabu Mansour Hadi, in return for immunity against legal prosecution. The GCC Initiative confirmed that "the Parliament, including the opposition, shall adopt laws granting immunity from legal and judicial prosecution to the President and those who worked with him during his time in office." The deal was backed in equal measure by the United States and Saudi Arabia, whose King Abdulla oversaw the signing ceremony. With the early (and temporary) exception of Qatar, the GCC member states recognize that Saudi Arabia considers Yemen a matter of national security and acquiesced to Saudi priorities.

For its part, Washington wholeheartedly endorsed the deal, including its amnesty provision, on May 12, 2011, for example, the State Department "commend[ed] the efforts" of the GCC and strongly urged all parties "to sign and implement the terms of the agreement now to ensure an orderly, peaceful transition of power." That orderly, peaceful transition produced a blunt trade-off between peace and justice. Saleh would surrender the presidency to avoid the risk of the country of sliding into a potentially vicious civil war. The opposition meanwhile gave up the right to pursue justice and accountability regarding possible human rights violations committed during the 33-year-long rule of the former regime.

Saleh's rule was filled with incidents and issues on which justice has not been served. On his arrival to power in 1978, he ordered the execution of 30 individuals who had been accused of orchestrating a coup against him. At the same time, an unknown number of individuals associated with the coup were "forcibly disappeared." Their families continue to call for justice today. Uniting Yemen's South by force, Saleh waged a 3-month-long war that resulted in over 10,000 casualties and left that part of the country with deep social, political, and economic grievances. Six wars with the Houthi rebellion in the north (from 2004 to 2010) also left many open wounds that remain in dire need of healing through justice. Saleh's long and repressive rule involved a number of further human rights violations—from the detention of political prisoners to torture and forced disappearances—all of which are serious issues requiring justice. Most recently, over 2,000 people were killed and an estimated 22,000 injured during the 2011 revolution. On March 18, 2011—a day known as the Friday of Dignity—pro-government snipers killed 45 people and wounded over 200. Human Rights Watch has said there are indications that former and current government officials were involved in the massacre, but not a single person has been charged.

Under the terms of the GCC initiative, the former president and his aides possess immunity on charges related to these and other issues. In backing a negotiated settlement, the main objective of the U.S., Saudi Arabia, EU, and Yemen's parliamentary opposition—the Joint Meeting Parties—was to establish an orderly transition that they believed would secure their interests in the Yemeni conflict. Achieving justice and addressing the regime's long record of human rights violations were the least of their concerns. The negotiated settlement as a result opted for regime renovation over regime change.

Genuine regime change in Yemen would have meant Saleh stepping down, the establishment of transitional justice laws, free and fair elections, far-reaching institutional

reform, and an inclusive national dialogue process. It would not have allowed, as the GCC initiative did for the former ruling party to be represented with 50 percent of the seats in the new government with no accountability to reform of the party itself. True, regime change would have been harder and riskier. Over the course of 2011, Yemen's dueling factions had reached an internal stalemate that, had it continued, threatened a turn towards violence and possibly a civil war. Still, international pressure could have broken that stalemate and tipped the balance towards genuine regime change, which would have eventually promised a more sustainable peace. It is important to mention that this international preference for regime renovation was significantly bolstered by the position of the Yemeni Parliamentary opposition—the Joint Meeting Parties—who too opted for a safer and less risky path of regime renovation over change. Revolutionary youth who congregated at what was dubbed "Change Square" were however broadly opposed to the power transition deal.

Saudi Arabia's main concern was to maintain its influence in Yemen through some old regime figures and other tribal leaders who are part of the new political arrangement. That objective would have been made significantly more difficult in the event of a revolution that removed the old regime in its entirety and held it accountable for past violations. In addition, only an orderly transition could help ensure the maintenance of security on Saudi Arabia's southern border with Yemen—unquestionably the ultimate goal of Riyadh's Yemen policy.

The United States' obsession with an orderly transition superseded all other issues, including accountability and justice. The U.S. believed only a negotiated settlement would allow it to keep intact all its past security investments in the fight against Al-Qaeda in the Arabian Peninsula (AQAP). From Washington's perspective, maintaining functioning security units such as the Republican Guards and Central Security under the trusted leadership of the old regime was more important than issues of accountability and justice. The chief goal of the U.K.—another major player in Yemeni politics—was also stability. From the start, the U.K. was a vocal proponent of the GCC initiative. After an April 2011 meeting with the foreign minister of the United Arab Emirates, for example, Minister for the Middle East Alistair Burt said that the U.K. "warmly welcomes the proactive role of the GCC," and that "the GCC initiative represents our best hope for a constructive and peaceful way forward in Yemen." The U.K. strongly pushed for and reportedly drafted successive versions of U.N. Security Council Resolution 2014, which encouraged Saleh to sign and implement an agreement based on the GCC initiative. In addition, the U.K. has served as one of the three permanent co-chairs (alongside Saudi Arabia and Yemen itself) of the "Friends of Yemen," an international grouping meant to support the GCC initiative's planned transition. The U.K., like the rest of Europe could not afford another Somalia on the other side of the Bab Al-Mandab Strait. Preventing state failure and potential piracy and securing transportation to South East Asia were far more important to the U.K. than ensuring transitional justice.

By abolishing the principle of accountability and granting immunity

from domestic prosecution to the entire former regime, the international community may have structurally affected the future course of the conflict in Yemen. One immediate outcome of such measures is to encourage the tolerance and legitimization of the idea of immunity from prosecution in Yemeni society. The fact that no one has been charged in the Friday of Dignity massacre is damaging for the collec-

tion should not be surprised to see a resurgence of Southern calls for separation in the future.

Sustainable peace and stability in Yemen will require a healthy transition, not one that achieves "orderliness" at the cost of the principle of accountability. Guided by their own narrow agendas, international players sacrificed justice for the sake of stability. This shortsighted approach—if not adjusted—could potentially lead to a loss of both stability and justice. A healthy transition would require first and foremost that Yemeni people are able to come to terms with what happened in their country's past, holding accountable those who committed abuses and adequately compensating the victims and their families. The current government has accomplished a great deal of security reform, but further institutional reform—particularly in Yemen's judiciary and corruption-ravaged civil service—is necessary to prevent a recurrence of past abuses. A solid transitional justice law that accounts for all these angles of healthy transition would be a suitable starting point.

To support transitional justice now, and especially in the absence of accountability provisions, the international community could en-

gage in serious dialogue with the former ruling party, the General People's Congress, to encourage them to implement deep party reform including, for example, revision of the party's charter, expelling party leaders that their names were associated with corruption or human right violations, and possibly changing the party's name for what it stands for in the collective memory of the Yemeni people. Such serious reform could in part address the victims need for justice when they see the perpetrators substantially changing. The immunity condition of course cannot prevent deep party reform.

Unfortunately, the international community has been only half-hearted in its efforts to help establish a transitional justice law in Yemen. When mentioned, transitional justice is always referred to in terms of compensation to the victims and their families, nothing is said about historical truth, accountability, or the identification of perpetrators. Such an approach constitutes not transitional justice, but rather buying the silence of the victims and their families. As Sarah Leah Whitson, Middle East and North Africa director at Human Rights Watch, puts it, "redress is an essential component of justice, but a truth commission without the judicial power to learn the truth is an affront to victims...burying the mistakes of the past is a sure path toward reinforcing impunity."

Financial approaches such as this that do not seek truth and accountability generally fail to change the conditions of the victims and can end up prolonging their suffering. First of all, it is doubtful whether money can really compensate for the children of Yemenis who were disappeared some 30 years ago. Those children lost opportunities

in terms of upbringing, education, and employment that are hardly calculable in financial terms. Further, studies of transitional justice show that many of those who receive financial compensation spend it soon after and then simply return to their miserable conditions. The truth of past violations in Yemen must be exposed, even if the results do not involve anyone going to jail. The GCC initiative's immunity provisions only prevent prosecution, not truth-seeking; a truth and reconciliation commission should be established immediately with the capacity to document the past and crucially identify the perpetrators behind past offenses. The Yemeni people deserve to know the truth about this chapter of their country's history and displaying that truth is important both for their healing and for national reconciliation. Given that Yemen will likely only be able to muster scant resources for financial compensation, it is vitally important that past offenders be encouraged to issue public apologies—and that victims and their families be encouraged to embrace forgiveness.

The international community must work with their Yemeni partners to take these steps and in so doing achieve more just transition. Being selective in the application of transitional justice and offering compensation while ignoring truth, accountability, and institutional reform, will only complicate Yemen's future and might in the long term undermine, rather than ensure, a stable transition.

Ibrahim Sharqieh a foreign policy fellow at the Brookings Institution and adjunct professor at Georgetown University in Qatar.



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Invitation for Expressions of Interest

Individual Consultant of "Development of an Organizational Strategy for the Financial Institute in Yemen"

Ref: 07/C3.2/CS/IC/PFMP-AF/14

BACKGROUND

The Financial Institute (FI) was established in 1993 to serve as a training unit for the Ministry of Finance (MOF). The main role for the FI is to develop the capacity of the staff working in Public Finance by training them on public financial management and other required technical skills. The FI plays a key role, in the PFM reform strategy, which is building the capacity of the PFM employees through delivering and rollout of training (on the central and local levels) as part of the overall reform strategy. A special attention is given to address the imbalances on the procurement system through building the capacity of the staff working with procurement.

The FI has gone through many stages since its foundation. According to the organizational bylaw of the MOF, the FI had started as a general department affiliated to the Organizing and Governmental Accounting Sector. In 2005, a dean and vice dean were appointed for the FI under the presidential decree #58 and this is considered the only legal and official reference for the FI as a training institute and independent sector in the MOF. The FI currently has no organizational strategy or bylaws to govern its activities and operations officially. Also, there is no approved organizational structure and job description for its departments and staff. Since 2005, there have been some internal efforts to develop an organizational structure for the FI. However, no official outcome were got out of these attempts. There is a crucial need to develop an organizational strategy that enables the effective management of the FI and layout its strategic goals and objectives.

The FI's leadership has a vision to develop the FI to become a regional institute that is administratively and financially independent. Hence, the FI needs formal and legal organizational structure, job descriptions and strategic planning. The needed organizational strategy will greatly help organize the operations of the FI and ensure sustainability of PFM training. In addition, the organizational strategy will guide the FI's management and administration on the means to improve the FI's efficiency and effectiveness and to achieve its strategic goals and objectives.

The World Bank through the Public Finance Modernization Project (PFMP) has designated to support the Financial

Institute developing an organizational strategy, which comes as one of the recommendations of a study conducted a few months ago to assess the capacity of the FI and to enable it delivering quality training in a sustainable manner.

As a result, there is a call for a consultancy service to develop an organizational strategy for the FI.

OBJECTIVE OF THE ASSIGNMENT

- To develop an organizational strategy for the FI to enhance its organizational effectiveness and efficiency in delivering public procurement and public financial management training in a sustainable manner. The organizational strategy must include systematic plans of action that should enable the achievement of the FI's current strategic vision.
- To reorganize the existing operations, policies, and procedures of the FI by developing proper organizational structure, effective operational processes and policies, clear job descriptions, and defined organizational roles and responsibilities.
- To direct the FI on the means to enhance its strategic role among stakeholders.
- To ensure the FI's training sustainability and coverage.

SCOPE OF THE ASSIGNMENT

The consultant is expected to carry out the following tasks:

- Re-examining and fine-tuning the FI's current strategic vision and mission statement and developing strategic objectives and goals which should ensure the achievement of the FI's vision.
- Developing systematic plans of action to achieve these strategic objectives and goals.
- Examining the institute's current operations, processes, and procedures including its financial resources and human capital.
- Defining the FI's target market in the national and regional markets of PFM and public procurement training and development.
- Developing well-defined organizational structure and bylaws with clear job descriptions and comprehensible roles and responsibilities that will enhance the FI's organizational efficiency and

effectiveness in delivering public training.

- Developing an overall organizational strategy for the FI.

DELIVERABLES

The consultant shall submit the following reports in English and Arabic:

- An inception report that includes a well-timed work plan for subsequent missions and deliverables.
- Mission progress reports as planned and approved in the inception report.
- An Organizational Strategy for the FI.
- Three printed and bounded copies of the Organizational strategy of the FI in English and Arabic along with soft copies of the documents in 3 CDs.

LOCATION AND DURATION

- The Consultant is expected to work on site and off site as the assignment requires and according to an agreed action plan. S/he is also expected to maintain a close liaison with the PFMP's monitoring unit.
- The duration of the assignment would be 30 consultant working days.

KEY COUNTERPARTS

The key counterparts for this assignment would be Mr. Naser Al-Harbi, the Dean of the Financial Institute. The consultant will work with the technical officers of the FI on a day to day basis and keep the PFMP's technical officers abreast of all developments.

REPORTING

The Consultant will report, and be accountable, to Mr. Kailan Al-Shaif, Executive Director of PFMP in the Ministry of Finance, Government of Yemen.

PAYMENT

- Payments will be made upon the satisfactory delivery and acceptance of deliverables by the PFMP monitoring unit.
- Payment to Consultant shall be subject to achievement of milestones as per the below schedule:

Deliverables	Payments
1. Submission of the Inception Report	15%
2. Submission of an Organizational Strategy	65%
3. Submission of a Final report	10%
4. Submit three hard and soft copies of the all documents in Arabic and English	10%

Payments shall be made according to the World Bank Guidelines.

CONSULTANT REQUIREMENTS

- A Master degree in Business Administration, Economics, or in any other relevant field
- On-hand experiences in designing and developing organizational strategies for training institutions; preferably in Yemen or MENA region
- Strong knowledge and extensive experience in strategic business management
- Excellent communication skills, including report drafting
- Fluency in English and Arabic
- The consultant will be selected in accordance with the procedure set out in the world Bank Guidelines
- Only short listed applicants will be contacted
- Interested Consultants may obtain further information by contacting the PFMP office during official working hours (08:00 to 15:00) at the project's address below

Expressions of Interest must be submitted not later than **19.12.2013**, along with a cover letter indicating the subject of "Individual Consultant of "Development of an Organizational Strategy for the Financial Institute in Yemen Ref:07/C3.2/CS/IC/PFMP-AF/14" to: procurement@pfmpyemen.org

Or by hand to the address below:

Mr. Kailan Alshaif
Project Executive Director
Public Finance Modernization Project
Ministry of Finance
P.O.Box: 5823/4,
Abu Dhabi St., Sana'a
Tel. [+967-1-504168], Ext. (103),
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Al Rowaishan Investment Company

Unveils All-New Range Rover Sport in Yemen



On Sunday, November 24 in Sana'a city: Luxury automotive manufacturer Land Rover and Al Rowaishan Investment Company, the exclusive distributor for Land Rover in Yemen marked the official launch of the All-New Range Rover Sport, on the morning of last Sunday with an exclusive event at Al Rowaishan Showroom. Recently unveiled at the New York Motor Show, the All-New Range Rover Sport is the ultimate premium sports SUV and the fastest, most agile and most responsive vehicle ever produced by Land Rover.

The event included VIPs and dignitaries, customers and members of the media foremost of them was HE Jane Marriott, the UK Ambassador in Yemen, who were treated to an exclusive unveiling of the All-New Range Rover Sport, with a chance to get up close and personal with the new, modern interpretation of Range Rover Sport that completes the three-model Range Rover portfolio.

Mr. Yasser Taher Assdai, General Manager of Al Rowaishan Company for investment and Development Limited welcomed the guests explaining the company's policy, saying that, "Because we value our customers, we adopted an expansion and proliferation policy for the provision of the best sales and post sales services at the highest global standards as well as updating our company with the latest administrative, maintenance and sales systems with a quantum leap in selecting competent Arab and foreign staff at all levels. We are still in full swing to attract qualified cadres and we have ongoing efforts in training where the company administration provides significant financial allocations to send staff members and technicians for training at the manufacturing companies and neighboring countries.

Our company's remarkable, prosperous and planned development strategy made it to win the manufacturers' confidence, and the company has currently been granted the agency of Jaguar company brand. It is a brand which is not granted to most of the Jaguar agents unless they exceeded the development, the distinctive performance, and the intelligent evaluation stage of the manufacturing companies.

We are currently working on the modernization of the quick services center which will be announced within the few upcoming days to meet our clients' needs in the capital, and we will extend it to the major provinces within a short period. Within our continuous development efforts, an emergency service has also been inaugurated as well as the automatic reservation which will be opened by the end of the year," Assdai said, adding, "We assure our dear customers that we are about to launch a large central workshop which will be at the disposal of our customers and work is underway to supply it with the latest and finest high level cadre of global technicians as well as skilled and qualified professionals."

Speaking about the launch, Robin Colgan, Managing Director for Jaguar Land Rover MENA said: "The All-New Range Rover Sport is a vehicle that has been designed and engineered without compromise, making it the ultimate premium sports SUV. This is a vehicle that has garnered a huge amount of attention from customers across the globe since the unveiling at the New York Motor Show just a few short months ago, and I've no doubt there is just as much anticipation amongst customers here in Yemen."

General Manager Al Rowaishan Investment Company from Yasser Taher Assdai added "We are honoured to unveil the All-New Range Rover Sport to our distinguished customers and VIPs in Yemen. The Range Rover Sport has long been one of our most popular models here in Yemen, and we are confident that the All-New Range Rover Sport will exceed customer's expectations when sales start later this year."

Developed alongside the highly-acclaimed All-New Range Rover, the All-New Range Rover Sport now delivers the brand's best-ever on-road dynamics together with class-leading, genuine Land Rover all-terrain capability. The new, technology-packed, Range Rover Sport, presents customers with a more assertive and muscular exterior, more luxurious interior and the flexibility provided by the option of occasional 5+2 seating.

Exploiting Land Rover's breakthrough lightweight suspension design and innovative dynamic chassis technologies, the Sport's All-New, first-in-class aluminium architecture achieves a weight saving of up to 420kg*. This transforms the vehicle's dynamic performance, enabling it to blend agile handling with exceptional comfort, offering a unique mix of sporting luxury and a dynamic, connected driving experience.

The dynamic All-New Range Rover Sport has a bold and progressive exterior design that is assertive, powerful and muscular, hinting at the improved driving performance, and positioning the vehicle clearly between the Range Rover and the Range Rover Evoque through a clear, shared design DNA.

While it was developed alongside the Range Rover and shares some commonality with its sister vehicle, the All-New Range Rover Sport benefits from 75 percent unique parts, a significant number of which directly influence the way the new Sport looks and feels.

To maximise personalisation, customers will be offered a choice of wheel designs ranging through 19-, 20-, 21- and 22-inches in diameter including the iconic "Viper's Nest" wheel design, now available for the first time across all Range Rover models.

At launch, customers will have a choice of three engines – two supercharged petrol engines (5.0-litre 510PS V8 and the new 3.0-litre 340PS V6) and two diesel engines (3.0-litre 292PS SDV6). The powertrain

line-up will be expanded later in this year by the addition of a high performance 4.4-litre 339PS SDV8 diesel version.

Across the range, acceleration times for the 0-100kmph dash start from sub-5.0 seconds, while fuel consumption is cut by up to 24 percent – depending on model. All petrol and diesel engines in the All-New Range Rover Sport are paired with the advanced electronically controlled ZF 8HP70 8-speed automatic gearbox.

A design benchmark in its segment, the Sport interior offers a unique blend of style and understated luxury with strong, elegant lines, top quality materials and an extra dash of sporting character. Strong, architectural forms within the interior have been enhanced by a cleaner, purer surface treatment, beautifully executed with more luxurious soft-touch surfaces in key touch points around the cabin.

New or enhanced chassis technologies include Adaptive Dynamics featuring Continuously Variable Dampers (CVD), and on more powerful models, a dedicated Dynamic mode in the Terrain Response® 2 system for enthusiastic on-road driving. This system is combined with twin-channel Dynamic Response active lean control, a Dynamic Active Rear Locking Differential, and Torque Vectoring by Braking, which transfers torque to the outside wheels during cornering, reducing understeer.

The new model also introduces a digital camera system which supports three driver assistance features that help deliver improved driver awareness: Lane Departure Warning, Traffic Sign Recognition and Automatic High Beam Assist.

With its greatly enhanced versatility, the All-New Range Rover Sport is destined to continue the outstanding success of its predecessor, which quickly became one of Land Rover's most popular models following its introduction in 2005, with sales exceeding 380,000 units to date.

Designed and engineered and weather tested at Land Rover's development centres in the UK and the Middle East, the new model will be produced in a state-of-the-art low-energy manufacturing facility at Solihull, UK. The All-New Range Rover Sport will be available in Yemen market from November 24, 2013, and will offer customers a choice of trim levels (HSE, Supercharged and Autobiography), plus new 'Dynamic' versions. An extensive choice of colours, finishes and details will enable customers to create the ultimate bespoke SUV.

*Lightest 'weight from' figure on previous Range Rover Sport is 2535kg; lightest 'weight from' figure on All-New Range Rover Sport with future four-cylinder petrol engine is sub 2000kg – representing a weight saving of over 500kg





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بكالوريوس تجارة ومحاسبة، دبلوم انجليزي، خبرة 15 عام في المحاسبة والمراجعة، من محاسب الى مدير مالي. 734206327



المركز الكندي للتدريب وتنمية القدرات بحاجة إلى سكرتارية وادارة شؤون الطلاب. لتفاصيل اكثر اتصل على ت: 406448، 467588، فاكس: 406437

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للدراسات والبحوث

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المركز الرئيسي: صنعاء شارع السنين الجنوبي - جولة العمور
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2005 نفس الشكل ذو محرك 4 اسطوانات بناقل سرعة اتوماتيكي، أسود ملكي. السعر 7000 دولار قابل للتفاوض. 733824568

لبيع: سيارة BMW موديل 91، بحالة جيدة، جيد عادي لون أسود. 77773688، 736336666

لبيع: مرسيدس 500 موديل 2006 زرقاء كاملة المواصفات، هايديريك. 777245778

يتوسط الخط الدائري الغربي وشارع هائل، 4 لبن، أرض حره. الدور الأول حجر كله ومسلح، الدور الثاني ا ل و ا جهة فقط حجر للإتصال: 777384017



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شركات التأمين	01/0500000 01/774924 الشركة اليمنية للإسلامية للتأمين 01/708237 01/711493 01/428809 01/724809 44839	المتحدة للتأمين الوطنية للتأمين الشركة اليمنية للإسلامية للتأمين إعادة التأمين شركة أمان الجزيرة للتأمين وإعادة التأمين الشركة اليمنية القطرية للتأمين
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كلمات متقاطعة

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الكلمة المفقودة

3	سين
4	بيان
5	قاتل
6	قروض
7	كسول
8	ياسر
9	يعام
10	الاجر
11	العوز
12	؟؟؟؟

استراحة العدد

النجمة

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حاول لص بالغ من العمر ٦٦ عاما فتح نافذة منزل في منطقة ماغوليا في سيائل فوقعت نظارته فيد الكلب في النباح من دون أن يسرق أي شيء ولكنه عاد ورن جلس الباب ليطلب استعادته نظارته.

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الأول: في واحد صيني طلع على القمر شو صار؟
الثاني: مايعرف شو؟
الأول: نقص من الصين واحد
الثاني: طيب في واحد ياباني طلع على القمر شو صار
الأول: مايعرف شو؟
الثاني: شاف صاحب الصيني هناك

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From the airwaves

Radio Yemen Times' Hawana Yamani program asks listeners



deporting foreign workers of all nationalities, including Yemenis, in accordance with a new labor law that went into effect on Nov. 5.

According to the new regulations, foreign migrant workers in Saudi Arabia can now only work for their original visa sponsor. Before the change in the Saudi law, many Yemenis, who legally entered the country were allowed to work for companies other than their original sponsors. Saudi authorities granted a seven-month grace period this year to allow workers to amend their paperwork or leave the country before the law went into effect.

The deportation of Yemeni workers has created an economic burden

for the Yemeni government.

In an effort to assist jobless citizens pouring back into the country, the Yemeni government issued orders to deduct one day's pay from each government employees' wage to provide deportees with emergency six-month salaries.

While most agree that a quick and radical solution must be put forward to cope with the influx of workers returning to Yemen, the government's most recent decision to dock employees' pay is controversial.

Hawana Yamani wants to know:

Is the state's decision to deduct government workers' salaries to pay those of deportees returning from Saudi Arabia the right course of action?

More than an estimated 70,000 Yemeni migrant workers have been deported from Saudi Arabia since the beginning of November. Saudi Arabia began

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PRO:

- ❖ "I don't have a problem with providing a salary if this action helps resolve the problem," said **Mukhtar Al-Khameri, a 36-year-old taxi driver**. "Unless the government provides a radical resolution, there will be a catastrophe in Yemen."
- ❖ "It's fine if my salary is deducted to help them," said **Abdulghafoor, a public sector employee**. "The most important thing is to make sure that this money reaches those deported workers."
- ❖ "I don't have a problem if this solution is supposed to solve the matter, but will the government continue to deduct money each month to cover its [future] failures?" asked **Abu Rayan, a public sector employee**.
- ❖ "It's a good short-term solution,

CON:

- ❖ "It's not enough," said **Mohammed Khamees, a 40-year-old athlete**. "The government was supposed to take rapid action to address the issue of deported workers by giving them jobs in the public sector so they would feel like they are not a stranger in their country. But the plan to give them less than YR5,000 (about \$24) is nothing and does not tackle the problem."
- ❖ "The government's decision is useless. I was deported from

but the most important thing is to provide this money to the employees," said **Khalid Abdulla, a 38-year-old public sector employee**. "Even the private sector should be involved in this donation project."

Saudi Arabia but got nothing. Instead of deducting money from employees' salaries, who themselves are needy, the government should have reached an agreement with Saudi Arabia," said **Mohammed Ahmed Al-Hudibi, a 40-year-old bus driver**.

- ❖ "Yemeni employees suffer in their daily lives, and it's not fair to deduct money from their salaries," said **Saefer Al-Khair, 30**. "Yemen's government isn't poor and could resolve this problem if officials stopped looting public funds and established factories to accommodate those laborers."
- ❖ "The deported workers aren't like people who are affected by natural disasters. Deductions from government employees' salaries should be optional and not obligatory," said **Yasser Ahmed, a 28-year-old private sector employee**.

Hawana Yamani, "In a Yemeni State of Mind," is an interactive youth radio program that discusses a range of community issues and topics. The show allows callers to voice their opinions freely while on air. During our live broadcasts, we also accept SMS and Facebook messages. Tune in to Hawana Yamani Saturday through Thursday from 4-5:30 p.m., and let your voice be heard! (By Samar Al-Ariqi)

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