



Diagnostic study on:

Opportunities for the local economy, business environment and productive sectors

Taiz Governorate (2023)

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This study was prepared as part of the Strengthening Institutional and Economic Resilience in Yemen (SIERY) project, the component of local economic development implemented by the United Nations Development Programme through the Studies and Economic Media Center, funded by the European Union, and in coordination with the Ministry of Local Administration.



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الإتحاد الأوروبي



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An aerial photograph of a densely populated city, likely in the Middle East, characterized by multi-story buildings with flat roofs and terraces. A large green football stadium with blue and red seating is prominent in the center. The city is built on a hillside, with a river or road visible in the upper part of the image. The word "Background" is overlaid in a blue banner across the middle of the image.

Background

Photo by: Amat Al-Rahman Alafory

Nestled roughly 256 kilometers south of Yemen's capital, Sana'a, lies Taiz. This governorate, sprawling across 10,000 square kilometers¹, boasts a tapestry of 23 districts, each unique in its topography and character. (See Map 1) From the rugged peaks of its mountains to the fertile valleys and shimmering Red Sea coast, Taiz's diverse landscape fosters a multitude of economic activities. Agriculture, irrigation, and



Taiz Governorate Map, National Information Center, https://yemen-nic.info/img_gover/taiz/taiz_gov.jpg

1 - National Information Center <https://yemen-nic.info/gover/taiz/brife/>

fishing thrive alongside bustling industries like cement production and food processing. This economic dynamism, coupled with its strategic location connecting north and south, east and west, has made Taiz a vital cultural, social, and economic hub for Yemen.

Taiz's population, estimated at 3.48 million in 2022², forms roughly 11% of the nation's total. However, its story is etched with the scars of conflict. Since 2015, the governorate has been one of the conflict's epicenters, enduring a suffocating siege for over nine years. This has resulted in widespread displacement, with over 412,000 residents forced to flee their homes.

Despite the hardships, Taiz's resilience shines through. Its rich endowment of natural resources, including minerals, agricultural land, and diverse fisheries, holds immense potential for development. Moreover, the governorate boasts a skilled workforce spread across various Yemeni regions, further fueling its economic prospects.

Taiz's strategic location, coupled with its economic and cultural significance, has unfortunately made it a target. The World Bank estimates that 52% of assets and property in Taiz city were damaged in 2020³, ranking second only to Saada governorate in terms of war-related devastation.

Yet, amidst the conflict and hardship, Taiz's spirit endures. Its people, resourceful and determined, continue to rebuild their lives and nurture their community. The path to recovery is long and arduous, but Taiz's rich tapestry of resources, resilience, and strategic importance offer a glimmer of hope for a brighter future.

2 - The National Population Council and the Central Statistics Organization, Population Projections for the Republic of Yemen 2005-2025-, Sana'a 2012.

3 - World Bank, Yemen Continuing Needs Assessment (DNA) Phase 3, 2020

An aerial photograph of a city, likely in the Middle East, showing a large, multi-story building with significant damage and debris in the foreground. The building has several arched windows and a central courtyard area. A large crowd of people is gathered in the courtyard and on the surrounding hillside. The city extends into the distance, with a dense residential area. In the background, there are rolling hills and mountains under a sky with a bright sunset or sunrise, casting a golden glow over the scene. The text "Executive Summary" is overlaid on the image in a white, bold, serif font, set against a blue rectangular background.

Executive Summary

Photo by: Hamdi Rassam

The study provides an overview of the economic situation, economic opportunities, and challenges facing local economic development in Taiz. This was achieved through a desk study to collect secondary data, and fieldwork to gather primary data through focused group discussions, in-depth interviews, a session to analyze strengths, weaknesses, opportunities, and threats (SWOT), and a workshop to verify the study's outputs.

Despite ongoing conflict, Taiz punched above its weight in 2020, contributing a remarkable 9.7% to Yemen's GDP. This economic powerhouse boasts skilled labor, diverse industries, and a key role in Yemeni manufacturing. However, field study participants believe war is holding Taiz back from its full potential.

Taiz's financial landscape bears the scars of conflict. War conditions and geographical division have hampered local resource generation. However, a glimmer of hope shines through: government-controlled areas experienced a significant 43% growth in total financial resources between 2018 and 2022, rising from 5.1 billion to 21 billion rials. This promising trend suggests potential for economic recovery, bolstered by the governorate's skilled human capital. Notably, the services sector, encompassing diverse activities like trading, transportation, and hospitality, boasts a strong concentration of talent, followed by the industrial sector.

Taiz's private sector, once vibrant, has shrunk under the shadow of war. Conflict reshuffled the economic landscape, fostering informal activities and a "war economy" while traditional businesses struggled. Despite this hardship, women remain active in various sectors, showcasing their potential with the help of international and local support. However, the war's scars are deep: insecurity, infrastructure damage, and talent migration cripple the governorate, leaving over 1.7 million in desperate need of humanitarian aid.

A tapestry of economic sectors drives Taiz's development. The vibrant services sector takes center stage, while industry, agriculture, and the thriving fishery industry play crucial roles. Human resources,

trade houses, and natural resources like minerals and renewable energy offer immense potential for future growth. Support from donors and foreign organizations helps in the humanitarian and development aspects in Taiz. Infrastructure, including power stations, ports, and airports like Al Barh Cement Factory, serves as the backbone of this economic landscape.

Despite the daunting challenges – war, financial constraints, and crumbling infrastructure – Taiz’s potential for recovery remains bright. Addressing financial limitations, bolstering infrastructure, and stemming the talent drain are crucial. Building confidence in public institutions, addressing energy scarcity and water security, and adapting to climate risks are key steps towards unlocking the governorate’s inherent strengths.

To revitalize Taiz, the recommendations focus on security, financial support, private sector engagement, service restoration, modernization, financial autonomy, partnerships, and empowering vulnerable groups. Priorities include opening roads, resolving conflict, attracting investment, building infrastructure, improving basic services, and boosting education for women and youth. Overall, the aim is to create a stable, secure environment for sustainable development and economic growth.

Study Objectives and Methodology



Photo by: Amat Al-Rahman Alafory



The purpose of the study was to provide a comprehensive overview of the economic situation, economic opportunities, and challenges facing local economic development in Taiz Governorate, according to Terms of Reference (ToR) Annex (1). The study focuses on reaching the following objectives:

- ✓ Identify the current economic situation in the target governorate.
- ✓ Identify the current economic opportunities available in the targeted governorate.
- ✓ Evaluate growth and development potential in key industries and sectors.
- ✓ Identify potential obstacles and challenges to economic growth and development.
- ✓ Provide recommendations and proposals to policy makers and relevant parties to support economic growth and local development.

The study drew upon a rich tapestry of both secondary and primary data. It combed through existing studies, reports, and statistics (desk study), gaining a comprehensive understanding of the landscape. Then, it delved deeper through focus group discussions and key informant interviews with key stakeholders (specialists, government officials, private sector representatives, and local voices including women and youth) – a true field study capturing diverse perspectives. To further refine its conclusions, the study culminated in a dedicated session analyzing strengths, weaknesses, opportunities, and challenges, building upon the desk and field research; and conducted a final validation session. Women comprised 21% of the 78 respondents, as detailed in the following sections.

Focus Group Discussions (FGDs) and Key

Informant Interviews (KIIs)

A field study in Taiz Governorate (September 14 - October 4, 2023) surveyed 33 residents (100% response rate). Individual interviews (18%) and focus groups (82%) revealed a male-dominated community (88% men, 12% women), Figure 1.

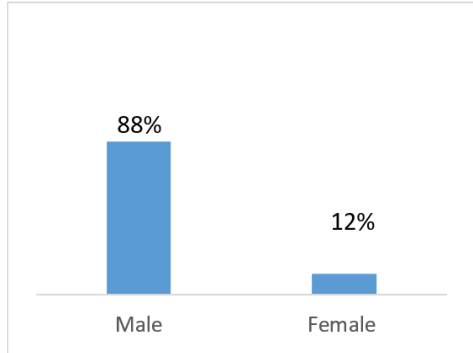


Figure 1: Gender-based Classification of Participants

Education levels were high compared to other governorates. Males reported the highest attainment: 54.5% bachelor's, 21.2% master's, and 12.1% doctoral degrees. Females also had good education levels, with 9.1% holding bachelor's degrees and 3% doctoral degrees, Figure 2.

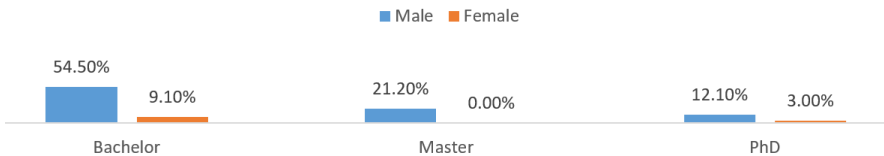


Figure 2: Qualification-based Classification

Employment data showed 45.5% work in the local authority (42.4% males, 3% females), 33.3% in the civil society community (27.3% males, 6.1% females), and 21.2% in the private sector (18.2% males, 3.0% females), Figure 3.

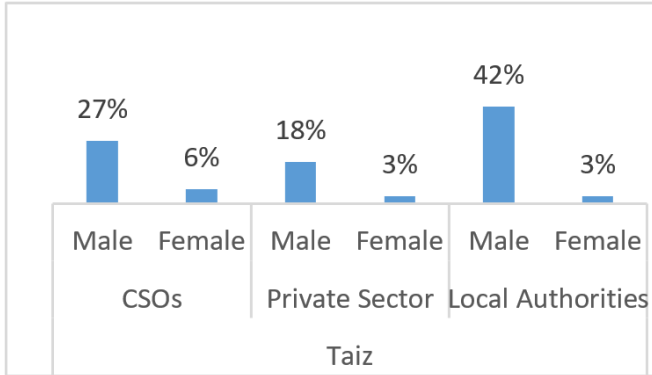


Figure 3: Sector-based Classification of the Participants

SWOT Session

Following desk review, focus groups, and interviews, the study team presented results to development ambassadors in Taiz governorate. A SWOT analysis and model analysis (detailed in Appendix 2) were conducted on October 19, 2023. The diverse session included 11 participants (27% women), with high educational attainment (54.4% master's, 45.5% bachelor's) and balanced representation from local authority (45.5%), private sector (45.5%), and civil society (9.1%),

Validation session

On November 6, 2023, Taiz hosted a productive verification workshop for 34 participants (26% women) representing diverse sectors: local authority (59%), private sector (18%), and civil society (24%). The study presentation sparked feedback on design, methodology, and recommendations for its three target groups. The workshop also identified implementation requirements and potential limitations (detailed in Appendix 3), ensuring practical and adaptable solutions.



The Overall Economic Performance

Photo by: Feras Mohammed

Despite lacking resource extraction or dominant agricultural output, Taiz governorate punches above its weight in Yemen's economy. Contributing 9.7% to GDP in 2020 (worth 681 billion rials)⁴, its strength lies in a skilled workforce and diverse activities, including crucial national industries. This economic performance stems from several factors:

- 1 Growing population: With 459,000 workers (10.2% of Yemen's total)⁵, Taiz boasts a significant workforce contributing to various sectors.
- 2 Varied economy: Agriculture, industry, fishing, trade, and services all play a role in Taiz's economic landscape.
- 3 Resilient sectors: Manufacturing and agriculture have remained relatively stable since the war, even as fishing took a major hit.

However, participants in the field study believe Taiz's potential goes untapped. Like other governorates, it faces economic contraction, infrastructure damage, and high unemployment. Rampant corruption and resource conflict between local and central authorities further constrain per capita income.

4 - Estimates of the study team based on national accounts data issued by the Central Statistics Organization, 2020

5 - Estimates of the study team based on population estimates, the number of displaced people in Yemen, and the final indicators of labor force surveys in Yemen

Financial and Human Resources

Resource-scarce Taiz relies heavily on external support. Local authority data from 2014 shows a staggering 93% of income comes from grants and central subsidies, with only 7% generated locally⁶. Shared resources, income from sales and services, and taxes (mainly zakat and goods & services) form the backbone of these local revenues. Unfortunately, the ongoing war in Taiz has severely impacted these sources, dampening the governorate’s overall economic situation.

Despite ongoing war and a divided Taiz, its financial resources surprisingly flourished between 2015 and 2022. Areas under government control saw a dramatic 43% annual rise in total income, from 5.1 billion rials in 2018 to 21 billion rials in 2022. Local resources grew even faster at 60% per year, from 248 million rials to 1.6 billion rials. While central support remained the main income source, its share dropped from 93% in 2014 to 63% in 2022, Table 1.

Table (1) Total public revenues of the governorate for the years 2018 - 2022 (million rials)

Details	Year					Average annual growth rate%
	2018	2019	2020	2021	2022	
Local resources	248.2	103.7	872.8	1.323.4	1.629.5	60%
Shared resources	865.1	341.2	1.710.9	1.970.7	3.533.3	42%
Share of common resources	808.2	305.0	1.508.5	2.100.2	2.561.2	33%
Central resources	3.152.5	8.618.3	11.323.9	12.217.7	13.264.0	43%
Total amount	5.074.0	9.368.2	15.416.1	17.611.9	20.987.9	43%

Source: Taiz Governorate, Office of Planning and International Cooperation

6 - Republic of Yemen, Ministry of Finance, Budget Sector, Local Authority Budget Estimates for the Fiscal Year 2014

However, a field study revealed dependence on limited tax revenues, local fees, and central support (reportedly suspended). Resources are only collected from government-controlled areas, while Houthi-controlled regions, like the economically important Al-Hawban, generate their own income. This fragmented system and the exodus of capital and skilled workers significantly impact Taiz's financial situation.

Taiz boasts a wealth of human resource potential. Analysis of labor data shows a strong presence in service sectors like trade, transportation, and hospitality (57% of the workforce). Industrial and agricultural sectors follow closely (22% and 21%)⁷. Data indicates that Local authority employees' number roughly 54,869, with 43,635 (80%) in education alone. Healthcare follows with 4,323 employees (8%), while technical and vocational education employs 1,386 (3%). Notably, women contribute significantly with 12,525 employees (27%)⁸. However, participants highlighted concerns. Appointment based on loyalty over merit is seen as hampering efficiency, and declining funding for technical and vocational education institutions threatens future skill development.

This is further highlighted by the local authority's self-assessment, which identified training needs for its employees from 2023 to 2027. Investing in training and addressing appointment practices can unlock the full potential of Taiz's human resources, driving economic growth and stability.

7 - International Labor Organization and Central Bureau of Statistics, Labor Force Survey in the Republic of Yemen 2013 -2014

8 - Taiz governorate, Office of Planning and International Cooperation

The Role of the Private Sector



The war in Taiz has dealt a heavy blow to the private sector, significantly shrinking its role in the governorate's economy. Rising production costs, disrupted transportation, surging oil prices, increased taxes, and capital flight have all combined to cripple business activity. Additionally, the war-induced division has altered the composition of the sector, with informal activities and a “war economy” flourishing while many established companies struggle or disappear. Over 230 private sector establishments have suffered varying degrees of damage.

Despite these challenges, the private sector has demonstrated remarkable resilience. Many companies have stepped up to play a vital social role, providing relief aid, water, and even financing healthcare facilities like the Heart Center and the Al Amal Cancer Center. They have also taken initiative by paving alternative roads when main routes were cut off. This ongoing engagement in relief and development projects, both directly and through local organizations, shows the private sector's commitment to Taiz's well-being despite the immense difficulties it faces.

Supporting the private sector with the right conditions will boost production, jobs, taxes, incomes, and education. It will also bring back capital and lower unemployment.

According to a statement from a member of the private sector - Taiz governorate

Economic Opportunities for Women

Despite the overall economic instability, a glimmer of hope shines for Taiz's women entrepreneurs. Many existing businesses report progress, and new ones are blooming thanks to support from international, local, and private sector organizations. This is just a taste of the immense potential women hold. The field study reveals their strong presence in diverse sectors like commerce, agriculture, animal husbandry, and crafts.

However, the path to greater empowerment remains paved with challenges. Rural women, in particular, have vast untapped potential in agriculture, livestock, and food production. To unlock this potential, women need comprehensive support. Skills development, encouragement from the local authority, easier access to financing and resources, and marketing assistance are crucial. Participants suggest creative solutions like interest-free loans for women's businesses and exhibitions showcasing their products on unused provincial land.

Empowering women goes beyond economics. Raising education levels, offering literacy programs, and providing training in life skills, vocational skills, entrepreneurship, and decision-making are all vital steps towards a brighter future for Taiz's women.

War impact on Taiz

Taiz faces a multitude of challenges that hinder its potential for economic growth and societal well-being. Here's a closer look at these challenges and their consequences:

- **War's Devastating Impacts:** The ongoing war severely undermines Taiz's economy through various factors:
 - **Insecurity and instability:** Discourage investment, capital flight, talent migration, and business closures.

- Currency depreciation: Fuels inflation, reduces purchasing power, and hinders economic activity.
- Infrastructure destruction: Roads, electricity, water networks, and critical sectors like fisheries and tourism suffer heavy damage.
- Government paralysis: Central and local authorities struggle to function due to division and instability, hindering essential services and development programs.
- Societal fragmentation: Deepens distrust between government and private sector, further hampering economic recovery.
- Consequences
 - Economic depression: Decreased revenues, stalled investments, widespread unemployment, rising poverty, and halted government salaries.
 - Underutilized resources: Taiz's rich natural and economic potential remains untapped due to conflict.
 - Weakened institutions: Local authority capabilities deteriorate, impacting service delivery and public trust.



Basic Services Infrastructure in Taiz

Photo by: Mojaheed Hamoud

The ongoing siege and war paint a grim picture for Taiz. Over 1.7 million people, including 283,000 displaced persons, desperately need humanitarian assistance. Food, shelter, education, health, and water are scarce – basic infrastructure lies in tatters. The governorate requires an estimated \$94.3 million just to address immediate needs⁹ .

- ▶ Hospitals and clinics, some bearing the scars of conflict, offer limited and strained services. While 305 facilities exist, including hospitals, centers, and units, over 50% have suffered partial or total damage. The doctor-to-patient ratio has also shrunk to a meager 1.9 per 10,000¹⁰ , and medicine shortages and personnel migration further cripple the system. The damage to the health sector in the governorate was estimated at \$42.5 million, over three years¹¹ .
- ▶ The education sector stands as a testament to the war’s brutality. The 2015 Houthi offensive inflicted severe damage on 180 schools, causing a sharp decline in enrollment from 92% in 2014 to 82% in 2018. The damage to the education sector in the governorate was estimated at 81.3 million dollars¹² .
- ▶ Taiz once enjoyed an 85% electricity coverage rate in 2014¹³ . Today, darkness reigns. Sabotage of key infrastructure and fuel shortages have plunged the city into total blackout. Residents rely on expensive private generators or small, unreliable solar systems, leaving many in despair.
- ▶ Access to clean water mirrors the city’s struggles. From 83% in 2014, the population with safe drinking water has plummeted to a mere 31%¹⁴ . Damaged infrastructure and fuel scarcity choke water supply, forcing residents to purchase water from private vendors or rely on uncertain charitable sources.
- ▶ Taiz’s basic services infrastructure stands on the brink of collapse. This human tragedy demands immediate and concerted action. Addressing security issues, rebuilding infrastructure, and ensuring sustained funding are crucial first steps in restoring these vital services and offering Taiz’s residents a glimmer of hope for a brighter future.

9 - Taiz Governorate, Office of the Ministry of Planning and International Cooperation, Emergency Humanitarian Needs Matrix, Taiz 2023

10 - Taiz Governorate, Office of the Ministry of Planning and International Cooperation, Economic and Social Development Plan, Taiz 2023 -2025

11 - Ibid 12 - Ibid 13 - Ibid 14 - Ibid

Leading Economic Sectors in the Governorate



Photo by: Feras Mohammed

Economic activities in Taiz governorate vary greatly, and this is due to the nature of the region and its mountainous terrain, which prevented the expansion of the agricultural area in the governorate like in other governorates, which contributed to the multiplicity and diversity of economic sectors in which the residents of the governorate work, in addition to increasing the rates of internal migration of the population from Governorate towards other governorates.

The services sector represents one of the most important economic sectors in Taiz Governorate. This is shown from the presence of the largest percentage of the workforce in this sector, about 57% of the total workforce in the governorate. This was facilitated with the multiplicity of trade houses in the governorate, in addition to the high level of education in the governorate compared to others, and therefore the service activities provided within the governorate vary. The industrial sector also occupies an important priority within the framework of the economic sectors operating in the governorate, and there are many industrial groups in the governorate, which in turn contributed to employing a large percentage of the workforce in the governorate, amounting to about 22% of the total workers in the governorate.

Agriculture is also one of the main activities for the residents of the governorate, as the governorate contains about 40 dams, water barriers, and water harvesting tanks that contribute to enhancing agricultural activities in the governorate. It also includes many technical personnel working in agricultural offices, as statistics indicate the presence of more than 255 agricultural engineers and guides working in agricultural complexes and centers in the governorate¹⁵. The governorate contributes well to the production of agricultural crops at the overall level, and its most important agricultural crops are vegetables, grains, feed, and fruits. Agricultural statistics show that the governorate contributes about 12.73% of vegetable production in Yemen¹⁶, thus occupying second place after Dhamar Governorate in vegetable production, and with an increase 12% of its production for the year 2020, while its grain production represents about 4.46% of the total grain production in Yemen, an increase of 22% compared

15 - Taiz Governorate, Office of the Ministry of Planning and International Cooperation, Economic and Social Development Plan, Taiz 2023- 2025

16 - Ministry of Agriculture and Irrigation, Annual Book of Agricultural Statistics 2021, https://agristatyemen.com/wp-content/uploads/2023/08/AgriStat_2021_A.pdf

to its production for the year 2020, and it contributes about 4.42% of feed production, an increase of 29% compared to its production for the year 2020. The governorate produces 0.74% of Yemen’s production of cash crops, including coffee, which is produced in areas in Al-Mawaset, Al-Shamaytain, and a small percentage in Al-Ma’afar. Al-Hammadi coffee is considered the finest type of Yemeni coffee. It is also exported externally, but in small quantities. It is of high quality and is exported to a number of countries, including the United States and Europe (Table 2). The banking sector is also very present in Taiz, as there are two branches for each bank and most local Yemeni banks. There are also microfinance institutions, which provide financing opportunities and loans.

Table 2: Taiz Governorate’s contribution to agricultural production in Yemen 2021

	Feed	Cash crops	Legumes	Fruits	Vegetables	Grains
Quantity (tons)	97,614	801	303	22,257	147,509	39,185
%	4.42%	0.74%	0.28%	2.05%	12.73%	4.46%

Source: Ministry of Agriculture and Irrigation, Agricultural Statistics Yearbook 2021.

Beyond crops, Taiz thrives on a vibrant livestock sector. Raising cows, goats, and sheep is widespread, with Taiz boasting the second-highest number of cows in Yemen after Hodeida, contributing a significant 12%. The governorate also contributes to national livestock diversity, with around 5% of the goat population and 4% of both sheep and beehives (see Table 3)¹⁷. Even camels find a place in Taiz’s pastoral landscape.

17 - Ministry of Agriculture and Irrigation, Agricultural Statistics Yearbook 2021

Table 3: Taiz Governorate's contribution to livestock in Yemen 2021

	Bees	Camels	Cows	Goats	Sheeps
Numbers Head/ Hive	47,114	4,996	216,692	507,799	409,441
%	4%	1%	12%	5%	4%

Source: Ministry of Agriculture and Irrigation, Agricultural Statistics Yearbook 2021.

The coastal strip, rich in fish resources, was once another pillar of the economy, supporting over 7,000 boats and 15,000 fishermen until 2014¹⁸. However, the ongoing war has dealt a harsh blow to this sector. Damaged infrastructure and destroyed landing centers have severely hampered the fishery industry, leaving its future uncertain.

Taiz offers exciting prospects for business investment in areas like renewable energy sources like wind and solar, as well as waste recycling.

According to the testimony of a member of civil society - Taiz Governorate

From bustling wholesale hubs to vibrant weekly markets, Taiz offers different venues for commerce. Central and fruit wholesale markets hum with activity, drawing goods from across Yemeni governorates. Seasonal markets like Al-Barah and Mokha Mafraq come alive from December to May, bursting with onions, watermelons, and cantaloupes. Mokha even hosts a dedicated market for imported livestock, while Shenini caters to grain trade. Daily and weekly markets like Taiz Livestock Market, Al-Dhabab, Al-Nashma, and Dimnat Khadir pulsate with local life, offering everything from fresh produce to handcrafted goods. Whether you seek bargains in the Wednesday Market, spices in Al-Khalah, or traditional wares in Mawza'a, Taiz's markets promise a sensory feast and a glimpse into the heart of Yemeni trade¹⁹.

18 - Taiz Governorate, Office of the Ministry of Planning and International Cooperation, Economic and Social Development Plan, Taiz 2023 -2025

19 - National Information Center, <https://yemen-nic.info/tursmses/streets/>



Taiz's Untapped Potential: A Gateway to Growth

Photo by: Amat Al-Rahman Alafory

Taiz Governorate holds a wealth of untapped resources with the potential to fuel its economic and social development in the coming years. These encompass:

- ▶ **Human Capital:** With a burgeoning population of approximately 3.5 million, Taiz boasts a sizeable workforce. Moreover, its human resources boast a higher degree of educational attainment compared to other Yemeni governorates. In 2014, it housed 14 vocational and technical institutes catering to over 10,000 students and the University of Taiz with 9 colleges (medical, engineering, and human sciences); in addition to 10 research centers that a vital foundation for future development²⁰.
- ▶ **Investment Avenues:** Taiz presents lucrative opportunities in renewable energy, particularly wind and solar power, and waste recycling. These can attract significant investments due to their environmental benefits and growing global demand.
- ▶ **Trade and Industry:** Taiz is home to the Hayel Saeed Anam and Partners Group, Yemen's largest industrial and commercial consortium, alongside other prominent business houses. They possess substantial capital and the potential to spearhead development across various sectors, provided an attractive and stable economic environment exists.
- ▶ **Agricultural Prosperity:** Despite ranking sixth in cultivated area among Yemeni governorates, Taiz's agricultural potential remains significantly underutilized, especially in regions like Mawza'a and Al-Wazi'iyah. Investment in sustainable farming practices and infrastructure development can unlock this immense potential and drive rural growth.
- ▶ **Rich Sea Resources:** Taiz's Red Sea coastline offers diverse opportunities in fishing, marine life farming, and fishery product processing. Establishing canning industries and aquaculture projects can further tap into this lucrative sector.
- ▶ **Industrial Diversification:** Existing industries like cement and food production hold promising avenues for development in ex-

20 - Taiz Governorate, Office of the Ministry of Planning and International Cooperation, Economic and Social Development Plan, Taiz 2023 -2025

port, packaging, and refrigeration technologies. Modernization and investment in these sectors can enhance product quality and market competitiveness.

- ▶ **Minerals:** Taiz boasts a wealth of mineral resources, including copper, nickel, cobalt, iron, and various non-metallic minerals like marble, limestone, and gypsum. Exploration and responsible mining practices can unlock sustainable economic benefits. Field studies even suggest the potential for natural gas and oil deposits on the coastal strip and islands.
- ▶ **Renewable Energy:** Studies by the World Bank highlight the potential for wind power generation in Bab al-Mandab²¹ and tidal energy harnessing in Dhubab and Bab al-Mandab. Investing in these clean energy sources can contribute to energy security and environmental sustainability.
- ▶ **Tourist Destinations:** Taiz's diverse landscape, encompassing archaeological sites, mountainscapes, and stunning beaches, presents immense potential for tourism development. Investments in infrastructure, cultural preservation, and sustainable tourism practices can unlock this sector's growth.
- ▶ **Collaboration and Partnership:** Donor and foreign aid programs offer additional resources to capitalize on these opportunities.
- ▶ Field study participants emphasize the need for local authority capacity building, technical and financial support for feasibility studies, and infrastructure rehabilitation. They also propose empowering the local authority to partner with the private sector and establish a specialized advisory body to formulate effective economic development policies.

21 - Al-Mokha 60 MW Wind Farm Project (MWFP), WB; <https://documents.worldbank.org/pt/publication/documents-reports/documentdetail/539251468336599924/environmental-and-social-impact-assessment-final-report>

Current Economic and Investment Opportunities

Field study participants identified numerous promising investment opportunities across various sectors in Taiz Governorate. These include:

- **Agriculture and Fisheries:** Potential lies in cultivating fertile lands, expanding agricultural value chains, and developing sustainable fishery practices, including aquaculture.
- **Tourism:** Leveraging the governorate's rich cultural heritage, stunning landscapes, and diverse beaches can attract ecotourism and cultural tourism investments.
- **Manufacturing Industries:** Establishing new factories or expanding existing ones in key sectors like construction materials, food processing, and light manufacturing holds significant potential.
- **Infrastructure Development:** Upgrading and expanding pivotal infrastructure like the Port of Mokha, the airport, and road networks can attract logistical and transportation businesses.
- **Urban Expansion:** Planned and sustainable urban development in key areas like Mokha District can stimulate economic growth and attract diverse investments.
- **Energy and Water:** Investments in renewable energy sources like wind and solar power, as well as water production technologies like fog harvesting, can address local needs and attract sustainability-focused businesses.
- **Transformative Industries:** Establishing industrial complexes focused on innovative sectors like poultry farming and waste recycling can create a diversified and dynamic economy.

Despite this wealth of opportunities, several challenges currently hinder their exploitation. Field study participants identified the following:

- **Lack of Prioritization by Local Authority:** Investment promotion efforts are limited, and the local authority's focus may not fully align with these promising sectors.

- **Damaged Infrastructure:** Extensive infrastructure destruction due to conflict poses a significant barrier to investment and economic activity.
- **Unattractive Investment Environment:** The current unstable security situation, road blockages, high transportation costs, and lack of confidence in local institutions deter potential investors.
- **Reluctant Private Sector:** The private sector remains hesitant due to the aforementioned challenges and limited access to necessary resources.

To overcome these obstacles and unlock the governorate's economic potential, several critical actions are necessary:

- **Peacebuilding and Security:** Ending the conflict and ensuring stability are prerequisites for attracting investors and restarting economic activity.
- **Infrastructure Rehabilitation:** Rebuilding and upgrading roads, electricity grids, water systems, and public institutions are essential to create a functional environment for business.
- **Human Resource Development:** Investing in technical and professional education through specialized institutes and universities will equip the workforce with necessary skills.
- **Urban Planning and Development:** Implementing well-defined urban plans for key areas like Mokha District will create a conducive environment for investment and growth.
- **Improved Governance and Transparency:** Modernizing the judiciary, streamlining government processes through digitalization, and enhancing transparency will build trust and attract investors.
- **Technical Support and Feasibility Studies:** Providing technical assistance and conducting comprehensive studies of available opportunities will guide investors and mitigate risks.

By addressing these challenges and implementing the necessary measures, Taiz Governorate can transform its abundant resources and promising sectors into a thriving economic hub, attracting investment, creating jobs, and fostering sustainable development.

Leading Economic Establishments

Taiz Governorate is home to a constellation of economic establishments with the potential to spark a transformative development journey. These key players, both at the provincial and national levels, can unlock immense opportunities if utilized efficiently and sustainably.

- ▶ **Mokha Steam Power Station:** With a potential capacity of 160 megawatts, this station could meet a significant portion of the governorate's energy needs, but it requires crucial maintenance and fuel supply. Additionally, the World Bank-backed wind farm project holds promise, generating up to 60 megawatts of clean energy.
- ▶ **Mokha Port:** This historic Yemeni port, known for its eponymous coffee exports, boasts a strategic location at the crossroads of international trade routes. Its proximity to the international corridor and its ideal position connecting Europe, East Africa, South Asia, and the Middle East make it a valuable asset for Taiz's economic future.
- ▶ **Mokha Airport:** This newly inaugurated facility offers vital connections to the outside world, fostering commercial and investment opportunities within the governorate. With Taiz International Airport currently closed due to conflict, Mokha Airport takes on an even more critical role.
- ▶ **Al Barh Cement Factory:** This industrial giant, currently hampered by the war, has the potential to play a crucial role in rebuilding and reconstructing Taiz. Its restart would be a significant boost to the local economy.
- ▶ **Al-Hawban Industrial Zone:** This hub of manufacturing industries, producing food products, canned goods, juices, biscuits, and more, serves as a vital economic engine for Taiz and Yemen at large. Its large workforce, diverse outputs, and potential for regional export make it a cornerstone of economic growth and development.

By harnessing the potential of these leading establishments and fostering their sustainable growth, Taiz can embark on a transformative journey, creating jobs, boosting local businesses, and attracting investments. These economic powerhouses are the keys to unlocking a brighter future for the governorate and its people.

Taiz Local Authority and its Relationship with the Central Government

Local Authority Law No. 4 of 2000 outlines a vision of shared governance, aiming for administrative and financial decentralization. It envisions elected local councils at provincial and district levels, wielding power to propose plans, budgets, and oversee executive bodies. This framework grants local actors' significant responsibility for development and public services²².

Taiz Governorate's local council, with its 23 seats, currently boasts only 17 active members due to vacancies and the ongoing war. Since 2015, conflict has driven most council members out, leaving only four within the governorate. This drastic reduction has crippled the council's ability to function, forcing the administrative body to rely primarily on the governor and executive offices. The war's impact extends beyond the council, as destruction and displacement have hampered the operations of executive offices, forcing them to incur additional expenses by renting alternative spaces²³. This situation severely hinders both the council and executive offices from fulfilling their vital roles in Taiz.

Taiz, scarred by the most brutal conflict in Yemen since 2015, faces a complex recovery. Its strategic location, controlling Bab al-Mandab and boasting major industrial hubs, fuels competition among various factions vying for control. This multipolarity, coupled with ongoing violence, creates a challenging environment for rebuilding and governance.

22 - Ministry of Legal Affairs, Local Authority Law No. 4 of 2000, https://yemen-nic.info/db/laws_ye/detail.php?ID=11696

23 - Berghof Foundation and the Political Development Forum, Local Governance in Yemen, a platform for studies and references, (website) <https://yemenlg.org/ar/governorates/%D8%AA%D8%B9%D8%B2/>

Taiz facing Multitude of Challenges

Taiz Governorate, is suffering a prolonged conflict and confronts obstacles that are hindering its progress. Here are some of the most pressing challenges:

- ▶ **Conflict and Instability**
 - The ongoing conflict has divided the governorate, hampered stability and created a hostile environment for investment. This translates to higher production costs and a rising cost of living.
 - The local authority, heavily reliant on irregular central support, struggles with limited financial resources, crippling its ability to operate infrastructure and invest in public projects.
- ▶ **Crippled Infrastructure**
 - Much of the infrastructure is damaged by the war and the local authority lacks the means for reconstruction. This results in inadequate provision of basic services.
 - The weak telecommunications infrastructure, reliant on non-government companies, is susceptible to disruption at any moment.
- ▶ **Economic crisis**
 - A depreciating currency, soaring inflation, and declining purchasing power add further misery to the residents' lives.
 - Talented individuals, seeking better opportunities, migrate to other parts of Yemen or even abroad, draining the governorate of its vital human capital.
- ▶ **Governance Issues**
 - Widespread corruption within public institutions erodes public trust, hindering progress and transparency.
- ▶ **Energy and Water Scarcity**
 - Lack of operational government stations translates to expensive and limited access to energy.
 - Access to water, already limited, comes at a high cost, adding to the burden of basic necessities.
- ▶ **Climate Change Threats**
 - Rising climate risks, such as land degradation and storm damage, endanger the agricultural sector and infrastructure, further straining the governorate's financial resources.
- ▶ **External Influences**
 - The interference of regional powers in political, economic, and security decisions adds another layer of complexity to the challenges faced by Taiz.

Charting a Path for Taiz’s Future: Key

Policies and Procedures

Building on comprehensive research through desk and field studies, a critical set of policies and procedures has been drafted to propel Taiz’s development across all the vital sectors as follows:

Policies and procedures	Priorities	The entity concerned with implementation
Policies and procedures necessary to improve the economic situation	<ul style="list-style-type: none"> ● Security and Conflict Resolution <ul style="list-style-type: none"> ○ Open main roads, allow internal and external movement, and address conflict causes. ○ Unify institutions and solve conflict-related issues in the city and coastal areas. ○ Empower local government to drive sustainable economic development. ● Financial Support and Infrastructure <ul style="list-style-type: none"> ○ Allocate Taiz’s rightful share of central aid and consider population size for increases. ○ Complete construction and rehabilitation of Mokha Airport and Port as international facilities. ○ Invest in renewable energy production, particularly wind and solar, to expand electricity generation. ○ Activate central supervision systems at the governorate level. 	Central and Local authorities

	<ul style="list-style-type: none"> ● Private Sector and Social Development <ul style="list-style-type: none"> ○ Enhance security and social stability to attract private investment and civil society engagement. ○ Develop and implement an economic and social development plan with private sector and civil society involvement. ○ Rebuild and repair damaged infrastructure including electricity, water, healthcare, and roads. ○ Strengthen technical education and vocational training programs for improved workforce competency. 	
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Policies and procedures necessary to build local authority capabilities</p>	<ul style="list-style-type: none"> ● Restoring Functionality and Services <ul style="list-style-type: none"> ○ Reopen executive offices in districts and provide basic services to citizens. ○ Train and equip security forces to improve security and professionalism. ● Modernization and Efficiency <ul style="list-style-type: none"> ○ Introduce modern technologies and train staff to utilize them effectively. ○ Streamline job tasks and eliminate overlap between government offices. ○ Enhance institutional learning through documentation, performance review, and continuous improvement. ○ Establish a data center and connect offices through modern systems. 	<p style="text-align: center;">Local authority</p>

	<ul style="list-style-type: none">● Restructuring and Staffing<ul style="list-style-type: none">○ Address oversized functional structures and increase efficiency.○ Implement job rotation, retirement, and recruitment of young, competent staff.○ Activate community supervision through village councils in decision-making.● Financial Autonomy and Sustainability<ul style="list-style-type: none">○ Develop and improve local revenue collection mechanisms following legal guidelines.○ Allow local access to and development of sustainable financial resources.○ Unify revenue channels through a single portal and modern technology.○ Grant direct access to international donor funding for humanitarian needs.○ Direct donor support towards sustainable development priorities.○ Operate and manage revenue-generating institutions like the port, airport, and cement factory.○ Activate official and societal oversight and accountability mechanisms.	
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<p>Policies and procedures to enhance the role of the private sector</p>	<ul style="list-style-type: none">● Partnership and Collaboration<ul style="list-style-type: none">○ Reviving/establishing an economic council with the private sector and civil society to guide development.○ Involving private sector in planning, decision-making, and service provision.● Security and Investment Climate<ul style="list-style-type: none">○ Improving security and stopping illegal levies to attract investment.○ Gradual recovery plan in partnership with private sector.○ Exploring and promoting investment opportunities.○ Infrastructure and Services:<ul style="list-style-type: none">○ Private sector involvement in infrastructure projects (education, communication, energy).○ Investing in renewable energy (wind, solar).● Sector-Specific Support<ul style="list-style-type: none">○ Supporting agriculture: marketing, export, seeds, fertilizers.○ Investing in food and dairy industries based on local products.○ Expanding coffee cultivation and export.○ Investing in storage for seasonal agricultural products.	<p>Local Authority + Private Sector</p>
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	<ul style="list-style-type: none"> ● Factory Refunctioning and Resource Exploration <ul style="list-style-type: none"> ○ Incentive policies to refunction private and public factories. ○ Exploring and marketing natural resources to attract private investment. 	
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Policies and procedures to improve the situation of women and the most vulnerable groups</p>	<ul style="list-style-type: none"> ● Needs Assessment and Participation <ul style="list-style-type: none"> ○ Assess needs of women, youth, vulnerable groups, and displaced persons. ○ Involve them in setting priorities, designing programs, and monitoring implementation. ○ Collaborate with private sector, NGOs, and donors to support empowerment programs. ● Economic Empowerment <ul style="list-style-type: none"> ○ Improve general business environment, especially for women’s activities. ○ Encourage and support small projects through technical assistance and financing. ○ Education and Leadership: <ul style="list-style-type: none"> ○ Prioritize education for women and youth. ○ Enable them to reach leadership positions in public institutions. ● Specific Programs <ul style="list-style-type: none"> ○ Establish funds for development ac- 	<p style="text-align: center;">Local authority private + sector Civil soci- + ety organi- zations</p>

	<p>tivities of women, youth, and people with special needs.</p> <ul style="list-style-type: none">○ Create programs to reduce early marriage.○ Target economic empowerment programs towards women, especially heads of households.○ Provide healthcare and psychological services in collaboration with civil society and international organizations.○ Offer institutional and financial support to women’s institutions, particularly development ones.	
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A busy outdoor market scene in Taiz, Yemen. A large red umbrella dominates the upper half of the frame. Below it, a crowd of people is engaged in various activities. In the foreground, a man in a brown vest and white shirt is talking to a man in a blue vest. To the right, a woman in a white headscarf is visible. In the background, a man in a yellow shirt is interacting with another person. The ground is cluttered with cardboard boxes, some containing bread, and a large white plastic bag. The overall atmosphere is one of a bustling, everyday market.

Practical Steps to start the development in Taiz

Photo by: Mojaheed Hamoud

The study identified Taiz’s economic challenges and key development opportunities, focusing on three key sectors with competitive advantages for immediate and impactful economic transformation. While recognizing other potential areas for improvement, these four opportunities hold the most promise for positive short- and medium-term outcomes.

Opportunity	Ingredients for advancement in this field	Required investments
<p>Metallurgy, construction and building industries.</p>	<p>➤ Taiz, Yemen, once a thriving industrial center, has faced enormous challenges due to recent conflicts. However, the city has immense potential for industrial growth, especially in Mokha, a strategic location with access to a major port and vast agricultural resources. Establishing an industrial complex in Mokha could be a catalyst for creating job opportunities, promoting development and revitalizing Taiz’s economy.</p>	<p>➤ Establish an Industrial Complex</p> <ul style="list-style-type: none"> ● Potential <ul style="list-style-type: none"> ○ Taiz Governorate boasts rich agricultural resources and strategic trade connections, yet faces economic stagnation and dependence on imports. ● Solution <ul style="list-style-type: none"> ○ Taiz-Mokha Industrial Complex: A multi-faceted hub fostering local production and driving diversification across key sectors: ○ Agricultural Processing and Packaging: Elevate Taiz’s renowned coffee and other produce, adding value and boosting exports. ○ Light Industries: Leverage local resources and workforce

	<p>► Availability of agricultural products, and the diversity of industrial and construction raw materials in Taiz Governorate.</p>	<p>to establish garment, furniture, and electronics assembly, creating diverse jobs.</p> <ul style="list-style-type: none">○ Pharmaceuticals and Medical Equipment: Reduce reliance on imports and improve healthcare access by manufacturing essential medicines and equipment.○ Building Materials: Cater to the growing construction sector with local production of cement, bricks, and other materials based on available resources. <p>● Potential Impact</p> <ul style="list-style-type: none">○ Job Creation: Direct and indirect employment opportunities in construction, production, logistics, and related sectors.○ Economic Diversification: Move beyond reliance on agriculture, fostering a more robust and resilient economy.○ Increased Revenue: Export potential generates income for both the governorate and government.○ Infrastructure Development: Improved roads, water treat-
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		<p>ment, and other infrastructure to support the complex.</p> <ul style="list-style-type: none">○ Skill Development: Training programs equip Yemenis with relevant skills, promoting technological advancement.● Implementation○ Public-Private Partnerships: Leverage collective expertise and resources for long-term sustainability.○ Feasibility Studies: Analyze market demand, assess risks and rewards, and develop a comprehensive business plan.○ Government Support: Facilitate infrastructure development, overcome regulatory hurdles, and provide financial backing.○ Global Partnerships: Collaborate with experienced companies for technology transfer, risk mitigation, and marketing assistance.○ Environmental Sustainability: Implement rigorous environmental practices to comply with international standards.
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		<ul style="list-style-type: none">○ Transparency and Accountability: Build trust with stakeholders through transparent governance and financial management. ▶ Rebooting Existing Factories<ul style="list-style-type: none">● Potential Impact<ul style="list-style-type: none">○ Create Jobs: Re-employ local workers and offer new opportunities.○ Stimulate the Economy: Increase production and local revenue.○ Upgrade Skills: Develop worker skillsets to meet modern factory demands.○ Modernize Operations: Introduce advanced technologies for improved efficiency and productivity.○ Promote Sustainability: Ensure environmentally friendly practices in re-operated factories.● Phased Implementation<ul style="list-style-type: none">○ Assessment & Planning: Evaluate factories, develop a restart plan, and secure funding.
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		<ul style="list-style-type: none">○ Rehabilitation & Repair: Re-furbish infrastructure, equipment, and implement environmental measures.○ Recruitment & Training: Re-hire/hire workers and provide upskilling programs.○ Production & Marketing: Gradually resume production and establish local/regional market channels.● Expected Outcome○ Thousands of Jobs: Reduce unemployment and improve community living standards.○ Economic Growth: Significantly contribute to Taiz’s development.○ Industrial Powerhouse: Enhance local industrial capacity and competitiveness.○ Sustainable Future: Create a resilient and diversified economy for generations to come.○ Peace & Stability: Foster prosperity and contribute to lasting peace in Taiz.
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Education	<ul style="list-style-type: none"> ▶ The human resources in Taiz Governorate are distinguished from other Yemeni governorates by the high level of general, vocational, or university education, as available data indicate the presence of about 14 technical institutes in the governorate in the year 2014, distributed in 11 districts, and they had a capacity to accommodate about 10 thousand male and female students. In addition to the University of Taiz, which includes 9 colleges (medical, engineering, and human sciences) and 10 various research centers. ▶ Taiz Governorate includes the largest industrial and commercial group in Yemen (Haiyl Saeed 	<ul style="list-style-type: none"> ▶ Establishing Taiz’s Polytechnic University <ul style="list-style-type: none"> ● Vision <ul style="list-style-type: none"> ○ Transform Taiz Governorate into a vibrant hub for innovation and progress through the establishment of a state-of-the-art Polytechnic University. ● Challenge <ul style="list-style-type: none"> ○ Taiz lacks a dedicated institution focused on equipping its residents with the technical and vocational skills needed to thrive in the modern economy. ● Solution <ul style="list-style-type: none"> ○ A Polytech University, driven by either the government or the private sector, will revolutionize Taiz’s future by: ○ Creating High-Demand Jobs: Offer programs in engineering, technology, AI, data analysis, and business, empowering graduates with in-demand skills for high-paying careers. ○ Boosting Local Economy: Attract students from within Yemen and beyond, stimulating spending on housing,
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	<p>Anam and Partners Group), and other trade houses that possess national capital capable of investing in all fields, and which are present in other Yemeni governorates, and these trade and industrial houses can represent the cornerstone of the development of the governorate. If an attractive and appropriate economic and investment environment is available.</p> <p>▶ Industrial renaissance requires the availability of skilled labor.</p>	<p>food, and services, while graduates contribute to local business and industry development.</p> <ul style="list-style-type: none">○ Building a Skilled Workforce: Bridge the gap between Taiz’s workforce needs and industry demands through practical training aligned with market requirements.○ Fueling Innovation: Foster a culture of research and development, leading to new technologies and solutions for local challenges, driving technological progress.○ Empowering Individuals: Equip youth and women with valuable skills and knowledge, offering greater career opportunities and improved social status.● Government vs. Private Sector <p>Both options come with advantages and challenges</p> <ul style="list-style-type: none">○ Government:<ul style="list-style-type: none">- Pros: Greater funding, commitment to public education, diverse programs.
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		<ul style="list-style-type: none">- Cons: Political interference, reliance on government budget, bureaucratic inefficiencies.● Private Sector<ul style="list-style-type: none">- Pros: Agility, responsiveness to market needs, focus on quality and student success.- Cons: Limited funding, cost-cutting measures affecting quality, profit-driven focus potentially overlooking community impact.○ The ideal scenario: a Public-Private Partnership leveraging the strengths of both models.● Sustainability and Expansion<ul style="list-style-type: none">○ Partnership with universities and international institutions: Enhance expertise, resources, and academic exchange opportunities.○ Sustainable funding model: Seek diverse funding sources beyond tuition, including grants, corporate partnerships, and alumni contributions.
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		<ul style="list-style-type: none">○ Community engagement: Collaborate with businesses, markets, and communities to ensure programs meet their needs and address local challenges.● Next Steps○ Conduct comprehensive feasibility studies.○ Develop a detailed curriculum and program offerings.○ Secure funding and establish partnerships.○ Construct and equip the university campus.○ Recruit qualified faculty and staff.○ Implement a rigorous admissions process.○ Launch the university and promote its offerings.-
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<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Transportation sector</p>	<p>➤ There are currently two airports in the governorate: the first is Taiz International Airport, which is closed to air traffic due to the current conditions of conflict and war, and the new Mokha Airport, which opened during the year 2023, which will represent basic outlets for the governorate to the outside world that contribute to the development of commercial and investment movement in the governorate.</p> <p>➤ In Taiz there is the commercial port of Mocha, which is one of the most essential and oldest Yemeni ports. It was the main port for exporting Yemeni coffee, which took its international name (mocha) from this port.</p>	<p>➤ Transforming Mokha Port and Airport</p> <ul style="list-style-type: none">● Vision: Revitalize Taiz’s historic position as a gateway to Yemen and beyond by transforming Mokha Port and Airport into modern, thriving hubs for trade and travel.● Challenge: Years of conflict have tarnished Taiz’s once-vibrant transportation infrastructure, limiting its economic potential and connectivity.● Solution: A comprehensive redevelopment plan will:● Unlock Job Creation: Generate thousands of jobs in construction, logistics, tourism, and related sectors, revitalizing Taiz’s economy.● Attract New Investments: Modernized facilities will entice local and regional businesses, particularly from northern governorates, fostering economic diversification.● Boost Trade and Connectivity: A revitalized port and airport will connect Taiz to global markets, facilitating ef-
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		<p>efficient movement of goods and people.</p> <ul style="list-style-type: none">● Fuel Local Development: Improved infrastructure will empower local businesses and industries, stimulating growth and prosperity.● Unleash Tourism Potential: Develop and promote Taiz’s unique tourism offerings, attracting visitors and generating new revenue streams for the governorate.● Project Components<ul style="list-style-type: none">● Seaport Redevelopment: Deepen the harbor, expand dock capacity, and implement modern cargo handling equipment.● Airport Modernization: Upgrade existing facilities, extend the runway, build a new passenger terminal, and install advanced navigation and security systems.● Enhanced Accessibility: Develop road and bridge infrastructure, public transportation networks, and dedicated logistics centers for efficient cargo movement.
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		<ul style="list-style-type: none">● Investing in Tourism: Revitalize existing attractions, create new tourism hot spots, and implement impactful marketing campaigns to showcase Taiz’s beauty and cultural richness.● Achieving Transformation● Public-Private Partnerships: Leverage combined expertise and resources to ensure long-term project sustainability.● Feasibility Studies: Conduct thorough market analyses and cost-benefit evaluations to demonstrate project viability.● Sustainable Funding: Secure diverse funding sources through government allocations, international grants, and private investment partnerships.● Community Engagement: Actively involve local communities in planning, development, and benefits distribution.● Environmental Responsibility: Implement rigorous environmental measures to minimize project impact and ensure compliance with international standards.
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Appendices

- 1- Terms of Reference
- 2- Appendix 2: SWOT Analysis
- 3- Appendix 3: Verifying Workshop

The Studies & Economic Media Center is one of the most important Yemeni civil society organizations working in economic affairs, raising awareness of economic issues, promoting transparency, good governance, citizen engagement in decision - making, and creating professional media.



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