



Annual Impact Report **From Vision to Action: Our Year of Youth Empowerment**

JULY 2024 – JULY 2025



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Acknowledgements

We are grateful to **Chevening, the University of South Wales, the British Council, Wales Cymru, the Study in Wales, the Study UK , and the Global Wales team**. Their generosity, support, and dedication to international education and leadership have enabled us to bring the Yemen Chevening Hub to life.

Their investment in human capital, international cooperation, and providing life-changing networks, events, and academic spaces has allowed us to expand the reach of our work, elevate the platform for youth engagement, and create a sustainable ecosystem for nurturing future leaders in Yemen and beyond

Their faith in the power of young people is igniting a ripple of progress, justice, and opportunity for communities in Yemen and everywhere.



Introduction

Where Education Meets Opportunity



Anwar Alfutaih

YCH Founder
Chevening Alumnus 2024
Education & Learning Officer



Through my work with young people across Yemen and the MENA region during the last 15 years I have learned education alone does not overcome major challenges.. Despite their degrees and strong potential, many youth face real barriers to turning knowledge into opportunity.

In this report, my team and I highlight our response to that challenge, which began in July 2024 with the launch of MASAR – which means “path” in Arabic ; one of the flagship programs of the Yemen Chevening Hub. While MASAR primarily focuses on empowering Yemeni youth, our support has extended beyond borders – reaching young people across the region, particularly in conflict-affected and post-conflict areas.

MASAR was developed to support our core causes of capacity building and community development by equipping young people with the practical skills, personalised guidance, and continuous learning they need to grow professionally, pursue academic goals, and lead change within their communities.

As the founder of the Yemen Chevening Hub, I believe that our vision and mission would not have been possible without Chevening, University of South Wales, British Council, Wales Cymru, and Global Wales team who believed in investing in leadership through education and this belief continues to motivate us to pursue success both as individuals and as proactive leaders who give back.



Youth in Yemen: A Critical Opportunity

According to UNFPA Yemen (2024) data reveals that Yemen's population includes nearly 30% individuals who fall within the 15 to 29 age range creating a substantial youth bulge. With Yemen's current estimated population at 41.8 million, the young population would translate to approximately 12.5 million. However, following years of conflict, especially since its escalation in 2015, coupled with decades of political and economic instability, Yemen's youth have increasingly become vulnerable and their potential unrealized and limited for key contributions to peacebuilding, development, and local decision-making because of the collapse in the education system, rampant unemployment and general lack of structure and support in their lives.

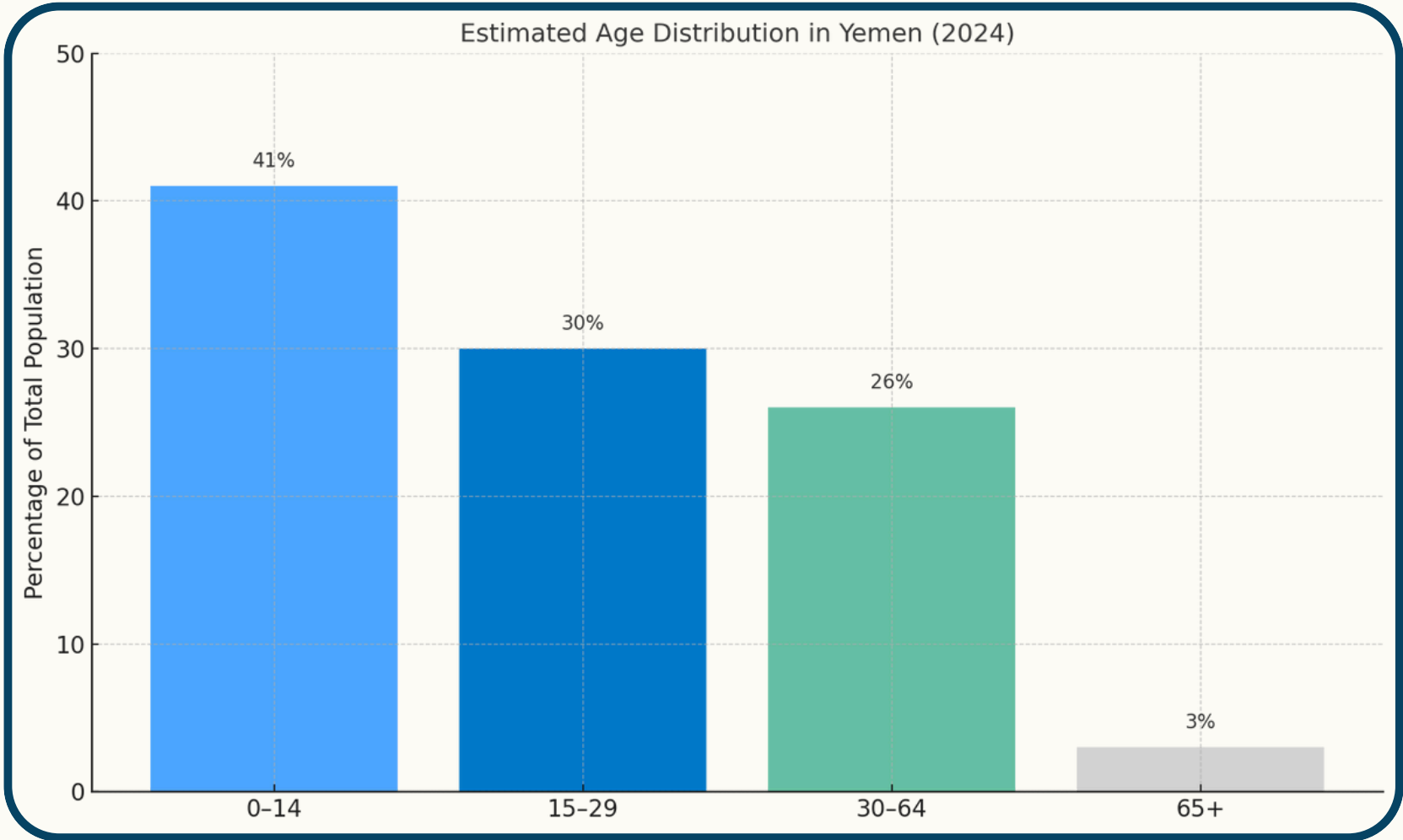
If this potential is not strategically and sustainably invested in, the demographic dividend could become a **long-term liability**.

41.8 million

Yemen's Estimated Total Population (2024)



Youth aged 15-29 make up almost 30% of Yemen's population



Source: UNFPA Yemen, 2024 – Estimated population distribution based on available demographic data.
<https://www.unfpa.org/data/world-population/YE>

MASAR Program

MASAR: Our Response to the Challenge

In response, the Yemen Chevening Hub (YCH) launched MASAR – meaning “Path” in Arabic – a remote, inclusive development program created to equip young Yemenis with the practical skills, mentorship, and academic guidance they need to thrive in today’s world. While MASAR primarily focuses on empowering Yemeni youth, its reach extends beyond borders—supporting changemakers from conflict-affected areas across the region.

Building Pathways: The Core Projects of MASAR

MASAR is built on three interconnected projects:



MASAR Internship – structured, hands-on training that provides youth with real-world work experience, professional skills, and mentorship in a remote, flexible format.



MASAR Knowledge-Sharing Sessions – open-access learning opportunities delivered by experts and professionals, offering insights into workplace skills, leadership, digital literacy, and personal growth.



Chevening Guidance Project – personalised support for aspiring Chevening applicants, including mentorship, application reviews, mock interviews, and tailored advice from scholars and alumni.

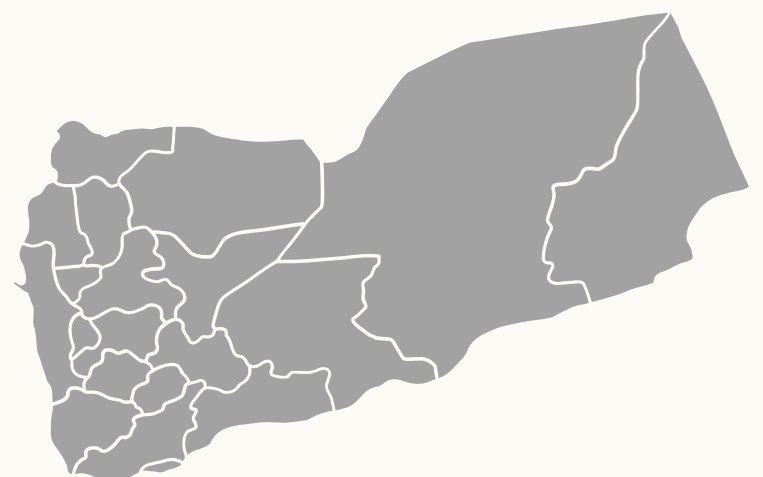
MASAR’s Remote Implementation Approach

MASAR reaches young Yemeni populations through a fully remote delivery model which transcends issues of insecurity and regional separation. Our online model empowers us to open doors for youth **across 22 governorates** at the same time, including in isolated, hard-to-reach, and conflict-affected areas. Through a digital format, we ensure that participation is as broad, flexible, and inclusive as possible, regardless of location, gender, or mobility. The online format also enables efficient coordination with experts and mentors around the world to provide high-quality training and support, minimizing operational costs and logistical barriers.

Collectively, these initiatives create a holistic ecosystem for Yemeni youth to develop professionally, engage in life-long learning, and pursue higher education – gaining confidence, expanding their networks, and taking that next step.



22
Governorates



MASAR: Risks and Challenges

Adaptive Responses in a Fragile Context

Throughout the implementation of the Massar programme, the team encountered several challenges that impacted planning, delivery, and participant engagement. These risks reflect both the complex context in which the programme operates and the realities of running a volunteer-led initiative in a fragile environment like Yemen.

Challenge	How We Responded
<div></div> <div>Political and Security Instability Ongoing conflict and instability in Yemen significantly affected the participation and continuity of both applicants and mentors. In some cases, security concerns prevented access to reliable communication tools or disrupted planned activities.</div>	<div></div> <div>Adopted a fully remote delivery model; used flexible scheduling and asynchronous communication.</div>
<div></div> <div>Limited Internet Access and Power Outages Frequent power cuts and weak internet connections posed major barriers to applicants' ability to attend live sessions or complete mentorship follow-ups. This was especially challenging for participants living in conflict-affected or rural areas.</div>	<div></div> <div>Shared recordings, extended deadlines, provided offline materials, and used low-bandwidth tools (e.g. WhatsApp, Telegram).</div>
<div></div> <div>Volunteer Fatigue and Capacity Constraints As the programme was entirely volunteer-led, team members often managed multiple responsibilities, resulting in burnout and reduced availability during peak periods. Maintaining momentum while avoiding overburdening the team remained a constant concern.</div>	<div></div> <div>Introduced flexible task rotations, prioritised internal well-being, and scaled engagement based on capacity.</div>
<div></div> <div>Mental and Emotional Pressure on Applicants The competitive nature of the Chevening Scholarship process, combined with personal and national challenges, placed emotional strain on many applicants. Providing ongoing encouragement and psychological support became a key component of the team's role.</div>	<div></div> <div>Integrated encouragement messages, check-ins, and peer support circles; emphasised growth over perfection.</div>
<div></div> <div>Language Barriers and Limited Arabic Resources Many applicants faced difficulties understanding key concepts and instructions in English. The team had to invest additional time translating materials and simplifying processes to ensure clarity and accessibility.</div>	<div></div> <div>Translated key materials into Arabic, simplified instructions, and offered bilingual guidance when possible.</div>
<div></div> <div>Lack of Financial and Technical Resources Without dedicated funding, the programme operated with limited tools, platforms, and administrative support. This affected the ability to track engagement metrics, document progress, and scale outreach activities efficiently.</div>	<div></div> <div>Used free/low-cost tools (Google Workspace, Canva, Telegram), focused on lean delivery, and prioritised impact over scale.</div>

Why MASAR?

Importance for Yemeni Youth

MASAR responds to a critical need: many Yemeni youth hold degrees but lack the practical skills, networks, and confidence to turn knowledge into opportunity.

The programme bridges that gap by:

- **Offering flexible learning paths** – including real-world internships, open-access development sessions, and personalised mentorship.
- **Building employability** through hands-on experience in fields like project management, communications, HR, and digital media.
- **Developing soft skills and confidence**, preparing youth for real professional environments.
- **Connecting participants with mentors and peers**, fostering long-term growth and collaboration.
- **Supporting academic and career progression** through guidance on scholarships, leadership, and internship opportunities.

MASAR empowers youth not just to dream – but to act, lead, and thrive.

Importance for Stakeholders & Partners

MASAR is a strategic investment in Yemen's human capital. It delivers value for organisations, funders, and institutions by:

- **Developing a future-ready workforce:** Combining hands-on training and continuous learning to align with the evolving job market.
- **Strengthening youth leadership:**
Embedding mentorship and self-directed learning to cultivate proactive, capable young professionals.
- **Supporting sustainable development goals (SDGs):**
Contributing to economic resilience, education, and decent work through scalable, accessible programming.
- **Promoting cross-sector collaboration:**
Bridging academia, industry, and civil society to provide diverse learning opportunities at different levels of commitment.
- **Extending the global Chevening impact:**
By preparing future leaders through practical training and knowledge-sharing, MASAR supports the Chevening mission beyond the scholarship itself

MASAR

Internship Program

Project 01

From Learning to Doing

Degrees are no longer sufficient in today's dynamic professional landscape. What matters more and more is practical experience, professional skills and in-depth industry exposure. That is why we have designed the MASAR Internship Program; a structured, remote internship opportunity with real-world projects and access to expert mentorship that provides Yemeni youth with the necessary hands-on experience and career-ready skills they need to succeed.

By working on actual projects, receiving curated guidance, and engaging directly with industry professionals, MASAR interns will gain more than knowledge. They will put what they have learned into practice, solve real problems, and become confident, skilled professionals.

MASAR

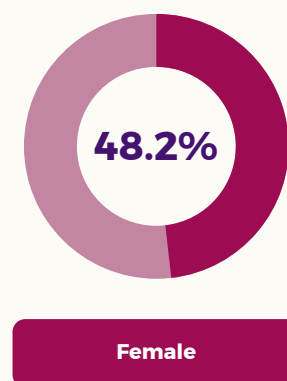
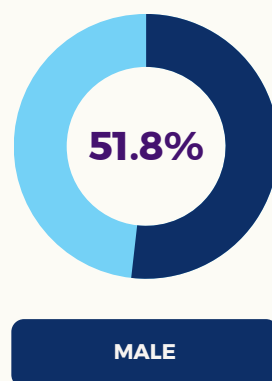
Internship Program

Project 01

Who Applied – What We Learned

In the first application cycle of the MASAR Internship Programme (Feb 2025), we received a total of 758 applications from youth across all 22 Yemeni governorates. The applicant pool was nearly gender-balanced (51.8% male, 48.2% female) and reflected a strong interest in developing practical experience, particularly in project management and human resources.

The following snapshot highlights key insights from applicants and provides a baseline for continuous learning and programme refinement:



Key Insights from Applicants

Top Motivations:

- Gaining practical experience
- Enhancing career prospects
- Preparing for Chevening Scholarship applications
- Expanding professional networks

Challenges Faced:

- Time management alongside work or study
- Internet connectivity issues
- Need for structured training schedules

Top Training Fields in Demand:

- Project Management (Project Coordinator Role)
- Human Resources (HR)

Common Applicant Backgrounds:

- Project Management
- Administration
- Human Resources
- Communication & Media



MASAR

Internship Program

Project 01

PROGRAM OBJECTIVES

The MASAR Internship Program aims to:

- Provide Practical Experience – Equip participants with hands-on skills through real-world projects and assignments.
- Enhance Employability – Develop workplace competencies essential for career growth.
- Foster Professional Networks – Connect participants with mentors, experts, and industry professionals.
- Support Career Progression – Prepare interns for job opportunities, higher education, and leadership roles.
- Strengthen Leadership & Innovation – Develop problem-solving, teamwork, and decision-making capabilities.

TARGET AUDIENCE

The program is open to:

- Yemeni youth and university graduates seeking hands-on training.
- Individuals looking to enhance their employability and develop workplace-ready skills.
- Youth interested in Chevening and other scholarship programs who need practical experience to strengthen their applications.

EXPECTED OUTCOMES

Upon completion of the MASAR Internship Program, participants will:

- Gain practical work experience that enhances their employability.
- Develop industry-relevant skills that align with professional career paths.
- Build a strong professional network with mentors, experts, and fellow interns.
- Improve their job readiness, including CV writing, professional branding, and interview skills.
- Be better positioned for career opportunities, internships, and scholarships.



MASAR

Internship Program

Project 01

PROGRAM STRUCTURE

Duration & Mode of Training

- The internship lasts between 6 to 12 months, depending on the selected track.
- Conducted remotely, ensuring accessibility for participants across Yemen.

FUTURE PLANS & EXPANSION

To maximize impact, MASAR aims to:

- Expand internship tracks to include new fields based on market demand.
- Enhance mentorship programs by integrating more industry experts.
- Develop learning resources to support ongoing training.
- Strengthen partnerships with organizations to facilitate job placements.

MASAR

Internship Program

Project 01



MASAR Training Components



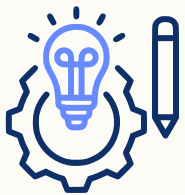
1. Foundational Skills Development

- Workplace Readiness & Professionalism – Understanding workplace ethics, time management, and effective communication.
- Digital Literacy & Remote Work Skills – Training on digital tools, virtual collaboration, and cybersecurity awareness.
- Soft Skills Enhancement – Leadership, teamwork, problem-solving, and adaptability.



2. Specialized Technical Training

- Project Management Essentials – Planning, execution, risk assessment, and impact measurement.
- Human Resources & Talent Development – Recruitment, employee engagement, and HR policies.
- Administrative & Office Management – Workflow optimization, documentation, and business communication.
- Communications & Digital Media – Content creation, branding, public relations, and social media strategy.



3. Practical Experience & Hands-On Learning

- Real-World Assignments & Case Studies – Participants work on simulated or real projects relevant to their field.
- Collaborative Teamwork & Problem-Solving Challenges – Group-based activities that mirror workplace scenarios.
- Internship & Project-Based Training – Direct application of skills in live projects within YCH or partner organizations.



4. Mentorship & Career Coaching

- One-on-One Mentorship – Guidance from industry professionals and Chevening alumni.
- Career Planning & Resume Building – Crafting impactful CVs, LinkedIn optimization, and job application strategies.
- Mock Interviews & Professional Branding – Preparing participants for real job interviews and networking opportunities.

MASAR Training Components



5. Leadership & Social Impact Training

- Effective Leadership & Decision-Making – Cultivating leadership qualities for workplace and community engagement.
- Community Development & Social Entrepreneurship – Encouraging innovation and problem-solving for social good.
- Cross-Cultural Communication & Global Readiness – Preparing youth for international collaboration and opportunities.



6. Continuous Learning & Alumni Engagement

- Access to Learning Resources & Recorded Sessions – Enabling participants to revisit content anytime.
- Networking & Alumni Community Support – Building long-term professional relationships and peer learning opportunities.
- Post-Training Opportunities – Recommendations for internships, scholarships, and advanced training.

Inside MASAR: Intern Voices That Inspire



Tariq Mufaah
Sanaa, Yemen



During my internship at Yemen Chevening Hub; I have taken an important step forward in my journey towards professional and personal growth. The Hub has not only introduced me to the world of international scholarships and global education but has also offered a dynamic environment where I could actively engage with inspiring individuals and learn from alumni of renowned international programmes.

Through my work as a communications coordinator, I gained practical experience by implementing awareness campaigns and producing content that supported the vision of nurturing knowledgeable youth and an informed society.

Equally, the Hub's solid reputation has boosted my professional image and connected me to active networks of changemakers both locally in Yemen and around the world. In all, this internship is a milestone experience that is re-shaping my perspective of the future.

Being a member of Yemen Chevening Hub has been a privilege and a great experience that I am truly grateful for; Since starting my internship I have learned many things through sessions and discussions as well as work experiences which have expanded my knowledge about various professional fields and today's dynamic workplace requirements.

I have been able to have a better understanding of the skills and qualities that one needs to keep up with and succeed, with a great focus on flexibility, communication skills, and continuous growth. I also must say that the sessions with professionals and mentors from various fields were the most influential. They have been able to provide me with a different point of view on issues, as well as allowed me to think deeper and broader about my ambitions and future path.

In addition to that, this whole experience has made me more confident in my own self and has encouraged me to be more active and make the most of every opportunity that may come my way. I look forward to putting all this knowledge into practice and learning more and growing every day.



Mariam Al Qubati
Taiz, Yemen



MASAR

**Chevening
Guidance Project**
Project 02

Opening Doors to Chevening

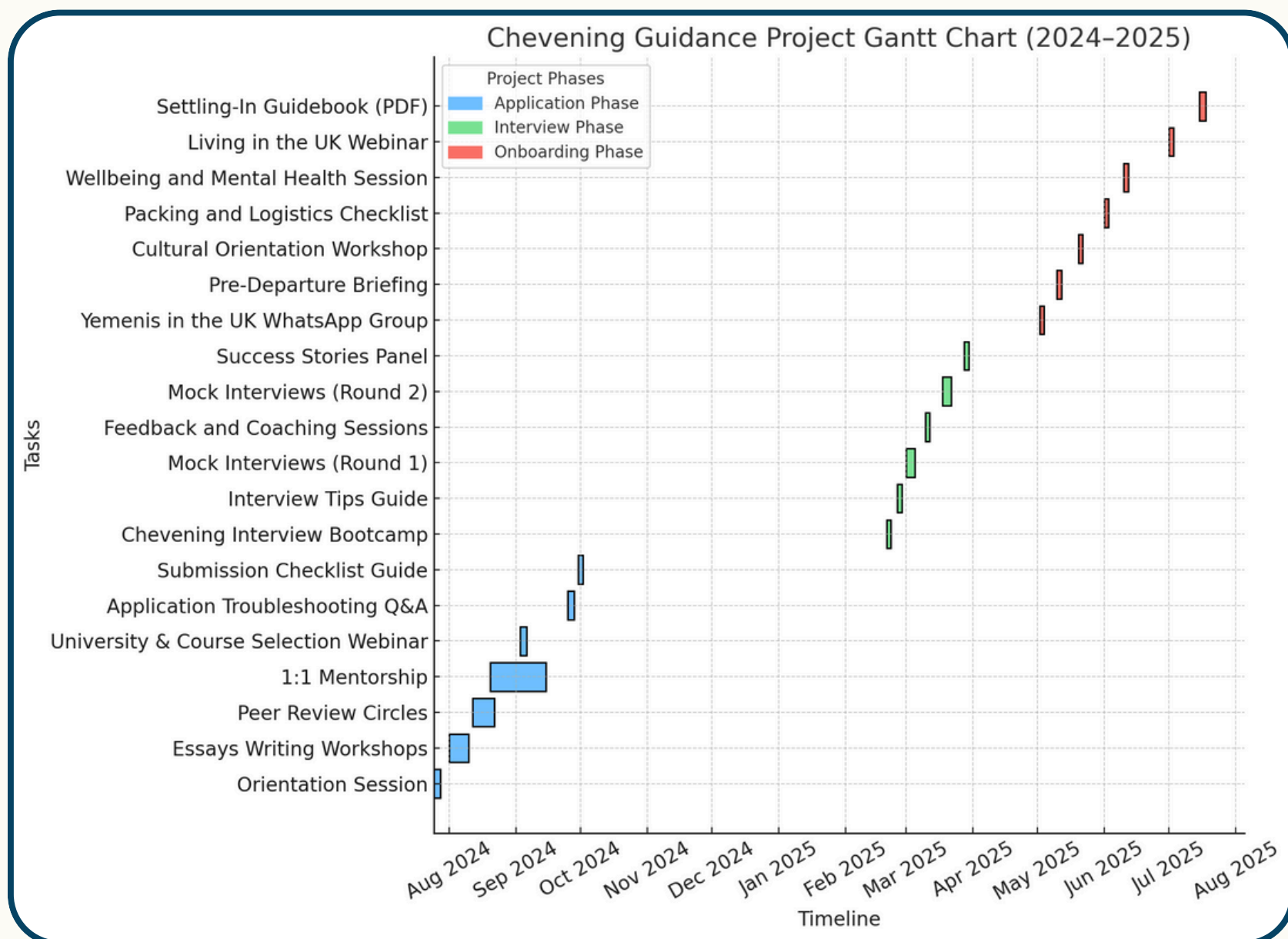
Unclear and accessible information about international scholarships, particularly regarding Chevening remains a significant challenge for Yemeni candidates with potential. They find it hard to get through the maze of stages, articulate their ambitions and face interviews with confidence.

That is why MASAR initiated the Chevening Guidance Project, CGP – a 1-year-long mentorship journey that provides one-on-one mentoring, essay support and feedback as well as mock interviews with feedback from Chevening scholars and alumni. Open to all dedicated applicants, the project makes sure no one is left behind, and Yemenis can stand out and be heard in the global Chevening community.

From Aspiration to Acceptance

Chevening Guidance Project (2024–2025) Timeline

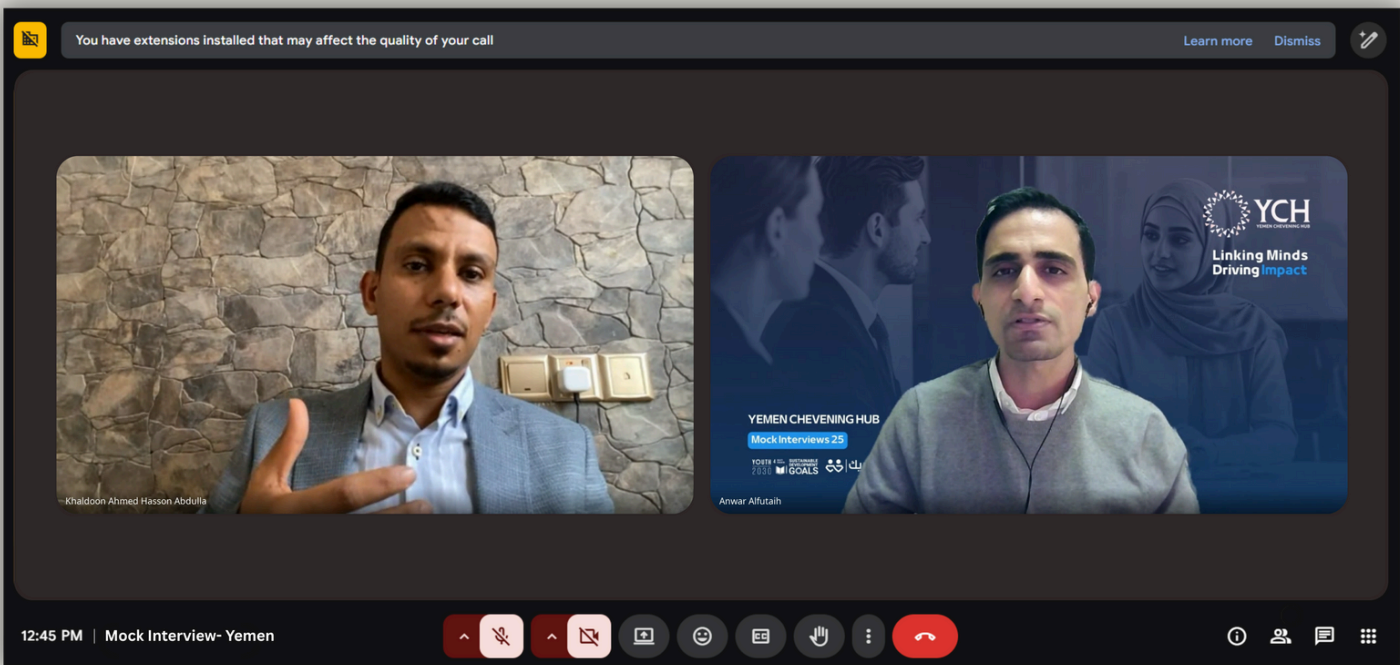
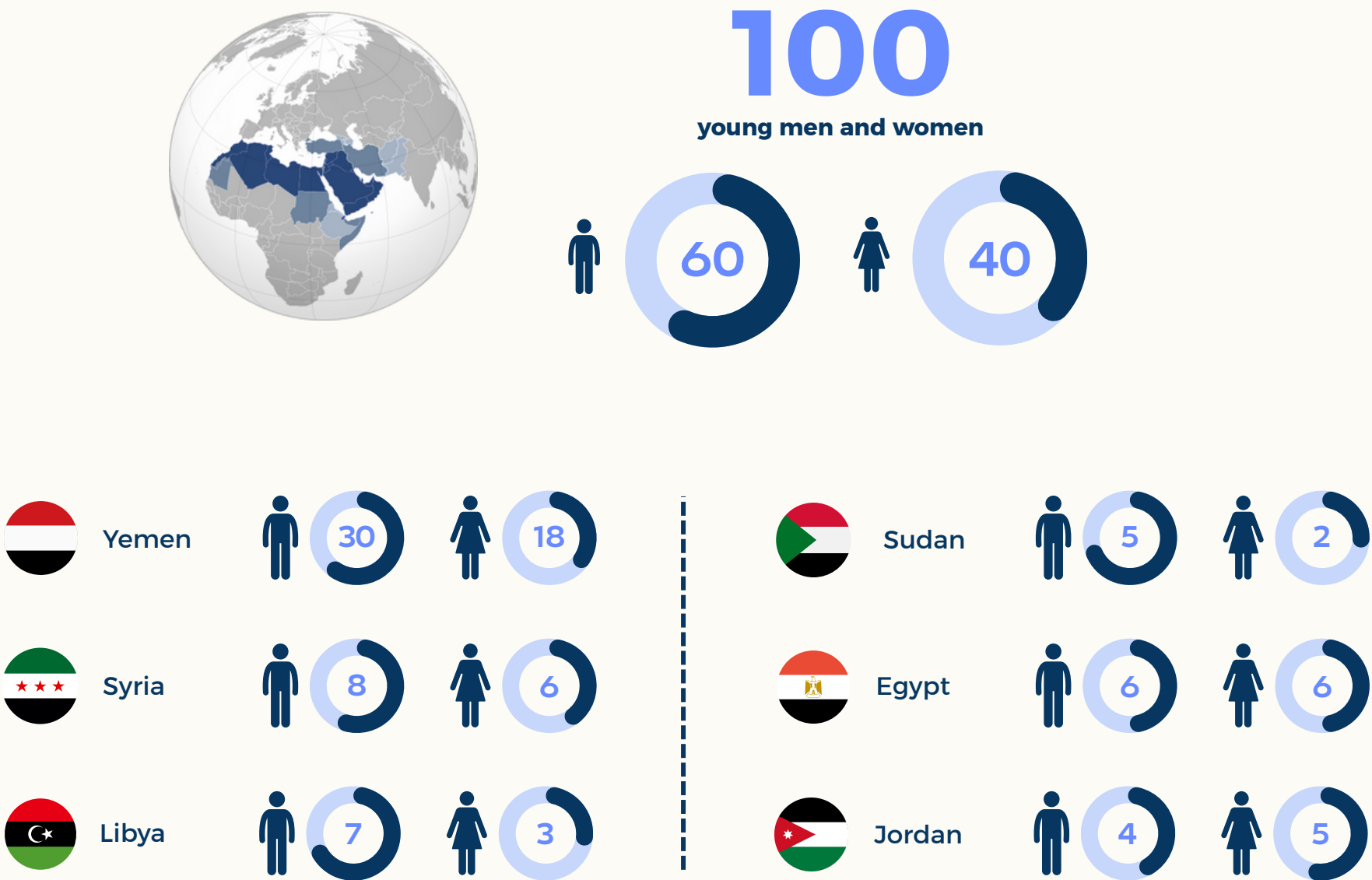
The Gantt chart below shows the timeline of the Chevening Guidance Project, Round 1 (2024–2025), which was broken into three phases: Application, Interview, and Onboarding. Within each phase, the project activities were further arranged to include one-on-one assistance as well as group-based sessions (either peer-to-peer or expert-led) for Chevening applicants at each stage of their application journey. This included from the early orientation and writing workshops to the last-minute interview preparation, followed by a series of pre-departure and on-arrival activities.



From Aspiration to Acceptance

Empowering Yemen and MENA Scholars

Since August 2024, the Yemen Chevening Hub has supported **100 young men and women from across the Middle East and North Africa (MENA)**; particularly those from conflict-affected and post-conflict areas—on their journey to securing the prestigious Chevening Scholarship.



Mock Interview with Khaldoon Ahmed Hasson Abdulla — A 2025 Chevening Scholar from Yemen Who Secured the Award with Support from the Yemen Chevening Hub
Conducted on Monday, 5 February 2025 via Google Meet

Support Activities Provided

The MASAR Chevening Guidance Project offered a comprehensive, step-by-step support system that included:



Guidance sessions

We hosted interactive sessions to walk applicants through the Chevening process, clarify selection criteria, and answer their questions—ensuring they started their journey with clarity and confidence.



Mock Interviews

Candidates participated in simulated interviews that reflected Chevening standards, helping them practice responses, receive feedback, and build confidence for the real interview experience.

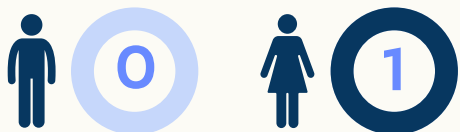
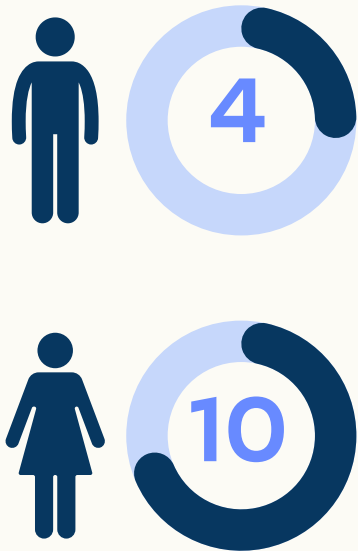


Individual follow-up

Each applicant received tailored support, including personal statement reviews and 1:1 mentoring—ensuring their applications were polished, persuasive, and aligned with Chevening values.

Final Chevening Awardees 2025-2026

Several of the applicants we supported through the MASAR Chevening Guidance Project have successfully secured the Chevening Scholarship. From initial sessions to final interviews, we stood beside them every step of the way. These awardees are now preparing to begin their studies in the UK—carrying with them the hopes of their communities and the spirit of resilience that defines our region.



Voices of Impact: What the Awardees Say



Khaldoon Hasson Abdulla

Chevening Scholar 2025

Aden, Yemen

The practice interview with MASAR was a revelation for me. It provided the confidence, focus, and structure to enter the real Chevening interview with intention and clarity of thought. The feedback was pragmatic and customised – I entered my actual interview feeling completely ready

The mentorship I received through MASAR gave me direction, but the mock interview became the real turning point. It pushed me to my limits, exposed my weak areas, and helped me craft precise and structured answers. For the real Chevening interview, I knew what to expect - and I was a walking confidence.



Alaa Shewi

Chevening Scholar 2025

Cairo, Egypt



Maryam Al-Ojel

Chevening Scholar 2025

Sanaa, Yemen

What I valued most about MASAR was that it made the process feel like it was just for me. The mentoring provided clarity and focus, but I think I benefited the most from the mock interview. It was much more than just a rehearsal for me—it was a chance to address my insecurities, practice and refine my sound, and gain genuine confidence. When it was finally time for my interview, I went in prepared, calm, and proud of my story

The mentorship I received through MASAR was beyond what I expected. It was not just helpful tips and a deadline. It was about being seen, guided, and cheered on every step of the way. From proofreading essays to helping me find my personal voice, the mentors provided the push I needed to truly see myself as a contender. The mock interview was the icing on the cake – it allowed me to put all the pieces together and go into the real interview with clarity and composure



Amr

Chevening Scholar 2025

Sanaa, Yemen

MASAR

Knowledge-Sharing
Project 03

Empower. Engage. Elevate.

The lack of professional development opportunities represents a major problem for Yemen's young workforce. MASAR addressed this gap by organizing open-access sessions that include expert lectures, interactive discussions and practical advice. The on-demand, inclusive sessions provide space for all interested and motivated young people to learn and keep on learning – whenever and wherever they are.

MASAR

Knowledge-Sharing Project 03

What Are the MASAR Knowledge-Sharing Sessions?

MASAR Knowledge-Sharing Sessions are live, interactive discussions and expert-led talks designed to provide:



Career-Boosting Insights

Learn from professionals about job applications, interviews, and workplace success.



Skill Development

Gain knowledge in project management, leadership, digital literacy, and communication.



Networking Opportunities

Connect with industry experts, mentors, and fellow young professionals.



Flexible Learning

No long-term commitments—join sessions that match your interests and schedule

Who Can Join?

- University students and recent graduates looking to build career skills.
- Young professionals seeking personal and professional growth.
- Job seekers who need guidance on employability, CV building, and networking.
- Anyone eager to learn, engage, and grow professionally!

MASAR

Knowledge-Sharing

Project 03

What Will Youth Learn?



Career Readiness:

CV writing, job searching, and interview techniques.



Professional Development

Workplace communication, leadership, and teamwork.



Industry-Specific Knowledge

Project management, HR, administration, and digital media.



Personal Growth & Well-being

Confidence building, public speaking, self-motivation, and mental health awareness.

No restrictions, no barriers; just knowledge, growth, and opportunities! Whether you're preparing for your first job, looking to upskill, or just eager to learn something new, MASAR Knowledge-Sharing Sessions are your gateway to continuous professional development.

MASAR

Knowledge-Sharing Sessions

Project 02

Pilot Launch Plan: Strategic Implementation (2026)

While the MASAR Knowledge-Sharing Sessions have not officially launched yet, we are now preparing for a fully online pilot phase designed to provide accessible, flexible, and high-impact learning opportunities for Yemeni youth – regardless of their location or resources.

Phase	Timeline	Strategic Activities	Key Deliverables & Targets
Phase 1: Programme Design & Preparation	August – December 2025	<ul style="list-style-type: none">- Identify priority learning themes- Confirm pool of 30+ expert speakers- Design outreach and engagement strategy- Establish branding and delivery tools	<ul style="list-style-type: none">- Speaker roster finalised- Session calendar prepared- Platforms configured (Zoom, branding, outreach tools)
Phase 2: Programme Delivery (Pilot Rollout)	January – September 2026	<ul style="list-style-type: none">- Conduct 3 live online sessions per month (total of 27 sessions)- Moderate interactive discussions- Deliver post-session resources- Engage through follow-up content	<ul style="list-style-type: none">- Reach 1,500+ youth participants- Ensure gender and regional inclusion- Cover key learning tracks: digital skills, leadership, employability, and personal growth
Phase 3: Monitoring, Feedback, and Evaluation	Ongoing (Jan–Sept)Final Evaluation: October 2026	<ul style="list-style-type: none">- Monitor attendance, retention, and engagement metrics- Collect structured participant feedback after each session- Conduct final evaluation and produce learning report	<ul style="list-style-type: none">- Maintain ≥75% feedback response rate- Publish end-of-cycle evaluation report- Present sustainability and scaling recommendations

Call to Action: Join Us in Shaping Yemen's Future

We believe that when youth are equipped with the right tools, opportunities, and guidance — they don't just succeed, they lead.

The Yemen Chevening Hub is more than a network; it is a growing movement of scholars, professionals, and changemakers committed to building a stronger, more resilient Yemen. Through initiatives like MASAR, we are preparing the next generation to meet today's challenges and seize tomorrow's opportunities.

But we can't do it alone.



To Partners and Funders:

Support our mission to expand digital learning, mentorship, and leadership development across Yemen. Your investment contributes directly to shaping a future-ready, empowered workforce.



To Institutions and Experts:

Collaborate with us as speakers, mentors, or advisors. Your experience can guide hundreds of young people as they navigate academic, professional, and civic leadership pathways.



To Youth Across Yemen:

This is your moment. Engage, grow, and lead. Take advantage of every opportunity the Yemen Chevening Hub offers — from mentorship and knowledge-sharing to training and international networks.



Yemen Chevening Hub

Linking Minds Driving Impact

cheveningyemen.org

