

Four Years in **YEMEN**

Dec 2022



Empowering marginalized micro-entrepreneurs to build a better future for themselves, their family and their community.

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About Peace Through Prosperity

We are self-funded innovation lab for low cost, immediate impact social transformation programmers. Once validated our programmers are open sourced for others to leverage (for free) in alleviating poverty and improving livelihood security. We have been creating positive impact since 2010.

Our Mission

Our mission, is to transformation society.

We improve the environment for peace building within marginalized and conflict affected communities by nurturing prosperity and alleviating poverty.

As agents of change

We want to seed and nurture an agile mindset in people en mass

So that society gets better at responding to complexity and change

We empower marginalized micro-entrepreneurs to become better owner-managers of their small business, so that they can build a better future for themselves, their family and their community.

Our Approach

Our approach is rooted in systems thinking and spiral dynamics. We take what we know and continue to learn about transforming complex systems (i.e. large enterprises) and cross pollinate it to transforming super complex systems (i.e. society).

Our programmes leverage design thinking, core principles and values of agility to enable micro entrepreneurs to create value and solve problems, in their micro enterprise, home and/or community.

This in our opinion equips them to better respond to change and complexity at multiple levels, an urgent need in current times. We believe and live [open source principles](#), and our programs have been, are and shall remain free of cost at the point of delivery.

Our story in Yemen

We engage in each community with a view to enable, empower and facilitate a local chapter to take flight and with that allow us to move on to the next community in need with our limited resources.

Back story to the Yemen story

With longevity and sustainability in mind we designed an experiment a while back.

It goes like this:

1. If we partner with motivated individuals who share our values and principles (from marginalized communities)
2. Then train, coach, facilitate and fund them to own and deliver the mini-MBA program
3. If the team proves it self at creating value, we facilitate the team to organize itself into a local Peace Through Prosperity 'Chapter'.
4. If the team continues to creating value and proves to be self organizing, we facilitate the Chapter to be establish as a registered not-for-profit organization. And with that become eligible for funding from sources other than peace Through Prosperity.
5. Then we coach and mentor the team to apply for and obtain grants from donor organizations. And with that c m g c i and we can then divert attention and resources towards another marginalized community in need.
6. Should we succeed, tens of thousands others would too. c m

Now the Yemen Story

In winter 2018 we got the opportunity to put our hypothesis in play in Yemen, we met Yusra Al Shahari and Hilmi Ghalib¹, both located in Sanaa, Yemen. Both socially conscious and responsible entrepreneurs.

In summer 2019 we launched our experiments, in tandem with Yusra, Sara and Maram (we got ourselves a team!) as well as with [Yodet](#).

With Yusra, Sara, Maram, Jadwa we established Peace Through Prosperity's Yemen Chapter towards the end of 2019. Reflecting back, over the last three years, PTP's Sanaa Chapter has...



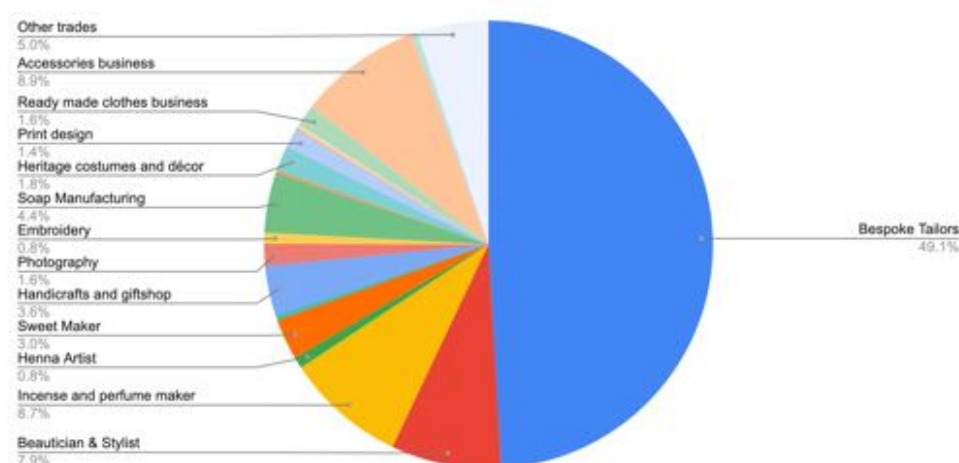
¹ Thank you Matthew Stafford and 9Others for connecting us to Yusra and Professor Walid AL-SAQAF from Södertörn University for connecting us to Hilmi.

- Trained and coached 500+² micro entrepreneurs to be better owner managers of their business.
- Delivered the mini-MBA program in 9 cities of Yemen, and across conflict lines. (Sanaa, Aden, Hudeidah, Ibb, Taiz, Amrain, HAJAH, Saiuon and Dhamar).
- Trained and coached two cohorts of disabled micro-entrepreneurs (50 individuals)*
- Yemen Chapter matured into a Civil Society Organization in 2020; [Development Through Prosperity \(DTP\)](#).

What started as a group of volunteers in Sanaa is now a registered not-for-profit with substantial experience of building and scaling social development programs under its belt.

- With each year we improved our return on investment, bringing down the average spend per micro-entrepreneur from \$114.83 in 2019 to \$52.17 in 2021. We've learnt to do a lot more with less!

	Direct beneficiaries Number of entrepreneurs trained, coached and enabled	Indirect Beneficiaries	Cost per micro-entrepreneur
2019	103	762.2	\$114.83
2020	111	821.4	\$127.49
2021	269	1990.6	\$52.17
Total	483	3574.2	\$82.85*
* Average over three years and 2022 figures not included.			



Distribution across trades for all 483 participants

- 22 participants from our mini-MBA program have transformed their business from a side hustle from their home to a shop / market stalls.

² As of Jan 2022.

- 92 participants stopped their business altogether due to various reasons, including realization that their business was a loss leader and they were struggling to breakeven over an extended period of time.
- One of our participants Zakia Ali Hatem Al Rimi unfortunately died of Covid.

Further still, the team in Sanaa, namely Yusra, Sarah, Jadwa, Maram and Manar:

- Translated the mini-MBA curriculum in to Arabic, and shared it back and in doing so lived open source principles.
- Jump started and supported Egypt Chapter in 2021.

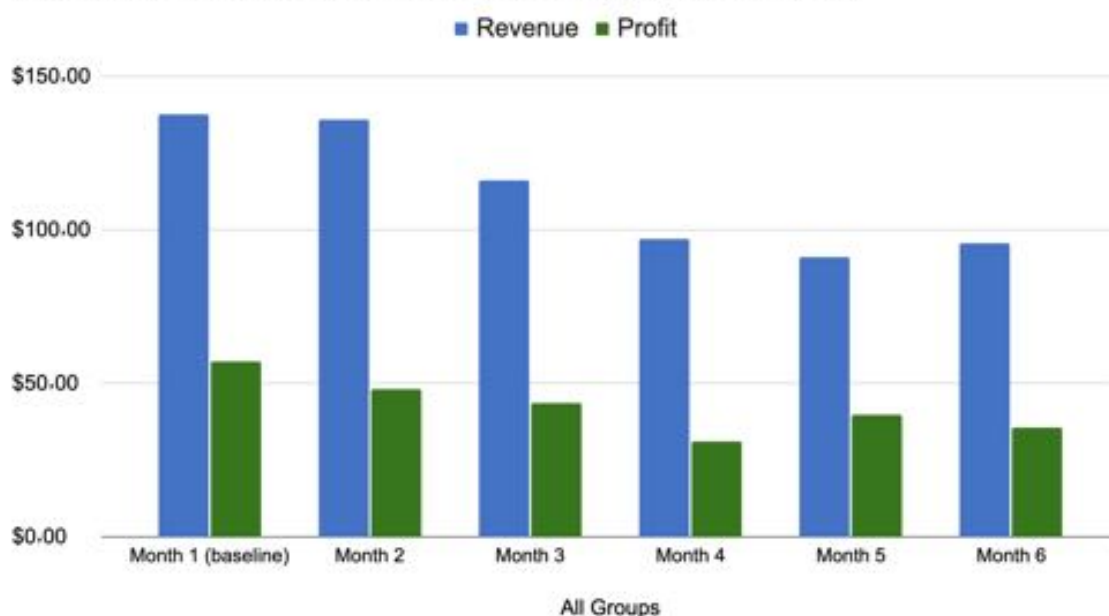
The impact

Revenue, profitability and growth metrics from Yemen, across the nine cities and towns we are engaged in has been a real mixed bag.

Across 483 participants over three years (2019 to 2021) average revenue dropped by -30% and average profitability by -37%. Keep in mind these entrepreneurs are living and working in a multilateral civil war since 2014.

However in Aden with one specific cohort we observed 599% growth in revenue and 1752% growth in profitability over 6 months. Similarly in Hudeidah we observed 439% growth in revenue and 835% growth in profitability, over 5 months³.

Average revenue and profitability growth for 483 micro-entrepreneurs



Through our monthly group coaching workshops we realized the mini-MBA in Yemen has proved to be more than a learning opportunity for our participants. Each cohort has become

³ You can have access to the financial data we have for our cohorts in Yemen, provided you agree to share your analysis with us and our Yemen Chapter.

an additional support group for its participants. These micro-communities are providing emotional and material support to one another through a civil war. And with that we are less fixated on financial growth and more focused on nurturing a community around our programmes and group coaching workshops.

Focus on four

We'd like for you to meet four of our participants from Sanaa, Yemen in this report:

Maryam Ahmad Saed Muhamad Alhitari

'I hand make designer handbags, I am proud of myself, am proud of my work, my products and thank ful to be able to mingle and network with people. We must all aspire to a better future and the mini-MBA is helping me do that.'

- Growth in Revenue* -24%⁴
- Growth in Profitability* -42%



Mona Yahia Zubarah

'I hand make accessories. Mini-MBA has helped me bring discipline to my business and given me self belief that nothing ventured means nothing gained.'

- Growth in Revenue* - 24%
- Growth in Profitability* -24%



Aseel Abdul-Ilah Awad Al-Hatami

'I have a sweets and ice cream shop in Sanaa. The monthly group coaching workshops have helped me keep focus and the support from other participants keeps my spirits high.'

- Growth in Revenue* - 2%
- Growth in Profitability* -39%



Ebtisam Mohammed Mohammed Al Erainy

'I own an antique and gift store in Sanaa, my business and life was hard due to Covid19. I found the mini-MBA and the group coaching workshops lifted my spirits and taught me how to do my business administration properly. I am better at problem solving now.'

- Growth in Revenue* - 500%
- Growth in Profitability* -199%⁵



⁴ * over a 6 month period

⁵ Dear reader, if you're curious, you can have access to the financial data we have for our cohorts in Yemen, provided you agree to share your analysis with us and our Yemen Chapter. If you're interested please reach out, we are keen to work with data scientists to help dig deeper into our participant data.

What's next for the Yemen Chapter

2023 is our timeline for the Yemen Chapter to take it's next step, that is financial independence from Peace Through Prosperity. By leveraging their capabilities, impact, case studies and experience to obtain deserved and earned grants from the local government and other funding bodies. The team has not been very successful at securing grants on their own in 2022, however have learned valuable lessons from our experiences in 2022, and plan to inspect and adapt based on those learnings.

And with that fulfilling our vision of mobilizing, enabling, empowering and nurturing local activists to organize themselves into an effective organization to sustainably bring about needed social transformation.

Which in turn allows us at Peace Through Prosperity to repeat the process in another city and/or country.

And with that we started experimenting in Cairo, Egypt from end 2021, that's obviously a separate story unfolding, to be shared another day. You can subscribe to our infrequent [newsletter here](#) to be kept posted on tales from Cairo.



