



SMEPS  
Portfolio  
2017 - 2020



---



**This portfolio highlights the main outcomes and briefing on the two programs for the years 2017 to 2020.**

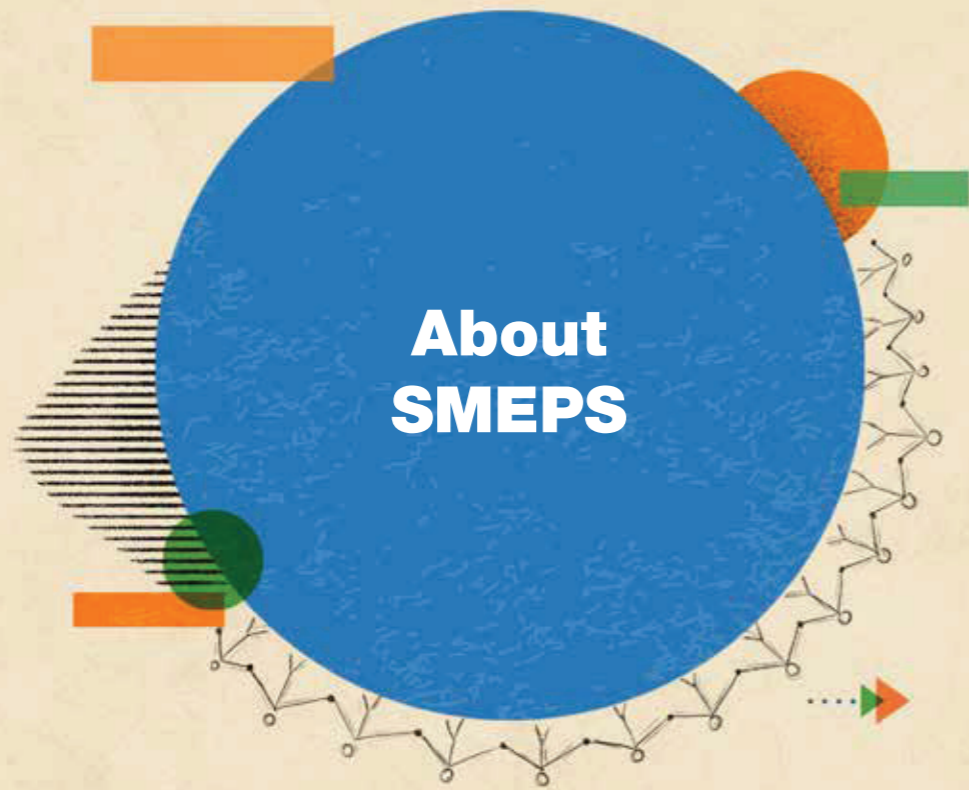
“

We thank God for this great achievement. This road was bumpy and we couldn't walk or drive in it, we were really struggling, not anymore though, the road has been fixed and now cars, and motorcycles can drive through it smoothly, it became a wonderful road.

**Mohammed Shawareb  
Bait – Mufareh Shibam**

**Emergency Livelihoods  
Support Project**





## About SMEPS

The Small and Micro Enterprise Promotion Services, (SMEPS), was established in 2005, as a subsidiary of the Social Fund for Development in Yemen (SFD). SMEPS supports private sector development and economic growth in Yemen under the three main mandates:

- 1) Entrepreneurship
- 2) Value Chain Development and
- 3) Business Development Services.

SMEPS exists to create more jobs, expand the reach to support more micro, small and medium enterprises (MSMEs), across the country in vital economic sectors and value chains. Since 2015, we have focused on bringing development back to the country by strengthening the linkages between development and emergency assistance and focusing on youth and women. We aim to achieve our goals by pursuing creative strategies for MSMEs to support diversity and growth through the market-oriented and systemic approaches.

In keeping with this approach, our interventions seek to build and facilitate the economic and technical capacities of market-driven private-sector parties including the MSMEs themselves. In conflict, bridging development and humanitarian projects together is the most useful and sustainable approach that Yemen needs. SMEPS is

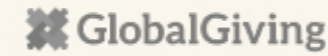
pushing for this nexus and it is promoting it with the local and international partners.

This portfolio highlights the main outcomes and briefing on the two programs for the years 2017 to 2020.

Our projects since 2017 have been divided into two main umbrellas:



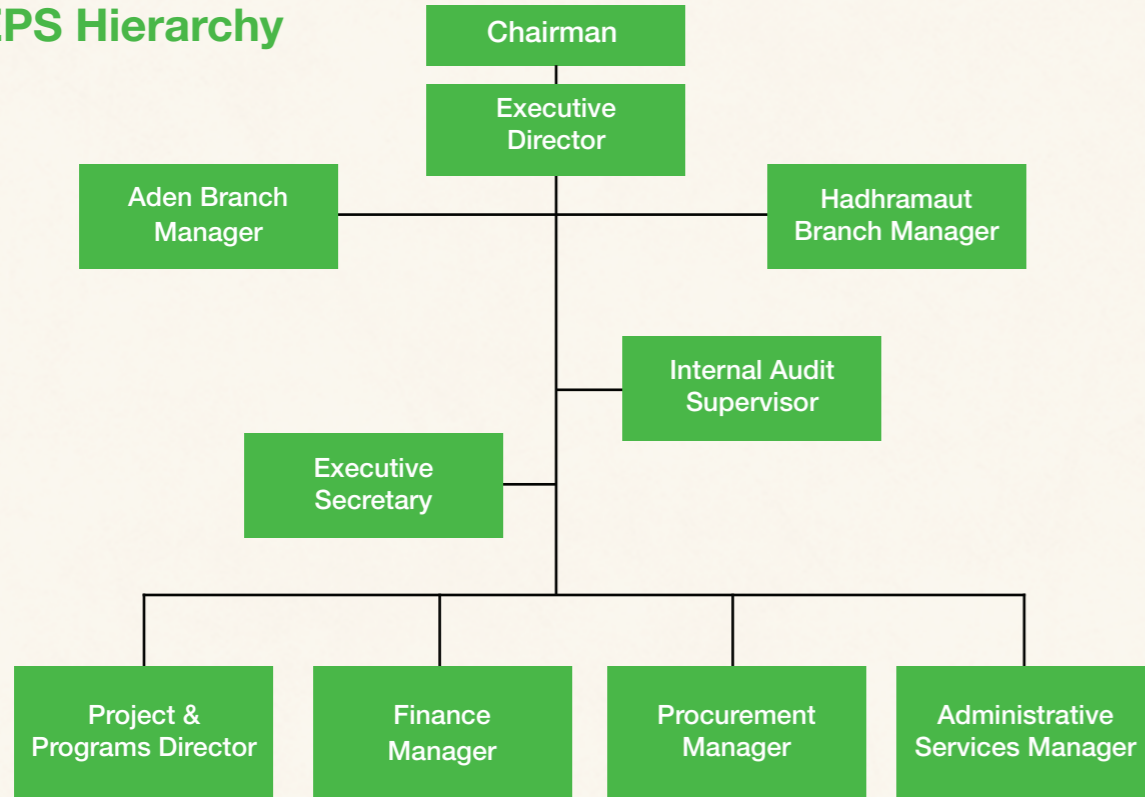
## Donors:



## Partners:



## SMEPS Hierarchy



## Our Internal Strengths

### Programs & Projects

- 24/7 on the ground presence.
- Proactive & dynamic teams.
- Creative Program & project ideas and design
- Constant Learning and Critical Approaches to Implementation

### Communications and Advocacy

- Critical and Creative minds.
- Pioneers in communication for development.
- Pioneers in Social Media Advocacy

### M&E

- Qualified & Creative team
- Advanced MEAL Approaches
- Highly developed & measured indicators including SDGs in food & health

### Finance

- Strong Financial Software allowing for custom Reporting Procedures
- Accredited Financial Controls
- Proper Annual Budgets and Plans
- Continuous Budget Reviews and Controls
- Highly Qualified Team

## IT Department

- Creative and Dynamic Team
- In-house Developed Real Time Data Management & Monitoring Apps
- Knowledge Exchange and Transfer to Other Country Partners on systems
- High Security Management Information System.

## Procurement

- Highly Skilled Team
- Constant Improvement of Procurement Systems – Electronic Consultancy & Company Registration.
- Transparency & Accountability.
- Constant Awareness & Capacity Support to stakeholders and partners on Procurement Guidelines and Policies.

## Internal Audit

- Quality Assurance & Risk Management
- Affirmative Remediation & Corrective plans to address potential Risks
- Supportive to Senior Management in Strategic Decision Making

## Donor Relations & Grants Management

- Timely and Innovative simple reports.
- Ambitious and diligent team
- Young, diverse & creative team

## GRM

- High level of Transparency & Accountability
- Zero tolerance to any misconduct.
- Timely response to complaints

## Partnerships

- Extensive Experience and Knowledge in Development
- Well informed on current developments in the industry
- Lead Fundraiser
- Creating and maintaining healthy relations with different institutions.

## Safeguarding & Gender

- Advocate for Beneficiary and Stakeholder Safety.
- Ensure Gender Mainstreaming in all activities.
- Strong attention to detail
- Constant improvement and will to learn.

## Research & Development

- Knowledge Nexus
- Driven, smart and quick paced team
- Results oriented team
- Main player in building strategies on institution and programs.

## Human Resource

- Diligent and welcoming team
- High moral ethics and integrity
- Superior systems in human resources
- Capacity builders.

“

The best moment for me during BRAVE Women project was when I received my new assets and the happiness I felt when I saw my dream coming true, we realized that our production is increasing and our business is growing, which will eventually develop my business.

**Nadiyah Ali**  
Jana for Sewing Medical  
Workshop

**BRAVE Women Project**







**PROJECT BRIEFS**

**SUSTAINABLE  
LIVELIHOODS  
SUPPORT PROGRAM**



**Supported  
17,514 small producers  
(20% Females)**

**Created 115,927 jobs,  
35% permanent, 20%  
Females)**



**5,128**

Farmers supported



**20%**

Increase in selling price



**\$1,415,860**

Investment from farmers supported for expansion - verified by 2 MFIs



**64%**

Reduction in excess produce waste



**1,046**

Replicants with an investment of **1,002,891\$**



**43**

Input supply shops expanded



**5,154,545**  
(females 20%)

Job Opportunities Created



**3.14**

Benefit Cost Ratio



**291**

Agronomists contracted



**74%**

Increase in production (average of 63K tones per year)



**840**

Number of fishers supported



**76%**

Increase in sales



**3.14**

Benefit Cost Ratio



**50%**

Time & efforts reduced (from 8 hrs. to 4hrs. of fishing trip)



**40%**

Fuel consumption reduced



**13**

Input supply shops expanded



**5,362**

Job opportunities created



**47**

Fisheries graduate contracted



**3.8**

Benefit Cost Ratio



**135%**

Increase in production (33K tones of fish produced annually!)



## Emergency Resilience Grants Project (ERG) under YECRP Programme - Phase 1, 2 & 3

Donor	Partners	Project Value	Starting Date	End Date
World Bank	SFD & UNDP	\$18,150,000	January 2017	March, 2022

The Emergency Resilience Grants Project was designed to support rural small holder producers in agriculture, breeding and fisheries sectors with the main aim of tackling community food security crisis through increasing food production in a sustainable manner, restoring the livelihoods of micro producers, strengthen their resilience to continue food production; hence supporting household access to food security and other basic services.

In its first phase, the project targeted farmers, piloting the markets for the poor approach by involving different market players and stakeholders to support crowding in and replication. The phase was successful as we saw an expansion of over 40% and a replication ratio of 1:3. However, gender aspects were weaker hence involving

## Beneficiaries



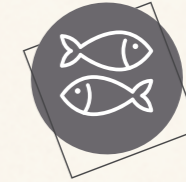
4,803  
Farmers



1,243  
Livestock  
Breeders



898  
Beekeepers



607  
Fishermen



7,551

the livestock sector which prominently targets women beneficiaries.

With these lessons in mind, we expanded our phases to target more sectors, attempt a gender balance that reached 30% women beneficiaries and informed the design of other projects. These projects were designed to build the human capital of rural micro producers through strengthening their capacities and skills by 1) Providing them with technical capacity to use modern technologies in farming hence reducing operational costs, increasing productivity, incomes and creating job opportunities, whilst driving behavioral changes. The project also provided the micro producers with resilience financial grants to procure productive assets to continue operations, strengthen their linkages with markets and with micro finance institutes.



## Emergency Resilience Grants Project (ERG) Phase (1, 2, & 3)

Donor	Project Value	Starting Date	End Date
DFID	\$6,400,000	February 2019	April 2021

The Emergency Resilience Grants Project was designed to scale-up YECRP results, aiming to improve livelihoods of affected populations in vital economic sectors through meeting the immediate needs of vulnerable households and communities while linking them to longer term recovery efforts.

This was to be achieved through building the capacity and skills of the targeted beneficiaries and supporting them with small grants to strengthen their continuity and improve livelihoods using sustainable approaches and by improving micro producers' productivity, incomes and quality of products/services. Furthermore, the project added an additional sector of health, targeting micro clinics in hard-to-reach areas. This sector was informed by the midline results of the YECRP and noted community needs to access micro health providers, specifically mothers and newborns.

## Beneficiaries



838  
Farmers



1,000  
Livestock  
Breeders



151  
Midwives



145  
Fishermen



2,134

“

We were drowning in a pond; they came to tell us to change our farming methods from diesel pumping to using solar power. We held to that and told them that we were ready to cooperate with you fully and see where this would get us. Honestly, SMEPS is the first organization to have reached us with tangible support that changed our lives forever.

**Essa Saleh Al-Jaradi**  
**Farmer-Ibb**

**Emergency Resilience**  
**Grant Project**





## Yemen Emergency Crisis Response (YECRP) for Famine Prevention

Donor	Project Value	Starting Date	End Date
UNDP	\$3,000,000	November 2019	June 2020

This project was designed to reach more micro producers of food in rural areas to support in tackling food security issues by providing vulnerable households with the needed support, specifically those who have lost their productive assets, with the aim restoring their livelihoods, improve their incomes and productivity by restoring and enhancing households' access to inputs and assets, and building their skills through technical support.



212  
Farmers



240  
Fishermen



697  
Livestock Breeders



1,149





2,656

Number of breeders supported



0.9

Benefit-Cost Ratio



192

Livestock graduate & vets contracted



117%

Increase in productive assets



245%

Increase in production (33K tones of fish produced annually!)



50%

Increase in food intake (Number of meals/day)



40%

Decrease in debts



18%

Increase in ownership assets



42%

Job increase in milk production of milk produced.



29,700

Job opportunities created



73%

Decrease in selling of assets



56%

Increase in selling prices of animals



5

new shops open (46 expanded)



230

Number of midwives supported



1,560

Job opportunities created (15% sustained jobs)



25%

Midwives use social media for health advocacy & digital marketing of their services



1.16

Benefit-Cost Ratio



43%

Decrease of neonatal mortality rate (SDG 3.2.2)



24

Health advisors contracted



60%

Increase in males seeking basic medical care



80%

Increase in patients received/day – 645,840 patients served/ year



148%

Increase in incomes



40%

Increase in working days & hours.



60%

Increase in emergency cases received



## Emergency Livelihoods Support

Donor	Project Value	Starting Date	End Date
WFP	\$1,383,219	January 2019	April 2020

This particular project was designed to pilot an intervention with the World Food Programme, (WFP), on moving towards more livelihoods support and complement the humanitarian efforts to tackling food security crisis. The main aim of the project was to support communities in the targeted areas to increase food production, strengthen household access to food security and increase household food consumption. It targeted women livestock breeders, large ruminant holders to increase production of milk and other dairy products. Women were provided with the needed skills and training on proper breeding methods, proper methods of producing dairy products and access to markets for buying inputs and selling their products, increasing their community presence and participation. Women were also trained on animal hygiene and prevention of contracting animal diseases, monitoring basic animal diseases

## Beneficiaries



321  
Livestock  
Breeders



1,651  
Community  
Workers



1,972

and administering medicine provision and proper nutrition for their households to include dairy products and vegetables.

In addition, the project provides short-term job opportunities to men and women in the targeted areas to improve household incomes through food for assets, (cash transfers), on building and rehabilitating community assets to restore agricultural land, increase soil and water availability, enhance food productivity.





## Emergency Resilience Grant Project

Donor	Partners	Project Value	Starting Date	Closed
USAID	UNDP	\$3,878,637	April 2017	December 2018

The Emergency Crisis Response Project ECRP-USAID aimed to mitigate the impact of the current crisis on affected Yemenis in rural & urban settings through a value chain development approach; focusing on vital value chains and sectors. The project's aim was to assist MSMEs and institutions to gradually resume and scale-up service delivery. The activities of the project brought new ideas on supporting micro producers in restoring their livelihoods, supporting them to access basic services, increase employment and livelihoods opportunities, address food insecurity and re-viving local agricultural, fish and health sector. The project also piloted sustainable approaches on community contribution and shared use of solar technology in water pumping for small holder farmers in rural and hard to access areas to reduce fuel and diesel use and production costs. In addition, the health component was designed to

## Beneficiaries



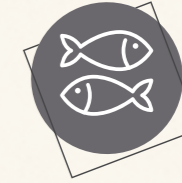
231  
Farmers



50  
Livestock  
Breeders



348



290  
Fishermen

strengthen the capacities of health facilities, both SMEs and lead firms, to sustain service & product demand, withstand and continue generating jobs and provide high quality health services to the local communities, specifically mothers and newborns.



## Youth Employment Support - YES Project

Donor	Project Value	Starting Date	End Date
IsDB	\$3,000,000	September 2014	December 2020

Youth Employment Support Project was a project designed in late 2013 and implemented from beginning of 2014. The project underwent redesigning after the conflict to adapt to the situation and target the most affected and impacted youth, completing the final part of implementation in 2018. As with its title, the project aim was to increase youth employment and their access to income generating activities through supporting vital sectors of the economy. The project targeted agriculture, coffee and honey through increasing their productivity by building capacity, resilience and access to productive assets.



1,568  
Farmers



63  
Coffee Farmers



700  
Beekeepers





**PRIVATE SECTOR  
DEVELOPMENT  
PROGRAM**



**Supported  
1,122 MSMEs &  
61 Lead firms  
(73% Females)**

**Created 47,928 jobs,  
60% sustained jobs,  
(63% Females)**

“

With the BRAVE project supporting lead firms, we were able to open new production lines and attract additional workers with courage we walked towards achieving our goals.

Qatra for Water

BRAVE Project





## Business Resilience Assistance for Value-adding Enterprises – BRAVE 1 & 2

Donor	Project Value	Starting Date	End Date
ICD-IsDB	\$8,774,000	March 2017	July 2020

The Business Resilience Assistance for Value-adding Enterprises (BRAVE) project aimed to enhance the resilience of the small and medium-sized enterprises (SMEs) in Yemen in vital sectors against the impacts of the ongoing conflict. Some positive results of the project include: the creation of new jobs, the sustaining of existing ones and the restoration of trust links across various value chains.

There were four components of BRAVE set up to deliver this objective:

1. Business resilience capacity-building: business continuity plan training and preparation.
2. Business Recovery Support through matching grants.

## Matching Grant Recipients



3. Value Chain Resilience through support to lead firms and business associations with their functional processes and product upgrades.
4. BRAVE information technology platform to allow for proper data management and remote monitoring.



## Business Resilience Assistance for Value-adding Enterprises (BRAVE) for Women “BRAVE WOMEN”

Donor	Project Value	Starting Date	End Date
We-Fi / IsDB	\$8,194,957	February 2019	March 2022

As a success to the BRAVE projects, SMEPS and the ICD designed a project targeting women entrepreneurs, based on the endline surveys and growing needs for women businesses. BRAVE WOMEN project aims to enhance the resilience of Small and Medium Enterprises (MSMEs) owned/managed by women in fragile context as potential engines for innovation, employment, and improved quality of life. The program focuses on building women skills through entrepreneurship and business training, risk and financial management training, financial literacy training and procurement and shopping procedures. The program also helps to strengthen business resilience and support business recovery and growth by providing matching grants to procure capital assets, and by providing business owners with business advisory services for expansion and job creation. This encourages and increases women MSMEs access

to finance and markets and helps to sustain and create thousands of jobs.

### SMEs supported



## Yemen Private Sector Cluster under the Bringing Back Business Initiative

Donor	Project Value	Starting Date	End Date
World Bank	\$77,562	October 2018	August 2020

Donor	Project Value	Starting Date	End Date
FCDO	\$244,434	October 2018	August 2020

In light of the challenges facing the private sector and its operations in the country, SMEPS and the World Bank launched a private sector initiative under the Bringing Back Business initiative of the World Bank. The initiative was named the Yemen Private Sector Cluster (YPSC), and was launched in January 2019. The aim was to have a high level, inclusive representative body of the private sector made up of representative bodies of the sector from all over Yemen, including the Federation of Yemeni chambers of commerce, chambers of commerce from all regions of the country and

key business management associations such as the economic reform team, money exchange association & the Yemeni business diaspora.

The main aim of the YPSC is to align and coordinate the efforts of the private sector in the ongoing humanitarian, development, recovery and reconstruction work giving it a voice in economic decision making through building strong strategic partnerships with the government, national, international agencies and the UN in emergency, peace building and stabilization efforts and to advocate & find solutions to ease business environment.

So far, the cluster has managed to advocate for several issues and formulate strategic partnerships with different national and international bodies such as the World Bank and the Special Envoy Office. Furthermore, the cluster has pooled resources and funds to support several humanitarian and development issues including main road rehabilitation, COVID19 response, food and shelter support through formulated banks and many others. The cluster continues to function, pushing its voice to tackle issues such as takes, customs, import and export of vital goods and services, opening of internal and external roads and opportunities to support job creation through the private sector.

### Cluster members:

- o Federation of Yemen Chambers of Commerce
- o Chambers of Commerce
- o Business Unions
- o Yemeni Business Diaspora
- o Economic Reform Team
- o Contractors Union
- o Private Hospital Union
- o Yemen Business Club
- o Business Women Council
- o Yemen Food Bank
- o Yemen Bank / Exchange Association



It is important for everyone to realize the importance of neutralizing the private sector from conflicting parties because it serves the entire country!

**Ahmed Bazara'a**  
A cluster member

**Yemen Private Sector  
Cluster Project**





**620**

enterprises supported  
(matching grants +  
training) – vital sectors,  
health & food



Brave grants \$6.1  
million, firms  
leverage &  
self-investment  
of \$15.3 million



**2,469**

new jobs creat-  
ed! (sustained  
jobs 2,129)



**442%**

increase in average  
wages!



**72%**

increase in sales



**374%**

increase in imports  
for the supported  
enterprises



**7.5**

Benefit-Cost Ratio



**916**

women-owned  
businesses trained



**336**

supported with  
matching grants



**80%**

improve in businesses  
performance



**97%**

increase in sales



**74%**

increase in  
profits



**71%**

increase in number  
of customers



**6,614**

jobs created &  
sustained

## SMEPS Targeting & Prioritization Approach

Since 2015, SMEPS continues to work to support affected Yemenis under its three main mandates of value chain development, entrepreneurship and business development services while being creative & adaptable to the context. The idea is to bridge the emergency-development gap even within the conflict, ensuring we support vital economic sectors like the food and health, to be resilient and grow with the main aim of improving livelihoods, strengthening people's access to basic services, sustaining vital services & products, and sustaining/creating jobs. Hence, our targeting approach has evolved to adapt to the conflict while maintaining our position to avoid a 'mission drift.' Furthermore, working with smallholder producers in horticulture, coffee, honey, livestock and fisheries was built on our practical experiences from 2009 in implementing projects that were based on our value chain studies and assessments conducted for these sectors.

Furthermore, clear strategies on achieving sustainability were piloted and put into practice using the Markets Systems Development/ Markets for the Poor Approach, across all projects. For example, poor farmers in rural areas are traditionally underserved by input markets that fail to provide access to quality products, as input

supply markets, prior to the conflict, were heavily concentrated in main urban cities. Also, traditional farmers have limited access to knowledge on effective and efficient farming practices such as using fertilizer and modern irrigation methods, which limit their productivity and incomes.

We therefore, worked using the M4P approach to support smallholders access markets and information, by motivating input suppliers to provide products and services in rural areas and mobilizing the expertise of more than 1,000 field agronomists to provide technical support to farmers, while replicating the same approach to the other sub-sectors. So far, over 70 input supply shops, since 2017, have opened all over the country, supporting farmer access to quality products and services in rural communities. On the other hand, assessing the women economic sectors in the rural areas, our project data & field visit reports showed that women micro enterprises were heavily concentrated in the breeding sector, coffee farming and midwifery. This enabled us to widen our targeting net and design projects tailored to support women, helping us to achieve good gender balance in our projects.

SMEPS therefore, had a targeting approach that looked into several factors: 1) Geographical Targeting to select the most affected and vulnerable areas based on poverty indicators from secondary data sources, and mainly depending on the SFD distress index and the IPC, 2) Sector Selection to select those sectors with greater potential in economic growth and impact 3) Assessing the economic value of supporting these sectors under the conflict context to strengthen access to basic services for affected households, 4) Beneficiary/ SME selection based on the specific sector and looking into poverty level i.e. female headed households and PWD are given priority, application of certain pre-requisites that need to be met – such as having an asset that can be developed for business purposes (such as land), being affected by conflict, being unable to expand without further support, and being dependent on the MSME as a source of income, and prioritizing women, youth and IDPs as vulnerable categories of beneficiaries needing the most support.

### **Gender & Accountability:**

SMEPS' targeting approach ensures that vulnerabilities are considered and prioritized such as female headed households, elderly headed households, widowed women, marginalized communities and IDPs in beneficiary selection, and designing projects to target 100% women, such as in the livestock sector and community mid-wives. SMEPS includes gender-related questions into their assessments to provide gender analyses to tailor project activities, including delivery modalities of the activities (i.e., suitable time for training sessions, workshops, etc.) Activities implemented are usually inclusive of household members such as technical training for livestock breeders which is provided to the whole household (all members) and community instead of just the breeder i.e., personal health and hygiene and animal health and hygiene, to inform and empower households and communities. All staff and field consultants involved in SMEPS are trained on safeguards and exploitation policies and SMEPS code of ethics.

## GRIEVANCE REDRESS MECHANISM

SMEPS applies the principle of accountability and transparency across all its work, including its programs and projects. For this, SMEPS has a strong grievance system in place that has been developed over time to be effective and efficient. This system has been designed in a way that it can strengthen the relationship between SMEPS staff, beneficiaries, communities and partners through offering remote access solutions whilst having strict data protection policies.

The system has several mechanisms including SMS texts, WhatsApp, phone calls, helpline, email, social media and word of mouth. Furthermore, we ensure that all beneficiaries and community committees, facilitators, coordinators and field officers understand our grievance system and are encouraged to use the different mechanisms. In 2020, we were able to reach 90% of our beneficiaries to inform them on our grievance system whilst conducting COVID19 awareness and verifying project milestones.

## GRM System

SMEPS has continuously worked to upgrade the grievance system, ensuring it supports automation of recording, provides remote access and is easy to use by staff, consultants and beneficiaries. With this, the system has been integrated to the MIS system hence, it aids the proper handling of complaints and feedback and to collect the accurate data and statistics in short time. Furthermore, the system, now has features that help proper tracking on lessons learnt and supports the MEAL team to have ready information that can be shared with projects, and other departments for continuous improvements.

The system's features:

1. Link the GRM system with SMEPS internal Management Information System, which is a data warehouse for all programs and project data, allowing for easy access to beneficiary/ partner information.
2. Archive all messages according to categories in one system
3. Provides unique ID for every beneficiary linked to the entire programs/ projects database.
4. Dashboards for easy visual and reporting

## Links to Further Readings:

### Annual Reports

Annual Report 2017 – 2018



Annual Report 2019



Annual Report 2020



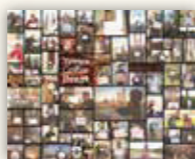
### Policy Briefs

Humanitarian – Development Policy Brief



### SMEPS & Coffee Article

Where the Journey Began



[www.smeps.org.ye](http://www.smeps.org.ye)

