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## Yemen interim country strategic plan (2019–2020)

Duration	January 2019–December 2020
Total cost to WFP	USD 3,340,521,605
Gender and age marker*	4

\* <http://gender.manuals.wfp.org/en/gender-toolkit/gender-in-programming/gender-and-age-marker/>.

### Executive summary

Yemen remains the world's most concerning food crisis, fuelled by conflict, economic crisis, access restrictions and outbreaks of disease.<sup>1</sup> Three years into the conflict, households are increasingly unable to cope. By early 2018, the number of Yemenis in need of humanitarian assistance had climbed to 22.2 million people – approximately 75 percent of the population. Urgent life-saving assistance remains critical, while incremental investments in resilience and rehabilitation are needed to prevent further destitution and promote recovery.

This interim country strategic plan sets out WFP's contribution to humanitarian and resilience objectives in Yemen, in alignment with national plans and the efforts of humanitarian and development partners in Yemen. The plan will support the achievement of the Yemen Humanitarian Response Plan, which includes individual cluster plans and the United Nations strategic frameworks, as well as recovery and resilience plans that are already being implemented. It contributes directly to Sustainable Development Goals 2 and 17 and to WFP Strategic Results 1, 2 and 8 through four strategic outcomes:

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<sup>1</sup> Food Security Information Network. *Global Report on Food Crises 2018*.

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- Food-insecure people affected by crises across Yemen have access to life-saving, safe and nutritious food all year long.
- People at risk of malnutrition across Yemen, especially pregnant and lactating women and girls and children under 5 years old, have reduced levels of malnutrition by 2020.
- Vulnerable households across Yemen have access to equitable social safety nets and basic services during and in the aftermath of crises.
- International and national partners are supported in their efforts to assist people in Yemen and preserve critical services.

WFP will progressively leverage its operational footprint in Yemen to counter the risk of famine and work with partners across sectors to support sustainable improvements in the livelihoods of Yemenis, including in education, health, agriculture, water and sanitation, gender equality and peace. WFP will coordinate the implementation of the interim country strategic plan with the Yemeni authorities and cluster partners to optimize synergies and prioritize assistance to those most in need. WFP operations will remain highly dynamic with a focus on preparedness planning in order to respond to any changes in needs.

### **Draft decision\***

The Board approves the Yemen interim country strategic plan (2019–2020) (WFP/EB.2/2018/8-B/3) at a total cost to WFP of USD 3,340,521,605.

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\* This is a draft decision. For the final decision adopted by the Board, please refer to the decisions and recommendations document issued at the end of the session.

## 1. Country analysis

### 1.1 Country context

1. Yemen's political instability broke out in 2011. The situation escalated into armed conflict in September 2014<sup>2</sup> and became a fully fledged war by March 2015.
2. Three million people have been internally displaced, 21 percent of whom are men, 23 percent women, 28 percent boys and 27 percent girls.<sup>3</sup> Yemen also hosts 280,000 refugees mainly from Somalia and Ethiopia. The crisis worsened in November 2017 with the outbreak of fighting in Sana'a and a temporary blockade on the Red Sea ports, which triggered shortages and price hikes of food and fuel. Peace talks gained momentum with the appointment of a new Special Envoy to the Secretary-General on Yemen in April 2018, at a time of intensified fighting in Al Hudaydah and other parts of the country.
3. The conflict has taken its toll on the people of Yemen, crippling the delivery of basic services such as health, education and social safety nets. The accumulated loss in economic growth and earnings since 2015 is estimated at USD 29 billion.<sup>4</sup>
4. Yemen's population of 29.2 million is one of the fastest growing in the region and is among the youngest in the world, with 75 percent under the age of 30.<sup>5</sup> Seventy percent of Yemenis live in rural areas<sup>6</sup> and are highly dependent on subsistence agriculture<sup>7</sup> and unskilled urban employment,<sup>8</sup> at a time when private sector employment has fallen sharply. Around 45 percent of households have lost their primary source of income because of the conflict;<sup>9</sup> as the primary income earners for their families, men were disproportionately affected by unemployment, while women labour force participation rates were already low prior to the conflict due to gender discrimination in employment. Loss of employment has had negative psycho-social as well as economic impacts on men and their families.<sup>10</sup>
5. The conflict has aggravated pre-existing gender inequalities in Yemen. Even before the war, literacy and school enrolment rates were lower for women and girls than they were for men and boys. Many girls are subjected to early marriage and pregnancy. Women and girls suffer restrictions on their movement and employment;<sup>11</sup> women undertake significantly more unpaid care and domestic work than men and are largely excluded from political life, including peace talks. With the conflict entering its fourth year, the situation has become more acute: 66 percent of girls under 18 were married in 2017, up from 52 percent in 2016,<sup>12</sup> and the incidence of gender-based violence, including sexual exploitation and abuse, has risen.<sup>13</sup> There is evidence of increased sexual violence and torture against men and boys.

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<sup>2</sup> Following the military takeover of Sana'a by the Houthi-led Ansarullah and factions from the General People's Congress.

<sup>3</sup> *Task Force on Population Movement*. Yemen, October 2017.

<sup>4</sup> World Bank Group. 2017. *Toward a Blueprint for the Recovery and Reconstruction of Yemen*.

<sup>5</sup> Ibid.

<sup>6</sup> World Bank, 2016.

<sup>7</sup> This is especially the case for poor rural households who own less than half a hectare or rent their land. There is also a gender gap in terms of land ownership and access.

<sup>8</sup> The main source of income for rural households is often male unskilled urban labour, street selling and construction. See <http://blogs.lse.ac.uk/mec/2017/06/13/yemens-urban-rural-divide-and-the-ultra-localisation-of-the-civil-war/>.

<sup>9</sup> Gallup Poll 2015. See <http://news.gallup.com/poll/188897/yemenis-divided-politically-united-misery.aspx>.

<sup>10</sup> Ibid; World Bank Group. 2017. *Progress towards gender equality in the Middle East and North Africa region*.

<sup>11</sup> Brigitte Rohwerder. Institute of Development Studies. 2017. *Conflict and Gender Dynamics in Yemen*.

<sup>12</sup> Yemen Humanitarian Country Team. 2018. *Yemen Humanitarian Needs Overview 2018*.

<sup>13</sup> "Focus group discussions have shown that women report psychological distress due to violence, fear for family members and fear of arrest or detention, while men report distress due to loss of livelihoods, restricted mobility and

Large numbers of boys under the age of 18 have been recruited to armed groups, with 606 cases of child recruitment reported and verified between October 2016 and September 2017.<sup>14</sup>

6. The protracted crisis, coupled with pre-existing structural issues such as widespread poverty, has exposed large segments of the Yemeni population to unprecedented levels of food insecurity, malnutrition and disease. By early 2018, the number of Yemenis in need of humanitarian assistance had climbed to 22.2 million people – around 75 percent of the population, with approximately equal numbers of women, men, girls and boys. Of this number, 11.3 million are considered to be in urgent need of life-saving assistance, and 107 of Yemen's 333 districts are considered at high risk of famine.
7. Yemen will continue to need significant support to avert famine, to stem the loss of livelihoods and to return to pre-crisis development levels, which were already low: Yemen ranked 168th of 188 countries in the 2016 Human Development Index.

## 1.2 Progress towards Sustainable Development Goal (SDG) 2

### Targets

8. *Access to food.* The number of food-insecure Yemenis doubled between 2015 and 2018 to reach 17.8 million people; of this number, 2 million men, 1.9 million women, 2.3 million boys and 2.2 million girls are severely food insecure. Food insecurity has increased by 24 percent across all demographics since 2017, mainly because of access constraints: purchasing power has plummeted because of lost income opportunities and a steep rise in food prices.<sup>15</sup> Conflict-related displacement exerts additional pressure on the food security of displaced populations and their hosts.<sup>16</sup> According to the 2017 Integrated Food Security Phase Classification (IPC), all governorates in Yemen except Al Maharah and Socotra were in IPC Phase 3 or 4 – crisis or emergency food insecurity.<sup>17</sup>
9. According to the famine risk monitoring system for 2017/2018, which covers 309 of Yemen's 333 districts, 38 percent of the surveyed population has poor food consumption scores and 33 percent has borderline consumption. Only cereals, sugar and vegetable oil are consumed regularly – an average five to six times a week.<sup>18</sup> An analysis of the reduced coping strategies index<sup>19</sup> shows frequent and widespread reliance on less preferred and less expensive foods, borrowing, smaller portion sizes, fewer meals per day and restricted consumption by adults in favour of children.<sup>20</sup> Famine risk monitoring indicates that food insecurity rises sharply in the absence of food assistance.

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being forced to perform women-specific roles. These kinds of stress can contribute to increased levels of domestic violence, placing more women at risk." Yemen Humanitarian Country Team. 2018. *Yemen Humanitarian Needs Overview 2018*.

<sup>14</sup> Ibid.

<sup>15</sup> Ibid.

<sup>16</sup> Ibid.

<sup>17</sup> Seven governorates (Lahj, Taizz, Abyan, Sa'ada, Hajjah, Al Hudaydah and Shabwah) were in IPC Phase 4 (emergency); another three governorates (Al Jawf, Al Dhale'e and Al Bayda) were under IPC Phase 3! (crisis that is likely to worsen without humanitarian assistance) and ten governorates (Aden, Amran, Dhamar, Sana'a, Amanat Al Asimah, Ibb, Marib, Raymah, Al Mahwit and Hadramaut) were under IPC Phase 3 (crisis) – the remaining two governorates (Al Maharah and Socotra) were considered to be stressed (IPC Phase 2).

<sup>18</sup> The consumption of fruits is almost non-existent (0.5 days a week), while pulses, milk and dairy products, meat and vegetables are consumed once or twice a week. Consumption patterns by sex and age group are not available.

<sup>19</sup> The reduced coping strategies index measures household food insecurity by considering the coping strategies undertaken by households to manage food shortages.

<sup>20</sup> Note that the negative coping strategies are employed differently by women and men, and by different ages.

10. *End malnutrition.* The number of people in need of nutrition assistance increased from 5.5 million in 2017 to 7 million in 2018. This includes 1.8 million children under 5 years old (15 percent of all children under 5) and 1.1 million pregnant and lactating women and girls (PLWG) who require treatment for acute malnutrition. Twelve of the 22 governorates<sup>21</sup> have global acute malnutrition rates above 10 percent, signalling a nutrition emergency, with rates as high as 25.3 percent in the Lahj lowlands.<sup>22</sup> Half of all Yemeni children are estimated to be stunted (compared to 41 percent in 2013 before the conflict)<sup>23</sup> with rates of chronic malnutrition increasing among those born in the past three years. Micronutrient deficiencies are very common: anaemia prevalence among girls aged 15 to 19 years was as high as 68.2 percent in 2015.<sup>24</sup>
11. The main drivers of malnutrition are food insecurity, inadequate childcare practices, poor water and sanitation, and inadequate access to health services.<sup>25</sup> Gender inequalities that affect access to nutrition, water and sanitation, education and health services are underlying factors,<sup>26</sup> as is the rise in girl marriage and early pregnancy.
12. *Smallholder productivity and incomes and sustainable food systems.* Yemen is a food-deficit country that produces only 10 percent of its cereal requirements and relies heavily on imports. The capacity to import and supply markets with basic food commodities is compromised by currency depreciation, fuel shortages, the collapse of the financial and banking sector, and internal supply chain and access issues. While food is generally available in markets, food prices are high and steadily increasing.
13. The agricultural sector employs 45 percent of the population – 66 percent of women in the workforce and 43 percent of men in the workforce.<sup>27</sup> Declining water tables, asset destruction and higher production costs caused by limited access to and higher prices of inputs including fuel<sup>28</sup> led to a decline of 38 percent in local food production in 2016.<sup>29</sup> At the same time, the production of *qat*, which consumes significant water resources, has reportedly increased since the outbreak of the conflict.<sup>30</sup> Certain groups, such as women, young people, minorities and marginalized communities, are disadvantaged in terms of land access and land rights; this is particularly the case for daughters and wives because of discriminatory inheritance practices.<sup>31</sup> The impact of the conflict is coupled with high vulnerability to climate shocks and water scarcity.

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<sup>21</sup> Al Jawf, Hajjah, Al Mahwit, Taizz, Lahj, Aden, Abyan, Al Dhale'e, Hadramaut, Al Maharah, Al Hudaydah and Socotra.

<sup>22</sup> Yemen Humanitarian Country Team. 2018. *Yemen Humanitarian Needs Overview 2018*.

<sup>23</sup> 41.3 percent of boys under 5 years old and 40.5 percent of girls under 5 years old. Demographic health survey, 2015.

<sup>24</sup> Demographic health survey, 2015.

<sup>25</sup> Yemen Humanitarian Country Team. 2018. *Yemen Humanitarian Needs Overview 2018*.

<sup>26</sup> "Women struggle to access assistance due to high levels of illiteracy. They have experienced higher levels of malnutrition; faced problems accessing education; increased danger as a result of inadequate access to water and sanitation; problems accessing healthcare, especially maternal healthcare; and safety risks as a result of lack of electricity and fuel." Brigitte Rohwerder. Institute of Development Studies. 2017. *Conflict and Gender Dynamics in Yemen*.

<sup>27</sup> ILOSTAT database, November 2017. Available at [https://www.ilo.org/ilostat/faces/oracle/webcenter/portalapp/pagehierarchy/Page3.jspx?MBI\\_ID=33&\\_afLoop=1033249230895628&\\_afWindowMode=0&\\_afWindowId=pn68fykif\\_1#!%40%40%3F\\_afWindowId%3Dpn68fykif\\_1%26\\_afLoop%3D1033249230895628%26MBI\\_ID%3D33%26\\_afWindowMode%3D0%26\\_adf.ctrl-state%3Dpn68fykif\\_45](https://www.ilo.org/ilostat/faces/oracle/webcenter/portalapp/pagehierarchy/Page3.jspx?MBI_ID=33&_afLoop=1033249230895628&_afWindowMode=0&_afWindowId=pn68fykif_1#!%40%40%3F_afWindowId%3Dpn68fykif_1%26_afLoop%3D1033249230895628%26MBI_ID%3D33%26_afWindowMode%3D0%26_adf.ctrl-state%3Dpn68fykif_45)

<sup>28</sup> According to WFP vulnerability and mapping analysis, January 2018 fuel prices were 150 percent higher than pre-crisis levels.

<sup>29</sup> World Bank Group. October 2017.

<sup>30</sup> See <https://www.scidev.net/global/farming/news/khat-cultivation-food-crisis-yemen.html>.

<sup>31</sup> World Bank. 2013. *Land Tenure for Social and Economic Inclusion in Yemen: Issues and Opportunities*.

### **Macroeconomic environment**

14. Yemen's macroeconomic situation is critically disrupted,<sup>32</sup> characterized by steep recession (an estimated 50 percent cumulative contraction of gross domestic product since 2015), exchange rate fluctuation and currency depreciation, depletion of foreign reserves and a current account in deficit, with economic institutions fragmented between Aden and Sana'a.<sup>33</sup> Peace is vital to rebuilding the economy and bringing about macroeconomic stabilization. The World Bank estimates that economic growth would be in double digits in 2019 if violence were to stop in mid-2018. Even if that were to happen, gross domestic product would still be smaller in 2022 than in 2014 in real terms, and poverty rates would remain above 70 percent in 2018/2019<sup>34</sup> because economic recovery is unlikely to reduce poverty immediately. The increased participation of women in the labour force will be key to revitalizing the economy and lowering poverty rates.
15. Expatriate remittances were the biggest source of foreign exchange inflows into Yemen between 2015 and 2017, amounting to between USD 3.3 billion and USD 3.7 billion and benefiting millions of Yemenis.<sup>35</sup>

### **Cross-sectorial linkages**

16. *No poverty (SDG 1)*. The World Bank estimates that the poverty rate in Yemen rose from 50 to 80 percent of the total population between 2015 and 2017.<sup>36</sup> Around 1.25 million civil servants – especially in the north and by deduction, mostly men given the low participation of women in the labour force – have not received salaries or have received them only intermittently since August 2016.<sup>37</sup> In 1995, Yemen introduced a series of social safety nets targeting the poorest and most vulnerable Yemenis as part of the economic, financial and administrative reform programme, including the social welfare fund and the social fund for development. Most safety nets remain in place but with varying degrees of functionality despite support from humanitarian and development partners.
17. *Good health and well-being (SDG 3)*. Limited access to health-care services (including sexual and reproductive health services) caused by chronic medicine and fuel shortages, damage to half of Yemen's health facilities and non-payment of salaries have exposed 14 million Yemenis to serious health risks, including cholera and diphtheria outbreaks.<sup>38</sup> Disrupted health services pose a particular risk to women of childbearing age, children and people with disabilities.
18. *Quality education (SDG 4)*. An estimated 2 million children are out of school and over 1,800 schools have been directly affected by the conflict. Most of these schools have been damaged or destroyed, and some are occupied by fighters.<sup>39</sup> The non-payment of

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<sup>32</sup> The export of goods (mostly oil) has collapsed completely, falling 93 percent since 2013, and imports have more than halved (WFP. 2018. *Food Markets in the Time of Conflict and Cholera: Rapid Market Assessment in Yemen (Sana'a, Hodeidah and Hajjah)*. Available at <https://reliefweb.int/sites/reliefweb.int/files/resources/WFP-0000071666.pdf>). There is now a "twin gap" (*Ibid.*) with increasing scarcity of foreign exchange and lack of purchasing power, along with a fiscal deficit projected to reach USD 3.5 billion, and an external financing deficit of USD 2.8 billion (World Bank, 2017).

<sup>33</sup> Economist Intelligence Unit. 2018. *Yemen Country Report*.

<sup>34</sup> World Bank. 2018. *Yemen's Economic Outlook*.

<sup>35</sup> Ministry of Planning and International Cooperation. 2018. *Yemen Socio-Economic Update* (Issue 32).

<sup>36</sup> Poverty is measured as the population living below USD 3.20 a day purchasing power parity. Further breakdown by sex and household type is not available.

<sup>37</sup> 2018 Yemen humanitarian response plan.

<sup>38</sup> *Ibid.*

<sup>39</sup> *Ibid.*

teachers' salaries in the north has significantly increased absenteeism and therefore reduced children's learning in class. It is estimated that over 4 million children<sup>40</sup> need support to attend school, especially in the north.<sup>41</sup> Girls traditionally face more barriers to accessing education, as demonstrated by the 2016 primary school enrolment rates which stood at 77.7 percent for girls, compared to 88.2 percent for boys.<sup>42</sup> These barriers are even higher when it comes to secondary education, with reported upper secondary school completion rates of 37 percent for boys and 23 percent for girls prior to the conflict.<sup>43</sup>

19. *Gender equality (SDG 5)*. Yemen ranked 159th of 159 on the Gender Inequality Index and 144th of 144 countries in the Global Gender Gap Index<sup>44</sup> from 2015 to 2017, although Yemen's Global Gender Gap Index score improved slightly from 0.484 in 2015 to 0.516 in 2017. These results reveal significant gender gaps – to the detriment of women – in economic participation and opportunity, educational attainment, health and survival, and political empowerment.
20. *Clean water and sanitation (SDG 6)*. Yemen's water and sanitation infrastructure has been heavily damaged by the conflict and hampered by a lack of fuel, limiting access to clean water, hindering good hygiene practices and exacerbating health risks, which, in 2017, led to the largest outbreak of cholera ever recorded in modern history. Access to clean drinking water will remain one of Yemen's greatest challenges.
21. *Decent work and economic growth (SDG 8)*. Unemployment was estimated at 14 percent in 2017 (27.2 percent for women and 12.6 percent for men). The share of young people not in education, employment or training stood at 70 percent for women and 22 percent for men in 2014<sup>45</sup> and has significantly worsened since.
22. *Climate action (SDG 13)*. Before the conflict, Yemeni authorities were focused on improving water resources, agriculture and coastal zones to reduce the country's high vulnerability to the effects of climate change. The conflict has severely eroded national adaptive capacity and increased vulnerability.
23. *Peace, justice and strong institutions (SDG 16)*. Violence has killed over 10,000 civilians since 2015.<sup>46</sup> Institutions are on the verge of collapse, and sectarian and factional polarization have increased.
24. *Partnerships for the goals (SDG 17)*. Between 2015 and 2017, international partners contributed USD 6 billion to address Yemen's humanitarian needs, with an average of 61 percent of resources channelled through humanitarian response plans.<sup>47</sup> Since 2015, the United Nations Humanitarian Air Service (UNHAS), the logistics cluster and the emergency telecommunications cluster (ETC) have responded to transport, logistical and telecommunication challenges, facilitating the response of humanitarian partners.

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<sup>40</sup> Forty-four percent girls and 56 percent boys. *Source*: Yemen humanitarian response plan 2018.

<sup>41</sup> 2018 Yemen humanitarian response plan.

<sup>42</sup> World Bank world development indicators.

<sup>43</sup> See <https://data.unicef.org/topic/education/secondary-education>.

<sup>44</sup> Compiled by the World Economic Forum.

<sup>45</sup> ILOSTAT database.

<sup>46</sup> 2018 Yemen humanitarian response plan.

<sup>47</sup> United Nations Office for the Coordination of Humanitarian Affairs financial tracking service, May 2018. See <https://fts.unocha.org/appeals/542/summary>.

### 1.3 Hunger gaps and challenges

25. The main challenges to be addressed in 2019/2020 are as follows:
- Severely food-insecure Yemenis (8.4 million people) require timely and adequate food assistance to avert the risk of famine and further loss of livelihoods.
  - Around 1.1 million PLWG and 1.8 million children are at an increased risk of acute and chronic malnutrition and require treatment and prevention assistance.
  - Safety nets such as school meals, the social welfare fund and the social fund for development need to be revitalized and integrated with the humanitarian response. The social welfare fund and the social fund for development, the biggest national safety nets, would benefit from increased support and investment to improve targeting mechanisms, delivery, reporting, and monitoring and evaluation systems.
  - Structural gender inequalities and discriminatory socio-cultural practices need to be countered through gender-sensitive programming.
  - Measures to strengthen livelihoods and support the rehabilitation and reconstruction of community infrastructure need to be improved to promote recovery, build resilience and foster social cohesion.
  - Solutions to supply chain challenges, including fuel shortages, are required to support the functioning of local health structures and water and sanitation systems and to ensure an adequate supply of food and other basic commodities to local markets.

### 1.4 Country priorities

#### **Government**

26. Life-saving humanitarian assistance remains the most urgent priority to stem further deterioration of the humanitarian situation and to reduce the scale and severity of food insecurity and malnutrition. At the same time, all stakeholders in Yemen recognize the importance of complementing life-saving assistance with “humanitarian plus”<sup>48</sup> activities and developing joint programmes, including between the Rome-based agencies, in order to address the root causes of vulnerability.

#### **United Nations and other partners**

27. Stakeholder priorities are reflected in various plans, including the 2018 Yemen humanitarian response plan (YHRP), the United Nations Strategic Framework for Yemen (2017–2019), the World Bank’s “Toward a Blueprint for the Recovery and Reconstruction of Yemen”, and the Yemen Plan of Action (2018–2020) of the Food and Agriculture Organization of the United Nations (FAO). The forthcoming United Nations resilience and recovery plan and sectoral national plans such as a transitional education plan will also guide WFP’s strategy and programmes.
28. In areas where the security situation is conducive, work needs to begin on strengthening local service delivery, reviving social safety nets, supporting rehabilitation and restoring agricultural production to support future recovery. WFP will work closely with the social welfare fund on vulnerability targeting and with the social fund for development in support of community development and asset creation programmes, thereby complementing the efforts undertaken by the United Nations Children’s Fund (UNICEF) and the United Nations Development Programme (UNDP). A gender-transformative approach in line with the

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<sup>48</sup> “Humanitarian plus” activities, as defined by the United Nations country team, are aimed at strengthening and sustaining institutional systems and community resilience to increase the impact of humanitarian response and build a stronger foundation for sustainable solutions to the crisis when the situation allows.



United Nations Security Council Resolution 2417, which stresses the need for humanitarian assistance to be gender- and age-sensitive, complemented by due focus on accountability to affected populations, will be central to achieving programme results and to promoting social cohesion and peace at the community level.

29. Given the volatile environment, the interim country strategic plan (ICSP) will be reviewed periodically to adjust to developments and inter-agency strategies, and to assess progress.

## **2. Strategic implications for WFP**

### **2.1 WFP's experience and lessons learned**

30. WFP has been responding to the crisis since 2015, including through a recent emergency operation (EMOP 201068, April 2017 – December 2018). In 2017, WFP provided life-saving food and nutrition assistance to 8 million beneficiaries.<sup>49</sup> According to WFP monitoring data (January 2018), the proportion of beneficiaries with poor food consumption decreased from 62 percent in 2015 to 17 percent by the end of 2017, while the proportion of beneficiaries with acceptable food consumption increased from 9 percent to 54 percent. Despite access challenges, WFP managed to reach populations in conflict-affected and hard-to-reach areas, scaling up activities as planned.
31. WFP implemented two special operations in 2017/2018 to provide the humanitarian community with logistics and communication capacity through the logistics cluster and the ETC and to provide humanitarian air services in the absence of viable commercial alternatives. These common services were critical to the success of humanitarian operations in Yemen. As part of the cholera response, WFP supported national and local emergency operations centres through supply chain management, information technology (IT) upgrades, storage capacities for relief items, the construction and rehabilitation of diarrhoeal treatment centres and an air-bridge from Djibouti to Yemen.
32. Furthermore, the 2017 mid-term review of the joint UNDP, FAO, International Labour Organization (ILO) and WFP programme "Enhanced Rural Resilience in Yemen" (ERRY) confirmed the positive impact and potential of food assistance for assets (FFA), managed by WFP.
33. Based on evidence gathered by WFP,<sup>50</sup> nutrition activities in this ICSP will focus more on community sensitization and better monitoring, data management and evidence generation. The ICSP builds on the findings of the evaluation of the WFP policy on humanitarian protection and the evaluation of WFP's policies on humanitarian principles and access in humanitarian contexts by strengthening contextual and protection analysis, community feedback mechanisms, and staff competencies on protection and humanitarian principles and access, and giving more priority to humanitarian principles in engagements with all stakeholders.

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<sup>49</sup> The beneficiaries were 26 percent girls, 27 percent boys, 23 percent women and 24 percent men.

<sup>50</sup> "Synthesis report on four evaluations of the impact of WFP programmes on nutrition in humanitarian contexts in the Sahel" (WFP/EB.1/2018/5-B).

34. This ICSP recognizes that:

- Neutrality and impartiality, conflict-sensitive programming and joint advocacy for unrestricted humanitarian access underpin an effective and sustained humanitarian response.
- Life-saving assistance has to be coordinated and integrated within and across sectors to prevent famine and contribute to restoring livelihoods. Closer integration between food security and nutrition programming is required to achieve better nutrition outcomes.
- It is crucial to prioritize assistance to the groups most vulnerable to food and nutrition insecurity, as guided by the results of famine risk monitoring and nutrition surveys. These will include women, girls, households headed by one person, people with disabilities, and pregnant and lactating women. Beneficiary targeting should be harmonized as much as possible among all partners, including the social welfare fund.
- More investments need to be made in monitoring, evaluation and information management systems to assess and inform programme performance.<sup>51</sup> This includes setting up an early warning system to monitor market performance, imports and the overall food system performance.
- Mainstreaming gender equality and accountability to affected populations is central to achieving the ICSP's objectives, including by improving and systematizing gender analyses and programming in accordance with the WFP Gender Policy (2015–2020) and broader United Nations mandates to address inequality and gender bias.
- Given the highly complex and unpredictable situation in Yemen, access negotiations, preparedness activities and business continuity planning need to be stepped up to adjust to sudden changes in the operating environment and assist populations affected by new displacement.
- WFP will continue to reflect with its partners on how food assistance can contribute to prevention outcomes by reducing vulnerabilities, de-escalating violence and contributing to sustained peace in line with the 2016 United Nations twin resolutions on Sustaining Peace<sup>52</sup> and the policy regarding WFP's role in peacebuilding in transition settings.<sup>53</sup> WFP supports the full involvement of women in peace and security efforts, in line with the United Nations Security Council Resolution 1325.

## 2.2 Opportunities for WFP

35. Based on results to date, lessons learned and stakeholder insights, WFP will pursue the following strategic opportunities through this ICSP:

- WFP will strengthen its capacity to implement a diverse, balanced portfolio that can be quickly adapted to any change in needs; WFP will monitor, capture and act upon early warning signals to reconfigure itself accordingly.
- WFP will continue to improve the effectiveness and efficiency of life-saving food and nutrition assistance through technological solutions (including biometric registration) and a range of transfer modalities (including cash and market-based transfers), adapted to beneficiary needs and preferences in any given location.

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<sup>51</sup> This and other lessons in this section build on the findings of a regional synthesis of operations evaluations (2013–2017) in the Middle East, North Africa, Central Asia and Eastern Europe. See <https://www.wfp.org/content/operation-evaluations-series-regional-synthesis-2013-2017-middle-east-north-africa-central-a>.

<sup>52</sup> [Security Council Resolution 2282](#); [General Assembly Resolution 70/262](#).

<sup>53</sup> "WFP's Role in Peacebuilding in Transition Settings" (WFP/EB.2/2013/4-A/Rev.1).

- WFP will continue to upgrade countrywide supply chain processes, drawing on its global supply chain expertise to support in-kind food assistance, local and regional purchases, the retail sector through commodity vouchers and humanitarian partners in service delivery. In doing so, WFP will seek to promote gender equity wherever possible.
- WFP will invest in strengthening partnerships with United Nations agencies, non-governmental organizations (NGOs) and local institutions to sustain capabilities in basic service delivery and to revive safety nets. This will entail exploring the potential of common beneficiary databases and joint delivery platforms that can support programme scale-up for food security, nutrition, health, education and livelihood outcomes.
- WFP will leverage humanitarian assistance to contribute to sustainable recovery by exploring opportunities to shift from unconditional to conditional transfers and by working with community-based organizations in restoring livelihoods, rehabilitating and building community assets, and promoting access to nutrition and health services. WFP will pay attention to the needs of chronically vulnerable households, such as those headed by women or people with disabilities.
- WFP will maximize synergies across and within sectors to address the root causes of food insecurity and malnutrition. This will include social and behaviour change communication (SBCC) to promote balanced diets and adequate child feeding, hygiene and health practices, and to strengthen nutrition outcomes across all activities.
- Jointly with its partners, WFP will explore gender-transformative initiatives across all outcomes to increase gender equality and empower women and girls.

### **2.3 Strategic changes**

36. WFP will:

- strengthen synergies across the portfolio to ensure the delivery of integrated assistance packages to the households and individuals who are most vulnerable to hunger and malnutrition;
- scale up cash and market-based interventions and improve beneficiary targeting and registration to support equitable social safety nets and local markets;
- expand the school meals programme to achieve education outcomes and lay the groundwork for transforming the programme into a platform for nutrition-sensitive and gender-transformative programming that can support local food systems in the coming years;
- scale up conditional cash transfers through FFA and food assistance for training (FFT) to support the recovery of livelihoods and lessen aid dependency. This will be done in close collaboration with partners, including the social fund for development;
- invest in preparedness planning and evidence generation to support programme agility and effectiveness and inform national programmes; and
- enhance accountability to affected populations and the monitoring of protection risks in order to facilitate the equitable and safe access of women and men to distribution sites.

### 3. WFP strategic orientation

#### 3.1 Direction, focus and intended impacts

37. Despite sustained efforts to end the conflict, only a complete cessation of hostilities and the implementation of an inclusive peace plan would lead to a significant reduction in humanitarian needs. Even if a solution is reached today, full recovery is unlikely to be achieved by 2020. In the interim, WFP needs to maintain its ability to respond to humanitarian needs, while scaling up its contribution to recovery. This will be done through the implementation of three integrated pillars.
- The first and largest pillar consists of strategic outcomes 1 and 2. The provision of life-saving assistance to severely food-insecure and malnourished populations will remain the priority as long as there is evidence of acute, unmet needs. WFP will strengthen the linkages between food security and nutrition programming to empower affected populations, which are often the same for the two outcomes.
  - The second pillar – strategic outcome 3 – is an investment in the recovery of conflict-affected populations and an initial response to the root causes of fragility. It focuses on resilience and contributes to the resumption of national safety nets and the strengthening of their vulnerability targeting, delivery capabilities and outreach. The activities for strategic outcome 3 will be deployed progressively in communities who benefit from strategic outcomes 1 and 2, with the aim of moving beneficiary populations who can participate in livelihood activities from unconditional to conditional assistance. This work will require close collaboration with the social fund for development, the social welfare fund, UNDP, UNICEF, the World Bank and ILO. WFP's focus will be on promoting sustainable access to food and livelihoods (SDG 2), while also supporting poverty reduction (SDG 1), good health and well-being (SDG 3), quality education (SDG 4) and gender equality (SDG 5), as well as peace, justice and strong institutions (SDG 16).
  - The third pillar of the strategy – strategic outcome 4 – sets out WFP's role in enabling the response of partners in Yemen by providing critical services in logistics, emergency telecommunication and aviation.
38. This integrated portfolio follows a humanitarian-development-peace nexus approach that aims to contribute to long-term recovery and peace prospects while also responding to immediate humanitarian needs. As such, the ICSP takes account of the specific context in Yemen, maintains a hunger focus, supports national priorities within the boundaries of humanitarian principles, promotes United Nations coherence and the “do no harm” principle, responds to contextual changes, ensures inclusivity and equity and sets realistic objectives. To uphold these principles, WFP conducts risk analysis and promotes conflict sensitive programming geared towards addressing imminent lifesaving needs and promoting human development and livelihood opportunities. As part of this nexus approach, the portfolio covers WFP's own programmes and an increased number of collaborative, partnership-based initiatives centred on comparative advantages and joint programming in line with the United Nations new way of working. All strategic outcomes are aligned with the YHRP (2018) and the United Nations Strategic Framework for Yemen (2017–2019); even the humanitarian response is guided by a long-term vision. WFP will remain closely engaged in developments around the World Bank's Blueprint and the forthcoming United Nations plans for recovery and resilience.
39. The ICSP also takes a nutrition-sensitive approach whereby nutritionally vulnerable groups, including PLWG and children are prioritized across the response, conditional transfers for nutrition are gradually introduced to support chronic malnutrition prevention, and nutrition education and awareness initiatives are progressively incorporated across the portfolio.

40. Throughout the portfolio, the particular needs and constraints of women, men, girls and boys are taken into account by using gender-transformative approaches, and conflict-sensitive design seeks to lessen the impact of conflict. WFP and cooperating partners will continue to be guided by the humanitarian principles. Protection, accountability to affected populations and community engagement through inter-cluster mechanisms will be integrated in all activities to ensure that those most in need can access assistance in a safe, dignified and equitable manner.

### **3.2 Strategic outcomes, focus areas, expected outputs and key activities**

#### ***Strategic outcome 1: Food-insecure people affected by crises across Yemen have access to life-saving, safe and nutritious food all year***

41. Severely food-insecure households will receive food assistance that restores and maintains their access to food and averts the risk of famine. This outcome contributes to strategic objective 1 of the YHRP (*Provide life-saving assistance to the most vulnerable people in Yemen through an effective, targeted response*) and supports the food security and agriculture cluster (FSAC) prioritization plan. It also contributes to outcome 2 of the United Nations Strategic Framework for Yemen (2017–2019) (*Basic social services continue to be delivered to the general population*) by filling a gap in the coverage of ad hoc social welfare fund cash transfers and working to strengthen the transfer system.

#### ***Focus area***

42. This strategic outcome focuses on crisis response.

#### ***Expected outputs***

43. The outcome will be achieved through the following outputs:
- Severely food-insecure populations receive monthly food assistance through in-kind, vouchers or cash-based transfers (CBTs) that meet their basic food needs.
  - Food-insecure populations benefit from better coordination, joint analysis and monitoring that improves the efficiency and quality of targeting.
  - Food-insecure populations benefit from strengthened joint delivery platforms and beneficiary management systems that can optimize resource allocations, strengthen equity, efficiency and reporting, and inform national safety nets.

#### ***Key activities***

##### *Activity 1: Provide life-saving food assistance to severely food-insecure households*

44. WFP complements the food assistance of other FSAC partners in order to address, in a coordinated way, the needs of all severely food-insecure people in Yemen (8.4 million in 2018). Specifically, WFP aims to assist 8 million beneficiaries, including 7.6 million severely food-insecure people not covered by FSAC partners; 10,000 refugees living in camps; and up to 400,000 people who may become newly displaced and/or identified as severely food insecure over the course of the ICSP. Projected beneficiary numbers may be revised, and the budget adjusted, when new assessments and IPC results become available. Beneficiaries will be selected based on geographic and household targeting criteria, using proxy indicators. The choice of transfer modalities will be informed by market assessments and beneficiary preferences with the aim of gradually increasing market-based transfer modalities where local markets are functioning well. WFP will mainstream gender equality considerations and systematically undertake gender and age analyses to tailor its responses to the needs of women, men, girls and boys, as well as to those of persons with disabilities.

45. The activity will be implemented through national and international NGOs and the school feeding and humanitarian relief project.<sup>54</sup> WFP's co-leadership of FSAC is included under this activity. WFP seeks to strengthen the social welfare fund's capacities in vulnerability assessments, beneficiary management and delivery platforms. Finally, WFP will continue to work closely with the United Nations High Commissioner for Refugees to assist refugees living in Al Kharaz refugee camp.<sup>55</sup>

***Strategic outcome 2: People at risk of malnutrition, especially pregnant and lactating women and girls and children under 5 years old, have reduced levels of malnutrition by 2020***

46. This outcome supports PLWG and children under 5 years old with nutrition assistance to prevent acute and chronic malnutrition and treat moderate acute malnutrition. WFP will strengthen the capacity of community-based health structures and implement a gender equality informed SBCC strategy. This outcome contributes to strategic objective 1 of the YHRP (*Provide life-saving assistance to the most vulnerable people in Yemen through an effective, targeted response*) and outcome 2 of the United Nations Strategic Framework for Yemen (2017–2019) (*Basic social services continue to be delivered to the general population*) by building community capacity in malnutrition management and supporting the recovery of national nutrition systems.

***Focus area***

47. This strategic outcome focuses on crisis response.

***Expected outputs***

48. The outcome will be achieved through the following outputs:
- Children aged 6–23 months and PLWG receive specialized nutritious foods that prevent acute and chronic malnutrition.
  - Children aged 6–59 months and PLWG receive specialized nutritious foods that treat moderate acute malnutrition.
  - PLWG receive an additional conditional cash transfer that increases their households' access to fresh foods and supports their access to local health services (pilot project).
  - Targeted beneficiaries benefit from the improved capacity of local health centres to implement malnutrition prevention and treatment programmes.
  - Targeted beneficiaries receive information on healthy dietary habits and adequate feeding, hygiene and health practices that expands their knowledge and improves their nutrition and health status.

***Key activities***

***Activity 2: Provide nutrition assistance to treat and prevent malnutrition***

49. This activity constitutes an integrated malnutrition prevention and treatment response. WFP will provide specialized nutrition products through blanket supplementary feeding to children aged 6–23 months and PLWG to prevent acute and chronic malnutrition in districts prioritized for integrated famine response and targeted supplementary feeding to

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<sup>54</sup> The school feeding and humanitarian relief project is an autonomous institution under the aegis of the Ministry of Education; it has an extensive network in most governorates and is a major WFP partner for general food assistance. WFP school meal activities, which are implemented under strategic outcome 3, are not managed under the project.

<sup>55</sup> Al Kharaz refugee camp is in Lahj governorate, northwest of Aden in the desert of southern Yemen. The camp is home to refugees from Somalia and Ethiopia.

malnourished children aged 6–59 months and PLWG<sup>56</sup> to treat acute malnutrition across the country. Beneficiaries of targeted supplementary feeding will be screened in local health centres, through community health volunteers and screening campaigns organized by the Ministry of Health, using mid-upper arm circumference (MUAC) and weight-for-height measurements. Beneficiaries will be discharged after an average stay of three months in the programme, once they have reached a MUAC of >125 mm for children and a MUAC of >230 mm for women. WFP will design a communications strategy to ensure PLWG and household members receive sufficient information on the use and benefits of specialized nutrition products.

50. This activity will be implemented in line with national protocols and in close collaboration with the Ministry of Public Health and Population and nutrition cluster partners concerned with severe acute malnutrition, including UNICEF and the World Health Organization (WHO). Implementation will be supported by over 22 NGOs. WFP will enhance the capacities of local partners and the Ministry of Public Health and Population by providing equipment and supplies and training community volunteers, nutrition coordinators and health centre staff on the community-based management of acute malnutrition, food storage management monitoring and reporting. All training will include gender considerations.

*Activity 3: Provide conditional cash assistance to support access to nutrition and health services*

51. This pilot will seek to prevent stunting during the first 1,000 days of life through conditional cash transfers to PLWG and caregivers of children under 2 years old who are beneficiaries of the blanket supplementary feeding programme. The pilot will test approaches and gather evidence to inform malnutrition prevention programming in Yemen. It will start in areas where stunting prevalence is high and health services are adequate and will gradually expand to other locations.
52. PLWG and caregivers of children under 2 years old will receive a cash top-up that is delivered after they pay a monthly visit to the health centre for antenatal care, minimum mandatory vaccinations, post-natal care or acute malnutrition screening. The top-up will help beneficiaries to purchase and consume fresh and healthy foods. An SBCC strategy, informed by the nutrition cluster's barrier analysis (currently under way) and additional research, will be developed to address barriers to the adoption of adequate infant and young children feeding practices and healthy eating and hygiene habits. The SBCC campaign will not only target PLWG, health workers and caregivers, but also other decision makers and influencers within the community such as parents-in-law, husbands and local leaders. Messaging will focus on ensuring that responsibility for the care of children is shared within the household and not only limited to women.
53. This activity will be designed and implemented in close collaboration with the Ministry of Public Health and Population and with strong community participation. A baseline evaluation, follow-up survey and an end-line evaluation as well as rigorous gender-responsive monitoring will be established to collect lessons from the pilot and inform a potential scale-up.

***Strategic outcome 3: Vulnerable households across Yemen have access to equitable social safety nets and basic services during and in the aftermath of crises***

54. This outcome represents WFP's contribution to humanitarian plus, rehabilitation and recovery activities. It targets school-age children and populations in areas with high food insecurity and malnutrition. It contributes to strategic objective 3 of the YHRP (*Support and preserve services and institutions essential to immediate humanitarian action and promote*

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<sup>56</sup> PLWG receive targeted supplementary feeding only in areas where blanket supplementary feeding is not provided.

*access to resilient livelihood opportunities*) and the third outcome of the United Nations Strategic Framework for Yemen (2017–2019) (*Communities are better managing external threats, local risks and shocks with increased economic self-reliance and enhanced social cohesion*). WFP will work at the community level and with national and NGO partners to enable equitable access to education, support rehabilitation of community infrastructure and help stabilize people's livelihoods.

### **Focus area**

55. This strategic outcome focuses on resilience building.

### **Expected outputs**

56. The outcome will be achieved through the following outputs:

- Schoolchildren in targeted districts receive nutritious meals that improve food intake and increase school attendance and retention (SDG 4).
- Food-insecure households receive cash assistance that protect and rebuild their community assets, infrastructure and livelihoods.
- Targeted communities benefit from improved and restored community infrastructure and livelihood assets that enhance resilience.
- Vulnerable populations benefit from the enhanced capacity of local and national institutions to implement social safety nets.

### **Key activities**

*Activity 4: Provide school meals. WFP will provide school meals to increase the food intake and school attendance of primary school-age children*

57. WFP will continue to work with the Ministry of Education to lay the groundwork for the revival of Yemen's national school meals programme.<sup>57</sup> Schools are a platform for change for many of Yemen's development objectives, such as those related to education, health, gender equality and nutrition. It is therefore crucial that schools remain open and functional and that children attend classes.
58. WFP will work with the Ministry of Education and other partners to set up a nationally owned gender-responsive reporting and monitoring system. WFP will coordinate with UNICEF and NGO partners to advocate for complementary actions, including the availability of water, sanitation and hygiene (WASH) facilities and learning materials in schools. WFP and partners will increase their advocacy for the payment and training of teachers to ensure the delivery of high quality education. The school meals programme will be linked to activity 5 (see below) as much as possible to support community efforts to rehabilitate damaged school infrastructure. WFP will seek to leverage gender-informed research on behaviour and the SBCC approach prepared under activity 3 to introduce nutrition education in schools.
59. WFP will experiment with alternative or complementary school meal models, including the provision of hot meals, increased sourcing of fresh, local products and activities tailored to adolescent girls and boys to address barriers to school attendance and completion (including at the secondary level).

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<sup>57</sup> Yemen is part of the regional initiative on school meals and social protection for the Middle East and North Africa led by WFP and the life skills and citizenship education initiative led by UNICEF.



*Activity 5: Support community infrastructure rehabilitation and livelihoods through food assistance for assets*

60. Working with NGO partners and the social fund for development, WFP will provide FFA and FFT to food-insecure households while restoring community infrastructure and livelihoods. The FFA and FFT activities will promote equal access to and control of resources by women and men. Quality standards in the rehabilitation of community and social infrastructure such as school facilities and health clinics will be upheld. Works will be undertaken with qualified engineers. This activity will build on the successful experience of ERRY, which will continue to be implemented by the four participating agencies.
61. Beyond ERRY, WFP will work with the social fund for development to implement activities and harmonize targeting and modalities in a way that contributes to its strengthening.
62. Activities will be informed by the social fund for development and UNDP-supported community resilience plans. Participatory planning approaches will be used to ensure that assets and training respond to the needs of communities. Inclusive and gender-balanced community committees will promote the equitable participation of women and men in the design and implementation of activities. As women are disproportionately responsible for the health, nutrition and education of their children, WFP will explore opportunities to assist rural women through FFT, promoting numeracy and literacy training, nutrition education and life skills as a means to empower them and support their households.<sup>58</sup>

***Strategic outcome 4: International and national partners are supported in their efforts to assist people in Yemen and preserve critical services***

63. This outcome represents WFP's support for partners in Yemen and contributes to strategic objective 4 of the YHRP (*Deliver a principled, multisectoral, coordinated and inclusive humanitarian response that is accountable to and advocates effectively for the most vulnerable people in Yemen with enhanced engagement of national partners*).

***Focus area***

64. This strategic outcome focuses on crisis response.

***Expected outputs***

65. The outcome will be achieved through the following outputs:
  - Crisis-affected populations benefit from the availability of humanitarian air services that enable the movement of humanitarian staff and the implementation of humanitarian assistance in Yemen.
  - Crisis-affected populations benefit from the increased capacity of humanitarian partners thanks to the provision of logistics coordination and support.
  - Crisis-affected populations benefit from the enhanced capacity of humanitarian partners thanks to the provision of information and communications technology coordination and services.
  - Crisis-affected populations benefit from the enhanced operational capacity of humanitarian partners thanks to the provision of bilateral services.

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<sup>58</sup> In coordination with the life skills and citizenship education initiative led by UNICEF, especially for young people.

**Key activities**

*Activity 6: Provide humanitarian air services through UNHAS. UNHAS provides safe and reliable air transport services and standby capacity for the evacuation of humanitarian staff if required.*

66. UNHAS enables over 60 humanitarian organizations to reach conflict-affected populations in Yemen by transporting humanitarian staff and urgent light cargo. UNHAS services will continue until safe, reliable commercial flights to the country resume.

*Activity 7: Logistics cluster*

67. The logistics cluster fills logistics gaps, facilitates access to a common services platform and enables over 60 organizations to conduct their activities in Yemen. The cluster facilitates airlifts of humanitarian supplies from Djibouti to Sana'a in coordination with UNHAS, coordinates passenger and cargo transport to and from Yemen on WFP-chartered vessels, organizes land transportation of relief items across Yemen, and enables the temporary storage of humanitarian cargo as needed. The cluster also provides coordination and information management services to minimize the duplication of efforts and support operational decision making among stakeholders.

*Activity 8: Emergency telecommunications cluster (ETC)*

68. Based on agency needs, the ETC provides secure telecommunications support, internet hubs, connectivity and related services, technical support, and oversight of IT infrastructure on demand as well as IT infrastructure for the cholera response. The cluster also aims to contribute to broader community-level improvements by supporting general access to internet and IT services in collaboration with the United Nations Office for the Coordination of Humanitarian Affairs.

*Activity 9: Bilateral service provision*

69. WFP will provide on-demand services to partner agencies (WHO, UNICEF, NGOs, etc.), including by managing a revolving fuel facility to provide fuel to partners, hospitals and water treatment plants, and constructing diarrhoea treatment centres as part of the cholera response.

**3.3 Transition and exit strategies**

70. WFP is unlikely to be able to shift its activities entirely away from humanitarian assistance in the next two years; however, steady, targeted investments in resilience, recovery and the rehabilitation of local and national systems and services are a prerequisite for peace. WFP is contributing to these investments by implementing robust strategies for moving selected beneficiaries from unconditional to conditional assistance; strengthening its focus on prevention, especially in nutrition; and enhancing the linkages between WFP assistance and national safety nets.
71. This ICSP will ensure a successful transition to recovery by providing for regular monitoring of markets and the food security and nutrition situation; strengthening national capacity in school meals programmes; testing nutrition-sensitive and gender-responsive social safety nets for malnutrition prevention; increasing investments in cost-efficient and sustainable delivery platforms that can be adopted by partners and national programmes; strengthening national capacity in assessing vulnerability, collecting data and generating evidence; and developing SBCC strategies that contribute to improving nutrition outcomes, gender equality and women's empowerment.

## 4. Implementation arrangements

### 4.1 Beneficiary analysis

72. This ICSP is the result of a consultative prioritization exercise, informed by ongoing famine risk monitoring and SMART<sup>59</sup> surveys. It prioritizes assistance to severely food insecure and moderately malnourished populations. Beneficiary targeting will be conducted at geographic and household levels: the most vulnerable districts will be ranked, and within prioritized districts, activity 1 (general food assistance) beneficiaries will be identified using proxy indicators and through health facilities.<sup>60</sup> Geographic targeting under strategic outcome 3 will reflect education cluster priorities and opportunities for complementary support through partners.
73. This ICSP will be implemented in areas prioritized by the food security and agriculture, nutrition and education clusters except for malnutrition treatment, which will be implemented nationwide to complement UNICEF's treatment of severe malnutrition.
74. Beneficiary households may receive more than one form of assistance as follows:
- *Activities 1 and 5:* Households within targeted communities will receive unconditional or conditional food assistance based on their vulnerability and ability to participate in conditional food assistance schemes.
  - *Activity 2:* All PLWG and children under 2 years old living in communities where global acute malnutrition rates are above 10 percent will receive specialized nutrition products to prevent malnutrition. All PLWG and children under 5 suffering from moderate acute malnutrition will be eligible to receive treatment for acute malnutrition through local health facilities nationwide.
  - *Activity 3:* All PLWG and children under 2 in selected pilot areas<sup>61</sup> who receive prevention assistance will receive conditional cash transfers in addition to the specialized nutrition products provided under activity 2. Beneficiaries will be assisted as long as they are pregnant or lactating and children will be assisted for their first 1,000 days of life.
  - *Activity 4:* All school-age children attending primary schools in targeted districts with high food insecurity rates prioritized by the education cluster will receive a snack during classes for every day they attend school. District targeting will be coordinated with the Ministry of Education and education cluster partners.
75. WFP will register beneficiaries in a beneficiary and transfer management platform (SCOPE or an equivalent system) and issue a unique beneficiary card to each beneficiary. Biometric data registration will be used whenever possible.

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<sup>59</sup> SMART stands for standardized monitoring and assessment of relief and transitions.

<sup>60</sup> WFP is attentive to intra-household inequalities and takes these into consideration in order to respond to the particular needs, priorities and circumstances of women, men, girls and boys.

<sup>61</sup> Areas will be selected based on chronic malnutrition rates and the availability of health services.

TABLE 1: FOOD AND CASH-BASED TRANSFER BENEFICIARIES BY STRATEGIC OUTCOME AND ACTIVITY

Strategic outcome	Activities	2019						2020						Total 2019	Total 2020	Total ICSP beneficiary number for both years
		Women and girls			Men and boys			Women and girls			Men and boys					
		0-59 months	5-18 years	+18 years	0-59 months	5-18 years	+18 years	0-59 months	5-18 years	+18 years	0-59 months	5-18 years	+18 years			
Strategic outcome 1	Activity 1	656 000	1 392 000	1 880 000	672 000	1 480 000	1 920 000	626 800	1 330 000	1 796 000	642 000	1 414 000	1 834 400	8 000 000	7 643 200	<b>8 000 000*</b>
Strategic outcome 2	Activity 2	949 200	-	1 968 100	965 400	-	-	1 153 500	-	2 580 700	1 177 500	-	-	3 882 700	4 911 700	<b>8 794 400</b>
	Activity 3	49 100	104 500	141 000	50 600	110 900	143 900	49 100	104 500	141 000	50 600	110 900	143 900	600 000	600 000	<b>1 200 000</b>
Strategic outcome 3	Activity 4	-	387 700	-	-	514 000	-	-	510 000	-	-	676 100	-	901 700	1 186 100	<b>1 186 100</b>
	Activity 5	28 700	60 900	82 300	29 500	64 700	83 900	57 300	121 900	164 500	59 000	129 400	167 900	350 000	700 000	<b>1 050 000</b>
<b>Total with overlaps</b>		<b>1 683 000</b>	<b>1 945 100</b>	<b>4 071 400</b>	<b>1 717 500</b>	<b>2 169 600</b>	<b>2 147 800</b>	<b>1 886 700</b>	<b>2 066 400</b>	<b>4 682 200</b>	<b>1 929 100</b>	<b>2 330 400</b>	<b>2 146 200</b>	<b>13 734 400</b>	<b>15 041 000</b>	<b>20 230 500</b>
<b>Total without overlaps</b>		<b>820 900</b>	<b>1 607 900</b>	<b>2 214 800</b>	<b>838 700</b>	<b>1 766 700</b>	<b>1 971 000</b>	<b>816 200</b>	<b>1 614 800</b>	<b>2 252 200</b>	<b>834 200</b>	<b>1 791 700</b>	<b>1 940 500</b>	<b>9 220 000</b>	<b>9 249 600</b>	<b>10 323 300</b>

\* Including 10,000 refugees and 400,000 people who may become newly displaced and/or identified as severely food insecure in host communities

## 4.2 Transfers

### *Food and cash-based transfers*

76. Transfer values reflect the objectives of each activity and are in line with FSAC guidance. Over the next two years, WFP aims to increase CBTs (commodity vouchers and cash) from 37 to 60 percent of the total value of transfers (excluding capacity strengthening and service delivery).
77. Under activity 1, WFP will provide transfers sufficient to meet household minimum dietary needs (2,100 kcal/day/person). The transfer value may be revised in the second year, depending on the outcomes of food security assessments. WFP may also consider revising the CSP in the future to add immediate response rations to cater to the needs of newly displaced populations. In-kind assistance, commodity vouchers and CBTs are used with equivalent rations across the three modalities. WFP will align the implementation of CBTs with FSAC and the cash and market working group, which has proposed a minimum food expenditure basket for food needs aligned with in-kind assistance and based on prevailing market prices. In-kind commodities will be prioritized in locations where markets are not functioning well. An increasing number of beneficiaries, especially in urban and semi-urban areas, will receive commodity vouchers or cash transfers.
78. WFP will select modalities based on food security analysis, beneficiary preferences, and cost-efficiency and cost-effectiveness analysis together with contextual, gender and sectorial (market and financial sector) assessments. WFP will maintain the ability to switch between modalities if market and security conditions in selected areas change. According to the paper "Inter-Agency Joint Case Study: Market Functionality and Community Perception of Cash Based Assistance" (December 2017), cash is the preferred modality for beneficiaries and does not pose major protection concerns.<sup>62</sup> Moreover, with the introduction of CBTs, further details on household dynamics, expenditure, gender and beneficiary preferences will be collected and used to improve programme design and implementation.
79. WFP introduced paper commodity vouchers in Yemen in February 2016. Commodity vouchers use a "business-to-business" approach whereby WFP contracts with food suppliers such as importers and wholesalers who manage networks of retailers and guarantee a steady supply of food. This slashes lead times and injects resources into the local economy. Suppliers receive advance notice of the aggregate demand to be generated by the vouchers, which allows them to import and pre-position food for beneficiaries without compromising the stocks procured as part of their normal business. The roll-out of SCOPE will enable WFP to substitute paper vouchers with electronic vouchers.
80. WFP will deploy CBTs in areas where market functioning supports the introduction of unrestricted cash to meet household food needs. Cash transfers will be provided through contracted local financial service providers.<sup>63</sup> WFP aims to introduce biometric identification at the point of redemption over the course of the ICSP.
81. *Under activity 2*, children aged 6–59 months treated for acute malnutrition will receive a ready-to-use supplementary food, Plumpy'Sup, which provides 535 kcal per day for an average of 90 days. Acutely malnourished PLWG will receive a monthly 6 kg take-home ration of a fortified blended flour, Supercereal plus, for an average of 180 days from their second trimester through six months of lactation. The daily 200 g ration of Supercereal plus will provide 820 kcal and micronutrients to reduce the nutrient gap and treat acute malnutrition. Through malnutrition

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<sup>62</sup> There were no significant differences in the preferences of host community males, host community females, male IDPs, female IDPs, male returnees and female returnees. Preferences by age group were not assessed.

<sup>63</sup> The response will recognize the different starting points of beneficiaries, such as the greater barriers women face in accessing financial services compared to men – whether this is in terms of assets (linked to inheritance) or from information and communications technology obstacles (obtaining independent access to and control of devices).

prevention activities, children aged 6–23 months will receive a monthly 1.5 kg ration of a lipid-based nutrient supplement, LNS-MQ, which provides a daily intake of 281 kcal and essential micronutrients, including iron. PLWG will receive a monthly 6 kg ration of Supercereal starting from their second trimester through six months of lactation to prevent malnutrition and micronutrient deficiencies.

82. *Under activity 3*, PLWG and caregivers of children under 2 years old who participate in the pilot will receive a conditional cash top-up of USD 0.23 per person per day.
83. *Under activity 4*, children will be provided with micronutrient-fortified snacks (100 g of high-energy biscuits in the south and 100 g of date bars in the north) at school. Commodities will be sourced locally, or regionally if local production cannot meet requirements. The selection of commodities takes account of climatic conditions and their effect on storage.
84. *Under activity 5*, participants in FFA and FFT activities will receive an average USD 6 per day and will participate in the schemes for an average of 102 days per year. This will provide households with an income during the lean season sufficient to cover the food gap and other expenses, including savings for recovery. FFT-related activities will run for up to one year.

TABLE 2: FOOD RATIONS (g/person/day) AND CASH-BASED TRANSFER VALUES (USD/person/day) BY STRATEGIC OUTCOME AND ACTIVITY										
	Strategic outcome 1	Strategic outcome 2						Strategic outcome 3		
	Activity 1	Activity 2				Activity 3		Activity 4		Activity 5
Beneficiary type	Severely food-insecure	Children MAM treatment	Children AM prevention	PLWG AM treatment	PLWG AM prevention	PLWG stunting prevention	Children stunting prevention	School children (south)	School children (north)	FFA/FFT
Modality	Food, commodity vouchers or cash-based transfers	Food	Food	Food	Food	Food, cash	Food			
Wheat flour, fortified	417									
Pulses	56									
Vegetable oil, fortified	41									
Salt, iodized	3									
Sugar	14									
Plumpy'Sup		100								
Supercereal					200					
Supercereal plus				200						
Plumpy'Doz			50							
High-energy biscuits								100		
Date bars									100	
Total kcal/day	2 100	535	255	820	752			450	465	
% kcal from protein	8.6	10.5	10	17	16			11	4	
Commodity voucher (USD/person/day)	0.34									
Cash-based transfers (USD/person/day)	0.46*					0.23				0.56
		*Cash equivalent only for beneficiaries not receiving food or commodity vouchers								
Number of feeding days per year	360	90	90	180	180	180	180	264	264	180

Abbreviations: FFA = food assistance for assets; FFT = food assistance for training; AM = acute malnutrition; MAM = moderate acute malnutrition; PLWG = pregnant and lactating women and girls.

<b>TABLE 3: TOTAL FOOD AND CASH-BASED TRANSFER REQUIREMENTS AND VALUES</b>		
<b>Food type/cash-based transfer</b>	<b>Total (mt)</b>	<b>Total (USD)</b>
Cereals	1 532 990	348 565 277
Pulses	204 399	99 542 237
Oil and fats	150 574	152 225 575
Mixed and blended foods	234 253	246 939 471
Other	62 776	22 450 341
<b>Total (food)</b>	<b>2 184 991</b>	<b>869 722 901</b>
Commodity vouchers		253 552 476
Cash-based transfers		968 870 060
<b>Total (food and cash-based transfer value – USD)</b>	<b>2 184 991</b>	<b>2 092 145 437</b>

### **Capacity strengthening**

85. Peace is required if Yemen is to achieve the SDGs. In the absence of peace, WFP's approach is to focus primarily on strengthening capacities for basic service delivery, livelihood support and safety nets at the community level, while embedding a gender-transformative approach in all its actions.
86. This includes developing and testing pilot malnutrition prevention programmes that can be adopted and scaled up by national institutions in a post-conflict scenario; developing and reforming safety net systems (beneficiary registration, targeting, monitoring and evaluation, delivery platforms, etc.) and ensuring their suitability for national programmes; fine-tuning vulnerability assessments; and supporting local capacity to implement nutrition programmes, including organizing awareness campaigns through health centres and schools.
87. This approach will also increase local community participation in the management of school meals, nutrition, FFA and FFT activities to ensure sustainability, local ownership and investment in the capacity of local cooperating partners.

### **4.3 Supply chain**

88. Through this ICSP, WFP will continue to consolidate its supply chain strategy, which will be regularly adjusted to adapt to changes in the operating environment. The supply chain relies on rigorous planning and efficient resource management to overcome unpredictable funding and long lead times from procurement to distribution (as much as four months). Commodities are imported by sea through the ports of Al Hudaydah, Aden and Saleef; Al Hudaydah has the highest capacity and mostly serves the northern regions while Aden serves the south. WFP makes purchases through Global Commodity Management Facility hubs, which significantly reduces lead times. WFP is strengthening national milling capacity by supporting the rehabilitation of damaged or inoperative wheat milling companies. When needed, WFP uses charter vessels to bring in supplies from hubs in Djibouti and Berbera (Somalia). WFP is continually exploring other network options across the region as a preparedness measure. The success of the supply chain depends on increasing the commercial services available at the country's entry points. Furthermore, and in response to environmental considerations, WFP takes measures to reduce the negative impact of activities on the environment, including by reducing transport by pooling deliveries of general food assistance and nutrition rations, increasing the size of nutrition packages and minimizing the number of bags throughout the milling process.



89. Active conflict poses a major challenge to inland deliveries, separating the country into two operational zones, one in the north and another in the south; extensive negotiations and adjustments are needed as the lines between the two operational zones move. International and regional supply planning must be flexible, and significant changes in the operating environment could increase operational costs. WFP coordinates all movements with relevant authorities in strict adherence to security clearance processes. Tracking tools and standard operating procedures have been developed to that effect.
90. Warehouse capacity is located in the primary hubs of Al Hudaydah, Sana'a and Aden, with additional extended delivery points in governorates such as Ibb and Sa'ada to allow for the immediate pre-positioning of commodities, which is critical to mitigating access restrictions. WFP will continue to advocate for open lifeline corridors, the facilitation of commercial food imports and the safe delivery of aid to beneficiaries across Yemen.

#### **4.4 Country office capacity and profile**

91. To implement the ICSP, WFP Yemen plans to expand its field presence from five sub-offices (in Sana'a, Sa'ada, Ibb, Hudaydah and Aden) to potentially seven (adding Mukkala and Mareb). The country office will increase its capabilities in nutrition activities, FFA/FFT, school meals and CBT by recruiting additional international and national staff. Further staffing investments will be made to enable the country office to move from the current EMOP and special operations to the ICSP. Workforce development for national and international staff will remain a high priority, as will staff security and wellness, considering the highly challenging operating environment and living conditions, characterized by continuous airstrikes and confined mobility within non-conflict locations.

#### **4.5 Partnerships**

92. WFP works with national institutions, United Nations agencies, NGOs and other partners. The partnerships cover the activities under the ICSP, as described in the following paragraphs.
93. *Activity 1.* WFP will collaborate with FSAC partners, including local and international NGOs, the school meals project and humanitarian relief and the United Nations High Commissioner for Refugees to identify beneficiaries and distribute assistance. WFP and FSAC partners use joint assessments and common prioritization approaches and provide food assistance to severely food-insecure households in a complementary way. WFP will support the efforts of the social welfare fund to improve targeting, registration and cash assistance delivery.
94. *Activities 2 and 3.* WFP will collaborate with the Ministry of Public Health and Population, UNICEF, NGOs, WHO and the nutrition, WASH, food security and agriculture and health clusters to implement treatment and prevention activities. WFP will provide treatment for moderate acute malnutrition, while UNICEF and WHO will tackle severe acute malnutrition. WFP will use assessments conducted by FSAC and the nutrition cluster to inform the targeting of prevention activities and its SBCC strategy. WFP relies on WHO and UNICEF to provide complementary services at health facilities and contribute to nutrition training materials. WFP will seek to engage with Yemen's Women National Committee as much as possible.
95. *Activity 4.* WFP will work closely with the Ministry of Education, UNICEF, the education cluster, NGOs and WASH and FSAC partners. WFP will provide meals at schools prioritized by FSAC and the education cluster, while the partners listed above will ensure the availability of WASH facilities at schools, curricula and learning materials and adequate infrastructure.
96. *Activity 5.* WFP will collaborate with FAO, UNDP, ILO, the social fund for development and FSAC to draw on each partner's comparative advantage. WFP will contribute to UNDP efforts to develop community resilience plans and align livelihood activities. ERRY evaluations highlighted WFP's strength in implementing FFA while partners provide substantial support on agricultural, labour and vocational training matters.

97. *The cluster system.* WFP leads the logistics cluster and the ETC and co-leads FSAC with FAO. WFP is a key member and technical adviser for the nutrition cluster and participates in the education and protection clusters. WFP guides the early recovery cluster and will host the coordinator of the Yemen cash working group.

## **5. Performance management and evaluation**

### **5.1 Monitoring and evaluation arrangements**

98. WFP is committed to improving the timeliness and quality of monitoring and reporting in Yemen. In 2019, the Office of Evaluation will conduct a corporate emergency evaluation of this ICSP in order to inform future strategies and programmes and to meet accountability requirements regarding WFP's overall country portfolio performance, results, coverage, coherence and connectedness. This will be complemented by a decentralized evaluation of selected activities, reflecting the evidence and learning needs of WFP and its partners. Over the course of the ICSP, WFP will focus on strengthening the gender-responsive monitoring and evaluation needed to respond to the particular needs of women, men, girls and boys in Yemen; enhancing data quality, monitoring tools and the monitoring capacity of WFP and its partners; and consolidating joint monitoring efforts across the system.
99. WFP will continue to undertake joint monitoring with partners and to conduct on-site distribution monitoring through WFP field monitors and contracted third party monitoring companies. WFP will cooperate to triangulate findings with third party monitoring companies engaged by donors. WFP manages post-distribution monitoring through mobile phone surveys with dedicated call centres in Amman and Sana'a. In addition, an SMS-based reporting system will be established for all schools and health centres participating in WFP activities to ensure adequate reporting. A toll-free beneficiary feedback hotline has been in place since 2016 and follow-up actions are tracked and prioritized by WFP. Remote calls are handled by men and women to ensure that both male and female beneficiaries feel comfortable discussing their needs.
100. Together with FSAC partners, WFP will continue to monitor food security trends at the district level through the famine risk monitoring system. WFP uses remote data collection methods through mobile vulnerability analyses and mapping to monitor household food security and the prices of key commodities. WFP will strengthen monitoring to analyse intra-household dynamics and the food security and nutrition challenges that affect different household members. WFP will also continue to deploy rapid assessment tools targeting newly displaced persons to guide the timely delivery of relief assistance. WFP will start to use media campaigns to raise awareness of assistance and entitlements, with special attention to the particular needs of women, men, girls and boys. Furthermore, WFP will continue to use participatory approaches when engaging with local communities to ensure targeted interventions are needs driven, context-specific, socially cohesive, and result in equitable and empowering outcomes. Since 2018, IPC analysis has been conducted at the district level; this will continue on a regular basis to monitor food security trends and rank districts according to their vulnerability.
101. In accordance with WFP's approach and commitment to humanitarian and protection principles, WFP ensures that all assistance is provided in a safe and dignified way and is accessible to those most in need. Various measures are applied to ensure protection and accountability to affected populations: WFP ensures that cooperating partners' budgets incorporate the cost of complaints assistants to receive complaints at distribution sites and report protection concerns to cooperating partner managers. WFP also organizes dedicated awareness sessions on protection and accountability to affected populations at field offices to ensure that distribution sites are safe and accessible to those most in need. Whenever WFP receives information of a protection incident, WFP contacts the concerned cooperating partner and requests it to act or refer the case to the Protection Cluster. WFP participates in the Community Engagement Working Group and has actively contributed to the development of surveys among beneficiaries and local communities aimed at

better understanding if assistance is reaching those in need, how it could be further improved and how humanitarian organizations can better engage local communities.

## 5.2 Risk management

102. WFP has stepped up its preparedness under an augmented operational plan and business continuity measures that would enable remote management if the security situation deteriorated. WFP maintains and monitors a risk register, including mitigation measures, to respond to changes in the security, political and economic environment.

### **Contextual risks**

103. *Insufficient funding for life-saving assistance.* The inability to deliver life-saving assistance will exacerbate severe food insecurity and malnutrition. WFP would need to reduce rations to adjust its response to available resources. In an extreme scenario, WFP would have to limit assistance to areas at high risk of famine identified jointly by the clusters.
104. *Access to affected vulnerable populations.* Insecurity, discriminatory gender norms and bureaucratic challenges may impede humanitarian access to and within the country, preventing WFP from reaching targeted beneficiaries. To mitigate this risk, WFP will continue to work closely with humanitarian partners and the donor community to advocate for unrestricted humanitarian access.
105. *Supply chain.* The closure of ports may hinder sea delivery of humanitarian cargo. WFP has developed contingency plans to address the potential closure or disruption of ports. The organization will strengthen international and regional supply planning and diversify entry points and regional corridors for food delivery and dispatch. WFP will work on increasing its warehouse capacity, pre-positioning food stocks, and, possibly, creating emergency distribution points.

### **Programmatic risks**

106. *Corruption and fraud.* Programming large resources in an insecure environment increases the risk of fraud, aid diversion, political interference and corruption. To mitigate such risks, the country office has a dedicated compliance officer, and a commodity tracking database team records the movement of commodities from dispatch to distribution. A call centre follows up on the receipt of commodities by cooperating partners, and third party monitors have been hired to identify any wrongdoing or diversion of resources. WFP has also reallocated food commodities more evenly among partners, based on performance, in order to reduce dependency. Finally, improved beneficiary feedback mechanisms will also help mitigate this risk.
107. *Rolling out CBTs.* The implementation of CBTs without an enabling environment can lead to supply shortages, inadequate transfer values, misappropriation or forgery. These risks will be mitigated through constant market monitoring, harmonization of the CBT value with other partners, implementation of biometric registration and a redemption system, adjustments of the transfer value to address inflation and a shift to in-kind modalities if needed.

### **Institutional risks**

108. *Reputational risk.* The complex nature of the crisis and the magnitude of the operation poses a reputational risk if WFP fails to address pockets of famine or to deliver crucial assistance effectively. To mitigate this risk, WFP will continue to invest in the quality of programme delivery while sustaining advocacy with all actors for unimpeded access, accountability, neutrality and operational independence.

## 6. Resources for results

### 6.1 Country portfolio budget

Strategic outcome	Total	Year 1	Year 2
		2019	2020
<b>1</b>	<b>2 306 076 363</b>	1 120 685 257	1 185 391 107
<b>2</b>	<b>426 885 850</b>	198 331 306	228 554 544
<b>3</b>	<b>411 339 203</b>	139 994 795	271 344 407
<b>4</b>	<b>196 220 189</b>	151 644 918	44 575 271
<b>Total</b>	<b>3 340 521 605</b>	<b>1 610 656 276</b>	<b>1 729 865 329</b>

109. The largest share of the ICSP budget by far is dedicated to strategic outcome 1 – the provision of life-saving food assistance to severely food-insecure households. There is a relatively significant increase in the funding requirements for strategic outcome 3 between 2019 and 2020, highlighting WFP’s gradual shift from unconditional to conditional transfers commensurate with the scale-up of resilience programming. The substantial decrease in the cost of strategic outcome 4 between 2019 and 2020 is based on the assumption that the revolving fuel facility may not be required after 2019. WFP has allocated sufficient resources to advance gender equality and women’s empowerment across all activities.

### 6.2 Resourcing outlook

110. WFP has benefited from generous contributions to the YHRP: during the past three years it has received an average of 64 percent of annual requirements (USD 788 million in 2017 and USD 772 million in 2018, as of May 2018).

111. As the ICSP only targets the most vulnerable food-insecure and malnourished populations, funding shortfalls – especially under strategic outcomes 1 and 2 – are likely to result in a reduction of the number of people receiving life-saving assistance, which could have a dramatic impact on their well-being and survival. In the event of funding shortfalls, WFP will prioritize life-saving transfers under activities 1 and 2 and in districts at high risk of famine. Prioritization will be analysed in more detail in the country operations management plan.

### 6.3 Resource mobilization strategy

112. WFP aims to secure full funding across the ICSP’s outcomes by strengthening communication channels, displaying results and impact, and generating evidence. To this effect, WFP will develop a resource mobilization strategy and partnership action plan, which will serve as a comprehensive and consolidated framework for these activities under the ICSP. WFP will continue to hold the quarterly donor briefings initiated in 2017 to ensure regular, transparent and thorough communication with donors.

**ANNEX I****LOGICAL FRAMEWORK FOR YEMEN INTERIM COUNTRY STRATEGIC PLAN (2019–2020)**

**Strategic Goal 1: Support countries to achieve zero hunger**

**Strategic Objective 1: End hunger by protecting access to food**

**Strategic Result 1: Everyone has access to food**

**Strategic outcome 1: Food-insecure people affected by crises across Yemen, have access to life-saving, safe and nutritious food all year**

Outcome category:  
Maintained/enhanced individual  
and household access to  
adequate food

nutrition-sensitive

Focus area: crisis response

**Assumption**

Access is granted to hard-to-reach areas

**Outcome indicators**

Consumption-based coping strategy index (average)

Food consumption score

Food consumption score – nutrition

Food expenditure share

Livelihood-based coping strategy index (average)

Minimum dietary diversity – women

Zero hunger capacity scorecard

## Activities and outputs

### 1. Provide life-saving food assistance to severely food-insecure households (URT: Unconditional resource transfers to support access to food)

Food-insecure populations benefit from better coordination, joint analysis and monitoring that improves the efficiency and quality of targeting. (M: National coordination mechanisms supported)

Food-insecure populations benefit from strengthened joint delivery platforms and beneficiary management systems that can optimize resource allocations, strengthen equity, efficiency and reporting and inform national safety nets. (L: Infrastructure and equipment investments supported)

Severely food-insecure populations receive regular monthly food assistance through in-kind, vouchers, or cash-based transfers (CBTs) that meet their basic food needs. (A: Resources transferred)

Severely food-insecure populations receive regular monthly food assistance through in-kind, vouchers, or cash-based transfers (CBTs) that meet their basic food needs. (B: Nutritious foods provided)

### Strategic outcome 3: Vulnerable households across Yemen have access to equitable social safety nets and basic services during and in the aftermath of crises

Outcome category:  
Maintained/enhanced individual and household access to adequate food

Focus area: resilience-building

### Assumption

Willingness of the authorities to support the programme, and access to schools

### Outcome indicators

Attendance rate

Food Consumption Score

Proportion of the population in targeted communities reporting benefits from an enhanced asset base

Retention rate

## Activities and outputs

### **4. Provide school meals. WFP will provide school meals to increase the food intake and school attendance of primary school-age children. (SMP: School meal activities)**

Schoolchildren in targeted districts receive nutritious meals that improve food intake and increase school attendance and retention. (A: Resources transferred)

Vulnerable populations benefit from enhanced capacity of local and national institutions to implement social safety nets. (C: Capacity development and technical support provided)

### **5. Support community infrastructure rehabilitation and livelihoods through food assistance for assets (ACL: Asset creation and livelihood support activities)**

Food-insecure households receive cash assistance that protect and rebuild their community assets, infrastructure and livelihoods. (A: Resources transferred)

Targeted communities benefit from improved and restored community infrastructure and livelihood assets that enhance resilience. (D: Assets created)

## **Strategic Objective 2: Improve nutrition**

### **Strategic Result 2: No one suffers from malnutrition**

**Strategic outcome 2: People at risk of malnutrition, especially pregnant and lactating women and girls and children under 5 years old, have reduced levels of malnutrition by 2020**

Outcome category: Improved consumption of high-quality, nutrient-dense foods among targeted individuals

Focus area: crisis response

**Assumption**

Functional health facilities

**Outcome indicators**

MAM treatment default rate

MAM treatment mortality rate

MAM treatment non-response rate

MAM treatment recovery rate

Proportion of children 6–23 months of age who receive a minimum acceptable diet

Proportion of eligible population that participates in programme (coverage)

Proportion of target population that participates in an adequate number of distributions (adherence)

**Activities and outputs****3. Provide conditional cash assistance to support access to nutrition and health services (NPA: Malnutrition prevention activities)**

PLWG receive an additional conditional cash transfer that increases their households' access to fresh foods and supports their access to local health services (pilot project). (A: Resources transferred)

**2. Provide nutrition assistance to treat and prevent malnutrition (NTA: Nutrition treatment activities)**

Children, aged 6-23 months and PLWG receive specialized nutritious foods that prevent acute and chronic malnutrition. (A: Resources transferred)

Children, aged 6-23 months and PLWG receive specialized nutritious foods that prevent acute and chronic malnutrition. (B: Nutritious foods provided)

Children aged 6-59 months and PLWG receive specialized nutritious foods that treat MAM. (A: Resources transferred)

Children aged 6-59 months and PLWG receive specialized nutritious foods that treat MAM. (B: Nutritious foods provided)



Targeted beneficiaries benefit from improved capacity of local health centres to implement malnutrition prevention and treatment programmes. (C: Capacity development and technical support provided)

Targeted beneficiaries receive information on healthy dietary habits and adequate feeding, hygiene and health practices that expands their knowledge and improves their nutrition and health status. (E: Advocacy and education provided)

## **Strategic Goal 2: Partner to support implementation of the SDGs**

### **Strategic Objective 5: Partner for SDG results**

#### **Strategic Result 8: Sharing of knowledge, expertise and technology strengthen global partnership support to country efforts to achieve the SDGs**

**Strategic outcome 4: International and national partners are supported in their efforts to assist people in Yemen and preserve critical services.** Outcome category: Enhanced common coordination platforms

Focus area: crisis response

### **Assumption**

Functional coordination mechanisms

### **Outcome indicator**

User satisfaction rate

### **Activities and outputs**

## **9. Bilateral service provision (CPA: Service provision and platforms activities)**

Crisis-affected populations benefit from the enhanced operational capacity of humanitarian partners thanks to the provision of bilateral services (H: Shared services and platforms provided)

**8. Emergency telecommunications cluster (ETC) (CPA: Service provision and platforms activities)**

Crisis-affected populations benefit from the enhanced capacity of humanitarian partners thanks to the provision of information and communications technology coordination and services

(H: Shared services and platforms provided)

**7. Logistics cluster (CPA: Service provision and platforms activities)**

Crisis-affected populations benefit from the increased capacity of humanitarian partners thanks to the provision of logistics coordination and support

(H: Shared services and platforms provided)

**6. Provide humanitarian air services through UNHAS. UNHAS provides safe and reliable air transport services and standby capacity for the evacuation of humanitarian staff if required (CPA: Service provision and platforms activities)**

Crisis-affected populations benefit from the availability of humanitarian air services that enable the movement of humanitarian staff and the implementation of humanitarian assistance in Yemen (H: Shared services and platforms provided)

**Strategic Goal 1: Support countries to achieve zero hunger****C.1. Affected populations are able to hold WFP and partners accountable for meeting their hunger needs in a manner that reflects their views and preferences****Cross-cutting indicators**

C.1.1: Proportion of assisted people informed about the programme (who is included, what people will receive, length of assistance)

C.1.2: Proportion of project activities for which beneficiary feedback is documented, analysed and integrated into programme improvements

**C.2. Affected populations are able to benefit from WFP programmes in a manner that ensures and promotes their safety, dignity and integrity****Cross-cutting indicators**

C.2.1: Proportion of targeted people accessing assistance without protection challenges

**C.3. Improved gender equality and women's empowerment among WFP-assisted population****Cross-cutting indicators**

C.3.1: Proportion of households where women, men, or both women and men make decisions on the use of food/cash/vouchers, disaggregated by transfer modality

C.3.2: Proportion of food assistance decision-making entity – committees, boards, teams, etc. – members who are women

C.3.3: Type of transfer (food, cash, voucher, no compensation) received by participants in WFP activities, disaggregated by sex and type of activity

## ANNEX II

INDICATIVE COST BREAKDOWN BY STRATEGIC OUTCOME (USD)					
	Total	Strategic Result 1	Strategic Result 1	Strategic Result 2	Strategic Result 8
		Strategic outcome 1	Strategic outcome 3	Strategic outcome 2	Strategic outcome 4
Transfer	<b>2 982 449 821</b>	2 052 533 370	368 554 356	380 513 515	180 848 580
Implementation	<b>101 145 814</b>	76 176 047	11 162 276	13 541 559	265 932
Direct support costs	<b>53 044 369</b>	36 620 502	6 517 361	6 776 709	3 129 797
Subtotal	<b>3 136 640 004</b>	2 165 329 919	386 233 993	400 831 784	184 244 309
Indirect support costs	<b>203 881 600</b>	140 746 445	25 105 210	26 054 066	11 975 880
<b>Total</b>	<b>3 340 521 605</b>	<b>2 306 076 363</b>	<b>411 339 203</b>	<b>426 885 850</b>	<b>196 220 189</b>

## Acronyms used in the document

CBT	cash-based transfer
EMOP	emergency operation
ERRY	Enhanced Rural Resilience in Yemen
ETC	emergency telecommunications cluster
FAO	Food and Agriculture Organization of the United Nations
FFA	food assistance for assets
FFT	food assistance for training
FSAC	food security and agriculture cluster
ICSP	interim country strategic plan
ILO	International Labour Organization
IPC	Integrated Food Security Phase Classification
IT	information technology
MUAC	mid-upper arm circumference
NGO	non-governmental organization
PLWG	pregnant and lactating women and girls
SBCC	social and behaviour change communication
SDG	Sustainable Development Goal
UNDP	United Nations Development Programme
UNHAS	United Nations Humanitarian Air Service
UNICEF	United Nations Children's Fund
WASH	water, sanitation and hygiene
WHO	World Health Organization
YHRP	Yemen Humanitarian Response Plan