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Operational matters – Country strategic plans
For decision

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~~Draft~~ Yemen interim country strategic plan (2027–2029)

Duration	1 January 2027–31 December 2029
Total cost to WFP	USD 1 412 985 017
Framework for accountability on results score	2.8

Draft decision*

The Board approves the Yemen interim country strategic plan (2027–2029) (WFP/EB.2/2026/7-A/11) at a total cost to WFP of USD 1,412,985,017.

Revision mode

* 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.

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This interim country strategic plan (ICSP) is aligned with the WFP strategic plan for 2026–2029 and is guided by humanitarian principles and WFP's approved policy framework.

WFP's strategic programmatic priorities and partnerships

1. In 2026, an estimated 18.3 million people (52 percent of the population) face acute food insecurity across Yemen.[1] At least 5.1 million people face emergency-level conditions (Integrated Food Security Phase Classification (IPC) phase 4), with pockets of catastrophic conditions (IPC phase 5) projected to affect 41,000 people. IPC analyses for 2026 in areas under the control of the Government of Yemen[2] project that half the population (5.4 million people) face crisis levels of food insecurity (IPC phase 3 or worse), with around 1.8 million people in emergency conditions of acute food insecurity (IPC phase 4).

2. Global acute malnutrition rates exceed emergency thresholds in many areas.[3] In 2026, nearly half of children under 5 - 2.2 million - are expected to suffer from acute malnutrition, including more than half a million with severe acute malnutrition, alongside 1.3 million malnourished pregnant and breastfeeding women and girls.[4] Nearly half of children under 5 are chronically malnourished (stunted).[5]

3. The people most vulnerable to food insecurity and malnutrition are children under 5, pregnant and breastfeeding women and girls, persons with disabilities, internally displaced persons, minority communities and those living in conflict-affected or hard-to-reach areas where service delivery and protection mechanisms are weakest.

4. The 2025 corporate emergency evaluation of WFP's response in Yemen from 2019 to 2024 confirmed that WFP played a critical role in addressing widespread food insecurity and malnutrition and in preventing a further increase in food insecurity. It underscored WFP's role in Yemen as a system enabler through its logistics, supply chain, data, coordination and emergency preparedness and response functions, which are critical to the overall humanitarian response.

5. WFP's comparative advantage in Yemen lies in its ability to operate at scale in highly complex environments, supported by its longstanding and extensive field presence and network of cooperating partners. WFP's well-established supply chain, logistics and cash-based transfer mechanisms enable the flexible use of transfer modalities. Strong analytical and monitoring capabilities underpin evidence-based programming and management responsiveness to community feedback.

6. This three-year ICSP reflects a shift from a large-scale delivery model towards a stronger systems-enabling role aimed at reducing humanitarian needs over time. It focuses on life-saving assistance, resilience programming and systems support, seeking to achieve four outcomes. Under outcome 1 WFP will work to prevent the most acute forms of food insecurity and malnutrition through focused and targeted emergency assistance. Under outcome 2 it will strive to reduce humanitarian needs by strengthening livelihoods, area-

Revision mode

[1] Integrated Food Security Phase Classification. 2026 Yemen: Acute Food Insecurity Situation for March–May 2026 and Projections for June–September 2026 and October–December 2026 (partial analysis)

[2] The country is divided between areas under the control of the Government of Yemen and the Sana'a-based authorities.

[3] The threshold is 15 percent or greater global acute malnutrition or 10–14 percent global acute malnutrition with aggravating factors.

[4] United Nations Office for the Coordination of Humanitarian Affairs. 2026. Yemen Humanitarian Needs and Response Plan 2026 (March 2026).

[5] United Nations Children's Fund (UNICEF). 2025. Nourishing the Future: Investing in Nutrition for Child Development and Nation-Building in Yemen; UNICEF. Yemen Multiple Indicator Cluster Survey: survey findings report and statistical snapshots 2022-2023; UNICEF. 2025. Alarming rates of stunting threaten nearly half Yemen's children: Story of Bothaina and her mother reveals harsh reality for millions in Yemen.

based climate resilience and local value chains and by expanding access to productive resources, skills and, for women and marginalized groups, decision-making opportunities. Under outcome 3 WFP will leverage school meals as a central social protection platform for enhancing children's food security and nutrition, promoting local procurement and employment opportunities. Under outcome 4 it will work to ensure that humanitarian actors have predictable and safe access to common and on-demand services that facilitate humanitarian assistance, including transport services provided by the United Nations Humanitarian Air Service (UNHAS).

7. WFP will integrate programming and align interventions geographically in order to channel resources to populations at the highest risk, reduce humanitarian needs and create synergies. Where feasible, convergence across all outcomes will be pursued in order to maximize impact and sustainability while retaining flexibility to respond to differing needs and circumstances. WFP will take a "whole of Yemen" approach and maintain readiness to expand assistance geographically should operational conditions and access allow.

8. Cross-cutting nutrition, protection and conflict-sensitivity considerations will be integrated to ensure that programming is appropriate to the prevailing circumstances. Data, community engagement and feedback systems will be strengthened across all outcomes to improve access, participation and safety for the people assisted. Interventions will seek to strengthen women's participation in decision-making, enhance their livelihoods and economic opportunities and address discriminatory norms that affect food security and nutrition outcomes. Assurance measures will be fully implemented and mainstreamed throughout the ICSP, covering targeting, digital registration and distribution mechanisms, monitoring, last-mile delivery and feedback mechanisms.

9. The ICSP aligns with the high-level priorities of Yemen's economic, social development and reconstruction plan for 2027–2029,[6] as well as with the draft national food security strategy for 2026-2030, the national multisectoral nutrition action plan under the Scaling Up Nutrition movement, the framework of nutrition interventions in Yemen for 2022–2030,[7] nationally determined contribution (NDC 3.0 2025–2035) and the social protection strategic framework for Yemen for 2025–2030.

10. WFP will prioritize strategic partnerships that bridge humanitarian response, recovery and systems strengthening. Partnerships with relevant ministries, United Nations entities, the World Bank, NGOs and relevant working groups and clusters will strengthen complementarity across the humanitarian and development systems, including in the context of the humanitarian reset; strengthen recovery, service delivery and markets; and support shock-responsive safety nets. Approximately 75 percent of cooperating partners are national or local organizations; WFP will continue to shift away from implementation-oriented partnerships towards fully collaborative approaches that strengthen local ownership and capacity.

11. The ICSP is anchored in the United Nations humanitarian needs and response plan (HNRP) for Yemen for 2026 and the draft United Nations sustainable development cooperation framework (UNSDCF) for Yemen for 2027–2029. ICSP outcomes 1, 3 and 4 align with HNRP strategic objective 1, which is to decrease crisis-related morbidity and mortality through prioritized, targeted, integrated and multisectoral life-saving assistance and services for those most in need. ICSP outcomes 2 and 4 align with HNRP strategic objective 2, which is

[6] Those priorities are to shift Yemen's trajectory from humanitarian dependency to sustainable development; to restore inclusive economic growth; to rebuild and expand access to basic services; and to align international partners and financing behind a single, nationally owned roadmap for Yemen's recovery.

[7] United Nations Environment Programme and Montevideo Environmental Law Programme Law and Environment Assistance Platform. National Strategy Framework of Nutrition Interventions in Yemen 2022 - 2030.

Revision proof

to improve the protection and dignity of the most vulnerable crisis-affected populations by ensuring timely, principled and non-discriminatory humanitarian assistance and solutions.

Interim country strategic plan outcome 1: Shock-affected women, men, girls and boys living in the most food-insecure and nutritionally deprived areas of Yemen have access to emergency food and nutrition assistance, averting the worst forms of hunger and malnutrition during emergencies and throughout the year, including through strengthened social protection systems

12. Under ICSP outcome 1 WFP will deliver a prioritized, integrated package of quality food and nutrition assistance targeting the most at-risk areas in order to address severe food insecurity and malnutrition. Activities under this outcome will ensure that essential food and nutrition needs are met while supporting preparedness, nutrition service delivery and shock-responsive safety nets where feasible.

13. Through activity 1, WFP will provide targeted emergency food assistance integrated with preventive nutrition supplementation for children under 2 and pregnant and breastfeeding women and girls. Prioritization will be guided by vulnerability and food security assessments, incorporating IPC analysis and nutrition data to enable dynamic adjustments. Modalities will combine in-kind and cash-based transfers, based on market conditions. Rations will include fortified commodities, with preventive supplementation ensuring nutrient adequacy. WFP will also support the rapid response mechanism[8] through ready-to-eat rations.

14. Preventive supplementation to eligible households will gradually shift towards cash-based assistance where feasible to improve dietary diversity. WFP will strengthen referral pathways to maternal and child health services, including disease treatment and infant and young child feeding support, to promote integrated community-based services.

15. Capacity strengthening will enhance emergency preparedness and response, including the capacity of local frontline responder organizations, and support the development of shock-responsive safety nets through strengthened prioritization methodologies, trigger mechanisms, vulnerability data systems and beneficiary deduplication processes.

16. Through activity 2 WFP will provide specialized nutritious foods for the management of moderate acute malnutrition to children under 5 and pregnant and breastfeeding women and girls, prioritizing high-risk districts in line with World Health Organization wasting guidelines and complementing the treatment of severe acute malnutrition led by the United Nations Children's Fund (UNICEF). Where malnutrition management is deprioritized, UNICEF will support people suffering from high-risk moderate acute malnutrition through targeted care and monitoring.[9] WFP will also support the processing and marketing of fortified and specialized nutritious foods through small and medium-scale value chain actors, complementing support provided by other United Nations entities and other partners.

17. Capacity strengthening will focus on comprehensive and safe frontline service delivery by the Ministry of Public Health and Population, quality assurance and community-based prevention platforms while reinforcing coordination through the Scaling Up Nutrition movement. ICSP outcome 1 will be implemented in coordination with clusters, relevant ministries, local authorities, cooperating partners and financial service providers.

[8] The rapid response mechanism (RRM) is led by the United Nations Population Fund in partnership with WFP and UNICEF and aims to provide a minimum package of life-saving assistance to vulnerable populations including in hard-to-reach areas. The RRM kit includes ready-to-eat food provided by WFP.

[9] High-risk moderate acute malnutrition is defined as moderate acute malnutrition in children under 2 who face additional individual factors or circumstances that increase the risk of mortality, poor health or deterioration.

Revision mode

18. To ensure the cross-cutting priority of protection and accountability to affected people, WFP will maintain a beneficiary feedback mechanism as well as providing information at distribution sites. Information on entitlements, targeting criteria and feedback channels will be provided, with mechanisms in place for tracking, analysing and responding to feedback, including with regard to protection concerns. WFP will ensure that distribution is safe and accessible to persons with disabilities. Localization will be advanced by prioritizing implementation partnerships with national non-governmental organizations (NGOs) and community-based organizations, particularly in high risk or access constrained areas.

Interim country strategic plan outcome 2: Shock-prone communities and populations in Yemen benefit from more climate-resilient and nutrition-sensitive safety nets, improved livelihoods and enhanced disaster risk reduction capacity by 2029, reducing reliance on humanitarian assistance

19. Under ICSP outcome 2 WFP will reduce humanitarian needs by investing in area-based community resilience through ecosystem restoration, assets and livelihoods and by supporting nutrition-sensitive value chain transformation, in line with WFP's mandate, comparative advantage and strategic plan.

20. Through activity 3 WFP will implement integrated resilience and risk management interventions for households participating in community-led ecosystem rehabilitation as well as making livelihood, market access and financial inclusion investments and providing structural support to public and private economic actors along nutrition-sensitive value chains as a contribution to productive safety nets.

21. As part of the resilience and risk management support WFP will implement multi-year, area-based resilience interventions tailored to local agroecological and market conditions through community-led planning. Targeting will be based on acute food insecurity, shock exposure and recovery potential, with resilience investments aligned with emergency assistance where such alignment can reduce future humanitarian needs and prevent relapse, including in areas with IPC phase 4 food insecurity. Interventions will focus on ecosystem restoration, livelihood diversification, market access and financial inclusion, prioritizing women and other vulnerable population groups. WFP will also strengthen disaster risk reduction and preparedness by working with institutions and communities to enhance their capacity for climate risk management, early warning and anticipatory action.

22. With regard to the livelihood, market access and financial inclusion investments, WFP will work with private sector aggregators, processors and retailers, especially women, to strengthen their technical, logistical and financial capacity with the aim of improving availability, affordability and demand with regard to locally produced nutritious foods.

23. WFP will work to achieve outcome 2 in collaboration with relevant government institutions, including the Ministry of Agriculture, Irrigation and Fish Wealth, the Ministry of Water and Environment and the Civil Aviation and Meteorological Authority, as well as other United Nations entities such as the Food and Agriculture Organization of the United Nations and the United Nations Development Programme, NGOs, financial service providers and private sector actors. Partnerships will be leveraged to strengthen technical capacity, promote market-based solutions and enhance the sustainability and scale of interventions.

24. WFP will strengthen localization through investments in the capacity of national and local actors and by promoting community-led approaches. Interventions will prioritize the meaningful participation of women, seeking to strengthen their access to livelihood opportunities, financial services and markets, and reinforce accountability to affected people.

Revision mode

Interim country strategic plan outcome 3: Food-insecure and educationally deprived school-aged girls and boys have improved access to education, food and nutrition by 2029 through school meal programmes delivered through strengthened social protection systems, while optimizing local economic benefits

25. Under ICSP outcome 3 WFP will contribute to meeting children's immediate food and nutrition needs and improving access to education through predictable school meals while working to strengthen the national school meal programme and supporting the integration of school meals into broader social protection frameworks.

26. Through activity 4 WFP will support the delivery of school meals to food-insecure and educationally deprived school-aged girls and boys, including those facing barriers to education and participation. WFP will gradually transition from emergency to home-grown school meals. WFP will leverage the demand for home-grown school meals to prioritize local procurement, including from smallholder food processors, aggregators and local market actors, thus contributing to economic development, women's income and access to nutritious foods. Implementation will combine centralized and decentralized kitchens creating employment and skills development opportunities for women. Home-grown school meals will integrate social and behaviour change communication, supporting dietary practices and education outcomes.

27. WFP will also work to strengthen central and local capacity to design and implement high-quality and equitable school-based social protection programmes. Such support will advance the commitments made by Yemen as a member of the School Meals Coalition.

28. The programme will seek to strengthen the participation and capacity of local actors, support women's economic empowerment through kitchen management and local procurement opportunities and reinforce accountability to affected people through community engagement and feedback mechanisms. These measures will contribute to more sustainable, locally owned school meals programmes.

Interim country strategic plan outcome 4: Humanitarian actors in Yemen have predictable, safe and sustained access to common and on-demand services that enable the timely delivery of humanitarian assistance throughout the year

29. ICSP outcome 4 reflects WFP's role as a critical operational enabler of the inter-agency humanitarian response in Yemen, supporting partners in their efforts to operate safely and efficiently in a constrained environment. This is aligned with ongoing efforts under the UN80 initiative in relation to interoperability and shared services.

30. Under activity 5 UNHAS will provide safe, reliable and cost-effective air transport to humanitarian actors, ensuring access to hard-to-reach areas and supporting operations, monitoring, medical and security relocations, and missions.

31. WFP will adopt the newly established global logistics and telecommunications cluster model in Yemen. Through activity 6 WFP will provide coordination, information management and common logistics services to humanitarian and local partners, standardizing procedures and expanding training, particularly for national NGOs, thereby strengthening preparedness and response capacity. Through activity 7 WFP will work to ensure secure connectivity and technical support, prioritizing its support when necessary in order to preserve critical operations. Contingency logistics, including ad hoc airlifts, will be maintained subject to funding.

32. Through activity 8 WFP will provide on-demand logistics, supply chain, food and non-food procurement, and administrative and information technology services to other United Nations entities and humanitarian partners on a cost-recovery basis, including fuel

Revision mode

provision, sea and air transport and warehousing to ensure operational continuity and efficiency.

33. Through its common and on-demand services WFP will uphold transparency, integrity and responsible stewardship of resources, contributing to a more effective and sustainable humanitarian response.

Prioritization approach

34. Strategic prioritization will be guided by three considerations: severity of food and nutrition insecurity; operational feasibility; and potential for sustainable food security outcomes. Outcome 1 will remain central, with assistance calibrated to preserve transfer values, nutritional adequacy, frequency and impact for populations at highest risk of food insecurity and malnutrition. In parallel, WFP will expand resilience-oriented interventions to reduce humanitarian needs by strengthening livelihoods, ecosystem services and safety nets. In more stable areas, such interventions will be layered with crisis response activities, supporting the gradual development of shock-responsive systems in line with a humanitarian–development–peace nexus approach. Prioritization decisions will be regularly reviewed to ensure that they remain responsive to evolving needs, resources and operational conditions.

35. Should conditions deteriorate, WFP will prioritize life-saving interventions. If conditions improve, WFP will seek to expand operations in ways that enhance efficiency, leverage economies of scale and strengthen coherence with emerging centralized and community-level systems and UNSDCF priorities. This will include reinforcing emergency preparedness, anticipatory action and shock-responsive social protection and strengthening links with evolving health, education and safety net frameworks. WFP will retain the flexibility to temporarily scale up blanket preventive approaches in areas at risk of severely deteriorating nutrition conditions.

36. Consistent with the area-based approach of the ICSP, WFP will align interventions geographically and, where feasible, combine emergency assistance with resilience and livelihoods programming and investments in food systems in order to address immediate needs while reducing future humanitarian needs. Within prioritized areas, households will be selected on the basis of vulnerability and need, drawing on food security, nutrition and vulnerability assessments. WFP will use dynamic targeting approaches that allow it to expand, contract or reconfigure caseloads as conditions change. Emergency activities will prioritize addressing acute needs, while resilience interventions will also take shock exposure and recovery potential into account. Community engagement, accountability mechanisms and digital beneficiary management systems will support transparency, social cohesion, targeting accuracy and responsible data protection.

Transition strategies

~~36.~~37. The ICSP pragmatically balances life-saving assistance with investments aimed at preserving transition pathways under both stable and deteriorating conditions. Progress will depend on operational space, security, funding predictability and institutional capacity, all of which may fluctuate during the ICSP period. Across all scenarios WFP will aim to preserve transition pathways, reduce dependency where feasible and facilitate sustainable locally anchored outcomes over time.

~~37.~~38. Sustainability efforts will focus on providing institutional and system-level capacity support while retaining flexibility to scale up. For example, support for the education sector will shift towards policy and system strengthening for school meals, aiming to advance national ownership over the ICSP period. In more constrained scenarios, WFP will maintain core delivery systems while preserving key building blocks for future transition towards local ownership.

Revision mode

~~38.~~39. Area-based programming will support long-term sustainability by strengthening community capacity, market systems and local service delivery while incorporating shock-responsive measures. Rather than immediate handover, WFP will progressively hand over responsibility to national and local actors where feasible in stable areas. In more volatile settings, WFP will maintain a direct operational role to ensure continuity.

~~39.~~40. Across the portfolio WFP will contribute to building core systems underpinning sustainability, including targeting frameworks, digital delivery systems, vulnerability analysis and early warning. Investments in forecasting and food security analysis will enhance preparedness and support effective evidence-based responses.

Revision mode

ANNEX I

Summary line of sight of Yemen interim country strategic plan

TABLE 1: SUMMARY LINE OF SIGHT OF YEMEN INTERM COUNTRY STRATEGIC PLAN				
Impact	**Ending hunger**			
Focus area	**Crisis response**	**Resilience building**	**Resilience building**	**Crisis response**
ICSP outcome	**ICSP outcome 1:** Shock-affected women, men, girls and boys living in the most food insecure and nutritionally deprived areas of Yemen have access to emergency food and nutrition assistance, averting the worst forms of hunger and malnutrition during emergencies and throughout the year, including through strengthened social protection systems.	**ICSP outcome 2**: Shock-prone communities and populations in Yemen benefit from more climate resilient and nutrition-sensitive safety nets, improved livelihoods, and enhanced disaster risk reduction capacities by 2029, reducing reliance on humanitarian assistance.	**ICSP outcome 3:** Food-insecure and educationally deprived school-aged girls and boys have improved access to education, food and nutrition by 2029 through school meal programmes delivered through strengthened social protection systems, while optimizing local economic benefits.	**ICSP outcome 4:** Humanitarian actors in Yemen have predictable and safe and sustained access to common and on-demand services that enable the timely delivery of humanitarian assistance throughout the year.
Activity	**Activity 1:** Provide targeted emergency food assistance integrated with preventive nutrition services to the most food-insecure and nutritionally vulnerable households within the most severely food insecure and nutritionally deprived areas, and support emergency preparedness and shock responsive safety net capacities.	**Activity 3:** Provide integrated resilience and climate risk management interventions to households participating in community-led ecosystem rehabilitation as well as livelihood, market access and financial inclusion investments, and provide structural support to public and private economic actors along nutrition-sensitive value chains.	**Activity 4:** Provide integrated school meals support to food insecure and educationally deprived school-aged girls and boys, gradually transitioning from emergency to homegrown school meals, by strengthening social protection systems.	**Activity 5-7:** Provide mandated services to the humanitarian community to enhance their support to crisis-affected people:
	Activity 2: Provide services for the management of moderate acute malnutrition and promotion of improved nutrition practices in areas with the highest prevalence of acute malnutrition, while strengthening the capacities of central and local actors and last-mile delivery systems to design, plan and deliver sustainable nutrition services.			**Activity 8:** Provide on demand services to humanitarian actors to enhance their support to crisis-affected people.

Revision mode

ANNEX II

Country portfolio needs budget and cost breakdown by interim country strategic plan outcome *(USD)*

TABLE 2: COUNTRY PORTFOLIO NEEDS BUDGET *(USD)*					
ICSP Outcome	**Activity**	**2027**	**2028**	**2029**	**Total**
1	1	306 237 647	317 302 535	316 287 975	**939 828 157**
	2	33 908 122	33 703 101	33 696 026	**101 307 249**
2	3	30 108 813	32 974 449	36 612 745	**99 696 007**
3	4	42 475 876	50 136 686	60 535 765	**153 148 327**
4	5	19 203 539	20 064 920	20 963 640	**60 232 099**
	6	405 015	412 180	419 400	**1 236 595**
	7	407 356	409 747	412 108	**1 229 211**
	8	18 778 163	18 770 241	18 758 967	**56 307 372**
Total		**451 524 532**	**473 773 859**	**487 686 627**	**1 412 985 017**

TABLE 3: INDICATIVE COST BREAKDOWN BY INTERIM COUNTRY STRATEGIC PLAN OUTCOME (*USD*)					
	ICSP outcome 1	**ICSP outcome 2**	**ICSP outcome 3**	**ICSP outcome 4**	**Total**
Focus area	**Crisis Response**	**Resilience building**	**Resilience building**	**Crisis Response**	
Transfers	855 520 766	80 365 944	128 621 638	105 806 638	**1 170 314 986**
Implementation	70 291 041	8 292 123	7 578 090	3 271 923	**89 433 177**
Direct support costs	51 780 124	4 953 208	7 601 518	6 100 083	**70 434 933**
Subtotal	**977 591 931**	**93 611 275**	**143 801 246**	**115 178 644**	**1 330 183 095**
Indirect support costs	63 543 475	6 084 733	9 347 081	3 826 633	**82 801 922**
Total	**1 041 135 406**	**99 696 007**	**153 148 327**	**119 005 277**	**1 412 985 017**

ANNEX III

Beneficiaries by year

TABLE 4: BENEFICIARIES BY YEAR				
	2027	**2028**	**2029**	**Total**
Total beneficiaries (without overlap)	3 802 082	3 849 939	3 873 823	**6 614 562**

Revision mode

ANNEX IV

Monitoring, evaluation, evidence and risk management

Evaluation evidence informing this interim country strategic plan

1. **Evidence**: The 2025 corporate emergency evaluation of WFP's response in Yemen from 2019 to 2024 found that managing a large-scale humanitarian response in Yemen had constrained WFP's ability to adopt a more strategic and integrated approach across its portfolio. The evaluators recommended greater emphasis on strategic engagement and complementary programming to bridge humanitarian and long-term development goals and build resilience.

    - **ICSP design response**: The ICSP reflects a continued evolution in WFP's strategic approach, from large-scale emergency response (ICSP for 2019–2022) to integrating resilience and early recovery (ICSP for 2023–2026) and now towards a more targeted, adaptive and system-oriented approach for 2027–2029. WFP has increasingly scaled up programmatic models that contribute to longer-term outcomes, including resilience building initiatives in rural areas to reduce humanitarian needs and promote home-grown school meals. Strengthened coordination with social protection mechanisms is another way in which the ICSP will bridge humanitarian and long-term goals, using cash-based transfers as a strategic entry point for strengthening digital payment systems and fostering more impactful programming.

2. **Evidence**: The 2025 corporate emergency evaluation found that limited geographic prioritization of resilience interventions and weak integration across activities resulted in missed opportunities for the creation of synergies that could have strengthened programme outcomes.

    - **ICSP design response**: Outcome 2 takes an area-based approach to programming, in line with the evaluation recommendation on increasing integration and links across programme components to ensure that interventions complement and reinforce each other and thus contribute to a reduction in humanitarian needs. Where possible, resilience activities will be multi-year.

Monitoring, evaluation and evidence generation arrangements

3. WFP's monitoring system will integrate process, output and outcome monitoring alongside community feedback mechanisms to generate timely, reliable evidence in line with corporate minimum monitoring requirements. In addition, the system will strengthen qualitative data collection and triangulation to complement extensive quantitative monitoring, combining large-scale data disaggregated by age, sex and disability with qualitative approaches in order to better capture programme effectiveness, beneficiary experience and contextual dynamics. A mix of onsite monitoring by WFP, third-party monitoring partners and remote monitoring through call centres will ensure coverage and verification. WFP systems such as COMET for results and SugarCRM for case management will enable real-time tracking of programme performance, accountability issues and follow-up actions. Data will be systematically analysed and triangulated through structured internal reviews, combining statistical trends and qualitative findings to identify trends, validate assumptions and detect unintended effects.

Revision none

4. A decentralized evaluation of the targeted emergency food assistance programme, planned for 2026, will further deepen understanding of programme effectiveness and beneficiary outcomes, informing design, targeting and implementation. In addition, an ICSP evaluation planned for 2028, the penultimate year of the ICSP, will assess overall performance and guide future strategic direction.

5. Learning outputs, including thematic reviews and outcome analyses, will be used to inform programme adaptation, risk management and strategic planning, ensuring that monitoring evidence drives improved performance and outcomes.

Risk management and mitigation measures

6. WFP maintains a country-level risk management function and oversight committee in Yemen to support risk-informed decision making. A risk register, aligned with WFP's risk appetite, enables the proactive identification and mitigation of emerging and ongoing risks.

7. Significant strategic risks (e.g. insecurity and financial restrictions) will be mitigated with contingency planning, emergency preparedness, operational flexibility, inter-agency coordination, pre-positioning of in-kind assistance and diversification of financial service arrangements. Shifting donor priorities continue to drive funding shortfalls, affecting WFP's ability to sustain life-saving assistance.

8. Administrative and security restrictions impede WFP and cooperating partner access to affected populations. Mitigation measures include reliance on local partners, remote and third-party monitoring and flexible delivery modalities. ~~In areas where the minimum required operational space, principled access and ability to deliver cannot be assured WFP will continue to dynamically review its operational footprint in light of elevated risks of compromised programme integrity, reduced oversight and potential diversion.~~

9. While retaining the readiness to respond across all of Yemen, WFP recognizes that principled humanitarian assistance requires minimum conditions for operational space. Where such conditions are met, WFP will continue to implement its full portfolio of activities. Where they are not, WFP will adapt its operational footprint and may suspend operations, while maintaining readiness to resume and scale up should conditions improve. This is currently the case in areas under the control of the Sana'a-based authorities, in accordance with the pause mandated by the United Nations Secretary-General. WFP will remain under operational pause until access, oversight and programme integrity can be assured.

~~8.~~10. Other operational risks include supply chain disruptions (mitigated with WFP's flexible logistics network), sexual exploitation and abuse (mitigated through mandatory training, accessible complaint mechanisms and systematic monitoring) and information security and data privacy risks (mitigated through rapid system isolation, strengthened authentication and access controls and strict governance with regard to account reactivation and data recovery).

~~9.~~11. WFP regularly assesses fraud risks with cooperating partners, integrates prevention measures into partner agreements and oversight systems and ensures that controls are in place for potential operational scale-up.

~~10.~~12. Staff safety and security risks remain critically high due to conflict, coercive pressures and a deteriorating operating environment. ~~These conditions constrain operations and, in some areas, have led to United Nations mandated pauses in operations where minimum conditions for safe and principled engagement are not met.~~Where humanitarian access and delivery ~~are therefore~~remain significantly constrained, ~~with~~ operations will be contingent on the acceptance of ~~a~~ high residual risk and will only be possible where duty-of-care obligations can be met. Mitigation measures include comprehensive security risk management, relocation or suspension of operations where required and close coordination

Revision mode

with United Nations and national counterparts. The resumption or scale-up of operations is contingent on guaranteed respect for humanitarian principles, staff safety and security and the privileges and immunities of United Nations personnel, ~~including~~with the release of detained WFP and other personnel~~.~~, which remains central to WFP's efforts.

~~11.~~13. Rising global food and fuel prices increase operational costs in Yemen, owing to its dependence on imports. WFP mitigates the impact of this through diversified procurement, optimized contracts, strengthened market analyses and improved logistics efficiency.

~~12.~~14. Protracted conflict, economic collapse and environmental degradation and fragility, alongside heightened weather-related shocks, increase environmental and social safeguarding risks. In line with WFP's environmental and social sustainability framework, and informed by stakeholder consultations, all activities will be screened for environmental and social risks, with mitigation measures integrated throughout the programme cycle.

Revision mode

ANNEX V

Links to technical and related resources

More operational and budgetary information is available through the CSP data portal.[1]

Revision mode

[1] As mandated by the Executive Board-approved "Policy on Country Strategic Plans" (WFP/EB.2/2016/4-C/1/Rev.1).

Acronyms

ICSP	interim country strategic plan
HNRP	humanitarian needs and response plan
IPC	Integrated Food Security Phase Classification
NGO	non-governmental organization
OCHA	United Nations Office for the Coordination of Humanitarian Affairs
UNICEF	United Nations Children's Fund
UNSDCF	United Nations sustainable development cooperation framework

Revision mode