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Management response to the recommendations in the summary report on the corporate emergency evaluation of WFP's response in Yemen (2019–2024)

Background

This document presents the WFP management response to the recommendations in the summary report on the corporate emergency evaluation of WFP's response in Yemen. The evaluation covered WFP activities in Yemen from January 2019, the start of the interim country strategic plan (ICSP) for Yemen for 2019–2022, through to the conclusion of the data collection phase in October 2024 under the ICSP for 2023–2025. Taking a utilization-focused, consultative approach, the evaluation served accountability and learning purposes and informed the preparation of a new ICSP.

The evaluation made six recommendations, three of which are strategic and three operational. The management response sets out whether WFP agrees, partially agrees or disagrees with the evaluation recommendations and sub-recommendations and presents the planned and completed actions, responsibilities and timelines for their implementation. In some instances, the country office has agreed with a recommendation while proposing different action timelines in order to ensure consistency among actions and to facilitate implementation.

Focal point:

Mr S. Hollema
Deputy Country Director
email: siemon.hollema@wfp.org

Recommendations and sub-recommendations	Recommendation and sub-recommendation lead office	Management response	Actions	Action lead office	Action deadline	Status
Priority: High Deadline: November 2026 Recommendation 1: Considering the fluid operating environment and the unpredictability of funding, ensure that future programming in Yemen retains a strong focus on implementing an agile and scalable humanitarian response while seizing opportunities to support resilience where conditions are favourable. Promote greater coherence and synergies across activities to enhance overall performance and reduce humanitarian needs.	Country office (global headquarters including the Middle East, Northern Africa and Eastern Europe Regional Office (MENAEEERO) (functions: Programme Policy and Guidance Division (PPG); Analysis, Planning and Performance Division (APP); Partnerships and Innovation Department (PI))	Agreed (with deadline extended to December 2027).				
1.1. Ensure that the GFA programme is delivered with a clear focus on the most vulnerable people, maintaining adequate transfer levels through dynamic targeting and prioritization that adapts to changing needs and funding levels.		Agreed.	1. Establish the programmatic framework for the new targeted emergency food assistance (TEFA) programme, including mechanisms for dynamic geographic and household prioritization and regular recalibration in line with forecast resources.	Country office programme and research, assessment and monitoring (RAM) units	December 2025	Ongoing
			2. Transition from general food assistance (GFA) to TEFA in all areas of operation. This will be complemented by actions under recommendation 4.1 on household retargeting.	Country office programme unit and Aden area office	June 2026	Ongoing

Recommendations and sub-recommendations	Recommendation and sub-recommendation lead office	Management response	Actions	Action lead office	Action deadline	Status
1.2. Develop and implement a comprehensive and localized resilience strategy using area-based approaches that leverage complementarities and the respective comparative advantages of partners (see recommendations 2 and 3).		Agreed.	3. Develop a climate resilience programmatic framework (guiding principles and implementation approach for multi-year, area-based and integrated programming) that will guide all resilience activities and fundraising efforts under the new ICSP.	Country office programme unit	December 2025	Ongoing
			4. Adopt a clear operational transition plan for making existing activities in the south of Yemen consistent with the revised climate resilience approach.	Aden area office	December 2025	Not started
			5. Implement the revised climate resilience approach for all resilience interventions.	Country office programme unit	December 2026	Not started
			6. Establish an evidence generation strategy for climate resilience programming.	Country office RAM unit	December 2025	Ongoing

Recommendations and sub-recommendations	Recommendation and sub-recommendation lead office	Management response	Actions	Action lead office	Action deadline	Status
1.3. Support greater integration and linkages across programme components to ensure that interventions complement and reinforce each other, contributing to a reduction in humanitarian needs.		Agreed.	7. Establish internal programmatic links between food assistance for assets/food assistance for training, home-grown school feeding and locally driven nutrition activities within resilience programming.	Country office programme unit	December 2027	Ongoing
1.4. Improve nutrition integration across programme activities and support joint and context-specific approaches to prevent malnutrition.		Agreed	8. Integrate preventive nutrition packages such as blanket supplementary feeding programmes into TEFA as a means of maximizing the impact and efficiency of tailored supplementation for children under 2 and pregnant and breastfeeding women and girls.	Country office programme unit	June 2026	Not started
			9. Ensure that malnutrition severity is a key dimension of TEFA geographic and household prioritization.	Country office RAM unit	June 2026	Ongoing
			10. Expand and formalize the systematic integration of social and behaviour change (SBC) activities across the ICSP portfolio to promote improved nutrition practices, maternal health and dietary diversity (including through the roll-out of community-based SBC strategies in priority districts).	Country office programme unit and area offices	December 2026	Ongoing

Recommendations and sub-recommendations	Recommendation and sub-recommendation lead office	Management response	Actions	Action lead office	Action deadline	Status
1.5. Adopt a resource-informed approach based on rigorous forecasting and analysis of funding prospects to ensure that future programmes are grounded in realistic ambitions.		Agreed.	11. Ensure that the implementation plan is updated regularly in a manner that is consistent with realistic funding forecasts in order to inform programme calibration (especially for TEFA).	Country office budget and programming, partnerships, and programme units	December 2025	Ongoing
			12. Ensure that the actual number of people receiving TEFA is based on forecasted funding sufficient for at least six months of assistance as defined in the new ICSP.	Country office programme, partnerships, and budget and programming units	December 2025	Ongoing
Priority: High Deadline: June 2026 Recommendation 2: Strengthen, where the context allows, partnerships with authorities, including relevant line ministries, and local actors and expand direct engagement with communities in the design and implementation of WFP programmes.	Country office (global headquarters, including MENAEERO (functions: PPG; APP) and local actors in Yemen)	Agreed (with deadline extended to December 2026)				

Recommendations and sub-recommendations	Recommendation and sub-recommendation lead office	Management response	Actions	Action lead office	Action deadline	Status
2.1. Foster more regular engagement with authorities, including relevant line ministries, local actors and community representatives, ensuring the inclusion of marginalized groups in the design of activities to better align with national and local priorities.		Agreed.	1. Establish structured and streamlined collaboration with the internationally recognized Government of Yemen through, for example, an ICSP steering committee.	Aden area office	June 2026	Not started
			2. Adopt memorandums of understanding to enhance engagement and collaboration with relevant ministries, including those responsible for agriculture and the environment.	Aden area office	December 2026	Ongoing
2.2. In line with principled humanitarian action, establish clearer and more transparent and consistent communication with local authorities, communities and cooperating partners about resource constraints, targeting and prioritization decisions, and eligibility criteria.		Agreed.	3. Strengthen the country office communication strategy by using inclusive messaging conveyed through visual material, audio content and in local dialects, disseminated via booklets, WhatsApp, radio and banners to facilitate equitable access by people of varying literacy levels. The country office will also engage journalists, influencers, field partners, local communities, authorities and associations to distribute messages and prevent confusion or misinformation and will promote two-way communication through the toll-free hotline number, cooperating partner helpdesks and compilations of frequently	Country office communications unit	June 2026	Ongoing

Recommendations and sub-recommendations	Recommendation and sub-recommendation lead office	Management response	Actions	Action lead office	Action deadline	Status
			asked questions while strengthening coordination between monitoring and evaluation and programme teams in order to identify and respond to frequently asked questions and points of confusion.			
			4. Organize quarterly meetings with cooperating partners for each activity (at the country office level) and area (at the area office or field office level), to promote exchanges, learning and communities of practice.	Country office programme unit and area offices	December 2025	Ongoing
			5. Establish routine community consultations on key programmatic questions to gather qualitative information that can be used to improve programming under the new ICSP, as part of a community engagement action plan (see sub-recommendation 2.3).	Country office programme and RAM units	June 2026	Not started

Recommendations and sub-recommendations	Recommendation and sub-recommendation lead office	Management response	Actions	Action lead office	Action deadline	Status
2.3. Expand direct community engagement and increase awareness-raising efforts in relation to feedback mechanisms, with a particular focus on women and underrepresented groups, to enhance the inclusivity, responsiveness and effectiveness of the community feedback mechanisms.		Agreed.	6. The country office has commissioned a study to better understand the challenges faced and the efficiency and effectiveness of the community feedback mechanism. The study is expected to identify specific barriers and opportunities for improvement and provide actionable insights.	Country office RAM unit	September 2025	Completed
			7. Finalize and adopt the community engagement action plan, which will expand direct community engagement initiatives, increase efforts to raise awareness of feedback mechanisms, and improve the inclusivity, responsiveness and effectiveness of existing community engagement and feedback mechanisms.	Country office programme unit	December 2025	Ongoing
2.4. Continue efforts to ensure that feedback collected from both women and men is systematically analysed and used to inform timely adjustments to programmes.		Agreed.	8. Continue to utilize regular forums for sharing findings, including monthly monitoring and evaluation and programme meetings. Corrective actions will be defined and tracked for accountability. Production of monthly and quarterly reports, and an updated near real-time dashboard, will also be enhanced.	Country office RAM unit	June 2026	Ongoing

Recommendations and sub-recommendations	Recommendation and sub-recommendation lead office	Management response	Actions	Action lead office	Action deadline	Status
			9. Systematically make use of three-pronged-approach tools – seasonal livelihood programming and community-based participatory planning in particular – to develop context-specific and community-driven plans in various areas of climate resilience programming.	Country office programme unit	December 2025	Ongoing
Priority: Medium Deadline: December 2027 Recommendation 3: Foster stronger partnerships with other United Nations entities, the World Bank, donors and other international actors to promote greater complementarity and synergies supported by predictable and flexible funding.	Country office	Agreed.				
3.1. Strengthen and expand partnerships with other United Nations agencies, the World Bank and other international actors to support greater complementarity and synergies across interventions in various sectors and geographical areas (e.g. resilience-building, cash transfers, identity management, shock-responsive social protection, management of malnutrition).	Country office (other partners at the country level; global headquarters including MENAEERO (functions: PI; Supply Chain and Delivery Division (SCD); PPG))	Agreed.	1. Actively seek strong collaboration with the World Bank and the United Nations Children's Fund (UNICEF) in the area of social protection and cash-based assistance, specifically leveraging the country office's capacity in targeting and registration and making beneficiary data available for social protection purposes.	Country office programme unit	December 2025	Ongoing

Recommendations and sub-recommendations	Recommendation and sub-recommendation lead office	Management response	Actions	Action lead office	Action deadline	Status
			2. Establish an active leading role in the national cash working group in order to spearhead cash-based transfer enhancement and deduplication efforts.	Country office programme unit	June 2026	Ongoing
			3. Seek, prioritize and harness synergies with UNICEF to allow more consistent and cost-effective delivery of malnutrition management programmes in Yemen.	Country office programme unit	June 2026	Not started
			4. Promote field-driven and pragmatic collaboration with partner agencies and non-governmental organizations in geographic areas prioritized for resilience programming.	Aden area office	December 2025	Ongoing
3.2. Provide corporate support to WFP Yemen in conducting resource diversification analysis and support donor engagement efforts to broaden the donor base while advocating for predictable, multi-year and flexible donor funding.	Global headquarters including MENAEERO (function: PI) (country office)	Agreed.	5. Provide support and guidance to the country office for the preparation of a partnership and resourcing strategy for the new ICSP, with particular attention to growing and diversifying funding opportunities, and develop a donor engagement plan for opportunities identified through the strategy.	PI (Partnerships Coordination Service)	December 2026	Not started

Recommendations and sub-recommendations	Recommendation and sub-recommendation lead office	Management response	Actions	Action lead office	Action deadline	Status
Priority: High Deadline: December 2027 Recommendation 4: Better tailor activities to local realities by continuously investing in context analysis, including conflict dynamics and the root causes of food insecurity, and adopting evidence-based approaches.	Country office (partners at the country and global headquarters levels including MENAEERO (functions: APP, PPG))	Agreed (with deadline extended to December 2028 to accommodate targeting and registration exercise in the north).				
4.1. Complete the re-targeting and registration process and regularly update GFA lists, taking into account operational constraints, prioritizing the inclusion of marginalized groups, and considering local social norms to enhance community acceptance.		Agreed.	1. Roll out and complete a fully fledged community-driven targeting and registration exercise in the south of Yemen, in areas where WFP is operating, in order to assess TEFA eligibility and potentially serve other humanitarian and social protection actors.	Aden area office	August 2027	Ongoing
			2. If the operating environment allows, roll out and complete a targeting and registration exercise in the north of Yemen, in areas where WFP is operating, in accordance with the draft agreement with the Sana'a-based authorities in order to assess TEFA eligibility and potentially serve other humanitarian and social protection actors.	country office RAM, programme, and technology units	December 2028	Ongoing

Recommendations and sub-recommendations	Recommendation and sub-recommendation lead office	Management response	Actions	Action lead office	Action deadline	Status
4.2. Deepen WFP's understanding of natural resources, agricultural opportunities and climate risks in order to identify geographic priority areas and design a focused and scalable programme supporting environmental restoration, sustainable local food systems and resilience.			3. If the operating environment is not conducive to rolling out the targeting and registration in accordance with the draft agreement in the north of Yemen, define an alternative mechanism for targeting emergency food assistance.	Country office RAM unit	June 2026	Ongoing
			4. Beyond the targeting and registration exercises, update procedures for ensuring that the lists of the people receiving TEFA are reviewed every three years.	Country office RAM unit	December 2028	Not started
		Agreed.	5. Update integrated context analysis to inform climate resilience programming and undertake systematic seasonal livelihood programming and community-based participatory planning to tailor climate resilience programming to local agroecological and social circumstances.	Country office RAM unit	December 2025	Ongoing
			6. Strengthen country office and field technical capacity in climate resilience and natural resource management, and relevant partnerships, to enhance climate-sensitive programming.	Country office programme unit and area offices	December 2025	Ongoing

Recommendations and sub-recommendations	Recommendation and sub-recommendation lead office	Management response	Actions	Action lead office	Action deadline	Status
			7. Establish and promote a community of practice with cooperating partners in various areas of resilience programming, facilitating the sharing of experience and lessons learned.	Country office programme unit and area offices	December 2025	Ongoing
4.3. Leverage the country office's vulnerability analysis and mapping, monitoring and evaluation capacity to stay responsive to evolving needs and highlight lessons learned and results from the whole portfolio in order to adapt programming accordingly.		Agreed.	8. Hold regular joint planning and review meetings between the monitoring and evaluation, vulnerability analysis and mapping, and programme teams and field and area offices.	Country office RAM and programme units and areas offices	December 2025	Ongoing
			9. Continue to conduct robust food security monitoring and analysis to inform programme decisions in a timely manner.	Country office RAM unit	December 2027	Ongoing
			10. Develop a dynamic tool that gathers data to inform geographic targeting and prioritization.	Country office RAM unit	December 2027	Ongoing

Recommendations and sub-recommendations	Recommendation and sub-recommendation lead office	Management response	Actions	Action lead office	Action deadline	Status
4.4. Work with partners to enhance the joint analysis of malnutrition and food insecurity, promoting shared understanding that informs more targeted, complementary and effective interventions.		Agreed.	11. Contribute to regular food and nutrition security analysis, including Integrated Food Security Phase Classification analysis of acute food insecurity and acute malnutrition, jointly with other stakeholders.	Country office RAM unit	December 2028	Ongoing
			12. Strengthen collaborative research with partners, especially in support of TEFA, school feeding and nutrition programming.	Country office RAM unit	December 2027	Not started
			13. Strengthen collaboration with key partners to enhance analytical support for early warning systems and anticipatory action in order to bolster resilience programming.	Country office programme unit	December 2025	Ongoing
Priority: High Deadline: December 2026 Recommendation 5: Integrate gender equality and women empowerment, protection and inclusion considerations in all activities. Set achievable and context-sensitive objectives for WFP interventions to support the meaningful participation and inclusion of women and other marginalized people.	Country office (global headquarters including MENAEERO (functions: PPG; APP))	Agreed.				

Recommendations and sub-recommendations	Recommendation and sub-recommendation lead office	Management response	Actions	Action lead office	Action deadline	Status
5.1. Strengthen and systematically conduct gender analysis, in collaboration with women organizations, recognizing differences across Yemen, to ensure WFP activities are guided by a comprehensive understanding of the specific needs of men, women, boys and girls, and barriers faced by different population groups.		Agreed.	1. Conduct integrated context analysis and risk assessment (ICARA) for nutrition and school meals programme (already completed for GFA, TEFA and resilience).	Country office programme unit	December 2026	Ongoing
			2. Work with partners to enhance the quality of information provided in relation to protection, gender and safeguarding in their quarterly reports.	Country office programme unit	December 2025	Not started
5.2. Enhance efforts to empower women and other marginalized groups by increasing their participation in WFP activities, including decision-making processes. Promote their leadership and economic empowerment through specific interventions – e.g. in the areas of malnutrition prevention, school feeding and livelihood support – with clear benchmarks for participation, leadership roles and economic empowerment within each intervention.		Agreed.	3. As part of the framework on accountability for results exercise, develop a timeline, framework, relevant indicators and an implementation baseline for all actions aimed at integrating protection, gender and inclusion into nutrition, asset creation and livelihoods and school meal programme activities.	Country office programme unit	March 2026	Not started
			4. Develop and implement ICARA action plans for GFA and asset creation and livelihoods activities, ensuring that progress reports are provided regularly to management.	Country office programme unit	June 2026	Not started

Recommendations and sub-recommendations	Recommendation and sub-recommendation lead office	Management response	Actions	Action lead office	Action deadline	Status
			5. Together with partners, develop and implement ICARA action plans for nutrition and school meal programmes when the assessments are completed.	Country office programme unit	December 2026	Not started
5.3. Ensure proactive and sustained senior management leadership at the country office, area offices and field offices on gender equity, protection, and protection from sexual exploitation and abuse. Further strengthen WFP staff capacity in this domain and support partners in upholding gender and protection standards.		Agreed.	6. Finalize a protection and gender action plan based on ICARA outcomes, ensuring active engagement with WFP management at the country office, area office and field office levels.	Country office programme unit	December 2025	Ongoing
			7. Provide management with regular updates on key protection, gender and inclusion issues affecting WFP staff, offices and cooperating partners. Facilitate discussions with senior management on ways to strengthen capacity in these areas, including activities such as SBC communication and community-based participatory planning.	Country office programme unit	December 2025	Not started

Recommendations and sub-recommendations	Recommendation and sub-recommendation lead office	Management response	Actions	Action lead office	Action deadline	Status
Priority: High Deadline: June 2026 Recommendation 6: In collaboration with relevant partners, identify and implement a set of measures to resolve the recurring supply chain challenges that have impacted the timely availability of specialized nutritious foods and disrupted nutrition interventions.	Specialized nutritious foods working group and country office (global headquarters including MENAEERO (functions: PPG; Supply Chain Planning and Optimization Unit))	Partially agreed (with deadline extended to December 2026).				
6.1. Strengthen joint demand/supply planning and align with longer-term funding forecasts for specialized nutritious foods at the country office, regional office and WFP headquarters levels and develop contingency plans to mitigate supply disruptions.		Agreed.	1. Coordinating all relevant country office units, maintain and strengthen the rolling 12-month specialized nutritious foods demand forecast, taking funding and pipeline outlook into account.	Country office programme, supply chain, and budget and programming units	June 2026	Ongoing
			2. Engage early with the Global Commodity Management Facility and procurement teams to flag potential pipeline gaps and mitigate lead time issues.	Country office supply chain, and budget and programming units	June 2026	Ongoing
			3. Establish a quarterly supply review mechanism with stakeholders from the country office, regional office and Rome headquarters in order to align specialized nutritious food needs, delivery schedules and available resources.	Country office supply chain, and budget and programming units	June 2026	Not started

Recommendations and sub-recommendations	Recommendation and sub-recommendation lead office	Management response	Actions	Action lead office	Action deadline	Status
			4. Regularly update contingency protocols to prioritize districts with high rates of global acute malnutrition in the event of specialized nutritious food shortfalls.	Country office programme unit	June 2026	Ongoing
6.2. Invest in pre-positioning specialized nutritious foods (ideally inside Yemen or else in the region, depending on risks and funding) and ensure robust quality control processes, especially in light of the long lead-times for those foods, while considering regulatory constraints specific to Yemen.		Partially agreed. Pre-positioning in Yemen was rejected by the Global Commodity Management Facility due to country office funding constraints and the fact that once stock is in the country it cannot be resold or re-exported to another buying country. The risks of storing either in Yemen or in the region are considered to be too great.	5. Take proactive steps to enhance pipeline preparedness by strengthening coordination with the Global Commodity Management Facility to improve the predictability and transparency of specialized nutritious food procurement and delivery timelines.	Country office supply chain, and budget and programming units	June 2026	Not started
			6. Update internal contingency plans to ensure the prioritization of high-risk districts during pipeline delays.	Country office programme and RAM units	June 2026	Not started
			7. Explore alternative means of providing nutrition support, including local procurement (e.g. Shabiza) or through cash-based transfers.	Country office programme unit	December 2026	Not started

Acronyms

GFA	general food assistance
ICARA	integrated context analysis and risk assessment
ICSP	interim country strategic plan
SBC	social and behaviour change
TEFA	targeted emergency food assistance
UNICEF	United Nations Children's Fund