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SPR Reading Guidance



Logistics & Emergency Telecommunications Augmentation and Coordination to Support Humanitarian Operations in Yemen

Standard Project Report 2017

World Food Programme in Yemen (YE)



World Food Programme

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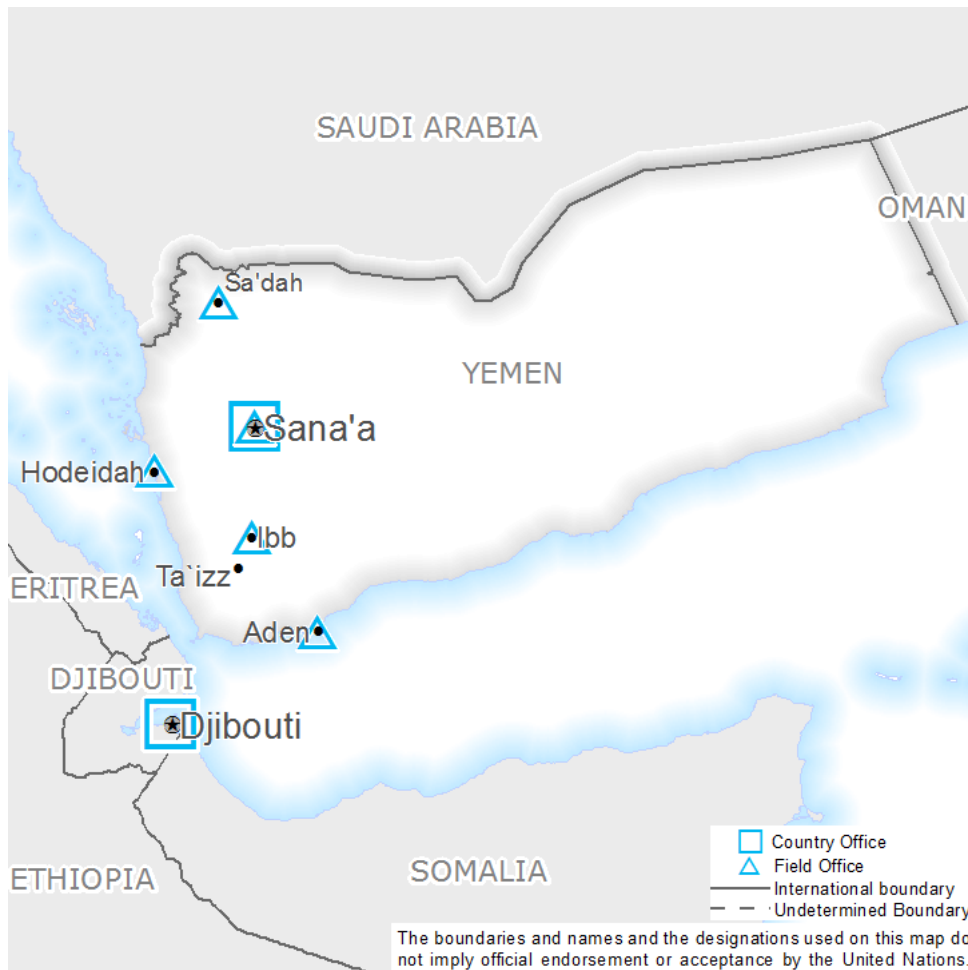
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Country Context and WFP Objectives



Achievements at Country Level

Since the start of the Yemeni crisis in March 2015, WFP has gradually scaled up its food assistance response from less than one million beneficiaries per month to a maximum of 8 million, including 4.1 million men and boys and 4 million women and girls. This was achieved primarily through significantly increased in-kind assistance which, as of May 2017, started to reach beneficiaries regularly on a monthly basis. WFP expanded assistance to 20 governorates, including the ten governorates classified as Phase 4 (emergency) by the March 2017 Integrated Food Security Phase Classification (IPC) analysis.

WFP managed to consistently reach populations in conflict-affected and hard-to-reach areas where food assistance needs were highest, such as Taizz, Hudaydah, Marib, Rayma, Sa'ada, Hajjah, Shabwa and Lahj, using in-kind food and commodity vouchers. WFP Logistics successfully scaled up its capacity to deliver needed commodities to beneficiaries in the targeted locations. Despite severe movement limitations imposed on humanitarian staff, WFP teams successfully conducted monitoring missions to distribution sites in these areas.

The Commodity Voucher through Traders Network (CV-TN) activity provided assistance to beneficiaries in four governorates (Sana'a, Amanat Al Asimah, Taizz, and Hudaydah), reaching a maximum of 863,000 beneficiaries a month out of the planned one million. Introduced in 2016 in Yemen, CV-TN is a market-based modality aimed at leveraging existing food supply networks (wholesalers/retailers) to reach people in need within the context of insecurity and logistical challenges. In addition to providing relief assistance, CV-TN promotes job creation and contributes to revitalizing local economies. The CV-TN activity provides commodity vouchers to beneficiaries and is part of WFP's general food assistance programme.

The food consumption of CV-TN beneficiaries showed a significant improvement. Percentage of households with a poor food consumption score decreased from 22 in the fourth quarter of 2016 to 14 in the fourth quarter of 2017. In addition, the food consumption score of beneficiaries receiving in-kind assistance showed a slight improvement as the percent of households with poor food consumption decreased from 18 in quarter four of 2016 to 17 in quarter four of 2017. The stabilization and improvement in food consumption scores were achieved on account of increased rations and regular monthly distributions during the second half of 2017.

WFP continued to co-lead the Food Security and Agriculture Cluster (FSAC) which introduced, for the first time in Yemen, a Famine Risk Monitoring mechanism at district level, supported by all cluster members. Results of the Famine Risk Monitoring informed the district level prioritization and identified the number of severely food insecure populations in need of general food assistance. Jointly with other clusters, FSAC also identified 107 districts at heightened risk of famine to be supported through inter-cluster programmes.

WFP scaled-up nutrition interventions during the last quarter of 2017. The Treatment of Moderate Acute Malnutrition programme reached 500,100 malnourished children aged 6-59 months as well as pregnant and lactating women (PLW), representing 50 percent of the overall EMOP target. After extensive consultation with key stakeholders and preparations by cooperating partners, distributions under the Prevention of Acute Malnutrition programme began in the fourth quarter of 2017, assisting 93,000 beneficiaries. WFP nutrition interventions have been supported by 22 non-governmental organisation (NGO) partners and by the Ministry of Public Health and Population. WFP started training on Community-based Management of Acute Malnutrition (CMAM) to nutrition coordinators and health staff jointly with the Ministry of Public Health and Population.

In response to the 2017 unprecedented cholera outbreak, WFP -- under its supply chain function -- worked with the World Health Organisation (WHO) to rehabilitate treatment centres and to provide overall logistics support. The cholera response was also supported by the WFP-led Logistics Cluster which continued to fill logistics gaps by facilitating access to a common logistics services platform for the humanitarian community working in Yemen. A key activity of the Logistics Cluster was the facilitation of air transport of humanitarian supplies from Djibouti to Sana'a on WFP-chartered aircraft with the support of the United Nations Humanitarian Air Service (UNHAS). The frequency of airlifts steadily increased in 2017, from almost one airlift per month in the first half of the year to a peak of four flights per week in August 2017. Another critical activity was the transport of both passengers and cargo on board the WFP-chartered vessel VOS Apollo between Djibouti and Aden, which also served as an emergency rescue and evacuation vessel. Overall, 1,391 passengers from 33 organisations and 699 mt of cargo valued at USD 3.3 million on behalf of eight organisations were transported on the VOS Apollo.

The WFP-led Emergency Telecommunications Cluster (ETC) provided security telecommunications and power solutions to support the lifesaving activities of humanitarian organizations in Yemen. Overall, 218 international staff and 1,149 national staff from 21 organizations were supported by ETC connectivity in 2017. The Cluster strengthened the cholera response by establishing IT connectivity in the Emergency Operations Centres at Governorate level.

Finally, the WFP-led UNHAS service continued to provide access for the humanitarian community to vulnerable and conflict-affected populations in Yemen through the transportation of international and national humanitarian staff and urgent light cargo. By providing humanitarian actors with a critical transport link into Yemen, the operation preserved the operational integrity of the international humanitarian response in Yemen. In total, UNHAS transported 9,184 passengers on behalf of 66 organizations. Moreover, UNHAS continued to play a crucial role in undertaking medical evacuations of 55 humanitarian staff from Sana'a to Djibouti.

Country Context and Response of the Government

Three years of conflict and displacement in Yemen, exacerbated by a major cholera outbreak and access constraints, have led to the world's largest humanitarian and food security crisis. Socio-economic indicators for Yemen have sharply deteriorated. The World Bank estimates that the poverty rate in the country has reached 80 percent of the population. According to the 2017 Yemen Humanitarian Response Plan (YHRP), 70 percent of the total population were in need of humanitarian assistance. At the same time, the 2017 Global Hunger Index rated Yemen in the "alarming" category with imminent famine warning.

Since the conflict started in 2015, more than 3 million Yemenis have been displaced. Over 62,000 casualties have been reported, including 9,245 killed [1]. Areas in northern governorates are regularly targeted by airstrikes and in many of the southern governorates the security landscape has been mired with terrorist attacks and occasional improvised explosive devices (IED) explosions. Presence of Al Qaeda in the Arabian Peninsula (AQAP) and Islamic State in some parts of Yemen further compromise the security environment. The United Nations Children's Fund (UNICEF) reports that 2 million children are currently out of school and a significant number of schools are either damaged due to fighting or occupied by the militants. According to the World Health Organization (WHO), only 45

percent of health facilities in Yemen are fully functional and accessible. The recent cholera outbreak, which began at the end of April 2017, affected 90 percent of all districts in Yemen. Over one million people were suspected with cholera and nearly 2,200 Yemenis lost their lives.

The relocation of Yemen's Central Bank from Sana'a to Aden in September 2016 resulted in the suspension of salaries for some 1.2 million public servants, thereby severely affecting their livelihoods and worsening the dire food insecurity situation in the country. The suspension of salaries also hampered significantly the delivery of basic social services in health facilities, schools, etc., since many staff no longer reported to office or irregularly.

Yemen has traditionally been highly dependent on food imports for around 90 percent of its total food needs. The country requires approximately three million tonnes of wheat and 420,000 tonnes of rice annually, of which 70 percent are imported through the Red Sea of Hodeidah and Al Saleef ports and the rest through Aden port. Since the onset of the conflict, restrictions on imports, destruction of port infrastructure, the collapse of the financial and banking sector, security risks and high transport costs were key factors negatively affecting imports and supply of basic goods across Yemen. The November 2017 blockade imposed on ports and airports further exacerbated the situation and led to severe scarcity and steep price increases of basic commodities, including food and fuel. Access constraints have also significantly impacted the presence and movement of humanitarian staff in Yemen.

WFP Vulnerability Analysis and Mapping (VAM) market analysis reports that food prices increased between 30 - 90 percent by the end of 2017 compared to pre-crisis levels. Fuel prices rose by over 150 percent during the same period. The Yemeni Riyal (YER) depreciated by 210 percent. Critical food and energy imports are now facilitated exclusively through private channels without support offered earlier by the Central Bank of Yemen. This has further aggravated inflation in the country. Coupled with rising unemployment, the purchasing power of the local population has been eroded and so has their access to food as well as other essential goods and services.

Conflict and sharp economic decline have severely impacted the food security and nutrition situation in the country. According to the 2016 Emergency Food Security and Nutrition Assessment (EFSNA), 63 percent of households in Yemen had to cope with limited access to sufficient food compared to 41 percent in 2014. Poor food consumption had increased by over 44 percent since 2015, affecting more than one in four households. The Famine Risk Monitoring conducted in the last quarter of 2017 estimated 17.8 million food insecure people of which 8.4 million people severely food insecure, marking a 24 percent increase from the March 2017 Integrated Phase Classification (IPC) results where 6.8 million people were classified in Phase 4 'emergency' and 10.2 million people in Phase 3 'crisis.'

The School Feeding Project and Humanitarian Relief (SFPHR), embedded in the Ministry of Education, remained one of WFP's largest partners under the in-kind food assistance programme in the northern governorates. SFPHR conducted monthly food distributions to some 2.8 million beneficiaries, using the wide network of schools. WFP continued to work closely with SFPHR to build their capacity in programme implementation.

As outlined in the 2017 Humanitarian Needs Overview, malnutrition in Yemen – a chronic challenge – has steadily increased since the escalation of conflict. As a result, about 3.3 million children under five years of age and pregnant and lactating women were acutely malnourished. This included 462,000 children under five suffering from severe acute malnutrition; a 57 percent increase since late 2015.

The Ministry of Public Health and Population continued to be a key partner in WFP nutrition activities. The Treatment of Moderate Acute Malnutrition was exclusively channeled through local health facilities with the overall support of the Governorate and District Health Officials. WFP signed agreements with both the Ministry and the Governorate Health Officials to support the activity implementation.

[1] 2018 Yemen Humanitarian Response Plan

WFP Objectives and Strategic Coordination

The conflict that erupted in March 2015 in Yemen marked WFP's transition from a Protracted Relief and Recovery Operation to an Emergency Operation. EMOP 200890 was launched in October 2015 to address the emergency food and nutrition needs of food insecure women, men, boys, and girls displaced or affected by the crisis. Aligned with WFP's Strategic Objective, the EMOP aimed to save lives and protect livelihoods in emergencies - specifically by increasing food consumption through the scale-up of life-saving emergency food assistance in areas classified as experiencing "emergency" and "crisis" levels of food insecurity by the Integrated Food Security Phase Classification analysis. The EMOP envisaged the provision of an adaptable and flexible response mechanism through both in-kind and Commodity Voucher through Traders Network (CV-TN) assistance. The EMOP further encompassed in-kind assistance for refugees from the Horn of Africa and other vulnerable economic migrants that had previously been assisted under PRRO 200305 with the aim to save lives and maintain adequate dietary standards. In addition, the EMOP aimed to address the needs of children 6 - 23 months at risk of acute malnutrition

through prevention programme. Children 6-59 months and pregnant and lactating women (PLW) affected by moderate acute malnutrition were covered by the treatment programme.

In April 2017, WFP launched a new Emergency Operation, EMOP 201068, aiming to avert famine in Yemen. This operation encompassed many of the same components of EMOP 200890 and scaled up assistance through unconditional resource transfers and nutrition. In line with WFP Strategic Objectives 1 and 2 this operation aimed to provide life-saving food assistance to internally displaced, other severely food insecure populations, refugees and vulnerable economic migrants. It further supported malnutrition prevention and treatment programmes.

Through the special operations 200841 and 200845, WFP-led Logistics and Emergency Telecommunications Clusters were of foremost importance to facilitate access to common services in both Djibouti and Yemen for the entire humanitarian community, supporting Yemen. Alongside the Clusters, UNHAS not only supported the Logistics Cluster air operations, but also ensured humanitarian access to Sana'a and Aden thanks to regular flights from Amman and Djibouti. In addition to co-leading the Food Security and Agriculture Cluster (FSAC) with FAO, WFP has also been an active member of the Nutrition Cluster, the Yemen Gender Group, Cash and Voucher Technical Working Group and Humanitarian Access Work Group.

To respond to the cholera outbreak, WFP, through partnership with the World Health Organization (WHO), led the logistics and emergency telecommunications branches of the cholera response.

Country Resources and Results

Resources for Results

The country office, with support from the Regional Bureau and Headquarters, developed a fundraising strategy and action plan which fed into streamlined fundraising efforts. As a result, funding for the WFP Yemen country office significantly increased in 2017 thanks to increased donor support and confidence. In 2016, WFP Yemen was supported by 12 donors, while in 2017 this number increased to 30, including the World Bank and eight private sector donors. WFP received a total of USD 720.8 million against an estimated requirement of USD 874 million, covering 82 percent of the 2017 funding requirements. Cash contributions represented 65 percent of total funding received and enabled WFP to programme these funds flexibly.

Thanks to generous donor funding, WFP succeeded in more than tripling the amount of food distributed per month and in doubling the number of beneficiaries assisted between January and August 2017. Specifically, an average of 20,000 mt were distributed on a monthly basis during the first quarter of 2017, compared to 70,000 mt by August 2017. The number of beneficiaries increased from 3.5 million in January to 7 million from August 2017 onwards.

Limited predictability of the level and timing of funding posed some challenges to WFP's planning, particularly since it takes WFP in general three to four months lead time for commodities to arrive in country. There were periods when funding gaps were imminent which may have led to an interruption in assistance. The country office was able to prevent these by making extensive use of WFP's advance financing mechanism. Donors confirmed a number of unrestricted contributions which allowed access to the internal loan facility, thereby enabling WFP to purchase against contributions in advance. Keeping donors regularly informed of WFP's funding situation helped address the issue and mobilise additional support.

WFP implemented cost saving measures and significantly improved internal control processes of its operation which led to greater donor buy-in. Since the beginning of the EMOP, WFP relied heavily on procuring food requirements through the Global Commodity Management Facility (GCMF), where GCMF had these commodities purchased and stored at hubs near Yemen (or on the arrival to these hubs). WFP would charter a vessel to bring the commodities into Yemen and/or use liner services. The usage of GCMF enabled WFP Yemen to save up to 1.5 months of lead time -- once funding was confirmed -- and saved WFP Yemen over USD 27 million on commodity costs. Additionally, WFP relied on internal loan mechanisms to enable programming of funds that were still at forecast stage. In 2017, WFP received over USD 81.7 million from the Internal Project Lending Account (IPL). Additionally, in 2017, WFP received USD 5 million from the Immediate Response Account, of which USD 4.6 million was repaid.

Continued advocacy for donor support was undertaken at various levels, ensuring that donor governments and other stakeholder were kept abreast on food assistance needs, programme modalities, the funding situation and any arising challenges. WFP increased communication with donors, including through regular meetings and bilateral conference calls. This allowed donors to coordinate among themselves and make well-informed funding decisions.

Moreover, in 2017, WFP scaled up its donor visibility strategy and embarked upon a social media strategy to create a culture of continuous real-time donor engagement. Two visits by the Executive Director and two working visits by the WFP Regional Director for the Middle East and North Africa to the country office in Sana'a enhanced synergies in resource mobilisation efforts.

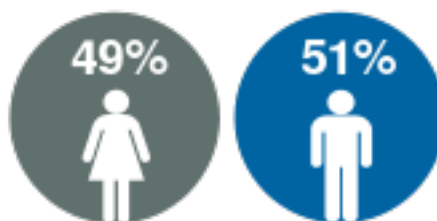
Finally, in 2017 the WFP-led UNHAS service and Logistics Cluster provided continuous and transparent information sharing with the international community which led to sustained funding levels to ensure the continuation of the critical services. Under special operation 200841 (Logistics Cluster) and special operation 200845 (UNHAS service), some USD 20 and 10 million were raised, respectively.



Annual Country Beneficiaries

Beneficiaries	Male	Female	Total
Children (under 5 years)	682,816	674,783	1,357,599
Children (5-18 years)	1,486,129	1,397,765	2,883,894

Beneficiaries	Male	Female	Total
Adults (18 years plus)	1,911,886	1,879,753	3,791,639
Total number of beneficiaries in 2017	4,080,831	3,952,301	8,033,132



Annual Food Distribution in Country (mt)

Project Type	Cereals	Oil	Pulses	Mix	Other	Total
Single Country EMOP	528,052	43,693	46,373	7,740	5,901	631,759
Total Food Distributed in 2017	528,052	43,693	46,373	7,740	5,901	631,759



Cash Based Transfer and Commodity Voucher Distribution (USD)

Project Type	Cash	Value Voucher	Commodity Voucher
Single Country EMOP	-	-	55,042,392
Total Distributed in 2017	-	-	55,042,392

Supply Chain

WFP's supply chain in Yemen is highly complex, characterized by a combination of multiple corridors, logistical staging areas and modes of transport, to deliver commodities into the country. In 2017, the importation of cargo was done through the ports of Hodeidah, Al Saleef and Aden. The commercial sector also used overland corridors from Saudi Arabia and Oman. Logistics hubs in Djibouti and Berbera port were used as staging areas for air and sea transport. Djibouti port was also used to transship WFP and Logistics Cluster humanitarian cargo via air or sea. Chartered vessels loaded in Djibouti transshipped commodities to the ports of Aden. In addition, Berbera port in Somalia was used for the bagging and transshipment of bulk and containerized cargo destined for Aden and Hodeidah.

WFP imported 652,624 mt of different food commodities, including fortified vegetable oil, wheat, sugar and pulses. 283,302 mt of these commodities were purchased from the Global Commodity Management Facility (GCMF).

Cereals were procured from Russia and Ukraine, pulses from Turkey and Ukraine. Fortified vegetable oil was procured from Indonesia and sugar from the United Arab Emirates. In addition, WFP received in-kind food donations, amounting to over 339,103 mt, including 272,723 mt of wheat grain.

To support local markets, WFP purchased 109,093 mt of wheat from commercially operated silos in Aden, Hodeidah and Saleef. WFP used the food supply agreement procurement modality (FSA) to maintain reserve stocks of food which could be called forward at any given time. WFP entered into Long Term Agreements with suppliers. A local purchase contract of 35,000 mt of wheat flour had to be cancelled in December 2017 so as not to further strain markets, while the port restrictions had only be partially lifted.

The country office faced extended lead times of three to four months for contributions to be programmed and converted into commodities ready for dispatch. Delays at Yemeni ports presented major challenges for timely dispatches and distributions. At times, vessels carrying WFP-procured food spent up to several weeks waiting for berthing windows at Yemeni ports. At Hodeidah port, conflict related damage to the port's cranes further constrained the port capacity. Recognizing the importance of Hodeidah as the primary access point for humanitarian supplies for Yemen's northern governorates, WFP procured mobile cranes for the port. After extensive negotiations, clearance was received from concerned parties to deliver the cranes to Hodeidah.

Port functioning came to a halt with the closure of all air, land and sea ports on 6 November. The port closure delayed the berthing of a WFP-chartered vessel, carrying 25,000 mt of wheat. Commercial vessels were not able to access Hodeidah and Saleef port for weeks. This led to a sharp increase in market prices and significantly impacted on food and fuel availability. The fuel scarcity disrupted the transportation of goods and services throughout the country and impacted also on milling capacity. WFP was not able to mill sufficient quantities of wheat flour on time for in-kind distributions in December. As a result, food rations had to be reduced to 55 percent in order to serve all beneficiaries during that month.

The continuation of port restrictions forced WFP to divert large amounts of cargo from Hodeidah to Aden port. This diversion not only increased lead times for delivery, but entailed a significant increase in transport costs. In total, it added over USD 3.8 million on Landside, Transport, Storage and Handling (LTSH) costs by year end.

Programme monthly requirements increased significantly over the year from 35,000 mt in May to 75,000 mt in August 2017. In order to manage the scale-up, WFP Supply Chain used a forward hub supply chain concept whereby all food procured was moved to warehouses in five hubs located in Aden, Ibb, Hodeidah, Sa'ada and Sana'a, operated by commercial logistics service providers. Food was dispatched from these warehouses to over 5,000 final distribution points (FDPs) throughout the country. Adherence to a strict programming schedule was required to allow operations to deliver a steady flow of commodities in the most challenging districts. Appropriate tracking tools and standard operating procedure (SOPs) were developed to support this further.

The post-delivery losses during the period were 0.3 percent, well below the corporate threshold of 2 percent. This was achieved by making transporters accountable for any loss en route from WFP warehouse to FDPs. WFP also worked closely with cooperating partners (CPs) to develop the capacity of their staff in terms of warehouse management and commodity handling. A total of 141 staff were trained during 2017.

The country office further invested in the roll-out of the Commodity Vouchers through Trader's Network (CV-TN) modality, by bringing in Supply Chain expertise. The commodity voucher modality relied on retailer networks. It was implemented through a "business-to-business" approach under which large importers guaranteed the steady supply of food commodities to WFP beneficiaries. Beneficiaries redeemed commodity vouchers distributed by WFP's cooperating partners for food rations at the closest retail outlets linked to WFP's Yemeni food suppliers. Thus, CV-TN complemented WFP's own in-kind supply chain and ensured availability of food commodities for beneficiaries.

In view of the unprecedented cholera outbreak, WFP Supply Chain extended support to WHO to rehabilitate Diarrhea Treatment Centres and rural hospitals.



Annual Food Purchases for the Country (mt)

Commodity	Local	Regional/International	Total
High Energy Biscuits	-	305	305

Commodity	Local	Regional/International	Total
Ready To Use Supplementary Food	-	1,380	1,380
Split Peas	-	726	726
Vegetable Oil	-	1,001	1,001
Wheat	58,003	-	58,003
Wheat Flour	40,817	9,607	50,424
Wheat Soya Blend	-	14,755	14,755
Total	98,820	27,774	126,594
Percentage	78.1%	21.9%	

Annual Global Commodity Management Facility Purchases Received in Country (mt)

Commodity	Total
High Energy Biscuits	85
Ready To Use Supplementary Food	3,788
Split Peas	27,092
Sugar	3,926
Vegetable Oil	32,052
Wheat	266,253
Total	333,196

Implementation of Evaluation Recommendations and Lessons Learned

WFP's emergency operation response in Yemen continued to be informed by experience and lessons learned in a unique operational context, characterised by conflict, economic decline and cholera outbreak.

In 2017, insecurity and access challenges negatively affected WFP's ability to provide timely and monthly assistance to affected populations. Transport convoys regularly experienced administrative delays at checkpoints. WFP appointed enumerators and cooperating partners reported at times that access for assessments, the selection of beneficiaries and distribution of assistance were hindered by political interference and conflict at the local level.

WFP continued to rely on a beneficiary call centre to contact randomly-selected beneficiaries to confirm that beneficiaries had received assistance and to monitor their food security status. The use of the call centre proved to be critical in a context like Yemen where physical access to beneficiaries is limited in certain areas due to security concerns. When the security situation allowed, WFP monitored food distributions through its programme staff and/or by engaging WFP contracted third party monitors (TPM).

The country office adopted 2016 audit recommendation to identify an additional TPM partner to be ready to respond to any forthcoming monitoring needs that might emerge as a result of the fragile situation. WFP also adopted the audit recommendations to update beneficiary lists and enhance beneficiary identification through the use of biometrics. Finally, WFP agreed to step up advocacy vis-à-vis cooperating partners on deconfliction of distribution points.

From past experience, WFP had learned that operational scale-up in a complex environment can only be possible through cohesion in the humanitarian response. Famine prevention requires coordinated monitoring and inputs from various sectors, and access can only be maintained and improved through joint and stepped up advocacy. As a

result, WFP increased its inter-agency engagement with the Humanitarian Country Team. Coordination was also stepped up with the Office of Coordination of Humanitarian Assistance (OCHA) on protection and access issues, specifically on the re-opening of Red Sea ports and clearance for bringing in mobile cranes for Hudaydah port to boost the offloading capacity. Moreover, quarterly donor meetings and regular conference calls with donors allowed WFP to establish a dialogue on progress in the emergency response, to align advocacy and to highlight funding gaps.

In terms of programming, WFP stepped up coordination with the Ministry of Public Health and Population and the Ministry of Education among others to inform programme design, strengthen implementation and to nurture local capacity development. WFP strengthened its engagement in various clusters on the review of the district level prioritization, the Community Management of Acute Malnutrition (CMAM) scale-up plan and the forthcoming resumption of a school meals programme. To further support synergies between Severe Acute Malnutrition (SAM) and Moderate Acute Malnutrition (MAM), WFP started to hold regular bilateral meetings with the United Nations Children's Fund (UNICEF).

Story worth telling

In 2017, Mariam's house, located in the governorate of Hodeidah, Bagel district, was totally destroyed by an airstrike targeting a nearby military camp.

"One day I went with my eight children to visit my friend. A few hours later, we heard warplanes hovering over the area and bombing various sites as usual. After that, I returned to my house but I was astonished to see the damage," said Mariam.

Stunned and homeless, Mariam was not sure what to do to support her eight children. She is a single mother who must independently support her family.

In a moment of despair, she heard that the World Food Programme was distributing monthly food rations to displaced persons in Al-Sukhna district in Hodeidah. Thus, she moved her family from Bagel to Al-Sukhna and registered to be part of WFP's assistance programme in Al-Sukhna and once a month Mariam began to receive a food basket from WFP that consisted of wheat, flour, pulses, salt and oil. She lived with a family friend with whom she shared the rations.

"Without this assistance," said Mariam "My kids would have died. We were in a very desperate situation after our house was destroyed and myself and my children were very much lacking in nourishment."

Project Results

Activities and Operational Partnerships

Special Operation 200841 was launched in April 2015, when the WFP-led Logistics Cluster and the Emergency Telecommunication Cluster (ETC) were activated to provide the humanitarian community in Yemen with adequate logistics and information and communications technology (ICT) capacity, and with enhanced coordination mechanisms to deliver relief items to affected populations in Yemen. Since then, two budget revisions were approved to extend the project in 2016 and 2017; in 2017, the project was revised once more to cater for the increased needs of the cholera outbreak. At the end of 2017, WFP approved a fourth project revision to allow the Logistics and Emergency Telecommunications Clusters to continue their activities in support of the humanitarian community until the end of 2018, during which WFP and members of the Logistics and Emergency Telecommunications Clusters will continue to monitor the situation to adjust the activities of clusters in accordance with the user demand.

Logistics Cluster

Throughout 2017, the Logistics Cluster facilitated access to a common logistics services platform for the humanitarian community; services were provided free-of-cost to the user through WFP.

A key activity in 2017 was the facilitation by Logistics Cluster of air transport of humanitarian supplies from Djibouti to Sana'a on WFP-chartered aircraft with the support of the United Nations Humanitarian Air Service (UNHAS). Another critical activity coordinated and facilitated by the Logistics Cluster was the transport of both passengers and cargo on board the WFP-chartered vessel VOS Apollo between Djibouti and Aden, which also served as an emergency rescue and evacuation vessel.

In terms of services within Yemen, the Logistics Cluster facilitated access to land transport of relief items across the country starting from Aden, Hudaydah and Sana'a. In these three locations, the Logistics Cluster also facilitated access to facilities for the temporary storage of humanitarian cargo.

To enable humanitarian organizations to establish an uninterrupted supply chain for the delivery of humanitarian aid to the affected population, the Logistics Cluster provided fuel to humanitarian organizations on a cost-recovery basis from fuel distribution points in Aden, Hudaydah, and Sana'a.

To ensure a smooth implementation of the services described above and to further support the humanitarian community, the Logistics Cluster provided coordination services in Sana'a, Aden, Hudaydah and Djibouti, as well as information management services, to minimize duplication of efforts and to support operational decision making amongst logistics actors within Yemen.

WFP, as the Logistics Cluster lead, worked closely with all United Nations agencies and international and national non-governmental organizations (NGOs) operating in Yemen to coordinate and facilitate logistics services, to share logistics information and to deliver fuel to humanitarian agencies. In 2017, 26 meetings were attended by 53 organizations, including UN agencies, international and national NGOs, and donors. Meetings were held regularly in Sana'a and Aden, and on an ad-hoc basis in Djibouti and Hudaydah, and they provided a key platform for information sharing, addressing logistics gaps, and coordinating the logistical dimensions of the humanitarian response in Yemen.

Emergency Telecommunications Cluster (ETC)

The ETC, under the leadership of WFP, coordinated the deployment and implementation of security communications and internet connectivity services in Yemen for the humanitarian community. The ETC led the deployment of vital communication services and managed the Information Technology (IT) operations in collaboration with UN agencies and NGOs. The ETC provided internet and secure telecommunications services in four humanitarian hubs across Yemen, namely Sa'ada, Hudaydah, Ibb, and Aden. The ETC worked closely with the United Nations Department of Safety and Security (UNDSS) on the planning, deployment, upgrade and maintenance of security telecommunications services in Yemen.

The cluster coordination cell for the ETC continued to be located in Sana'a, where the ETC provided internet services at the Diplomatic Transit Facility (DTF) for United Nations personnel, and at the United Nations Common Accommodation facility (UNCAF) compound in the last two months of 2017 following the move of UN staff to UNCAF. Internet connectivity services were also made available aboard the WFP-chartered VOS Apollo vessel traveling between Djibouti and Aden.

Dedicated ETC staff provided information management services to facilitate decision-making on the ground. Relevant and up-to-date ETC information products were produced and shared, including fact-sheets, services

maps, regularly updated situation reports and meeting minutes.

Throughout 2017, the ET Cluster held 33 coordination meetings, of which five were in Sana'a, nine were coordinated from the ETC office in Dubai, and 19 were internal coordination meetings. Meetings in Sana'a were attended by seven humanitarian organizations; however, a total of 23 humanitarian organizations are part of the Local ETC Working Group in Yemen and are invited to meetings and receive IM products. Global ETC calls were attended by 20 humanitarian organizations. Coordination meetings were an important source of feedback and discussion, allowing both the ETC and service users to identify gaps, constraints, and opportunities for improving and broadening the provision of ETC services in a complex security and access environment.

Results

Special Operation 200841 ensured efficient and coordinated logistics and emergency telecommunications services in support of the humanitarian community in Yemen. Overall, the coordination mechanisms established through this Special Operation resulted in a more efficient emergency response and achieved the outcome of supporting the humanitarian community in delivering life-saving services and relief items to the population affected by the conflict.

Logistics Cluster

In line with previous year's activities and with its mandate, the Logistics Cluster continued to cover identified logistics gaps by facilitating access to a common logistics services platform for the humanitarian organisations working in Yemen and enabling their their life-saving operations in the country. Regular coordination meetings and bilateral discussions with humanitarian organizations helped to identify gaps and needs and, when possible, to address key issues and concerns.

The frequency of the airlifts facilitated by the Logistics Cluster steadily increased in 2017, from almost one airlift per month in the first half of the year to a peak of four flights per week in August 2017. This increased demand for air cargo transport was generated by the largest and fastest growing cholera epidemic ever recorded. Between June and the end of August 2017, 331 mt of relief items for the cholera response were airlifted from Djibouti to Sana'a on behalf of 12 organisations. From August until the end of the year, cargo flights decreased to an average of two airlifts per month, which were sometimes carried out through several rotations depending on the volume of cargo to be moved. Through these airlifts, 779 mt of humanitarian cargo were delivered from Djibouti to Sana'a on behalf of 19 organizations; 81 percent of the cargo belonged to the Health and WASH sectors. Airlifts were implemented thanks to the fruitful collaboration of the Logistics Cluster with the United Nations Humanitarian Air Service (UNHAS).

The Logistics Cluster facilitated access for humanitarian organizations to the WFP-chartered vessel VOS Apollo, providing a regular weekly transportation between Djibouti and Aden. This service ensured that humanitarian staff could maintain their presence in Aden, facilitating the continuation of humanitarian activities in the southern governorates. A regular schedule and booking system was established and designed in a manner that facilitated vessel passengers to easily connect with UNHAS flights on the Djibouti route to and from Sana'a. Overall, 1,391 passengers from 33 organizations were transported between Djibouti and Aden. Due to access restrictions imposed on Yemeni ports in November 2017, three VOS Apollo return trips had to be canceled, while a fourth had to be canceled at the beginning of December to support the downsizing of UN and NGO international staff from Hudaydah to Djibouti for security reasons.

While the VOS Apollo service is primarily aimed at passenger transport, cargo transport is also facilitated on board; two containers were installed on board in September 2017 to move cold-chain and temperature controlled items for the cholera response. Overall, 699 mt of humanitarian relief items were transported on the VOS Apollo on behalf of eight organizations. In terms of sea cargo transport, in 2017 Logistics Cluster also facilitated the movement of 289 mt of cargo on behalf of WHO and UNICEF from Djibouti to Hudaydah via a WFP-chartered dhow. In addition, the Logistics Cluster also facilitated the movement of 1,313 mt of cargo on behalf of WHO and UNICEF from Djibouti to Aden on the WFP-chartered vessel Amira Lana. Overall, in 2017 the Logistics Cluster facilitated the movement of 2,300 mt of cargo through ocean transport to two destinations, on behalf of eight organizations.

Within Yemen, the Logistics Cluster facilitated the movement of 1,677 mt of humanitarian cargo through WFP contracted trucks on behalf of 21 organizations. Cargo transport services were provided from the hubs of Aden, Hudaydah and Sana'a to any accessible destination in Yemen as required by service users.

The Logistics Cluster also managed common storage services in Aden, Hudaydah, and Sana'a. To address the increased need in the second half of the year, the Logistics Cluster augmented the storage capacity in Aden and Hudaydah, which at the end of 2017 increased to 9,700 m² from 1,600 m² in 2016. In 2017, the Logistics Cluster provided storage services for 3,894 mt of humanitarian cargo for 10 humanitarian organisations in Yemen. As storage space at ports in Yemen was extremely limited or non-existent, the provision of this service allowed

humanitarian organizations to maintain urgent stocks of key relief items.

As showed by the figures cited above for both transport and storage, there was a significant increase in the use of transportation and storage services from the humanitarian community. This is largely due to the response to the cholera outbreak starting in July 2017, as well as due to the escalation of the conflict in the second half of the year; both events led to increasing humanitarian needs and subsequent expanding of humanitarian operation on the ground. Overall, in 2017 the Logistics Cluster facilitated transport (passenger and cargo) and storage on behalf of 38 service users, fulfilling a number of requests for cargo transport and storage.

In addition to the services above, the Logistics Cluster distributed 1,354,135 liters of fuel (both diesel and petrol) to 29 organizations. Through the provision of this essential service, the Logistics Cluster provided a predictable fuel service to humanitarian organisations this ensuring continuity of their operations.

Due to airstrikes conducted in August 2015, Hudaydah port has been operating at reduced capacity due to the damaged infrastructure and limited equipment and storage facilities. WFP with the Logistics Cluster has been working closely with the port authorities to identify suitable solutions to increase the capacity of humanitarian cargo moving through the port; for instance, in 2016 the Logistics Cluster supported the rehabilitation of two warehouses within Hodeidah port, for a total capacity of around 5,000 m². Towards the end of 2016, WFP purchased four mobile cranes to speed up humanitarian vessel off-loading operations; however, due to lack of necessary clearances to be delivered inside Hodeidah port, throughout 2017 the cranes remained stored at UNHRD in Dubai, thus putting on hold the port rehabilitation project. Following the delivery of four cranes to the port of Hudaydah in January 2018, the port rehabilitation project activities will start in 2018.

To minimize the duplication of efforts within the humanitarian community and to support operational decision-making, the Logistics Cluster facilitated information management and coordination both in Yemen and from the Djibouti hub: 25 coordination meetings attended by 53 organizations were held in Sana'a, Hudaydah, Aden, and Djibouti. Organisations included United Nations agencies, national and international non-governmental organizations (NGOs) and international organizations. Information management efforts included the maintenance of information sharing platforms, such as a common mailing list and a dedicated Yemen operations web page on the Logistics Cluster website. The Logistics Cluster successfully produced and shared more than three times the planned number of information management products. This was due to the rapid response of the Logistics Cluster to meet the increasing needs for information management products in the ever-changing pace of the emergency, supporting the needs expressed by cluster partners and donors to receive more regular information.

Emergency Telecommunications Cluster

Crucial installations and upgrading of internet hubs, solar power solutions and security telecommunications supported by the ETC facilitated the lifesaving activities of humanitarian partners in Yemen.

ETC service provision covered five locations Sana'a, Sa'ada, Hudaydah, Ibb, and Aden; insecurity hampered ETC access to operational areas like Mukalla and Ta'izz where the ETC had planned to deploy vital communications services. Overall 218 international staff and 1,149 national staff from 21 organisations were supported by ETC connectivity in 2017. By continuing to provide connectivity to the Diplomatic Transit Facility (DTF) and subsequently the UNCAF compound in Sana'a, the UNHAS office at Sana'a airport, and aboard the passenger vessel operating between Djibouti and Aden, the ETC enabled the humanitarian community and clusters to facilitate the movement of humanitarian relief items in a challenging operational environment affected by airstrikes, ground fighting, sudden road closures and checkpoints. Specifically, at the UN compound in Sana'a, the ETC deployed enhanced internet services to facilitate UN staff to be able to work from UN compound when required. During the move from DTF to the compound, the ETC funded and provided technical support to relocate the UNDSS radio room. To address users' questions and needs, the ETC established an ETC Service Desk, and appointed an IT assistant in the new UN residential compound (UNCAF).

As in 2015 and 2016, the ETC faced challenges in importing Information and Communications Technology (ICT) equipment into Yemen, with instances of hardware not being allowed to be offloaded at Yemeni ports or being withheld at customs in areas controlled by Ansarullah/GPC alliance. Taking this into consideration, the ETC continuously liaised with organizations on the ground to coordinate efforts and to maximize the available equipment on the ground from partners to deliver services to humanitarian organisations. These efforts were supplemented by limited connectivity solutions available on the local market.

In response to the increased needs stemming from the health response to the cholera outbreak, the ETC in partnership with WHO established IT infrastructure at eight Emergency Operations Centres (EOC) after having completed technical assessments of already existing infrastructure. Three EOCs in Sana'a and Aden have been officially opened while the rest are in progress.

Further to this, four IT assessments were conducted at humanitarian operational hubs, namely Sana'a, Hudaydah and Aden, to assess the IT infrastructure of WHO and UNFPA, as well as of the UNDSS radio rooms. Due to

restrictions on staff movements in light of the volatile security situation, a limited amount of planned assessments could be carried out in 2017.

In 2017, the ETC conducted a telecom training for WFP staff in Sana'a with in-house expertise and resources. Two additional trainings on technical IT/telecom aspects were planned by FITTEST (Fast Information Technology and Telecommunications Emergency and Support Team), however due to the volatile security situation they had to be put on hold and postponed to 2018. Due to the visa restrictions imposed by foreign ministry of Ansarullah/GPC and security slot issues for international staff, the ETC relied on the technical capacity and dedication of national staff. The ETC was also proud to recruit the first female IT staff in Aden, followed by a second one in Sana'a.

Performance Monitoring

The Logistics Cluster and the Emergency Telecommunications Cluster (ETC) continued to implement best practices and lessons learnt to improve the effectiveness of Special Operation 200841 in meeting the logistics and telecommunications needs of the humanitarian community.

Logistics Cluster

The Logistics Cluster monitored the provision of its services through its Relief Items Tracking Application (RITA) platform, which tracked performance on a weekly basis so that any discrepancies and/or issues arising could be addressed by the Logistics Cluster coordination teams or raised with users and partners in coordination meetings. Other indicators, such as the number of information management products shared and coordination meetings conducted, were monitored through Google Analytics, with headquarters support, and regularly published on the Logistics Cluster's Yemen operation webpage.

To improve service provision in the face of growing humanitarian needs, the Logistics Cluster took steps to refine its information management system, primarily by increasing the number of weekly and monthly updates on activities and ensuring regular interaction with humanitarian partners through coordination meetings.

A survey to evaluate service users' satisfaction with services facilitated by the Logistics Cluster was launched in August 2017; results showed that 93 percent of the respondents were overall satisfied or very satisfied with the Logistics Cluster services in Yemen.

The Emergency Telecommunication Cluster (ETC)

The ETC sought to ensure a high quality of services provided through regular local and global coordination meetings, and through user satisfaction surveys. An ETC user feedback survey was launched at the end of 2017, and responses are still being collected and analysed. Once analysed, the results will help inform the ETC plan for 2018 in Yemen.

Figures and Indicators

Data Notes

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VOS Apollo, the WFP-chartered vessel used to facilitate access for passengers between Aden and Djibouti.

Project Indicators

Output Indicators

Output	Unit	Planned	Actual	% Actual vs. Planned
SO1: Special Operation (Cluster)				
Number of agencies and organizations using storage and transport facilities	agency/organization	30	38	126.7%
Number of bulletins, maps and other information products compiled and shared	item	30	104	346.7%
Number of cluster coordination meetings conducted	instance	80	25	31.3%
Percentage of fuel requests fulfilled	%	90	87	96.7%
Percentage of passenger bookings served	%	85	99	116.5%
Percentage of service requests to handle, store and/or transport cargo fulfilled	%	85	87	102.4%
SO1: Special Operation (ICT)				
Number of ETC meetings conducted on local and global levels	instance	47	28	59.6%
Number of ETC user satisfaction surveys conducted	survey	2	1	50.0%
Number of IM products (sitreps, factsheets, maps and other ETC information) produced and shared via email, information management platform, task force and ETC website	item	50	44	88.0%
Number of Standard Operating Procedures developed and implemented	SOP	1	1	100.0%
Number of assessments/surveys conducted	assessment	20	3	15.0%
Number of capacity building activities carried out	activity	12	1	8.3%
Number of operational areas covered by common security telecommunication network	operational area	6	5	83.3%
Number of operational areas covered by data communications services	operational area	6	5	83.3%
Number of radio-rooms (COMCEN) established	radio room	6	5	83.3%
Number of web-based information-sharing and collaboration platforms established/updated	information-sharing platform	1	-	-