



WFP EVALUATION



**World Food
Programme**

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Corporate emergency evaluation of WFP's response in Yemen (2019–2024)

Centralized evaluation report – Annexes

**OEV/2024/019
March 2025**

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1. Summary Terms of Reference

Corporate Emergency Evaluation of WFP's Response in Yemen (2019-2024)

Summary Terms of Reference



Corporate emergency evaluations (CEEs) assess WFP's performance during operations of corporate scale up (previously called Level 3 emergencies) and operations of corporate attention (previously called Level 2 emergencies). Single-country CEEs may replace a mandatory Country Strategic Plan (CSP) evaluation if timed appropriately to feed into the preparation of the new ICSP or interim CSP for the country.

Subject and focus of the evaluation

Multiple and intertwined shocks have resulted in a large-scale and protracted humanitarian crisis in Yemen. These include a protracted conflict, recurring natural disasters - some of them induced by climate change such as large-scale floods - coupled with a devastating economic crisis, the coronavirus disease (COVID-19) pandemic and the impact of the Ukraine crisis on fuel and food prices. In 2015, WFP activated a level 3 corporate emergency in Yemen and since 2022, WFP operations in Yemen have been classified as for "Corporate Attention".

Prior to 2019, WFP operated in Yemen through a range of operations with distinct objectives, durations, activities and target populations. Under its first ICSP 2019-2022, WFP provided life-saving assistance and critical logistical services, and aimed to contribute to resilience-building with an initial budget of 3.3 billion (targeting 10.3 million beneficiaries), increased to 8.7 billion (targeting 18.2 beneficiaries).

In November 2022, the subsequent ICSP (2023-2025) was approved by the Executive Board with a budget of USD 8.5 billion. The current ICSP, similarly to the previous one, is based on three interlinked and mutually reinforcing pillars: i) life-saving assistance (Strategic Outcomes 1 and 2); ii) recovery interventions and an initial response to structural issues (Strategic Outcome 3); and iii) enabling services as well as on-demand services on a cost-recovery basis to the wider humanitarian community (Strategic Outcome 4).

As of January 2024, the ICSP was only 14 percent funded, with most of the available resources allocated to food security and nutrition assistance to crisis affected population (SO1 and 2). While WFP assisted on average 15 million beneficiaries per year on average between 2019 and 2022, this number substantially dropped in 2023 as a result of funding shortfalls and the pause of general food assistance in the North.

This evaluation will cover WFP strategies and interventions in Yemen between January 2019 and September 2024, the end

of the evaluation data collection phase. The main units of analysis of the evaluation are the previous ICSP 2019-2022 and current ICSP 2023-2025 and related budget revisions. However, the evaluation will also assess WFP's work in Yemen during the period covered by the evaluation that is not explicitly captured in the ICSPs and BRs documents.

The evaluation will assess WFP contributions to CSP strategic outcomes, establishing plausible causal relations between the outputs of WFP activities, the implementation process, the operational environment, and changes observed at the outcome level, including any unintended consequences.

It will also focus on adherence to humanitarian principles, gender equality and wider equity considerations, protection and accountability to affected populations.

Objectives and stakeholders of the evaluation

This evaluation will serve the dual objectives of accountability and learning. It will provide accountability for results to WFP stakeholders; and will generate evidence on WFP's performance in Yemen specifically to inform WFP's future engagement in the country and share good practices to promote broader learning on WFP's response to complex and protracted crisis.

The evaluation will seek the views of, and be useful to, a range of WFP's internal and external stakeholders and presents an opportunity for national, regional, and corporate learning. The primary user of the evaluation findings and recommendations will be the WFP Country Office and its stakeholders to inform the design of the new interim Country Strategic Plan.

The evaluation report will be presented at the Executive Board session in November 2025.

Key evaluation questions

The evaluation is informed by the following UNEG and OECD/DAC evaluation criteria: coherence, relevance, effectiveness and efficiency; in addition to humanitarian specific criteria - appropriateness, coverage and connectedness.

The evaluation will address the following four key questions:

QUESTION 1: To what extent has WFP's response in Yemen been evidence-based and strategically focused on the needs of the most food insecure? The evaluation will assess the extent to which the ICSPs were informed by

sound context analysis, needs assessments and whether they have focused on the distinct needs and preferences of the most vulnerable; which factors have enabled/constrained WFP emergency preparedness and ability to anticipate risks and challenges; how WFP has seized opportunities for addressing structural issues and setting up the foundations for strengthening livelihoods, resilience and sustainable food systems while meeting immediate food and nutrition needs.

QUESTION 2: What has WFP's response delivered to the affected populations and the humanitarian community? The evaluation will assess the depth and breadth of coverage of WFP assistance in relation to the needs and overall humanitarian response; it will assess the extent to which planned outcome targets were achieved, and what WFP's contributions were to these outcomes, including unintended outcomes. The evaluation will further analyze if outputs have been delivered within the intended timeframe and a reasonable cost.

QUESTION 3: How well has WFP's response in Yemen integrated cross-cutting issues? The evaluation will look at the operationalization of humanitarian principles. In addition, it will assess the extent to which cross-cutting issues such as gender equity and wider inclusion, protection, accountability to affected populations, conflict sensitivity and environment and climate change have been considered into WFP programmes.

QUESTION 4: How well has WFP worked in partnership both in the context of the humanitarian response and support to early recovery in Yemen? The evaluation will assess to what extent WFP engaged in planning for the collective humanitarian and early recovery/development response; to what extent has WFP worked in partnerships and whether such partnerships helped maximize programme results. Finally, it will look at the extent to which WFP engaged with and built the capacity of local and national responders.

Scope, methodology and ethical considerations

The evaluation will adopt a mixed methods approach using a mix of methods and a variety of primary and secondary sources, including desk review, semi-structured interviews, online surveys, phone surveys, focus groups discussions, and direct observations. Systematic triangulation across different sources and methods will be carried out to validate findings and avoid bias in the evaluative judgement.

The evaluation will conform to WFP and 2020 UNEG ethical guidelines. This includes, but is not limited to, ensuring informed consent, protecting privacy, confidentiality, and anonymity of participants, ensuring cultural sensitivity, respecting the autonomy of participants, ensuring fair recruitment of participants (including women and socially excluded groups) and ensuring that the evaluation results in no harm to participants or their communities.

Roles and responsibilities

EVALUATION TEAM: The evaluation will be conducted by a team of independent consultants with a mix of relevant

thematic expertise and solid knowledge of the country and regional context.

EVALUATION MANAGEMENT: The evaluation will be managed by Julie Thoulouzan, Senior Evaluation Officer in the WFP Office of Evaluation. She will be the main interlocutor between the evaluation team, represented by the team leader, and WFP counterparts, to ensure a smooth implementation process and compliance with OEV quality standards for process and content. Raffaella Muoio will be the OEV research analyst for this evaluation and second level quality assurance will be provided by the Director of Evaluation, Anne-Claire Luzot. She will approve the final versions of all evaluation products and present the evaluation to the WFP Executive Board for consideration.

An **INTERNAL EVALUATION REFERENCE GROUP** of a cross-section of WFP stakeholders from relevant business areas at different WFP levels will be consulted throughout the evaluation process to review and provide feedback on evaluation products.

STAKEHOLDERS: WFP stakeholders at country, regional and HQ level are expected to engage throughout the evaluation process to ensure a high degree of utility and transparency. External stakeholders, such as beneficiaries, government, donors, cooperating partners and other UN agencies will be consulted during the evaluation process.

Communication

Preliminary findings will be shared with WFP stakeholders in the Country Office, the Regional Bureau, and Headquarters during a debriefing session at the end of the data collection phase. A stakeholder workshop will be held in February 2025 to ensure a transparent evaluation process, promote ownership of the findings and preliminary recommendations by country stakeholders and inform the new ICSP design process.

Evaluation findings will be actively disseminated, and the final evaluation report will be publicly available on WFP's website.

Timing and key milestones

Inception Phase: February-July 2024

Data collection: September 2024

Preliminary findings debriefing: October 2024

Reports: January-April 2025

Stakeholder Workshop: February 2025

Executive Board Presentation: June 2025

2. Key informants' overview

Table 1: Stakeholders consulted during the inception and data collection phases, by gender

Stakeholder category	F	M	Total
WFP headquarters (HQ), regional bureau in Cairo (RBC), country office (CO), area office (AO) and field office (FO) staff	46	103	149
Authorities (central and local)- Internationally Recognized Government of Yemen (IRG)	3	47	50
Authorities (central and local)- Sana'a-based authorities (SBA)		9	9
Public institutions (schools, health facilities)- IRG	42	6	48
Cooperating partners (CPs)	9	29	38
United Nations agencies	5	15	20
Private sector (third party monitors, warehouse companies)	2	10	12
Donors and international financial institutions	6	2	8
Other international and national non-governmental organizations ((I)NGOs)		3	3
Focus group discussion (FGD) beneficiaries – IRG areas	105	206	311
FGD non-beneficiaries (parents, teachers, health facilities staff) – IRG areas	27	7	34
Total	245	437	682

Table 2: WFP key informants by location and gender

WFP Office	Female	Male	Total
Country office	9	38	47
Area office	30	50	80
Field office	2	8	10
Headquarters	4	4	8
Regional bureau - Cairo	1	3	4
Total	46	103	149

Table 3: Key informants among external stakeholders

Stakeholder category	F	M
Authorities (central and local) - IRG	3	47
Custom authority Aden		4
Ghayl Ba Wazir Hospital		1
Local authority Al Makha		7
Local authority Shamayatayn		6
Port authorities		1
Local authorities Al-Ma'afer		2
Local authority Brom Mayafa		1
Local authority Mukalla		2
Ministry of Planning and International Cooperation (MOPIC)	2	8
Ministry of Agriculture and Irrigation and Fish Wealth (IRG)	1	6
Ministry of Education (IRG)		6
Ministry of Health (IRG)		3
Authorities (central and local) - SBA		9

Stakeholder category	F	M
Supreme Council for the Management and Coordination of Humanitarian Affairs and International Cooperation (SCMCHA)		9
Cooperating partners - NGOs	9	29
Benevolence Coalition for Humanitarian Relief (BCHR)		3
CARE	2	4
Field Medical Foundation (FMF)		4
Human access		2
Humanitarian Academy for Development (HAD)		1
Relief International (RI)	1	1
The Society for Humanitarian Solidarity (SHS)		2
Building Foundation for Development (BFD)	1	3
Islamic Relief	1	1
Mercy Corps	1	1
National Foundation for Development and Humanitarian Response (NAHR)	2	1
School Feeding and Humanitarian Relief Project (SFHRP)		3
Yemen Family Care Association (YFCA)	1	3
Donors and financial institutions	6	2
Swiss Agency for Development Cooperation Office	1	
ECHO		1
Embassy of Germany	1	
Embassy of Sweden	1	
European Union	1	
Foreign, Commonwealth & Development Office (FCDO)	1	
World Bank		1
USAID	2	
Other (I)NGO		3
KS Relief		3
Private sector	2	10
Apex consulting (TPM)		2
Prodigy (TPM)	1	2
Yemen Company for Industry & Commerce (YCIC)		2
Golden Hawk	1	2
Yemen Company for Flour Mills and Silos (YCFMS)		1
DHL Aden		1
Public institution - IRG	42	6
Al Sa'ada Health Unit	9	
Dar Sad Health Unit	2	
Ghayl Ba Wazir Hospital	2	3
Kindergarden Mukalla City	15	
Mugma Alimina Girls (School)	7	
Mukalla City Hospital	6	1
Mukalla City Governorate Health Office (GHO)		2
Lahj Governorate Health Office	1	
UN agencies	5	15
Food and Agriculture Organization (FAO)	1	

Stakeholder category	F	M
Office for the Coordination of Humanitarian Affairs (OCHA)		1
United Nations Development Programme (UNDP)	1	
United Nations Population Fund (UNFPA)		1
United Nations Humanitarian Air Service (UNHAS)		1
United Nations High Commissioner for Refugees (UNHCR)		1
United Nations Children's Fund (UNICEF)	3	5
Office of the Resident Coordinator (RCO)		1
World Health Organization (WHO)		5
Total	66	116

Table 4: Focus group discussions

Focus group discussions	F	M
Focus group discussion (FGD) beneficiaries - IRG	105	206
Cash-based transfers (CBT) - Al Hamra Camp	7	6
CBT - Crater district	4	
CBT - Khormaksar district (Group 1)	10	6
CBT - Khormaksar district (Group 2)	2	5
General food assistance (GFA) - Abdulqadir neighbourhood		10
GFA - Al-A'aroudh - Al-Ma'afer district		7
GFA - FuTuRe - Cash for training (Men)		9
GFA - FuTuRe - Cash for training (Women)	12	
GFA & Nutrition – Al Obli Health Facilities		18
GFA Alshaheed IDP camp		6
GFA CBT - El Doubba	10	20
Livelihoods & resilience - Brom Mayafa	25	
Livelihoods & resilience - Cash for work - Gabion construction & irrigation channel rehabilitation	20	20
Livelihoods & resilience - Channel rehabilitation - Rural Mukalla,		14
Livelihoods & resilience – Food assistance for assets (FFA) - Al-Kurobiah Village - Al-Ma'afer		10
Livelihoods & resilience - FFA - Al-Ma'afer - Al-Manasirah Village (FGD1)		11
Livelihoods & resilience - FFA - Al-Ma'afer - Al-Manasirah Village (FGD2)		11
Livelihoods & resilience - Ghayl Ba Wazir FuTuRe farmers (agricultural land conservation project)		10
Livelihoods & resilience - Pond rehabilitation - Rural Mukalla		17
Nutrition - Al Zuhari HF		11
Nutrition - Al-Makarisah HF		6
Nutrition - Maternal care healthcare centre - Lahj Al Hawta	15	
Storage facilities for the fishermen - Future project		9
FGD non-beneficiaries - IRG	27	7
Health facility staff - Al-Obli	3	
Health Unit staff - Dar Sad	4	
School feeding - Healthy Kitchen Project staff	5	
School feeding - Parents & teachers	6	6
School feeding - Al-Wihdah School - Ash Shamayatain	9	1
Total	132	213

3. Data collection schedule

3.1 Aden

Date	Time	Activity	Institution	Location
Tuesday, 10 September 2024	14:30 - 15:30	Meeting with evaluation team (ET) focal point (country office and area office) – Overview of schedule	WFP	Aden
	16:00 - 17:00	Introductory meeting with senior management	WFP	Aden
	16:00 - 17:00	Security briefing for ET	WFP	Aden
Wednesday, 11 September 2024	Team 1			
	9:30 - 11:00	Livelihoods (area offices and field offices)	WFP	Aden
	11:00-12:30	GFA (area offices and field offices)	WFP	Aden
	15:30 - 17:00	WFP meeting on targeting in the South	WFP	Aden
	Team 2			
	9:30: 11:00	Nutrition (area offices and field offices)	WFP	Aden
	14:00 - 15:30	School feeding (area offices and field offices)	WFP	Aden
	15:30 - 17:00	WFP meeting on targeting in the South	WFP	Aden
	Team 3			
	11:00 - 12:30	Supply chain (area office and field office - if needed)	WFP	Aden
	15:30 - 17:00	WFP meeting on targeting in the South	WFP	Aden
Thursday, 12 September 2024	Team 1			
	09:30 – 10:30	Meeting with the Minister of Agriculture and Irrigation (MoAI)	WFP	Aden
	11:00-13:00	Meeting with Ministry of Planning and International Cooperation (MoPIC)	WFP	Aden
	Team 2			
	09:00 – 10:30	Meeting with Ministry of Public Health and Population (MoPHP)	WFP	Aden
	11:00-13:00	Meeting with Ministry of Education (MoE)	WFP	Aden
	15:00 – 16:00	WFP Facilitators: Muna + Jemal	WFP	Aden
	Team 3			
	11:00-12:00	Visit to custom authorities	WFP	Aden
	12:00 – 13:00	Aden Port + warehouses	WFP	Aden
Sunday, 22 September 2024	09:00 – 10:30	Meeting with staff	WFP	Aden
	11:00-13:00	Third party monitoring (TPM) meeting	WFP	Aden
	09:00 – 10:30	Gender & protection focal points	WFP	Aden
	2:00 – 3:30	Debriefing with area office (remote link with the country office, Office of Evaluation (OEV))	WFP	Aden

3.2 Ta'iz Governorate

Date	Time	Activity	Institution	Location
Saturday, 14 September 2024	14:00 - 14:20	Security briefing	WFP/UNDS S	UN WFP Hub
	14:30 - 15:30	Meeting With the head of field office (HoFO) and AI Makha staff	WFP	UN WFP Hub

Sunday, 15 September 2024	09:00 - 10:00	Meeting with Al Makha manager, WCOAO, and ExU for internally displaced persons (IDPs)	WFP/Local authority/ExU	Al Makha district office
	10:15 - 11:00	Site visit and FGD in Abdulqadir neighbourhood final distribution point (FDP) – Beneficiaries, IDPs, CP, Community leaders.	FMF	Al Makha district
	11:10 - 12:10	Site visit and FGD in Al Zuhari HF – beneficiaries, IDPs, CP, community leaders.	SOUL	Al Makha district
	12:20 - 13:30	Site visit, FGD in Yakhtul HF – beneficiaries, IDPs, CPs, community leaders.	SOUL/FMF	Al Makha district
	02:00 - 15:00	Site visit, FGD in AlDukhain FDP – beneficiaries, IDPs, CP, Community leaders.	FMF	Al Makha district
Monday, 16 September 2024	10:00 - 11:00	Site visits, food assistance for assets (FFA) site with beneficiaries, IDPs, CP,	CARE	Al Ma'afer district
	11:00 - 12:00	Site visits, FFA site with beneficiaries, IDPs, CP	CARE	Al Ma'afer district
Tuesday, 17 September 2024	09:00 - 10:30	Meeting with district manager and ExU for IDPs	WFP/Local authority/ExU	Al Ma'afer District office
	10:30 - 11:30	Site visit, FGD in Al Makaresah HF – Beneficiaries, IDPs, CP, community leaders	YFCA	Al Ma'afer district
	11:30 - 13:30	Site visit, FGD with beneficiaries in Alabli FDP/HF – beneficiaries, IDPs, CP, community leaders	YFCA	Al Ma'afer district
	13:30 - 15:00	Site visits, FGD in AArwd Al Wadi FDP – beneficiaries, IDPs, CP, community leaders	YFCA	Al Ma'afer district
Wednesday, 18 September 2024	08:00 - 09:00	Meeting with Turbah office staff	WFP	Turbah Office
Thursday, 19 September 2024	09:00 - 10:00	Meeting with District Manager, ExU for IDPs and Manager of Education Officer	WFP/Local authority/ExU	Ash Shamayatayn District
	10:00 - 11:00	Site visit to school meal plan (SMP) school (Al Wahdah school)	MoE	Ash Shamayatayn District

3.3 Hadhramaut Governorate

Date	Time	Activity	Institution	Location
Saturday, 14 September 2024	14:00 - 14:30	Security briefing	UNDSS	Ramda Hotel
	14:30 - 15:30	Meeting with head of field office + programme overview	Mukala field office	Ramda Hotel
	15:30 - 16:00	Review field mission schedule	Mukala field office	Ramda Hotel
Sunday, 15 September 2024	Team 2			
	09:00 - 10:00	Ghayl Ba Wazir Hospital - Meeting with local authority	GHO	Ghayl Ba Wazir
	10:00 - 11:30	Al Sadaa Health Unit - CP and beneficiary key informant interviews (KIIs)	HAD	Ghayl Ba Wazir
	10:30 - 12:00	Al Qarak Health Facility - CP and beneficiary KIIs	GHO	Ghayl Ba Wazir
	12:30 - 14:30	Agricultural Land Conservation - FGDs with future beneficiaries - Farmers	FMF	Ghayl Ba Wazir
	Team 1			
	09:00 - 9:30	GFA food distribution site (FGDs with GFA/future beneficiaries)	BCHR	Brom Mayafa
	9:30-10:30	Market rehabilitation - Meeting with Local authority	BCHR	Brom Mayafa
	10:45-11:45	Storage facilities for the fishermen and ice manufacturing site visits	BCHR	Brom Mayafa

	11:45 – 12:45	FGDs with GFA/future beneficiaries male group	BCHR	Brom Mayafa
	12:45-1:45	FGDs with GFA/future beneficiaries female group	WFP	Mukalla City
Monday, 16 September 2024	Team 2			
	08:30 - 09:30	Meeting with head of GHO - KIIs with local authority	GHO	Mukalla City
	09:30 - 11:00	Mukalla Hospital - KIIs with CPs staff	GHO	Mukalla City
	11:00 - 12:30	30 November kindergarten - KIIs with CPs staff and FGDs with mothers	MoE	Mukalla City
	12:30 - 13:30	Mujma Almina girls - KIIs with CPs staff	CPs	Mukalla City
	15:00 - 16:30	Food assistance for training (FFT) site (vocational training) - FGDs with GFA/future beneficiaries	FMF	Mukalla City
	Team 1			
	09:00 - 10:30	Channel rehabilitation - FGDs with farmer	FMF	Rural Mukalla
	11:30 – 1:30	Pond rehabilitation – KII with local authority and FGDs with GFA/future beneficiaries	FMF	Rural Mukalla
	3:00-4:00	Meeting with CPs in Mukalla	FMF	Rural Mukalla
Tuesday, 17 September 2024	09:00 - 10:00	Meetings and debriefing with field office		Ramda Hotel

3.4 Lahj Governorate

Date	Time	Activity	Institution	Location
Wednesday, 18 September 2024	09:00 - 10:00	FGD female	HAPD	Lahj, Alhwta, Al Duba village
	10:00 - 11:00	Health unit (The motherhood)	GHO	Al Hawta MCH center
	11:00 - 13:00	Meeting with community committee and conduct FGDs with beneficiaries	Care	Gabion construction and Irrigation channel rehabilitation
	13:00 - 14:00	2xFGDs (One for male and other for female)	HAPD	Al Hamra camp
Thursday, 19 September 2024	Team 1			
	08:00 - 09:00	Meeting with CPs representative and check the kitchen	SHS	Healthy Kitchen, Dar Sad
	09:00 - 10:30	FGD with parents and teachers	SHS	Ahmed Bin Hanbil School
	11:00 - 12:00	Visit the location, meet with HWs, beneficiaries	MoPHP	Health unit in Dar Sad
	14:30 - 15:30	Meeting with CPs (2 to 3 SMP & NUT)	SHS + 2 or FMF	
	Team 2			
	08:00 - 09:30	Visit the location, meet with beneficiaries	RI	Khurmaksar
	09:30 - 11:00	Visit the location, meet with beneficiaries	RI	Khurmaksar
	11:00 - 12:30	Visit the location, meet with beneficiaries	RI	(Hudnah Exchange Company) - Craiter
	14:30 - 15:30	RI & HAPD & care	RI & HAPD & Care	Aden, WFP office

3.5 Sana'a (remote interviews)

Organization	Type of organization
Apex consulting	TPM
CARE	INGO
DCD-Enabling services	WFP country office
Financial Area	WFP country office
Golden Hawk	AVs service provider
IRY	INGO
Head of Security	WFP country office
Security SP	Private sector (local procurement / supply / services)
UNFPA - RRM	UN agencies
UNHAS	UN agencies
Supply Chain country office + Supply Chain area offices and field offices + Act. 6 to 8	WFP country office
Supply Chain Hodeida	WFP area office
Supply Chain bilateral services	WFP country office
Head of the field office in Mukalla on SC & logistics	WFP field office
Marib Field Office	WFP field office
Access division	WFP country office
Yemen Company for Industry & Commerce (YCIC)- Food supplier	Private sector (local procurement / supply / services)
Meeting with senior management	WFP country office
Act. 1 – GFA	WFP country office
Act. 5 – Livelihoods	WFP country office
Meeting with Sana'a area office	WFP area office
UNHCR	UN agencies
Targeting and registration	WFP country office
SFHRP	CPs
NFDHR	CPs
Islamic Relief	CPs
FAO	UN agencies
UNDP	UN agencies
OCHA	UN agencies
Meeting with HoP	WFP country office
Act. 2; Act. 3 – Nutrition	WFP country office
Act.4 – School feeding	WFP country office
BFD	CP
UNFPA - more general (women, health)	UN agency
WHO	UN agency

4. Evaluation timeline

Inception phase	Responsible	Date
Kick-off meeting (OEV/ET)	ET, OEV	15 Jan
Initial review of documentation	ET	15-Jan/1-Apr
Virtual briefings	ET, country office, OEV	29-Jan/15-March
QUANT data analysis	ET	12-Mar
Develop theory of change (ToC) V0	ET	26-Feb
Comment on the theory of change	EM/RA	1-Mar
Develop ToC V1 + agenda for ToC workshop (to be shared with country office)	ET	11-Mar
ToC workshop	ET, country office, OEV	21-Mar
Develop key elements of the inception report V0	ET	15-Apr
Review of key elements of the inception report V0	EM/RA	19-Apr
Develop key elements of the inception report V1 (to be shared with country office)	ET	26-Apr
Inception mission (Aden and Sana'a)	TL/EM/RA	6/15-May
Development of the inception report V0	ET	27-May
Comment on the inception report V0	EM/RA	31-May
Develop inception report V1	ET	6-Jun
Comment on the inception report V1	EM/RA/QA2	11-Jun
Develop inception report V2	ET	16-Jun
Clearance of inception report V2 prior to sharing with the IRG	QA2	18-Jun
Comments from the IERG on the inception report	IERG	19-Jun/2-Jul
Develop inception report V3	ET	9-Jul
Comment on the inception report V3	EM/RA	10/12-Jul
Develop inception report V4	ET	21-Jul
Comment on the inception report V4	EM/RA/QA2	22/26-Jul
Finalization of the inception report	ET	30-Jul
Clearance of the final inception report	DoE	2-Aug
Data collection		
Field visit preparation	ET	15-Jul/8-Sep
Remote key informant interviews	ET	29-Aug/23-Oct
In-country data collection	ET	9-Sep/22-Sep
Exit debriefing	ET/country office/OEV	22-Sep
Online surveys deployment and analysis	ET	10-Oct/15-Nov
Reporting		
Data analysis and drafting of evaluation report V0	ET	9-Oct/25-Nov
Preliminary findings debriefing (online)	ET/IERG/OEV	30-Oct
Submit draft evaluation report V0 to OEV	ET	26-Nov
Comment on the evaluation report V0	EM/RA	3-Dec
Develop evaluation report V1	ET	13-Dec
Comment on the evaluation report V1	EM/RA/QA2	20-Dec
Develop evaluation report V2	ET	6-Jan
Clearance of evaluation report prior to sharing with IRG	QA2	10-Jan
Comment on the evaluation report V2	IERG	13-Jan/24-Jan
Internal and external stakeholder workshops (in Sana'a and		Week of 3-Feb

Aden)		
Develop evaluation report V3	ET	Week of 10-Feb
Comment on the evaluation report V3	EM/RA	Week of 17-Feb
Develop evaluation report V4	ET	Week of 24-Feb
Comment on the evaluation report V4	EM/RA/QA2	Week of 3-Mar
Develop evaluation report final version	ET	Week of 10-Mar
Clearance of the final evaluation report	DoE	Week of 17-Mar
Develop summary evaluation report (SER) V0	EM/RA	Week of 24-Feb
Comment on summary evaluation report V0	QA2	Week of 3-Mar
Revise summary evaluation report V1	EM/RA	Week of 10-Mar
Validate draft SER	TL	Week of 10-Mar
Clearance of draft summary evaluation report V1	DoE	Week of 17-Mar
Comment on summary evaluation report V1	OPC	Week of 24-Mar
Develop summary evaluation report V2	EM/RA	Week of 31-Mar
Comment on summary evaluation report V2	QA2	Week of 7-Apr
Approval of the summary evaluation report	DoE	Week of 7-Apr

5. Methodology

1. The evaluation was guided by the **evaluation matrix** (see Annex 6), which built on the evaluation questions (EQs) defined in the terms of reference (ToR) and covered the Organisation for Economic Co-operation and Development's Development Assistance Committee's (OECD-DAC) evaluation criteria of coherence, relevance, effectiveness and efficiency, along with the humanitarian-specific criteria of appropriateness, coverage and connectedness. During the inception phase, the evaluation team (ET), in consultation with Office of Evaluation (OEV), refined the evaluation questions based on interviews and a more thorough evaluability assessment. The evaluation emphasized specific areas of interest identified from key issues highlighted in the terms of reference and consultations with the Office of Evaluation, the regional bureau in Cairo (RBC), and the country office (CO) during the inception phase. These **areas of interest** were included in the evaluation matrix. In particular, the evaluation team focused on analysing the ongoing relevance and prioritization of WFP operations in Yemen's deteriorating context and the effectiveness of its programming in sustaining a large-scale humanitarian response, safeguarding capacity gains, and laying foundations for early recovery and more sustainable interventions.

2. The evaluation team followed a **mixed methods approach** (see Annex 5.2) and used the reconstructed theory of change presented in Volume 1 as the overall analytical framework. The theory of change was primarily used to address E.Q. 2.2, supporting the team in assessing the causality chain from activity to outcomes and guiding discussions on changes over time, influencing factors (EQ 4), and pathways of change. Building on this framework, the evaluation also examined the internal coherence of WFP strategy in Yemen, including efforts to establish connections between activities during the design and implementation phases, and the extent to which results from various activities contributed to one or more strategic outcomes.

3. The evaluation team adopted an **iterative, consultative approach**, including regular exchanges with the Office of Evaluation and country office, to identify findings and conclusions. This approach aimed to: i) ensure findings were based on a robust evidence base; and ii) enhance stakeholder ownership of the evaluation. It also enabled the country office to include early findings in the development process for the next ICSP, which started in December 2024.

5.1 Cross-cutting issues

4. The evaluation team and WFP were committed to integrating several cross-cutting themes into its assistance. However, the evaluation's capacity to examine each theme in equal depth was limited. Specific dimensions related to issues such as humanitarian principles and access, and environmental and climate considerations were incorporated into specific lines of enquiry across the evaluation matrix (see Annex 6).

5. Regarding **conflict sensitivity**, the evaluation examined WFP efforts to understand the operational context, the interactions between interventions and the Yemeni environment, how this knowledge was applied to minimize negative impacts and, where possible, to maximize positive impacts on the conflict. This approach was informed by the conflict sensitivity toolbox and the 2023 Conflict Sensitivity Mainstreaming Strategy.

6. In terms of **women's empowerment**, the evaluation team avoided using terms that might be perceived as provocative in the Yemeni context. In line with the broad orientations set out in the WFP gender policies 2015-2020 and 2022-2026, as well as the WFP Regional Gender Policy Implementation Strategy, the evaluation team examined both the design and implementation of interventions to determine which segments of the population were involved in or targeted by WFP assistance and it explored barriers and enablers to participation. When relevant, the evaluation team also incorporated the Yemen country office's Human Resources (HR) Gender Parity Action Plan 2020-2021 into the analysis. The evaluation aimed to identify examples of approaches adopted by WFP and partners that effectively supported women, men, girls and boys and to showcase good practices or replicable approaches for reaching both men and women in support of reduced food insecurity and malnutrition. For example, the WFP cash for nutrition

intervention was praised for enhancing mothers' capacity to provide diverse diets for their children. While the evaluation aimed to ensure equal representation of women during stakeholder consultations, this was not always feasible due to the limited participation of women in public life and their underrepresentation in many of the consulted local organizations, public institutions and government bodies.

7. The evaluation was further sensitive to **ethnicity**, acknowledging the crisis's disproportionate impact on marginalized ethnic minorities, such as the Muhamasheen. This involved ensuring the representation of ethnic minorities where relevant. The evaluation team also consulted with the country office, field offices and civil society organizations to determine whether and how to address these issues when engaging with stakeholders, including participants in focus group discussions.

5.2 Data collection methods

8. The evaluation relied on a **mixed methods** approach, drawing on both quantitative and qualitative data from a broad range of primary and secondary information sources. The information gathered was triangulated across sources (including different stakeholder groups) to validate findings and identify uncertainties or ambiguities when discrepancies arose between sources.

9. Achieving complete geographic coverage for primary data collection was not feasible due to current limitations in accessibility, security, resources and time. Following consultations with the Office of Evaluation and the country office, the team adopted a hybrid data collection approach, gathering field-level data in southern areas while conducting selected face-to-face interviews in Sana'a for the northern areas (see Table 5 for an overview of primary data collection and Table 6 for preselected area offices and field offices). The team also employed remote data collection methods and available secondary data to extend geographical coverage and support the generalization of findings.

Table 5: Primary data collection – Overview

Methods	Locations	Participants	Instruments	Target
Key informant interviews	<i>area offices:</i> Aden (in person), Sana'a (remote), Al Hudaydah (remote). <i>field offices:</i> Al Mukalla/Hadramawt (in person) and Ta'iz/Al Mukalla, (in person), Hajjah and Sa'ada (remote)	WFP country office, area offices, field offices IRG and SBA authorities and relevant ministries, local authorities. UN agencies (UNHCR, UNICEF, FAO, UNFPA, UNDP, ILO). CPs & TPMs Donors Private sector	Interview guides	331 key informants
Focus group discussions	Aden, Hadramuth, Lahj, and Ta'iz	Recipients of GFA (general food distribution (GFD), CBT); nutrition, school feeding, livelihood (including livelihoods and resilience community committee members). School staff and parents Community members	FGD guides	345 participants in all FGDs
Direct observation	Aden, Hadramuth, Lahj, and Ta'iz	GFD – distribution sites Schools and health and nutrition centres, community assets, livelihood, anticipatory actions.	Field observation protocol, pictures and videos.	1 area office, 2 field offices, incl. activity sites visited

Methods	Locations	Participants	Instruments	Target
		Supply chain infrastructure and ports		
Online survey	All governorates/districts applicable	WFP staff based in Yemen UN agencies Donors IFIs CPs NGOs	Online questionnaire	228 targeted, 62 answers

10. Semi-structured **key informant interviews** were conducted in person during the in-country data collection mission and remotely just before or immediately after it. Some key informant interviews had already been conducted during the inception phase, primarily with WFP country office, the regional bureau in Cairo, and headquarters staff. As several donors were based in Jordan, the evaluation team visited Amman to meet stakeholders in person. A detailed list of key informant interview questions was developed based on the evaluation matrix (see Annex 6).

11. The team conducted **focus group discussions** with different groups of direct beneficiaries and community members, along with site observations in the south. Due to the current context, no focus group discussions with direct beneficiaries were planned in the north. The focus group discussion participants represented the main groups of direct beneficiaries (including residents, internally displaced persons (IDPs), and refugees in urban, rural, and camp or displacement locations) and other stakeholders, such as teachers, parents and schools and health staff (see Table 4 for beneficiaries and non-beneficiaries focus group discussion participants). Sensitive issues in the Yemeni context, particularly those related to women's empowerment and protection, were not discussed in the focus group discussions. Instruments used for interviews and focus group discussions are provided in Annex 7.

12. The evaluation team continued with a detailed desk review and analysis of **qualitative and quantitative secondary documentation** and data, using it as a triangulation source wherever relevant and feasible. Selected quantitative analyses were presented during the inception phase.

13. The data collection included an **in-country mission** to four governorates in the south carried out in September 2024. An in-country mission to northern Yemen, including Sana'a, was initially planned but was cancelled due to heightened security concerns. Further details on the fieldwork agenda are available in Annex 3. For site selections and focus group discussions with beneficiaries and other stakeholders, locations in southern governorates were identified by the evaluation team based on the following criteria:

- Type and concentration of the activities available (considering general food assistance, nutrition activities, school feeding, resilience and livelihoods) and considering the people in need and people in need covered.
- Accessibility and security of sites.
- Type and variety of beneficiary availability (for example, mix of residents and internally displaced persons; mix of those receiving support under the different strategic outcomes).
- Number of people in need and levels of food insecurity in the different geographic areas (based on WFP data).
- Presence of cooperating partners and type of partnerships.
- Districts where the pilot and roll-out of registration and re-targeting exercise for general food assistance is ongoing.
- Type of activities reaching women, men, girls and boys.
- Presence of WFP area offices and field offices.

14. The evaluation team independently identified the in-country data collection mission locations (Table 6). Country office personnel in Sana'a and in field offices in the north were interviewed remotely.

Table 6: Selected area and field offices

Area	Governorate (WFP office type)	District
Northern Yemen	Sana'a City (area office) (remote)	KILs with WFP staff at area office & field office level carried out remotely.
	Al Hudaydah (area office) (remote)	
	Hajjah (field office) (remote)	
	Sa'ada (field office) (remote)	
Southern Yemen	Aden (area office) (in-person)	Al Buraïqe
		Ash Shaikh Outhman
		Dar Sad
	Hadramawt Governorate (field office) (in-person)	Burom Mayfa
		Ghayl Ba Wazir
		Mukalla city
		Rural Mukalla
	Lahj Governorate (no field office – IPC 4) (in-person)	Al Hawata
		Tuban
	Ta'iz Governorate (field office) (in-person)	Al Makha
		AlTuraba/Alshaymaateen

15. An online WFP and external stakeholder **perception survey** collected data primarily from WFP country office staff, cooperating partners, non-government organizations (NGOs), UN agencies, donors and international financial institutions (IFIs). This e-survey covered a broader sample of stakeholders than those involved in the key informant interviews, including individuals from locations not visited during the mission. The survey comprised a standardized questionnaire (see Annex 7), with a limited number of open-ended questions. Particip administered and managed the survey through its in-house research analysts, while WFP and the Office of Evaluation supported participant communications and sent regular reminders to improve the response rate. It was conducted after the main data collection mission in Yemen. A total of 62 responses were collected. Of the respondents, 52 percent were WFP staff, and 27 percent were women. The information gathered allowed the evaluation team to triangulate and complement key informant interview findings from stakeholders in Yemen with online survey results.

16. The evaluation team explored the possibility of including additional questions in the existing WFP remote monitoring survey (phone survey) with beneficiaries; however, this was determined to be unfeasible. To address this, the team maximized the use of available WFP monitoring data, which were already comprehensive. The evaluation also drew on a range of **secondary information sources**, including WFP vulnerability analysis mapping and monitoring data and reports, WFP audits, evaluations and reviews, WFP financial and staffing data, as well as UNOCHA regular reporting, and evaluations, reviews and assessments conducted by other organizations.

5.3 Data analysis

17. The evaluation matrix served as the primary tool for analysing the collected data, guiding team members to examine information in alignment with the evaluation questions, lines of inquiry and indicators. The team ensured that all data contributing to the evaluation originated from credible sources and was cross-referenced with other primary or secondary sources. Specifically, responses from key informants and beneficiaries, along with data collected from secondary sources, underwent triangulation through a thematic analysis approach, integrating insights from diverse information channels. Additionally, the team sought validation of preliminary findings through consultation with the independent evaluation reference group or country office as a secondary validation level.

18. During the inception phase, the team had already analysed a substantial amount of quantitative data and continued to incorporate additional information into this analysis during the field and synthesis phases. These data informed the inception report, the main field mission and the evaluation report, addressing all evaluations. As no large-scale data collection was planned, the evaluation team did not anticipate uncovering statistically significant findings; however, presenting certain findings supplemented

with visual analysis of secondary WFP data was considered advantageous.

19. All responses collected through various methodological approaches were coded and stored in Excel and Word, ensuring anonymity. This coding facilitated easy retrieval of references to specific issues or topics while maintaining confidentiality. A similar approach was applied to document review, with documentary evidence organized according to the lines of inquiry or indicators outlined in the evaluation matrix. This process streamlined referencing during report drafting and supported the systematic construction of an evidence base. All data collected during the evaluation were uploaded to the Particip Teams drive, accessible only to evaluation team members.

20. Although a comprehensive contribution analysis approach was unfeasible given available resources, the analysis of WFP contributions to observed changes in various outcome areas drew on contribution analysis principles. This process unfolded incrementally, constructing a credible narrative around hypothesized causal relationships across result chains. Analysing causal linkages and identifying “contribution claims” or developing “contribution stories” relied on a blend of foundational analyses, examining elements such as sequencing, strategic and quantitative consistency, and process.

21. The evaluation involved ongoing discussions of emerging findings through regular exchanges with the country office during and after the data collection mission, including an exit debrief, a preliminary findings debrief and a stakeholder workshop in Aden. All feedback received was utilized to either complement, substantiate, or question the evaluation team's assessments.

5.4 Ethical considerations

22. The evaluation team meticulously considered ethical considerations throughout all phases of the evaluation, aligning with the principle of “do no harm”. The evaluation adhered to the 2020 United Nations Evaluation Group (UNEG) ethical guidelines, with Particip responsible for upholding ethics throughout the evaluation cycle. This entailed securing the informed consent of interviewees, safeguarding the privacy, confidentiality and anonymity of participants, maintaining cultural sensitivity, respecting the autonomy of participants, ensuring fair selection (including women and socially excluded groups), and ensuring that the evaluation results did not cause harm to participants or their communities.

23. During community consultations the evaluation team applied an inclusive approach and was gender responsive. Special emphasis was placed on considerations towards women, and these were incorporated (for example, women evaluators were assigned to conduct key informant interviews and focus group discussions with women respondents as appropriate). Mixed group settings were avoided when not appropriate and power dynamics at the community-level were considered. Additionally, team members were experienced in interacting with vulnerable groups.

24. Due to the expected highly sensitive nature of some discussions, special measures for confidentiality and information security were deemed crucial to ensure respondents' trust in the interview process. For instance, the team outlined confidentiality and data protection protocols and obtained informed consent from each interviewee (please see Annex 7 for the verbal consent form used). Interviewees also had the option to pause the interview or decline specific questions for any reason they deemed necessary. Interviews were conducted anonymously, and individuals' opinions and quotes were not attributed to specific names; furthermore, interview subjects were not identified in the evaluation report.

25. As was customary, the evaluation team maintained written records of the interviews to ensure accuracy and facilitate systematic analysis. However, these notes were not shared outside the evaluation team. Documents and data marked as sensitive received additional protection, ensuring that only team members directly involved had access to this material. Interview notes were treated with a high level of confidentiality and password protection. Notes from key informant interviews and focus group discussions were uploaded to the Teams drive; once converted into digital format, notes taken in paper form were destroyed.

26. The in-house project manager and research analysts at Particip oversaw access to the Teams folders and coordinated with the team leader and the WFP evaluation manager.

6. Evaluation matrix

Lines of enquiry	Indicators	Data sources	Data collection tools Methods of analysis
EQ1 – To what extent has WFP response in Yemen been strategically focused and adaptable to changing contexts and needs?			
1.1 To what extent has the evidence collected by WFP been sufficient and relevant to inform ICSP design, budget revisions and programme decisions, ensuring a focus on those most in need? (Criteria: Relevance & appropriateness)			
Analysis and needs assessments to understand the needs of the affected populations.	<ul style="list-style-type: none"> - Frequency and coverage of needs assessments by WFP and partners - Timeliness of assessments compared to changes in context - Community participation in needs assessments - Evidence that the needs of all vulnerable groups (men and women, boys and girls, elderly, people with disabilities, IDPs, host communities, minorities including the Muhamasheen) have been assessed - Perception of partners on WFP understanding of the local context and needs - Factors facilitating or impeding improvements in assessments 	<p>Documents internal:</p> <ul style="list-style-type: none"> - Annual country reports (ACRs), annual performance plans (APPs), ICSPs & budget revisions (BRs) - Internal audits 2018, 2020, 2022 - Integrated food security phase classification (IPC) & food security and livelihood assessments (FSLAs) & integrated context analysis (ICA) - Mobile food insecurity and vulnerability updates (mVAM) - Market assessments - CBT feasibility studies - Rapid food security assessments in the south <p>Documents external: needs assessments</p> <p>Key informants: WFP country office and RBC staff, UN agencies, food security and nutrition cluster leads, donors, CPs, authorities.</p> <p>Beneficiaries</p>	<p>Tools</p> <ul style="list-style-type: none"> - Literature and data review - Semi-structured interviews - Perception survey - Beneficiary FGDs and interviews <p>Analysis</p> <ul style="list-style-type: none"> - In-depth analysis of documents - Analysis of interviews - Survey analysis - Triangulation
Use of assessments to inform the design and adaptations of programme.	<ul style="list-style-type: none"> - Integration of needs assessment data in programme planning and design - Evidence that needs assessments have been used for planning purposes and budget revisions - Adaptation and responsiveness of programmes in response to updated needs assessments - Challenges hindering the design of evidence-based programming. - Factors facilitating or impeding adaptations 		

Lines of enquiry	Indicators	Data sources	Data collection tools Methods of analysis
1.2 To what extent has WFP demonstrated its ability to adapt to changes in the context, including conflict dynamics and shocks, and the resulting changes in needs (including through the use of forecasting, conflict analysis and risk assessments)? (Criteria: Relevance & appropriateness)			
The extent to which WFP has been able to anticipate and adapt to changes in the context, conflict dynamics and resulting needs.	<ul style="list-style-type: none"> - Key risks to WFP operations and mitigation measures are identified (incl. evidence WFP has built on learnings from the ongoing assurance project) - Tracking of contextual changes, including (post-) conflict dynamics and shocks; and climate risks over the evaluation period - Evidence new emergency activation protocol (replacing L1-L3 classification system) provides guidance for managing and transitioning through different phases - Evidence of anticipatory actions being programmed - Quality of conflict analysis, climate forecasting and risk assessment tools utilized to monitor contextual changes - Evidence of timely assessments, including of climate shocks, and monitoring of the effects of contextual changes on the food security of vulnerability populations - Evidence of climate information systems in place - Timely and appropriate adjustments made in programme design to reflect contextual changes (in line with pre-identified risk mitigation measures) - Challenges in adapting to the dynamic context are identified and addressed in internal strategic discussions 	<p>Documents internal:</p> <ul style="list-style-type: none"> - Business continuity plans & risk registers, APP, annual performance report (APR), Global Commodity Management Facility (GCMF), donor reporting - Audit reports - Logistics capacity assessments - CONOPS, LESS, COMET, HTS, WINGS <p>Documents external:</p> <ul style="list-style-type: none"> - CP needs assessments: OCHA/UNDAC after action review reports; UNCT contingency plans; Logistics cluster; rapid response mechanism (RRM) cluster, Inter-Agency Standing Committee (IASC) <p>Key informants: WFP country office and RBC staff, authorities in Aden and</p>	<p>Tools</p> <ul style="list-style-type: none"> - Literature and date review - Semi-structured interviews <p>Analysis</p> <ul style="list-style-type: none"> - In-depth analysis of documents - Analysis of interviews - Triangulation

Lines of enquiry	Indicators	Data sources	Data collection tools Methods of analysis
The extent to which WFP supply chain processes responded and adapted to changes in the country context and needs.	<ul style="list-style-type: none"> - Existence of mechanisms to reroute commodities in response to access changes to reach those in need - Evidence of contingency plans for the rapid mobilization and distribution of food commodities and supplies, including pre-positioning of stocks - Evidence of risks assessments incorporated into supply chain planning - Adaptation of transportation and logistics strategies to navigate contextual and bureaucratic impediments - Technological innovations to enhance tracking and managing supplies in real time 	Sana'a, OCHA, CPs, WFP third party contracted logistics operators, port authorities, donors	
1.3 To what extent did the WFP strategy in Yemen appropriately balance the response to immediate food and nutrition needs of the most vulnerable and transition to early recovery and more sustainable solutions where feasible? (Relevance, appropriateness & coherence)			
Extent to which emergency response evolved to a recovery-oriented response (where feasible).	<ul style="list-style-type: none"> - Consideration and identification of linkages across interventions and focus areas - Consideration of transitioning of GFA beneficiaries to FFA, resilience-oriented interventions (sequencing) - Identification of integrated community-level interventions targeting food insecurity in specific geographic areas (layering) - Evidence of transition strategies being developed where feasible - Factors enabling or preventing the implementation of linkages or transition strategies toward early recovery 	<p>Documents internal:</p> <ul style="list-style-type: none"> - ICSPs, ACRs, APPs & BRs, needs-based plans (NBPs), transition strategy for Mukalla and different governorates in the south, donor reporting. <p>Documents external:</p> <ul style="list-style-type: none"> - Humanitarian response plan (HRP), humanitarian needs overview (HNO), inter-agency humanitarian evaluation (IAHE), United Nations Sustainable Development Cooperation Framework (UNSDCF), food security cluster, mid-term and final evaluations of joint resilience programme, FAO- UNDP evaluation reports, donor commissioned evaluation reports, 	<p>Tools</p> <ul style="list-style-type: none"> - Literature and data review - Semi-structured interviews - Perception survey - Beneficiary FGDs and interviews - Site observations <p>Analysis</p> <ul style="list-style-type: none"> - In-depth analysis of documents - Analysis of NBP versus implementation - Analysis of donor funding and grant durations - Analysis of interviews - Triangulation

Lines of enquiry	Indicators	Data sources	Data collection tools Methods of analysis
		<p>Yemen research institutes publications</p> <p>Key informants: WFP country office, RBC staff, UN agencies, donors, Office of the United Nations Counter Terrorism and Human Coordination (UN CT/HC), UN agencies, FAO evaluation team leader, World Bank, CPs, authorities, research institutes Beneficiaries</p>	
EQ2 –What difference did the WFP response make for the affected populations and the humanitarian community?			
2.1 How extensive and comprehensive was the coverage of WFP assistance in comparison to the needs and the broader humanitarian response? How effective was WFP strategy in targeting assistance based on needs and prioritizing support according to available resources? (Coverage)			
Coverage of assistance	<ul style="list-style-type: none"> - Proportion of the total population in need covered by the WFP response - Evolution of the number of beneficiaries (m/f) reached - Evolution of food and CBT distributed - Coverage of hard-to-reach areas and marginalized communities - Coverage by governorate and alignment with assessed needs 	<p>Documents internal:</p> <ul style="list-style-type: none"> - ICSPs, ACRs, APPs & BRs - Vulnerability analysis and mapping (VAM) data, assessments - Beneficiary monitoring data - Targeting and prioritization documents - CFM data - ICA <p>Documents external: HRP, HNO, IPC, FSLA</p> <p>Key informants: WFP country office and RBC staff, Office UN CT/HC, UN agencies, World Bank, CPs, authorities</p>	<p>Tools</p> <ul style="list-style-type: none"> - Literature and data review - Semi-structured interviews - Perception survey - Beneficiaries survey - Beneficiary FGDs and interviews - Site observations <p>Analysis</p> <ul style="list-style-type: none"> - In-depth analysis of documents - Analysis of NBP versus implementation - Analysis of donor funding and grant durations - Analysis of interviews
Registration and targeting of beneficiaries based on needs.	<ul style="list-style-type: none"> - Contextual challenges in achieving a registration and targeting process in both north and south - Efforts to enhance registration and targeting while addressing associated challenges - Targeting and registration strategy including geographical and household vulnerability criteria - Country office and partners are able to implement the registration and targeting strategy to identify and assist the most vulnerable 		

Lines of enquiry	Indicators	Data sources	Data collection tools Methods of analysis
	<ul style="list-style-type: none"> - Monitoring the effects of the targeting and taking remedial actions to inclusions or exclusion errors or coverage gaps - Level of community involvement in the beneficiary identification and targeting process - Evolution of the targeting criteria - Institutional setup to support the targeting and registration strategy - Consideration of the different needs of men, women, boys and girls - Needs analysis of other marginalized groups to address wider equity issues - Evidence of impartiality and neutrality in the selection of beneficiaries, ensuring assistance is based solely on need - Beneficiaries' views on WFP ability to target based on needs 	Beneficiaries and non-beneficiaries among affected communities	- Triangulation
Prioritization based on available resources.	<ul style="list-style-type: none"> - Clear prioritization strategy, including choice of main modalities for best using resources across the different programmatic areas and within GFA - Evidence of steps taken to prioritize available resources based on beneficiaries' vulnerability - What facilitated or impeded improvements in the approach and strategy for prioritizing available resources? - Transparency in the criteria and processes used for prioritizing beneficiaries - Consideration of the different needs of men, women, boys and girls - Needs analysis of other marginalized groups to address wider equity issues - Evidence of adherence to principles of impartiality, neutrality and independence in prioritization 		

Lines of enquiry	Indicators	Data sources	Data collection tools Methods of analysis
	<ul style="list-style-type: none"> - Beneficiaries' views on WFP ability to prioritize the most vulnerable - Contextual challenges and lessons in achieving a prioritization process reaching those most in need. 		
2.2 To what extent and in what ways, has WFP contributed to the expected outcomes of the ICSPs? Were there any unintended outcomes, positive or negative? (Effectiveness)			
2.1.1. Level of attainment of planned outputs	<ul style="list-style-type: none"> - Number of beneficiaries reached (m/f) (actual and planned, and disaggregated by gender, age, disability and by governorate) - Achievement of quantitative targets for the planned activities and outputs - Quality of activities and outputs delivered - Extent to which activities and transfer modalities were most appropriate to achieve outputs - Management of factors facilitating or constraining delivery of outputs - Beneficiaries and other stakeholders' perceptions of results 	<p>Documents internal:</p> <ul style="list-style-type: none"> - ICSPs, ACRs, APPs & BRs, activity factsheets - Monitoring and evaluation (M&E) quarterly reports - Outcome monitoring data - Reconciliation process reports - CFM – Sugar CRM reports - Monitoring evaluation and learning (MEF) - Sugar CRM reports - M&E building verification method (BVM) reports - Monitoring visit reports - mVam, rM&E - Reports produced by the different activity units (at country office and area office level) - Donor reports <p>Documents external: HRP, HNO, IPC, FSLA, logistics cluster data, national nutrition surveys.</p> <p>Key Informants: WFP country office and RBC staff, UN agencies, World Bank, CPs, authorities</p>	<p>Tools</p> <ul style="list-style-type: none"> - Literature and data review - Semi-structured interviews - Perception survey - (Potentially: beneficiaries survey) - Beneficiary FGDs and interviews - Site observations <p>Analysis</p> <ul style="list-style-type: none"> - In-depth analysis of documents - Analysis of interviews - Triangulation
2.2.2. Progress towards achieving strategic outcomes SO1, SO2, SO3, SO4.	<ul style="list-style-type: none"> - Contribution of activities and outputs to intended outcomes (incl. Evidence that the short- and medium-term outcomes in the ToC contributed to the strategic outcomes) - Evidence of disability inclusion in programming. - Quality of nutrition sensitive programming. - Evidence of integration of environmental and climate concerns. - Joint implementation or partnerships with other agencies - Unintended outcomes – positive or negative. <p>Selected outcome indicators that will be explored:</p>		

Lines of enquiry	Indicators	Data sources	Data collection tools Methods of analysis
	<ul style="list-style-type: none"> - CBT and food distributed. - Consumption-based coping strategy (Cash, Food) (m/f) - Food consumption score (cash, food, livelihoods) (m/f) - Livelihood coping strategies (cash, food) (m/f) - Proportion of children 6-23 months of age who receive a minimum acceptable diet - MAM performance outcomes: Treatment recovery rate and default rates, mortality rates - Minimum dietary diversity - women - Trends in global acute malnutrition rates or burden of wasting/acute malnutrition. - School feeding: Attendance rate, graduation rate, retention rate. (boys and girls) - Percentage of the population in targeted communities reporting benefits from an enhanced livelihood asset base. (m/f) - Changes in percentage of users satisfied with services provided. 	Beneficiaries	
2.2.3. Level of integration of women's empowerment and inclusion of vulnerable groups.	<ul style="list-style-type: none"> - Evidence of tailoring/adaptation of approaches to respond to the specific priorities and needs of women and girls and other vulnerable groups. - Key women's empowerment issues and/or women's priorities documented and understood by staff - Intervention modalities show evidence of integration of women's empowerment considerations and approaches - Evidence of improved outcomes for women and girls in programme areas. - Evidence of disaggregation of monitoring and programme data by sex and equity considerations and 	Documents internal: <ul style="list-style-type: none"> - ICSPs, ACRs, activity factsheets, - M&E monthly and quarterly Reports - Outcome monitoring (rM&E) - Reports produced by the different activity units (at country office and area office level) - Donor reports - CFM – Sugar CRM reports - MEF Sugar CRM reports 	Tools <ul style="list-style-type: none"> - Literature and data review - Semi-structured interviews - Beneficiary FGDs and interviews Analysis <ul style="list-style-type: none"> - In-depth analysis of documents - Analysis of interviews - Triangulation

Lines of enquiry	Indicators	Data sources	Data collection tools Methods of analysis
	analysis of this information/use of it to inform programming	Documents external: HRP, HNO, IPC, FSLA, national nutrition surveys Key informants: WFP country office and RBC staff, UN agencies, World Bank, CPs, authorities Beneficiaries	
2.3 To what extent are conflict sensitivity, protection and accountability to affected population considerations mainstreamed into WFP response? (Effectiveness, relevance)			
Main protection challenges faced by WFP target populations (m/f) identified and mitigated (including PSEA, safeguarding of personal identity information)	<ul style="list-style-type: none"> - Evidence of a wide range of protection challenges being accurately and regularly identified, covering all vulnerable groups (including women, girls and boys, persons with disabilities, minority groups) - Evidence of tools and mechanisms in place to analyse context, identify risks and mitigation measures and mainstream protection within activities - Mitigation strategies to address identified risks - PSEA mainstreaming including adequate reporting and follow up - Evidence of community consultations by WFP to understand needs, preferences, risks and capacities - Evidence of adaptation of the programme to address protection challenges - Evidence of CFM adaptation to reflect beneficiaries' preferences - Allocation of sufficient resources to protection activities - Existence and use of data protection policies and processes - Access controls in place for accessing personal identity information - Contextual challenges to identify and respond to protection concerns 	Documents internal: <ul style="list-style-type: none"> - ICSPs, ACRs, APPs & BRs - CFM – Sugar CRM reports - MEF Sugar CRM reports - M&E BVM reports - Monitoring visit reports - AAP strategy - Audit reports - Outcome monitoring: Cross-cutting outcome indicators Key informants: WFP country office and RBC staff, UN agencies, CPs. Beneficiaries	Tools <ul style="list-style-type: none"> - Literature and data review - Semi-structured interviews - Perception survey - Beneficiaries survey - Beneficiary FGDs and interviews Analysis <ul style="list-style-type: none"> - In-depth analysis of documents - Analysis of interviews - Triangulation

Lines of enquiry	Indicators	Data sources	Data collection tools Methods of analysis
Quality of WFP AAP approach through systematic community engagement	<ul style="list-style-type: none"> - Efforts taken to inform beneficiaries and communities about changes in WFP assistance - Accessible and confidential grievance and community feedback mechanisms (CFM) established - Responsiveness of programme to CFM feedback - Evidence of direct and regular contact by WFP staff with communities - Feedback mechanisms consider the specific needs of women and girls, and other vulnerable groups - Views of beneficiaries on accountability and feedback mechanisms - Contextual challenges impacting on community engagement 		
Inclusion of conflict sensitivity	<ul style="list-style-type: none"> - Integration of conflict sensitivity considerations into strategic planning documents and programme designs - Regular conflict analysis to understand the local dynamics, actors and conflict drivers - Continuous monitoring of the evolving conflict situation and its impact on WFP operations - Engagement with local communities and local actors to ensure programmes are contextually appropriate and conflict sensitive - Fair and transparent beneficiary selection processes that avoid exacerbating local tensions 		

Lines of enquiry	Indicators	Data sources	Data collection tools Methods of analysis
2.4 How well has WFP managed any challenges or trade-offs in adhering to the humanitarian principles and to which extent has it enabled or advocated for principled humanitarian access? (Effectiveness)			
Adherence of humanitarian principles and extent to which humanitarian access was established and maintained	<ul style="list-style-type: none"> - Negotiation and decision making process around negotiating access - Context specific tensions between principles identified and managed - Evidence of negotiating access and addressing obstacles to reach targeted geographic areas and those most in need - Evidence of context-specific guidance and training on humanitarian principles to WFP and CP staff - Stakeholders' perceptions on the adherence to humanitarian principles by WFP and contextual challenges 	<p>Documents internal:</p> <ul style="list-style-type: none"> - ICSPs, ACRs, APPs & BRs - Situation reports - Risk registers and updates - Security incidents reports <p>Documents external:</p> <ul style="list-style-type: none"> - Humanitarian Access Working Group - OCHA <p>Key informants: WFP country office and RBC staff, UN agencies, CPs, authorities, donors.</p> <p>Beneficiaries</p>	<p>Tools</p> <ul style="list-style-type: none"> - Literature and data review - Semi-structured interviews - Perception survey - FGDs <p>Analysis</p> <ul style="list-style-type: none"> - In-depth analysis of documents - Analysis of interviews <ul style="list-style-type: none"> - Triangulation
EQ3 – How well has WFP worked in partnership both in the context of the humanitarian response and support to early recovery in Yemen?			
3.1 To what extent has WFP engaged in planning for the collective humanitarian and early recovery and development response? (Connectedness, coherence)			
<p>WFP engagement and contribution to the development of HNOs, HRPs, and interim UNSDCF</p> <p>WFP engagement and contribution as a member of the Humanitarian Country Team (HCT)</p>	<ul style="list-style-type: none"> - Contributions made by WFP to the content and priorities of HNOs, HRPs, and UNSDCF documents - Feedback from other UN agencies and NGOs on the WFP contributions made. - Initiatives led or co-led by WFP within the HCT - Level of coordination and collaboration between WFP and other HCT members - Quality and frequency of WFP reports and updates to the HCT 	<p>Documents internal:</p> <ul style="list-style-type: none"> - ICSPs, ACRs, <p>Documents external:</p> <ul style="list-style-type: none"> - HNOs, HRPs, interim UNSDCF <p>Key informants: WFP country office and RBC staff, UN agencies, international financial institutions (IFIs), CPs, donors.</p>	<p>Tools</p> <ul style="list-style-type: none"> • Semi-structured interviews • Document review • Perception survey <p>Analysis</p> <ul style="list-style-type: none"> • In-depth analysis and keyword search of documents • Thematic analysis of KII interviews • Triangulation of data sources
3.2 To what extent has WFP worked in strategic and operational partnerships in Yemen, and to what extent have any such partnerships helped maximize			

Lines of enquiry	Indicators	Data sources	Data collection tools Methods of analysis
programme results? (Connectedness)			
Creation of strategic partnerships with other humanitarian and development partners supporting joint implementation or collective operational action	<ul style="list-style-type: none"> - Evidence of longer-term partnerships and joint programmes of WFP and other UN agencies - Stakeholder perceptions on the strategic choices WFP has made in its partnerships with other agencies - Stakeholder perceptions on how WFP contributes to filling gaps, exploits opportunities for interaction, avoids overlaps or duplications - Evidence of joint activities and implementation that contributed to ICSP results - Evidence of joint initiatives with other UN agencies and CPs aimed at recovery and resilience - Stakeholder perceptions of partnerships with IFIs, INGOs, civil society 	<p>Documents internal:</p> <ul style="list-style-type: none"> - ICSPs, ACRs, APPs & BRs - Situation reports - Risk registers and updates - Security incidents reports <p>Documents external:</p> <ul style="list-style-type: none"> - HNOs, HRPs. <ul style="list-style-type: none"> - Yemen Cooperation Framework (UNSDCF 2022-2024) <p>Key informants: WFP country office and RBC staff, UN agencies, IFIs, CPs, donors.</p>	<p>Tools</p> <ul style="list-style-type: none"> - Literature and data review - Semi-structured interviews - Perception survey <p>Analysis</p> <ul style="list-style-type: none"> - In-depth analysis of documents - Analysis of interviews <p>Triangulation</p>
3.3 To what extent has WFP engaged with local and national responders, and built their capacity? (Connectedness)			
Contribution of WFP to localization and enhancing the capacity of local and national responders.	<ul style="list-style-type: none"> - Percentage of local CPs compared to INGOs acting as CPs. - Diversity of local partners that informed the design process of the ICSPs and programmes - WFP contribution to strengthening the capacities of local cooperating partners and other local actors - Perception of local CPs and other local stakeholders regarding their involvement in the design process 	<p>Documents internal:</p> <ul style="list-style-type: none"> - ICSPs, ACRs, field-level agreements (FLAs) <p>Key informants: WFP country office staff, CPs, civil society actors, UN agencies.</p>	<p>Tools</p> <ul style="list-style-type: none"> • Semi-structured interviews • Perception survey <p>Analysis</p> <ul style="list-style-type: none"> • Thematic analysis of KII interviews • Triangulation of data sources
EQ4 – What factors have influenced the efficiency and performance of WFP?			
4.1 To what extent have WFP activities and outputs been delivered within their intended timeframes while taking into account cost efficiency considerations? (Efficiency)			
Extent to which WFP activities and outputs were delivered within the intended timeframe	<ul style="list-style-type: none"> - Proportion of operations carried out on schedule - Perceptions of beneficiaries on the timeliness of assistance 	<p>Documents internal:</p> <ul style="list-style-type: none"> - ICSPs, ACRs, APPs & BRs - Internal audit reports. - Funding/Budget Data 	<p>Tools</p> <ul style="list-style-type: none"> • Document review • Semi-structured interviews

Lines of enquiry	Indicators	Data sources	Data collection tools Methods of analysis
	<ul style="list-style-type: none"> - Degree to which assistance reaches beneficiaries in line with that needed and planned through different modalities - Internal and external enablers or barriers to timeliness - WFP corporate systems supporting efficiency in delivery (GCMF, internal advance finance mechanism, etc.) 	<ul style="list-style-type: none"> - Food procurement, Supply chain delays, supply chain dashboard - Supply chain roadmap - Procurement and other expenditure data - Process monitoring reports 	<p>Analysis</p> <ul style="list-style-type: none"> • In-depth analysis and keyword search of documents • Thematic analysis of KII interviews • Triangulation of data sources
Integration of cost efficiency consideration in WFP decision making	<ul style="list-style-type: none"> - Monitoring mechanisms and examples of specific measures taken by WFP and CPs to address efficiency issues - Evolution of food losses (due to spoilage, damage, or other factors at various stages of the supply chain) - Measures taken by the country office to obtain best possible prices for input - Examples of cost-saving measures in the acquisition of inputs - Evolution of cost per metric ton of food delivered - Evolution of transportation cost per metric ton - Deviation between planned budgets and effective expenditures 	<p>CP reports</p> <p>Key informants: WFP country office, RBC, CPs, authorities</p> <ul style="list-style-type: none"> - Annual performance plan 	
4.2. To what extent has the funding profile and donor priorities allowed WFP to access adequate, timely, predictable and flexible resources? (Efficiency)			
Ability of WFP to mobilize adequate, timely, predictable and flexible resources to finance its operations in the evolving context of Yemen	<ul style="list-style-type: none"> - Comparison of NBP, implementation plan (IP), available resources and expenditure by year - WFP resourcing strategy supported the delivery of assistance as per the ICSP - Donor alignment with ICSP strategic outcomes - Availability of resources at times required for effective implementation of relevant operations - Donor conditions and priorities supporting or challenging WFP efficiency and effectiveness - Examples of significant contributions enabling WFP to respond to priority or emerging needs 	<p>Documents internal:</p> <ul style="list-style-type: none"> - ICSPs, ACRs, APPs & BRs - Funding/Budget Data - CP reports <p>Key informants: WFP country office, RBC, CPs, authorities</p>	<p>Tools</p> <ul style="list-style-type: none"> - Document review - Semi-structured interviews <p>Analysis</p> <ul style="list-style-type: none"> - In-depth analysis and keyword search of documents - Thematic analysis of KII interviews - Triangulation of data sources

Lines of enquiry	Indicators	Data sources	Data collection tools Methods of analysis
	<ul style="list-style-type: none"> - Level of earmarking and predictability (i.e. duration of grants) of funding - Perceptions of funding profile and perceived impact on impartiality 		
4.3. To what extent has the institutional arrangements by WFP in Yemen supported its internal coherence, performance and operational effectiveness? (Efficiency, coherence)			
Adequacy of operational set up in the operating areas in relation to scope and complexity of needs and challenges	<ul style="list-style-type: none"> - Operational challenges operating in a divided country context identified and mitigated - Organizational arrangements support coherence - Evolution of the number of staff over the evaluation period (breakdown across main office, area offices, field offices; breakdown between international and national staff; breakdown between short-term and long-term contracts) - Rates of staff turnover and transition - Staffing (M/F breakdown at the different levels of responsibility) - Administrative obstacles to recruit staff for Yemen country office - Measures taken to support staff wellness 	<p>Documents internal:</p> <ul style="list-style-type: none"> - ICSPs, ACRs, APPs & BRs - Funding/Budget Data - CP's reports <p>Key informants: WFP country office, RBC, CPs</p>	<p>Tools</p> <ul style="list-style-type: none"> - Document review - Semi-structured interviews <p>Analysis</p> <ul style="list-style-type: none"> - In-depth analysis and keyword search of documents - Thematic analysis of KII interviews - Triangulation of data sources
4.4. To what extent have monitoring systems helped to enhance the performance of WFP? (Effectiveness, efficiency)			
Monitoring systems provide relevant data with regard to the delivery, effectiveness and quality of WFP work.	<ul style="list-style-type: none"> - Coverage and frequency of monitoring activities - Quality of the monitoring and reporting systems - Steps taken by WFP to manage lack of data and increase data reliability - Perception of UN agencies and donors on data quality - Contextual constraints impacting monitoring efforts 	<p>Documents internal:</p> <ul style="list-style-type: none"> - ACRs, APPs - Third party monitoring (TPM) reports <p>Key informants: WFP country office, TPMS, CPs</p>	<p>Tools</p> <ul style="list-style-type: none"> - Document review - Semi-structured interviews <p>Analysis</p> <ul style="list-style-type: none"> - Triangulation of data sources
4.5. Which other internal and external factors have influenced WFP performance and in what ways? (Effectiveness, efficiency)			

7. Data collection tools

7.1 Key informant interviews

Approach

1. Key Informant Interviews (hereinafter KIIs) were one of a series of data collection methods used by the evaluation team to gather information for evaluating WFP in Yemen. The main objective was to guide the independent evaluation team members in preparing for and conducting the KIIs with key interlocutors in Yemen, ensuring a uniform and harmonized approach.
2. All interviews were confidential, and the evaluation team took careful measures to ensure that interview notes - a core data source for this evaluation - were not accessible outside the team. When quoting interviews, attribution was made only to categories of stakeholders, not to individuals or organizations.
3. Each interview took 60 to 90 minutes, depending on the stakeholder and their level of knowledge or engagement with WFP in Yemen. Interviews were conducted in Arabic or English, based on the interviewees' preferences and the availability of translation capacity.
4. KIIs adhered to the following principles:
 - transparency: Participants fully understood the purpose of the evaluation and the intended use of the information discussed during the interview;
 - right to withdraw;
 - context sensitivity: The evaluation team considered the surrounding context when planning and conducting interviews, including conflict sensitivity, cultural sensitivity, gender, inclusion, and accessibility;
 - confidentiality: Participants were reassured that their names would not be recorded to ensure anonymity. Additionally, data collected were referenced generically to make it impossible to trace information back to individual sources; and
 - safety: Risk mitigation measures were carefully considered to reduce exposure to safety risks for KII participants.

7.2 Interview checklist for WFP, UN agencies, international financial institutions, donors, cooperating partners, third-party monitors and the private sector

5. Standard introduction and closing for all KIIs.
6. The introduction to all KIIs was standardized and delivered according to the following script to ensure adherence to the key principles and standards described above.
 - Our names are [xx&xx] and we are part of an independent evaluation team contracted by the Word Food Programme to independently assess WFP's operations in Yemen over the period 2019 to 2024. We are not UN staff members.
 - WFP contracted us to help the agency to understand how its response in Yemen has gone so far, what worked well and what could be adjusted in the future.
 - You have been identified and asked to participate in this interview today to collect part of the needed information to conduct the evaluation.
 - During this time together, we would like to hear your views, experiences and opinions about WFP's response in your sector or area of expertise. Information you provide will be solely used to evaluate WFP's response to in Yemen.
 - The information you will be sharing with us will be referenced in a generic way, to make it impossible to trace information to its individual source. No names of individuals will be mentioned in the report. Notes taken are only used by the evaluation team members, and will not be shared outside the team.
 - Participation is voluntary and you are free to withdraw at any time, or to skip any question you may not want to respond to. There are no wrong or right responses. You could ask us not to report in our evaluation on a specific answer you gave during the discussion.
 - Do you have any question before we begin?
 - Do we have your consent to start the conversation?
7. Similarly, at the conclusion of each KII, the evaluator(s) should close by delivering the following messages:
 - Thank you for talking to us today – do you think there is something that we should have discussed today that may worth adding to our conversation?
 - The final evaluation report will be publicly available and published on the WFP website.
 - Do you have any questions for us?

7.3 Semi-structured interview guides with WFP, UN agencies, international financial institutions, donors, cooperating partners, third-party monitors and the private sector

The table below was a draft guide for key informant interviews. It was not intended to be exhaustive and did not restrict the questions the ICSP evaluation team could ask. The evaluation team took an iterative approach to interview questions, adding or removing questions based on information gathered to triangulate responses and

test hypotheses during the data collection process. This table included only the guiding questions for WFP, donors, UN agencies, cooperating partners and third-party monitors. Guiding questions for authorities, including line ministries, are included separately.

Interview topics / Lead Questions	Probes	WFP	UN IFIs	Donors	CP TPM	Private sector
EQ1 – To what extent has WFP response in Yemen been strategically focused and adaptable to changing contexts and needs?						
1.1 To what extent has the evidence collected by WFP been sufficient and relevant to inform ICSP design, budget revisions, and programme decisions, ensuring a focus on those most in need? (Criteria: Relevance & Appropriateness)						
Was there sufficient information on the needs of the affected population? [Use of assessments to understand the needs of the affected population]	How did the understanding of needs develop over time? What facilitated / impeded improvements in assessments?	x	x	x	x	
	How well were the disaggregated needs of vulnerable groups assessed and understood (women, elderly, children, disabled, others)? Were all categories of affected populations consulted and involved in the assessment process?	x			x	
	Were the assessments relevant to have a good understanding of the needs and were they done in a timely way?	x	x	x	x	
Were the assessments and data gathered used to inform and adapt interventions? [Use of assessments to inform the design and adaptations of programme]	Did WFP make timely and appropriate adjustments in its programme design to reflect changes in the context and needs? Can you provide examples?	x		x	x	
	Were the assessments of a sufficient quality and timeliness to allow for a tailored approach to the different geographic areas based on needs and changes in contexts?	x				
1.2 To what extent has WFP demonstrated its ability to adapt to changes in the context, including conflict dynamics and shocks, and the resulting changes in needs (including through the use of forecasting, conflict analysis and risk assessments)? (Criteria: Relevance & appropriateness)						
How adaptable were WFP's operations?	What were the main contextual changes over the evaluation period? How did WFP track these changes? (conflict, post-conflict, shocks, climate change)	x				

Interview topics / Lead Questions	Probes	WFP	UN IFIs	Donors	CP TPM	Private sector
[Anticipation and adaption to changes in the context, conflict dynamics, climate change and resulting needs]	Are WFP's Business Continuity Procedures (BCP), related SOPs and risk management processes appropriate to ensure that WFP's critical business processes and humanitarian commitments continue to be executed following a critical disruption?	x				
	What have been WFP's emergency preparedness and response plans (Eprep) in Yemen since 2019? When were these plans activated, and what key lessons were learned? Have these lessons been translated into actionable and practical corrective measures?	x				
	Have AA and climate forecasting been sufficiently included in programming and acted upon? Can you share good practices in this regard?	x				
How adaptable was WFP's supply chain? [Adaptation and response of WFP supply chain processes to changes in the country context and needs]	Since 2019, what were the triggering factors (internal and external) that have negatively or positively affected the effectiveness and efficiency of WFP supported end-to-end supply chain?	x			x	
	What logistics continuity plans have been set and adapted to maintain the level of WFP SC and service provision? Who were the key stakeholders involved in these plans?	x			x	x
	What emergency procurement + stockpiles prepositioning strategies have been set and reviewed at country, regional and HQ level to anticipate most likely emerging severe shocks and rapidly deploy emergency items and kits in most affected areas?	x				
	What were the key lessons learnt related to logistics after the activation of WFP Eprep and have these lessons been translated into effective corrective actions to improve WFP supply chain?	x			x	

Interview topics / Lead Questions	Probes	WFP	UN IFIs	Donors	CP TPM	Private sector
1.3 To what extent did WFP's strategy in Yemen appropriately balance the response to immediate food and nutrition needs of the most vulnerable and transition to early recovery and more sustainable solutions where feasible? (Relevance, appropriateness & coherence)						
Was WFP able to have an increased focus on early recovery and sustainable solutions? [Transition to a recovery-oriented response - where feasible].	Did WFP's strategy for Yemen, consider the transition to early recovery and sustainable solutions? Did this approach evolve over time? Can you please provide results and lessons from the transition strategies developed and implemented in the South (Example Mukalla)?	x	x	x		
	Was WFP able to contribute to early recovery and sustainable solutions? Please provide examples community level interventions. What are the main enablers/barriers?	x	x	x		
	What are the main lessons WFP has learnt about enhancing linkages between humanitarian action, early recovery and sustainable solutions?	x				
EQ2 –What difference did WFP's response make for the affected populations and the humanitarian community?						
2.1. How extensive and comprehensive was the coverage of WFP assistance in comparison to the needs and the broader humanitarian response? How effective was WFP strategy in targeting assistance based on needs and prioritising support according to available resources? (Coverage)						
Was WFP able to reach the food-insecure population groups in all geographic areas? [Coverage of assistance]	How many of those in need was WFP able to assist? What was the evolution over time?	x	x		x	
	Was WFP able to cover hard-to-reach geographic areas and were vulnerable groups and marginalized ethnic communities in these areas reached? Is there any particularly challenging area? Why so?	x	x		x	
	What was WFP's weight in the overall humanitarian response? What was the evolution over time?	x	x	x		

Interview topics / Lead Questions	Probes	WFP	UN IFIs	Donors	CP TPM	Private sector
Was WFP able to target all those in need, meeting WFP criteria? [Registration and targeting of beneficiaries based on needs]	How many of those in need was WFP able to assist? What was the evolution over time? What have been the challenges in conducting proper targeting and registration exercises?	x		x		
	Did the Household Targeting and Registration Exercise enable WFP to identify the most vulnerable people in need (targeting current WFP-beneficiaries and new, non-WFP beneficiaries)? What has been the coverage so far?	x			x	
	Did the community play a role in the beneficiary identification process? Did community involvement strengthen targeting based on needs? What are the lessons learned?	x			x	
Was WFP able to prioritise and target those most in need using available resources? [Prioritisation based on available resources].	What has been the effect of the decline in funding on the assistance to WFP's beneficiaries in terms of food security and nutrition?	x	x		x	
	What has been WFP's approach to ensure that available resources are prioritized to reach those most in need with the highest vulnerability? Did needs analyses inform prioritization?	x		x		
	How appropriate has the level of assistance provided by WFP to beneficiary households been in addressing food insecurity?	x	x		x	
	How did WFP strike a balance between prevention vs treatment activities in nutrition in response to needs? What were the trade-offs?	x	x			
	How were the prioritization criteria developed? Was there community engagement and were communities informed in a transparent manner?	x			x	
2.2. To what extent and in what ways, has WFP contributed to the expected outcomes of the ICSPs? Were there any unintended outcomes, positive or negative? (Effectiveness)						

Interview topics / Lead Questions	Probes	WFP	UN IFIs	Donors	CP TPM	Private sector
How successful was WFP in delivering the planned outputs? [Level of attainment of planned outputs]	What were the main achievements in the key areas of: SO1 - Crisis response (GFD, supplementary feeding); SO2 - Nutrition - school feeding SO3 – Livelihoods SO4 – Bilateral services	x		x	x	
	Was the quality of outputs satisfactory? If not, why not? Probe where data from ACRs shows outputs were underachieved – what were the reasons?	x		x	x	
	What were the main enabling or constraining factors in delivery?	x		x		
What was the contribution towards the anticipated outcomes? [Progress towards achieving strategic outcomes]	What was the contribution of these outputs to the intended strategic outcomes? Discuss and probe trends in outcome data by SO	x		x		
	Can you give any examples of unexpected or unintended outcomes from WFP activities (positive or negative)?	x			x	
	How well was nutrition integrated across WFP's portfolio and how did this enhance outcomes?	x				
Was assistance adapted to the needs of women and other vulnerable and marginalized groups? [Integration of women's empowerment and inclusion]	Did WFP target the most food and nutritionally vulnerable women, men, boys, and girls? Are you aware of any inclusion or exclusion errors? Please provide examples.	x			x	
	Were the delivery mechanisms and modalities appropriately adapted to the needs of the most food and nutritionally vulnerable women, men, boys, and	x			x	

Interview topics / Lead Questions	Probes	WFP	UN IFIs	Donors	CP TPM	Private sector
of vulnerable groups]	girls? How?					
	How were a) women and b) vulnerable or marginalized groups consulted and what were their inputs into the design and targeting of the interventions?	x			x	
	Can you give any examples of specific benefits experienced by women and/or marginalized groups resulting from tailoring of assistance to their identified needs?	x			x	
2.3 To what extent are conflict sensitivity, protection and accountability to affected population considerations mainstreamed into WFP's response? (Effectiveness)						
Have protection challenges been identified and mitigated? [Main protection challenges faced by WFP target populations (m/f), identified and mitigated (including PSEA, safeguarding of personal identity information)]	What are the main protection challenges identified during the period of reference by WFP and its partners?	x	x		x	
	How does WFP identify protection challenges? What are the tools and mechanisms used by the CP to analyze the context, identify risks and mitigation measures, and mainstream protection within activities?		x			x
	When and how has WFP consulted with communities to understand their needs, preferences, capacities and risks, and reflect these in programme and activity design? What have been the contextual challenges to achieve this?		x			x
	Has WFP identified and implemented mitigation strategies for the assessed protection risks?	x				
	Has PSEA been mainstreamed and does adequate reporting take place? Achievements under PSEA? What are the challenges?	x				

Interview topics / Lead Questions	Probes	WFP	UN IFIs	Donors	CP TPM	Private sector
	Have systems/recommendations for protecting beneficiaries' data adopted? Any issues observed and how were these addressed?	x				
Is WFP accountable to affected populations? [Quality of WFP's AAP approach through systematic community engagement]	How has WFP exchanged information with affected communities and what were the contextual challenges?	x			x	
	Were the instruments used under the Community Feedback Mechanism (CFM) accessible for all target groups (including but not limited to women, ethnic minorities)? Has WFP consulted with communities and adapted its CFM to beneficiaries' preferences? Are issues reported resolved in a timely manner?	x			x	
	Do concerns and complaints received from affected communities and beneficiaries inform programming? Provide examples.	x			x	
Are WFP programmes conflict sensitive? [Inclusion of conflict sensitivity]	How has WFP integrated conflict sensitivity considerations into its strategic planning documents and program designs to ensure programs are contextually appropriate and sensitive to local dynamics?	x	x			
	What processes are in place for conducting regular conflict analysis and monitoring of the conflict situation? How is this information used in programme implementation and adaptation?	x				
2.4 How well has WFP managed any challenges or trade-offs in operationalising the humanitarian principles and to which extent has it enabled/advocated for principled humanitarian access? (Effectiveness)						
What were the main challenges for WFP to engage on its commitment to operationalise	How are the humanitarian principles understood and interpreted by WFP in Yemen? How was WFP able to deal with tensions and trade-offs?	x	x	x	x	
	What internal and external challenges were there to maintaining a principled approach to the response? How successfully were these identified and	x	x			

Interview topics / Lead Questions	Probes	WFP	UN IFIs	Donors	CP TPM	Private sector
humanitarian principles? [Adherence of humanitarian principles and extent to which humanitarian access was established and maintained]	mitigated?					
	How have external perceptions of HPs, especially regarding WFP, evolved, and how has this impacted reaching the most affected populations? What main challenges did WFP and its partners face in negotiating and maintaining effective humanitarian actions while adhering to HPs?	x	x		x	
	How and when has WFP advocated for HPs, and was this advocacy successful? Any examples you can share?	x	x	x		
What have been the main challenges to have access to those in need? [Adherence of humanitarian principles and extent to which humanitarian access was established and maintained]	How does WFP manage the negotiation and decision-making process to negotiate access to targeted geographic areas and those most in need in Yemen?	x	x	x		
	What is the evidence of WFP's efforts in negotiating access and addressing obstacles to reach targeted geographic areas and those most in need?	x	x	x		
	What negotiation strategic and tactical plans have been implemented for engaging with those actors on the respect of humanitarian space and access?	x	x	x		
	What were the main dilemmas encountered during the access negotiation, and what was the making-decision platforms put into place to define and arbitrate the red-lines, and learn from past negotiations?	x	x			
EQ3 – How well has WFP worked in partnership both in the context of the humanitarian response and support to early recovery in Yemen?						
3.1 To what extent has WFP engaged in planning for the collective humanitarian and early recovery/development response? (Connectedness)						
What has been WFP's	What role has WFP played in the UN Humanitarian strategic coordination	x	x			

Interview topics / Lead Questions	Probes	WFP	UN IFIs	Donors	CP TPM	Private sector
engagement in the collective response? [WFP engagement and contribution to the development of HNOs, HRP, and interim UNSDCF]	structures and processes?					
	What was the contribution to developing UN plans moving forward toward early recovery?	x	x			
	How is WFP linking its plans to the relevant UN strategies? Provide examples and identify any missed opportunities.	x	x			
How well does WFP coordinate with other members of the HCT? [WFP engagement and contribution as a member of the HCT]	What role has WFP played in the UN Humanitarian strategic coordination structures and processes? What was the contribution to developing UN plans and of monitoring progress?	x	x			
	How is WFP linking its plans to the relevant UN strategies? Provide examples and identify any missed opportunities.	x	x			
	What is the level of harmonization of WFP programmes with other UN agencies and humanitarian actor programmes (eg. coordinated targeting, coordinated transfer values). What are the enablers and barriers to coordination at this level?	x	x			
3.2 To what extent has WFP worked in strategic and operational partnerships in Yemen, and to what extent have any such partnerships helped maximise programme results? (Connectedness)						
Has WFP established the right strategic partnerships in Yemen supporting both WFP operations and	Do you think WFP has been able to establish the right partnerships contributing to the effectiveness of its operations (UN, NGO, private sector)? What has facilitated or hindered the strength of partnerships? How have partnerships evolved over time?	x	x	x	x	x

Interview topics / Lead Questions	Probes	WFP	UN IFIs	Donors	CP TPM	Private sector
collective action? [Creation of strategic partnerships with other humanitarian and development partners supporting joint implementation or collective operational action]	Did WFP miss partnership opportunities? What was the cause for this and how can this be avoided in the future?	x	x	x	x	x
	Are there examples of jointly planned, funded and implemented programmes with other actors? What are the enablers and barriers/ Would joint programming have been desirable?	x	x	x	x	x
	Are there examples of overlaps between WFP and other agencies programmes? What are the reasons?	x	x	x		
	How well has WFP collaborated with nutrition partners in Yemen, including the Nutrition Cluster and SUN platform and what have been the outcomes of this collaboration?	x	x			
	How has WFP supported the education sector and increasingly collaborated with the agriculture sector to deliver school feeding and shift towards a 'home-grown' model?	x	x			
	What are the main challenges to develop and maintain joint operations and effective partnerships with logistics partners in Yemen? How beneficial were these logistics partnerships both for the partners and for WFP?	x	x			
	What demand/offer collaborative platforms and partnership frameworks have been developed so far by WFP to integrate CPs and third party contracted providers in the design, the planning and the implementation of the supply chain strategies and operations in Yemen?	x	x			
3.3 To what extent has WFP engaged with local and national responders, and built their capacity? (Connectedness)						

Interview topics / Lead Questions	Probes	WFP	UN IFIs	Donors	CP TPM	Private sector
Did WFP have an increased prioritisation of localisation? [Contribution of WFP to localization and enhancing the capacity of local and national responders.]	Did the choice of partnerships consider localization? How have partnerships with local and national responders evolved over time? What have been the contextual challenges and constraints to have a stronger emphasis on localization?	x		x	x	x
	To what extent did WFP contribute to capacity strengthening of local cooperating partners? Did capacity strengthening consider aspects of protection, inclusion, CFM, access and humanitarian principles?	x			x	
	How has WFP worked in partnership with national and local NGOs in collaborative ways? What has been the added value for local organisations in working with WFP and vice versa? (under the four SOs)	x			x	
EQ4 - What factors have influenced the efficiency and performance of WFP?						
4.1 To what extent have WFP activities and outputs been delivered within their intended timeframes and at a reasonable cost? (Efficiency)						
Was the delivery of the operation timely? [Delivery of activities and outputs within the intended timeframe]	Were planned activities delivered on time? Were there any delays? What was the cause? Were mitigating activities put in place to resolve any delays or adapt to changed circumstances? Did these activities improve the timeliness of performance and achievement of output targets? Did WFP corporate systems (specifically management information systems) impact on the timeliness of delivery?	x			x	x
	What are the main internal/external factors that are generating major obstacle for WFP to provide timely and efficient supply chain and logistics services in Yemen in compliance with customers and authorities requirements, and how these obstacles have evolved since 2019? For which					

Interview topics / Lead Questions	Probes	WFP	UN IFIs	Donors	CP TPM	Private sector
	operational and financial consequences?					
	What performance dashboard and tracking monitoring tools have been set in Yemen to anticipate, rapidly detect and provide corrective solutions to supply chain ruptures or default? How this performance tools could be improved?					
	How the existing collaborative demand planning platforms (CDPs) set by WFP in Yemen are contributing to the effectiveness and cost-efficiency of the WFP supply chain in in Yemen, including with CPs and customers from bilateral service provision? How these CDPs it been improved?					
	What continual improving mechanisms have been implemented by WFP in Yemen to learn from past supply chain operations in order to improve the next ones? How far WFP logistics partners are involved in the effort to improve the SC effectiveness/efficiency?					
Was the response cost efficient? [Integration of cost-efficiency consideration in WFP decision-making]	What are the main drivers of the cost efficiency of the Yemen response?	x				
	What measures have been taken to monitor and improve cost efficiency? With what effect?	x				
	Has a comparative analysis been performed on cost efficiency and effectiveness of different assistance modalities (cash transfers, food vouchers and food distribution)?	x				
	What else could be done to improve cost efficiency?	x				
4.2. To what extent has the funding profile and donor priorities allowed WFP to access adequate, timely, predictable, and flexible resources? (Efficiency)						
Has financing constrained	Have donors' resources been available at the right time? If not, have internal	x		x		

Interview topics / Lead Questions	Probes	WFP	UN IFIs	Donors	CP TPM	Private sector
the ability to deliver the Yemen response? [Ability of WFP to mobilise adequate, timely, predictable and flexible resources to finance its operations in the evolving context of Yemen]	financing mechanisms helped to smooth resource flows?					
	Has implementation been constrained by the sufficiency of budget resources?	x		x		
	Has donor earmarking constrained the flexibility and adaptability of the WFP response?	x		x		
	Did the WFP Country Office have sufficient capacity to execute the budget at times of high funding availability?	x				
4.3. To what extent has WFP's institutional arrangements in Yemen supported its internal coherence, performance and operational effectiveness? (Efficiency, Coherence)						
Did the operational set up facilitate or constrain the delivery of operations? [Adequacy of operational set up in the operating areas in relation to scope and complexity of needs and challenges]	How do the organizational arrangements within WFP support coherence in the delivery of operations in Yemen?	x				
	How has maintaining the CO presence in Sana'a impacted the efficiency and effectiveness of WFP operations?	x	x	x		
	What operational challenges have been identified in operating within a divided country context, and what measures have been implemented to mitigate these challenges?	x				
	To what extent was WFP successful in retaining key staff and minimizing turnover? Did WFP have enough staff to meet the needs of the programme? Any particular gap in terms of areas of expertise? Any particular gap in terms of areas of expertise?	x				
	What impact did the rapid expansion of operations, followed by a rapid downturn, have on WFP? How did WFP manage its operational setup during	x				

Interview topics / Lead Questions	Probes	WFP	UN IFIs	Donors	CP TPM	Private sector
	this period?					
4.4. To what extent have monitoring systems helped to enhance the performance of WFP? (Effectiveness, Efficiency)						
Do monitoring systems provide relevant and reliable data? [Monitoring systems provide relevant data regarding the delivery, effectiveness and quality of WFP's work]	To what extent did the M&E system allow WFP to track and evaluate progress towards strategic outcomes?	x			x	
	How does WFP ensure the quality of its monitoring and reporting systems, and what measures are in place to enhance data reliability?	x			x	
	What steps has WFP taken to manage the lack of data and increase data reliability, and what are the perceptions of UN agencies and donors regarding the quality of WFP's data in the Yemen context?	x				
4.5. Which other internal and external factors have influenced WFP's performance and in what ways? (Effectiveness, Efficiency)						

7.4 Interview checklist for national and local stakeholders

Standard introduction and closing for all KIIs

8. The introduction to all KIIs was standardized and was delivered according to the following script to ensure adherence to the key principles and standards described above.

- Our names are [xx&xx] and we are part of an independent evaluation team contracted by the World Food Programme to independently assess WFP's operations in Yemen over the period 2019 to 2024. We are not UN staff members.
- WFP contracted us to help the agency to understand how its response in Yemen has gone so far, what worked well and what could be adjusted in the future.
- You have been identified and asked to participate in this interview today to collect part of the needed information to conduct the evaluation.
- During this time together, we would like to hear your views, experiences and opinions about WFP's response in your sector or area of expertise. Information you provide will be solely used to evaluate WFP's response to in Yemen.
- The information you will be sharing with us will be referenced in a generic way, to make it impossible to trace information to its individual source. No names of individuals will be mentioned in the report. Notes taken are only used by the evaluation team members, and will not be shared outside the team.
- Participation is voluntary and you are free to withdraw at any time, or to skip any question you may not want to respond to. There are no wrong or right responses. You could ask us not to report in our evaluation on a specific answer you gave during the discussion.
- Do you have any question before we begin?
- Do we have your consent to start the conversation?
- Similarly, at the conclusion of each KII, the evaluator(s) should close by delivering the following messages:
- Thank you for talking to us today – do you think there is something that we should have discussed today that may worth adding to our conversation?
- The final evaluation report will be publicly available and published on the WFP website.
- Do you have any questions for us?

7.5 Semi-structured interview guides with national and local stakeholders

Note: These interview guides were used only for authorities in IRG-controlled areas. In SBA-controlled areas, although interviews were planned, they did not materialize due to various challenges.

Ministry of Health

- How have WFP approaches in nutrition aligned with and contributed to your (the government's) strategies and priorities for nutrition?
- What role has WFP played in strengthening information systems for nutrition to assist understanding of the population needs and to prioritise targeting?
 - What is your view on key strengths and weaknesses of the WFP interventions? In terms of:
 - The geographic focus, coverage and targeting, including timeliness
 - Coordination and coherence with national and local authority and other actors?
 - Contribution to capacity strengthening of government/your staff and processes;
 - Overall effectiveness and appropriateness of the nutrition interventions (prevention and treatment) in relation to identified needs?
- Have there been any missed opportunities or areas where you would have liked WFP to engage more?
- Do you have feedback from the populations who have received nutritional support?
- Has WFP programming in nutrition neglected any important population groups or regions of the country?
- Do you have any reflections on how WFP has engaged with partners on the ground and communities themselves? How could they strengthen their approaches in the current context?
- What is the quality of the WFP staff interaction and engagement with your ministry/department? How have they supported you with planning and strategic decision-making on nutrition?
- What are your priorities going forwards and how do you see WFP role evolving?

Ministry of Education (MoE)

- How have WFP school meals approaches aligned with and contributed to your strategies and priorities for school meals and for education more generally?
- Can you talk about how the geographic areas and focus schools were selected and how you worked with WFP to agree the approach?
- What is your view on key strengths and weaknesses of the WFP interventions? In terms of:
 - The geographic focus, coverage and targeting, including timeliness (of the intervention and more specifically of the timely delivery of food to schools)?
 - Coordination and coherence with national and local authorities and other actors?
 - Contribution to capacity strengthening of government/your staff and processes?
 - Overall effectiveness and appropriateness of the school meals interventions in relation to identified needs?
 - The modalities of the distribution of date bars compared with the pilot kitchens?
- Have there been any missed opportunities or areas where you would have liked WFP to engage more?
- Do you have feedback from the schools and population groups that have received support?
- Has WFP programming on school meals neglected any important population groups or regions of the country?
- Do you have any reflections on how WFP has engaged with partners on the ground, including schools and communities themselves? How could they strengthen their approaches in the current context?

- In instances where other organisations than the ministry are implementing the school feeding activities. What is your view on this implementation mechanism.
- What is the quality of the WFP staff interaction and engagement with your ministry/department? How have they supported you with planning and strategic decision-making on school meals and nutrition education?
- What are your priorities going forwards and how do you see WFP role evolving?

Ministry of Agriculture and Irrigation (MoAI)

- What are the main opportunities and challenges for supporting the agricultural sector in Yemen?
- Did WFP sufficiently coordinate with your ministry to ensure WFP's activities linked to agriculture respond to priority needs identified by the Ministry?
- Do you see opportunities to support recovery in the agricultural sector?
- Do the interventions of WFP in the agricultural sector make a difference in terms of:
 - Increase in food production.
 - Increase of land under cultivation, producing crops that support food availability.
 - Improved nutrition or dietary diversity at household level.
- How did the productive assets supported by WFP contribute to livelihoods and improvement of the agriculture sector at the community level?
- Have activities increased the availability of nutritious food on the markets? How is WFP contributing to nutrition-sensitive value chains?
- Has WFP provided capacity-building support to producers and farmer organisations or other local institutions?
- What are the main climate change or environmental concerns affecting the agricultural sector? And how should organisations like WFP consider these in their interventions?
- Are resources allocated to food security/ livelihoods/ /resilience-related activities sufficient, and efficiently used?
- Do you find there is sufficient coordination among international organisations supporting food security and agricultural production?
- Looking at the future, where do you think WFP should focus on to make a stronger contribution to a more sustainable food security situation in Yemen?

Central Statistical Organization (CSO)

- Can you describe the nature of your collaboration with WFP?
- Are there any data types collected jointly by the CSO and WFP?
- What is your view on the assessments conducted by WFP on food security?
- What data-sharing protocols are in place between the CSO and WFP?
- What are the main challenges faced in the collaboration with WFP?
- How to you envision the future of your collaboration with WFP?
- Are there any good practices you would like to highlight?

Customs and Port Authorities (Hodeida)

- What are the main operating procedures and regulations for importing humanitarian goods relevant to WFP?
- What have been the main challenges in ensuring the timely and smooth clearance of WFP commodities?
- What support provided by WFP logistics services contributed to helping your organisation in dealing with these challenges?
- Are there any good practices you would like to highlight?

- What could be done differently to enhance the cooperation between the customs/port authorities and WFP logistics services?

Services providers (milling companies, logistics/transport companies)

- Briefly describe the services your company provides to WFP. Since when have you been providing these services to WFP?
- What have been the main challenges your company has faced in delivering the contracted services regarding quality and timeliness?
- Logistics/transport companies: What have been the main challenges in delivering the commodities to the food distribution points on time? How has this evolved over time?
- Milling companies: What have been the main challenges in receiving and milling wheat arriving in the country? In terms of timeliness and quality.
- Do you receive any capacity-building support from WFP? If yes, please elaborate on this.
- Can you share your views on WFP's contracting and payment procedures, positive points, and challenges faced?
- Are there any measures your company would like to suggest for strengthening the quality of services delivery?

7.6 Focus group discussion guides

9. The following format was used for focus group discussions with beneficiaries of WFP interventions, aiming to gather their feedback. The purpose of the focus group discussions was to understand beneficiaries' views on the assistance they had received, the difference it had made, and how it could be improved. Efforts were made to engage appropriately and respectfully with participants, upholding principles of confidentiality and anonymity, dignity and diversity, and avoiding harm.

Date: _____ Location / Community: _____
Led by: _____

Numbers of participants: Men= Women =

Introduce the reason for the meeting (explain evaluation: want to see what has worked well and less well and ask the group to be open and contribute as much as possible). FGDs are strictly gender- and age-disaggregated, ideally in a small informal group setting with elderly and persons with a disability towards the front.

Explain that this is so we can understand the different views of different types of people. The size of the discussion groups should not be more than 12 participants.

Please explain that it is important for us to know how many people think what.

The team should introduce themselves (all facilitators within the group, including any translators) and a summary of what we would like to talk about, and how the data will be used. This includes:

- This is an independent evaluation of WFP support in Yemen. The evaluation team are not UN staff members.
- This discussion is voluntary, and nobody will be forced to answer any question they are uncomfortable with.
- Everything is strictly confidential. Participant names will not be included in the report.
- We cannot promise any further services or programming based on responses today (not raising expectations).
- Participants should be invited to introduce themselves (ages and first names).

Guides have been structured based on the assistance provided by WFP.

7.7 FGD Guide - General food assistance / in-kind distribution

Introduction: We would like to understand the difference general food assistance—a food basket—has made in meeting your family's food needs and hear your preferences on what kind of food support is best for you and your family to address food insecurity and nutrition needs.

Quality and Sufficiency of the General Food Assistance

- Are you currently receiving a food basket? Yes ☐ No ☐
- If you are not currently receiving a food basket, did you receive a basket in the past? Yes ☐ No ☐
- Is the food basket sufficient to meet your family's food needs – to avoid going hungry? Yes ☐ No ☐
- Can you make a healthy meal out of these food items? Yes ☐ No ☐
- Does the food basket cover your needs during the period between food distributions? Yes ☐ No ☐

- If items still need to be included to make a healthy meal, do you have the money to buy the missing products to make a healthy meal? Yes ☐ No ☐
- Do you prefer to receive a food basket or a voucher?
 - Food basket: Yes ☐ No ☐
 - Voucher: Yes ☐ No ☐
- Have you heard of instances where beneficiaries have shared their food basket with other families to help? Yes ☐ No ☐

Composition of the in-kind food basket

- Has the composition of the food basket changed **over the last year**? Yes ☐ No ☐
 - If yes, do you receive fewer items in the food basket? Yes ☐ No ☐
- Has the composition of the food basket changed **over the last three years**? Yes ☐ No ☐
 - If yes, do you receive fewer items in the food basket? Yes ☐ No ☐
 - What are the items that are no longer included in the food basket?
- Did you have the opportunity to express your preferences for the food basket composition? Yes ☐ No ☐
- Was the food received of good quality? Yes ☐ No ☐

Distribution of the in-kind food

- Is the delivery of the in-kind basket on time? Yes ☐ No ☐
 - Monthly? Yes ☐ No ☐
 - Bi-monthly? Yes ☐ No ☐
 - Quarterly? Yes ☐ No ☐
- Is the food distribution point close to where you live? Yes ☐ No ☐
- Is the food distribution point accessible to different groups, such as women, children, disabled people and the elderly? Yes ☐ No ☐
- Were you able to reach home during daylight after you collected the food basket? Yes ☐ No ☐
- Can women and children collect the food basket at the food distribution point in a manner that is comfortable for them? Yes ☐ No ☐
- Was the weight of food packages manageable for women? Yes ☐ No ☐
- Are the staff respectful? Yes ☐ No ☐
- Is the food distribution point well organised? Yes ☐ No ☐
 - Are there long waiting times? Yes ☐ No ☐
 - Is it crowded? Yes ☐ No ☐

Community engagement

- Are the criteria for selecting who receive assistance clear to you? Yes ☐ No ☐
- Have there been sufficient efforts in communicating the selection criteria to all community members? Yes ☐ No ☐
- Was the community consulted in selecting the food distribution point? Yes ☐ No ☐
- When you collect your food basket, are WFP staff/CP present at the food distribution points? Yes ☐ No ☐
- At the food distribution point, is there an information desk where you can ask questions or ask for help? Yes ☐ No ☐
- Do you know of other ways/channels to provide suggestions/feedback or ask questions on the aid received? Yes ☐ No ☐

Additional support

- Do you receive additional support from WFP? Yes ☐ No ☐
 - Voucher? Yes ☐ No ☐
 - Nutrition support for children? Yes ☐ No ☐
 - Nutrition support for pregnant women?
 - Livelihoods opportunities to diversify your income (cash for work)? Yes ☐ No ☐
 - School meals? Yes ☐ No ☐
- Do you receive additional support from other organisations? Yes ☐ No ☐
 - Voucher? Yes ☐ No ☐
 - Nutrition support for children? Yes ☐ No ☐
 - Nutrition support for pregnant women? Yes ☐ No ☐
 - Livelihoods opportunities to diversify your income (cash for work)? Yes ☐ No ☐

Thank you for talking to us today.

7.8 FGD Guide – Nutrition (mothers of malnourished children and pregnant and breastfeeding women and girls)

Introduction: The evaluation team is looking at WFP's malnutrition activities for pregnant and breastfeeding women and children. We would like to talk to you, to see what has worked well and less well in terms of WFP's nutrition programmes. The purpose of the meeting is to get the feedback of the participants of this group, to understand the different views of people in the community, to know about the challenges you have faced and obtain suggestions for improvement.

How effective was the response?

- Do you receive food supplements for yourself/your child? Yes ☐ No ☐
- Are these food supplements of good quality? Yes ☐ No ☐
- Do you/your child like them? Have you had any problems eating them? Yes ☐ No ☐
- Did you give the food supplements only to your malnourished child or even to the other not malnourished children? Yes ☐ No ☐
- If pregnant and breastfeeding women – did you consume the supplements yourself? Yes ☐ No ☐
 - Did you share them with other family members or other women from your neighbours? Yes ☐ No ☐
 - Have you heard of instances where beneficiaries have shared entitlements with other family members or women in their neighbourhood? Yes ☐ No ☐
 - Do you receive counselling and support on nutrition in pregnancy or how to feed your child well? Yes ☐ No ☐
 - Is there a health facility in your nearby providing nutrition assistance for malnourished children and pregnant and breastfeeding women ? Yes ☐ No ☐
 - If yes, do you come weekly to the health facility? Yes ☐ No ☐
- Do you also receive services in your community/at your home? Yes ☐ No ☐
- Have there been any supply breaks, i.e. sometimes no food was available? Yes ☐ No ☐
- Did the programme come at the right time? Yes ☐ No ☐
- Has it provided continued support to you? Yes ☐ No ☐
- Or has it provided one-off support for a short period? Yes ☐ No ☐
- Do you know why you /your child was selected for this programme? Yes ☐ No ☐
- Do you know how long you will remain in the programme? Yes ☐ No ☐
- Do you know how you/ your child became malnourished? Yes ☐ No ☐

- Has your child / have you recovered due to receiving the nutritional assistance in this? Or are they improving? Yes ☐ No ☐
- Have you been given advice to prevent future episodes of malnutrition? Yes ☐ No ☐
- Will you be able to implement that advice at home? Yes ☐ No ☐
- Are you getting any other support to prevent malnutrition in the future? E.g. linked to food security/livelihoods programmes, GFA? Yes ☐ No ☐
- For pregnant and breastfeeding women receiving cash:
 - Did you receive cash? Yes ☐ No ☐
 - Did you buy food items with it that you didn't buy before? Yes ☐ No ☐
 - Did you use the cash for school/education costs? Yes ☐ No ☐
 - Did you use the cash to pay health costs? Yes ☐ No ☐
 - Did you spend it on specific items for your children? Or on items for the whole household? Yes ☐ No ☐
 - Did this cash help improve your health and nutrition/the health and nutrition of your children? Yes ☐ No ☐

How inclusive and accountable was the response?

- Are the services provided in a convenient area for you? Yes ☐ No ☐
- Do you have to wait a long time at each visit to the programme? Yes ☐ No ☐
- Have you experienced any difficulties in coming to the programme/centre? Any difficulties receiving the food supplements? Yes ☐ No ☐
- Are the staff respectful? Yes ☐ No ☐
- Are they well-qualified? Yes ☐ No ☐
- Do you / do people in your community know how to complain in case of abuse by aid providers? Yes ☐ No ☐
- Do you know how to provide suggestions/feedback on the aid received? Yes ☐ No ☐

Did the response reach those most in need?

- Are there other mothers/pregnant women in your community who you think should benefit from the services but who don't come? Yes ☐ No ☐
- Is it too far or too inconvenient for them to come? Yes ☐ No ☐
- Is everyone in your community who has a malnourished child included in the programme? Is it open to everyone? Yes ☐ No ☐

Thank you for talking to us today.

7.9 FGD Guide – School feeding programme

The evaluation team is looking at WFP's school feeding programme. We would like to talk to you, to see what has worked well and less well in terms of WFP's school feeding programme. The purpose of the meeting is to get the feedback of the participants of this group, to understand the different views of people in the community, to know about the challenges you have faced and obtain suggestions for improvement.

How effective was the response?

- Do you/your children receive food at the school? Yes ☐ No ☐
- Do they receive it every day? If not every day, is it more than 3 times per week? Yes ☐ No ☐
- Have there been any long gaps when they didn't receive food? E.g. one month or longer. Yes ☐ No ☐
- Do they receive date bars or fresh meals? Yes ☐ No ☐
- Do they like the food? Yes ☐ No ☐

- Do you/your child think it is good quality food? Yes ☐ No ☐
- Are they full after eating or still hungry? Yes ☐ No ☐
- Is the food/snack provided in the morning? Yes ☐ No ☐
- Or at lunch time? Yes ☐ No ☐
- Or at end of school? Yes ☐ No ☐
- Do they have breakfast before school? Yes ☐ No ☐
- Do they have lunch when they get home? Yes ☐ No ☐
- Does the snack/meal replace a meal that you would normally eat at home? Yes ☐ No ☐
- If so, does that mean there is more food for other members of the household? Yes ☐ No ☐
- Do they take the date bars home or eat in school? Yes ☐ No ☐
- **(For Children)** Does the snack/meal help you to concentrate on your studies? Yes ☐ No ☐
- **(For school teachers)**
 - Do the snack/meals have an effect on school attendance (boys/girls)? Yes ☐ No ☐
 - Do the snack/meals help children to concentrate at school? Yes ☐ No ☐
 - Does the food distribution/mealtime take much time out of the school day? Yes ☐ No ☐
- Have you received education on nutrition and healthy diets? Yes ☐ No ☐
 - If yes, have you been able to use this advice in your homes? Do you think your diet is better? Yes ☐ No ☐

For schools in the kitchens pilot:

- Do you prefer the hot meal or the date bars? Yes ☐ No ☐
- Is there enough food for everyone? Yes ☐ No ☐
- Are parents involved in the cooking/preparation/provision of foods/school mealtime support? Yes ☐ No ☐

How inclusive and accountable was the response?

- Is everyone in this school receiving the school meal/snack? Or is it only certain age groups/ classes? Yes ☐ No ☐
- Do you know what portion size and – for cooked meals – which foods you are entitled to? Yes ☐ No ☐
- Does everyone get the same? i.e. boys/girls, younger/older children? Yes ☐ No ☐
- Do you regularly receive your entitlement? Yes ☐ No ☐
- If not, do you receive information when the full ration is not distributed and the reasons for it? Yes ☐ No ☐
- Do you know how to provide suggestions/feedback about the food received? Yes ☐ No ☐
- Have you ever provided suggestions or feedback? Yes ☐ No ☐
- Was there a satisfactory response? Yes ☐ No ☐
- Were any changes made for the suggestion or feedback you have raised? Yes ☐ No ☐

Did the response reach those most in need?

- If there was no food at school, would you still come/ send your children? Yes ☐ No ☐
- Are there many children in your community who don't come to school? Yes ☐ No ☐
- If so, do they know there is food at school? Does it encourage them to come? Yes ☐ No ☐
- Are they working or busy with household chores? Yes ☐ No ☐
- Or do they stay away because they cannot afford uniforms/books/other? Yes ☐ No ☐

Thank you for talking to us today.

7.10 FGD Guide – Resilience and livelihoods

We would like to understand how your participation in income generating opportunities has made a difference to you and your family. We would like to understand your views on the duration of your employment, the payment you have received and whether taking part in this activity has contributed to you finding more long-term income. We also would like to know whether you had the opportunity to complain if you were not happy with the assistance. And lastly, we would like to hear your views on how to make this kind of assistance better. What should be changed.

Income

- Have you or your family members participated in employment and income-generating opportunities supported by WFP? Yes ☐ No ☐

Duration of the employment:

- Less than 1 month? Yes ☐ No ☐
- Between 1 and 3 months? Yes ☐ No ☐
- More than 3 months? Yes ☐ No ☐

Method of payment

- Did you receive cash in hand? Yes ☐ No ☐
- Did you receive a voucher to go to the shops to buy food? Yes ☐ No ☐
- Did you receive a food basket as payment? Yes ☐ No ☐
- Was the salary /daily wage enough for the type of work you did? Yes ☐ No ☐
- Was the salary/ daily wage enough to support your family in buying essential items or accessing services (school fees, health services,...)? Yes ☐ No ☐
 - What do you normally spend the cash or the voucher on?
- Did you spend the cash or voucher yourself? Yes ☐ No ☐
- Did you give the cash or voucher to someone else in the family to spend? Yes ☐ No ☐
- For the women, did the type of work suit the women in the community? Yes ☐ No ☐

Other employment

- Did you have employment before working on the project? Yes ☐ No ☐
- During the employment, have you learned new skill/s or craft/s which you think open new opportunity for you? Yes ☐ No ☐
- Following your employment on the project, did you find other work? Yes ☐ No ☐

Community-level productive infrastructure

- Was your work linked to a community asset supporting economic recovery in your community? Yes ☐ No ☐
- Did repairing or constructing a new community asset contribute to more food production in your community? Yes ☐ No ☐
- Did the asset created contribute to the livelihoods and economic condition of people at the household and community level? Yes ☐ No ☐
- Do you think that you are better able to address new shocks or crisis? Yes ☐ No ☐

Community engagement

- Did WFP or an organisation contracted by WFP come and visit you on your working days? Yes ☐ No ☐
- Are the criteria for selecting participants in these livelihood projects clear to you? Do you understand why you were selected? Yes ☐ No ☐
- Have there been sufficient efforts in communicating the selection criteria to all community members? Yes ☐ No ☐

- Were you consulted by WFP or others when deciding which type of asset or activity was going to be implemented in your community? Yes ☐ No ☐
- Did you have an opportunity to express your concerns or raise any issue with WFP or contracted partner during the implementation? Yes ☐ No ☐
- Were the issues you raised addressed? Yes ☐ No ☐

Thank you for talking to us today.

7.11 Direct site observations

10. The Evaluation Team used observation to gather primary data on the quality of WFP's operations. Site visits and direct observations included food distribution sites, school feeding programmes, livelihood interventions/community assets, nutrition/health clinics, and warehouses.

Background		
Evaluator Name:		
Cooperating Partner's Name (if relevant):	Date of site observation:	
Project Titles (if relevant):		
Output (Indicate the CSP Output):		
Name of Site(s):	Location (Governorate):	District:
Who was present during the site visit: Community members Local authorities Others		
Section 1: Summary of key Findings		
No	Sectoral / Thematic area	Positive and Negative Findings
1	Food Distribution:	e.g. accessibility GFA distribution centres, packaging, presence of CFM,
2	Nutrition:	e.g. accessibility nutrition centres, availability of therapeutic food supplements, ...
3.	School feeding:	
4.	Livelihoods/Community Assets	
5	Warehouses/storage facilities	
6.	Risks:	
7.	Partnerships:	Who's involved? What are their roles in the engagement? Who should have been involved?
8.	AAP – CFM:	
Section 2: Challenges and Recommendations		
1. Challenges		
2. Recommendations		
3. Additional notes		

7.12 Online perception survey

The full questionnaire is accessible through this [hyperlink](#)

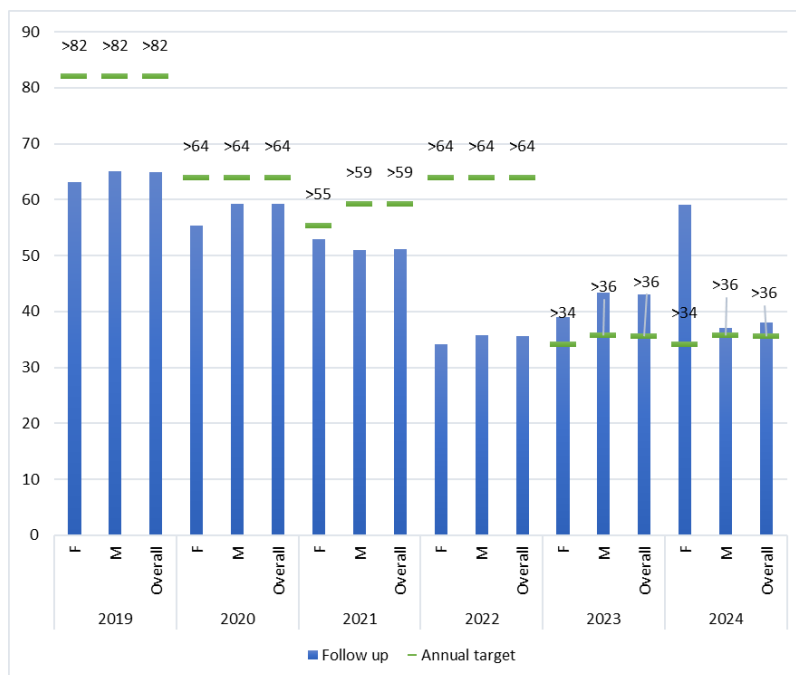
8. Detailed performance analysis

Table 7: SO1/Act 1 – Overall trend and changes in outcome indicators, 2019-2024

Year	Overall trend	Noteworthy changes in outcome indicators	Possible reasons for observed changes
2019	Improvement	<ul style="list-style-type: none"> Over 70 percent of beneficiary households headed by women and 77 percent of households headed by men had acceptable food consumption. Reduction in negative coping strategies, with consumption-based coping strategies decreasing from 22 to 17 percent. Livelihoods-based coping strategies reduced from a score of 13 to 8. 	<p>Scale up of the assistance in response to a quickly deteriorating food insecurity situation.</p> <p>Increased funding.</p> <p>Higher food rations and consistent monthly distribution of GFA.</p>
2020	Deterioration	<ul style="list-style-type: none"> Decline in acceptable food consumption for GFA, commodity voucher trader network (CV-TN) and CBT beneficiaries. Poor food consumption nearly doubled across all assistance modalities. Livelihoods-based coping strategies increased, particularly among CBT beneficiaries. 	<p>Rising food and fuel prices, inflation impacting CBT beneficiaries.</p> <p>Reduced funding.</p> <p>Smaller food basket composition.</p>
2021	Deterioration	<ul style="list-style-type: none"> Increased poor food consumption across all modalities Severe impact for CBT beneficiaries. Poor food consumption rates rose from 17 to 26 percent for CBT beneficiaries. 	<p>Severe food price increases.</p> <p>Rapid currency fluctuations.</p> <p>Inability of WFP to adjust the CBT value due to lack of funding.</p> <p>Smaller food basket composition.</p>
2022	Stabilization	<ul style="list-style-type: none"> Inadequate food consumption persisted. Proportion of households with poor food consumption doubled from 2020 to 2022 Worse outcomes for GFA beneficiaries. 	<p>Smaller food basket composition and fewer distribution cycles.</p> <p>Reduced funding</p>
2023	Stabilization	<ul style="list-style-type: none"> Improvement in comparison with 2022. Reduction in severe coping strategies. Better outcomes for CBT than for GFA. Worse outcomes for households headed by women. Reverse trend from 2022. 	<p>Stabilization of global food prices. Decrease in the cost of the food basket.</p> <p>Smaller food basket composition and fewer distribution cycles.</p> <p>Start of GFA pause in SBA areas.</p>
2024	Deterioration	<ul style="list-style-type: none"> Increase in inadequate food consumption during 2024. Increase in poor food consumption. Worsening of consumption-based coping strategy index (rCSI). Emergency levels of livelihood-based coping strategies at 24.5 percent for CBT and 18.1 percent for food 	<p>GFA pause in the SBA areas.</p> <p>Reduced distribution cycles and smaller food basket composition in IRG areas.</p> <p>Supply breaks due to GFA pause impacting the IRG areas.</p>

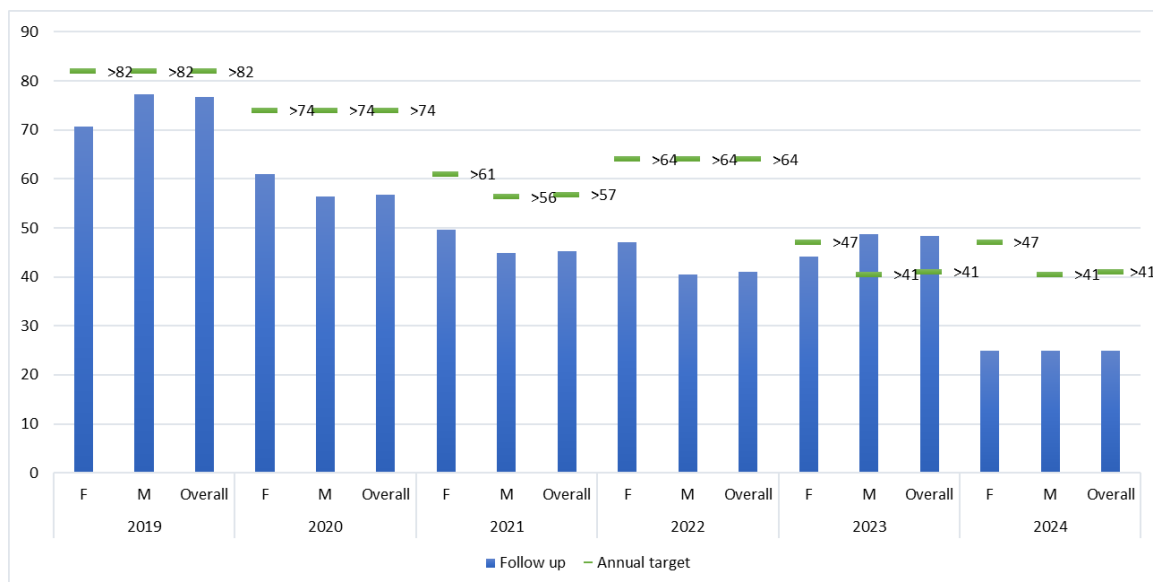
Source: ACRs 2019-2023, CM-R010b extracted on 18.02.2025 for 2024 outcome data.

Figure 1: SO1/Act1 Food consumption scores – Acceptable (food modality), 2019-2024



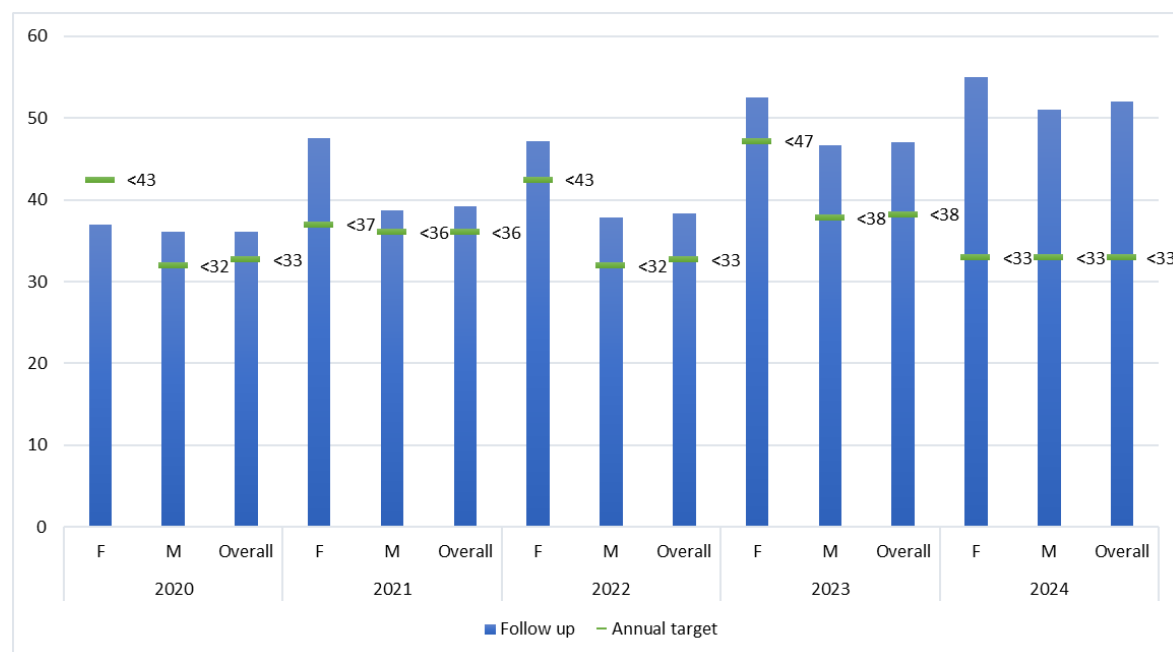
Source: i) ACRs 2019-2023; ii) CM-R010b extracted on 18.02.2025 for 2024 data.

Figure 2: SO1/Act1 Food consumption scores – Acceptable (cash modality), 2019-2024



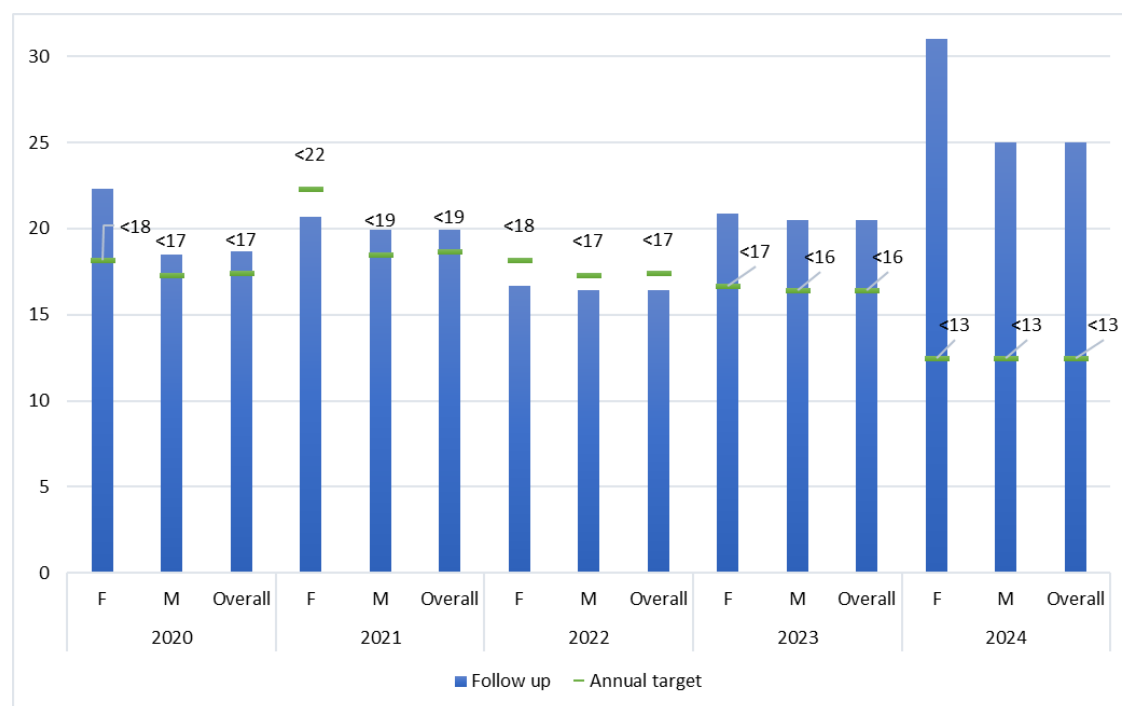
Source: i) ACRs 2019-2023; ii) CM-R010b extracted on 18.02.2025 for 2024 data.

Figure 3: SO1/Act1 Livelihood coping strategies - Crisis (food modality), 2019-2024



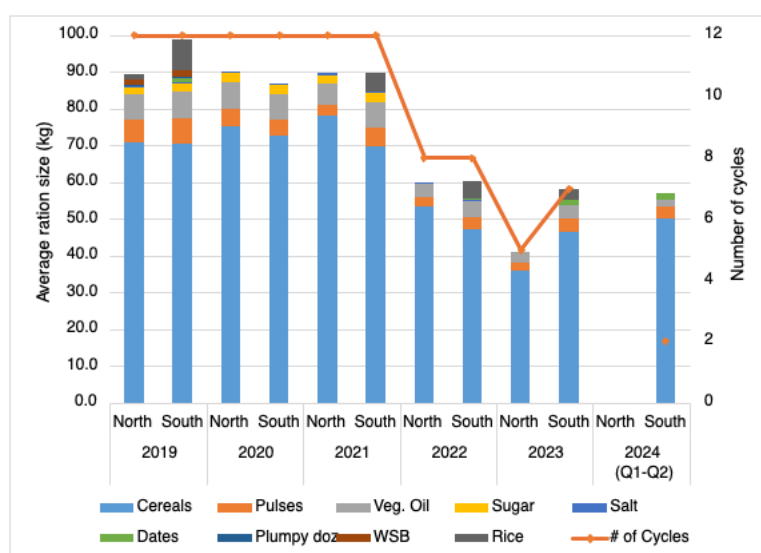
Source: i) ACRs 2019-2023; ii) CM-R010b extracted on 18.02.2025 for 2024 data.
Note: this indicator was not available in 2019 ACR.

Figure 4: SO1/Act1 Livelihood coping strategies - Stress (food modality), 2019-2024



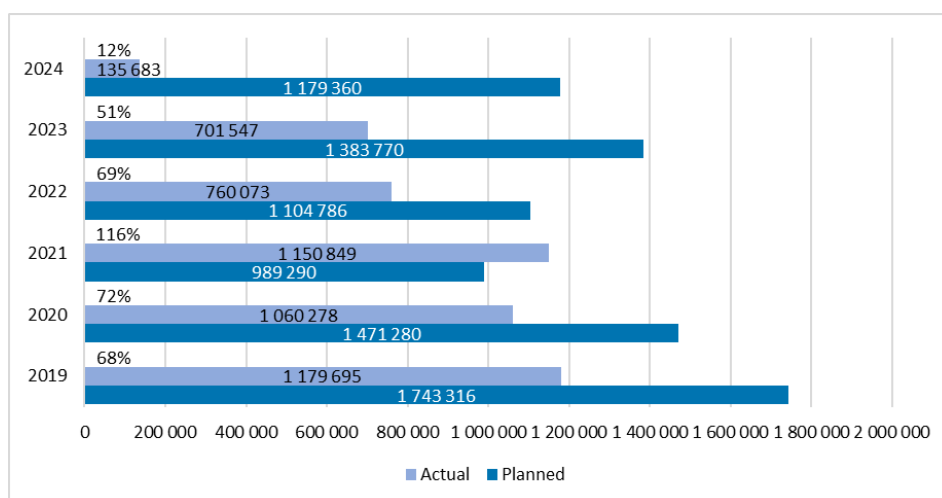
Source: i) ACRs 2019-2023; ii) CM-R010b extracted on 18.02.2025 for 2024 data.
Note: this indicator was not available in 2019 ACR.

Figure 5: Evolution of the food basket composition (in terms of items and kg), 2019-2024 (Q1, Q2)



Source: GFA Summary (2019-2024), country office Yemen as of 4 March 2024

Figure 6: Planned versus actual food (mt) transfers, 2019-2024



Source: i) CM-R014, extracted on 28.03.2024, for 2020-2023; ii) CM-R014_Food_and_CBT for 2024 data extracted on 18.02.2025

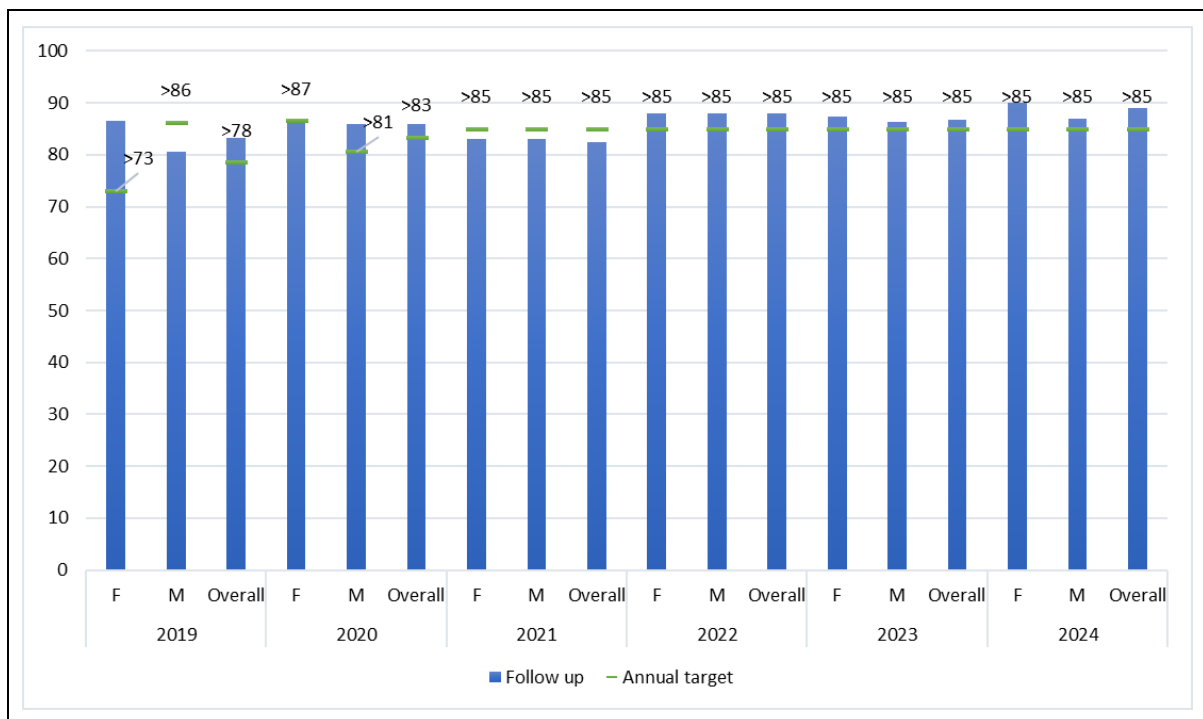
Table 8: Number of Ministry of Public Health and Population health workers and community health volunteers trained by year in prevention and management of acute malnutrition, 2019-2024

	2019	2020	2021	2022	2023	2024
Health workers women	200	203	287*	77	40	160
Health workers men	203	302		129	50	155
CHVs women	2,439	750	540*	1,870	1,409*	1,271*
CHVs men	366	366		13		

Achievement against planned annual 3,806 trainees	84%	43%	22%	62%	39%	42%
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Source: WFP. Yemen ACRs 2019-2022 and data provided by country office RAM unit for 2023 and 2024 as of February 2025. *No sex-disaggregated data provided

Figure 7: Act 4 Attendance target - School feeding students, 2019-2024



Source: i) ACRs 2019-2023; ii) CM-R010b extracted on 18.02.2025 for 2024 data.

9. Mapping of findings, conclusions and recommendations

Recommendation	Conclusions	Findings
Recommendation 1	Conclusion 1,3,4	Finding 2, 3, 4, 6, 7, 8, 9, 10, 11, 12, 13, 14, 23, 24, 26, 27
Recommendation 2	Conclusion 2,3	Finding 3, 8, 18, 21, 22
Recommendation 3	Conclusion 2,3	Finding 3, 5, 8, 14, 20, 21, 25
Recommendation 4	Conclusion 1,3,4	Finding 1, 2, 4, 5, 6, 7, 8, 10, 11, 12, 13, 14, 27, 28
Recommendation 5	Conclusion 3	Finding 15, 16, 17, 18, 19, 22
Recommendation 6	Conclusion 1, 3	Finding 9, 10, 23

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Acronyms and abbreviations

3PA	Three pronged approach
AAP	Accountability to affected populations
ACR	Annual Country Report
AO	Area office
APP	Analysis, Planning and Performance Division
BR	Budget revision
BSFP	Blanket supplementary feeding programmes
BSP	Bilateral Service Provision
CBT	Cash-based transfer
CCCM	Camp Coordination and Camp Management
CEE	Corporate Emergency Evaluation
CERF	Central Emergency Response Fund
CFM	Community feedback mechanism
CHV	Community health volunteer
CO	Country Office
C-MAM	Community-based MAM
CP	Cooperating partner
CSO	Central Statistical Organization
CSP	Country Strategic Plan
CV-TN	Commodity Voucher Trader Network
EB	Executive Board
DG ECHO	European Commission Directorate-General for European Civil Protection and Humanitarian Aid Operations
EQ	Evaluation Question
ETC	Emergency Telecommunications Cluster
FAO	United Nations Food and Agriculture Organization
FCS	Food consumption score
FDP	Final distribution point
FFA	Food assistance for assets
FFT	Food assistance for trainings
FGD	Focus group discussion
FLA	Field-level agreement
FO	Field office
FSAC	Food Security and Agriculture Cluster
FSLA	Food security and livelihood assessment
FSRRP	Food Security Response and Resilience Project
GCMF	Global Commodity Management Facility
GFA	General food assistance
GPC	Global Partner Countries Division
HCT	Humanitarian country team
HNO	Humanitarian Needs Overview
HQ	Headquarters

HRP	Humanitarian Response Plan
HTS	Holistic Tracking System
IAHE	Inter-Agency Humanitarian Evaluation
ICA	Integrated context analysis
ICSP	Interim Country Strategic Plan
IDP	Internally displaced person
IFI	International financial institution
ILO	International Labour Organization
IP	Implementation Plan
IPC	Integrated Food Security Phase Classification
IRG	Internationally Recognized Government of Yemen
IYCF	Infant and young child feeding
KII	Key informant interview
MAD	Minimum acceptable diet
MAM	Moderate acute malnutrition
MDD-W	Minimum dietary diversity for women
MoPHP	Ministry of Public Health and Population
MPC	Multilateral and Programme Country Partnerships Division
MSNAP	Multisectoral Nutrition Action Plan
MUAC	Mid-upper arm circumference
mVAM	mobile vulnerability analysis and mapping
NBP	Needs-based plan
NGO	Non-governmental organization
OECD DAC	Organization for Economic Cooperation and Development's Development Assistance Committee
OCHA	United Nations Office for the Coordination of Humanitarian Affairs
OSESGY	Office of the Special Envoy of the Secretary-General for Yemen
PBWG	Pregnant and breastfeeding women and girls
PCS	Private Partnerships Division
PiN	People in need
PPG	Programme Policy & Guidance Division
PSEA	Protection from sexual exploitation and abuse
RBC	Regional Bureau in Cairo – for the Middle East, Northern Africa and Eastern Europe
RRM	Rapid response mechanism
SAM	Severe acute malnutrition
SBA	Sana'a-based authorities
SBCC	Social behaviour change and communication
SCD	Supply Chain & Delivery Division
SDG	Sustainable Development Goal
SFHRP	School feeding and humanitarian relief project
SFP	School feeding programme
SNF	Specialized nutritious food
SO	Strategic Outcome
SUN	Scaling up nutrition
ToC	Theory of change
TPM	Third party monitoring or monitors

UK	United Kingdom
UN	United Nations
UNCT	United Nations Country Team
UNDP	United Nations Development Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNFPA	United Nations Population Fund
UNHAS	United Nations Humanitarian Air Service
UNHCR	United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
UNOPS	United Nations Office for Project Services
UNSDCF	United Nations Sustainable Development Cooperation Framework
US	United States of America
USD	United States Dollar
VAM	Vulnerability analysis and mapping
WASH	Water, sanitation and hygiene
WFP	World Food Programme
WHO	World Health Organization
YAR	Yemen Arab Republic

Office of Evaluation

World Food Programme

Via Cesare Giulio Viola 68/70,
00148 Rome, Italy - T +39 06 65131

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