Yemen

Executive Summary

The conflict in Yemen continued to exact a grave and disproportionate toll on civilians, affecting 21 out of Yemen’s 22 governorates and exacerbating pre-crisis humanitarian needs. Ongoing shelling, aerial bombardment and ground fighting resulted in countless civilian casualties, including children, as well as the destruction of civilian infrastructure and collapse of public services.

Gross domestic product (GDP) was down by nearly 35 per cent, and revenue continued to decline because of falling oil and gas sales and tax revenues. Several Ministries were unable to pay staff salaries for four months. The liquidity crisis threatened to limit the country’s ability to respond to exponentially-growing needs, and the Yemeni Rial plummeted in value since 2015. This left households unable to afford the rising cost of basic services and commodities.

In this context, UNICEF’s strategy continued to focus on delivering lifesaving services and supplies for the most vulnerable children and their families. A key achievement was the scale-up and improved targeting of assistance to where it was most needed.

UNICEF Yemen made every effort to prop up the collapsing health system, with health workers not paid for four months and national budgets unable to stretch to cover the cost of basic medicines. Mobile health and nutrition teams and community health volunteers proved particularly effective in this context. A total of 4.8 million children under five were vaccinated against polio and nearly 4.2 million children were provided with micronutrient supplementation. More than 2.4 million children were screened for severe acute malnutrition (SAM), and 237,242 SAM children were treated.

Responding to the September cholera outbreak, UNICEF distributed hygiene kits to more than 320,000 displaced people, water storage tanks for 12,564 people in rural areas, and provided solid waste management to 410,000 people. Some 4.2 million internally displaced persons (IDPs) - nearly half of them children - and host communities were provided improved water sources and sanitation services. Nearly 900,000 people (65 per cent women) participated in Communication for Development (C4D) sessions on cholera, back to school promotion, unexploded ordnance, importance of vaccinations and breastfeeding.

Despite improved access to education, nearly 2 million children remained out of school. This number significantly increased in late 2015, due in part to the large number of damaged, destroyed or occupied infrastructure. UNICEF rehabilitation works supported the reopening of 337 schools. The provision of alternative forms of learning and education in emergencies response (distribution of school kits, psychosocial support, national textbook printing and distribution) helped facilitate access to better quality learning for nearly 1.7 million children.

Child protection monitoring mechanisms provided coverage to more than 1.5 million children, and psychosocial support reached 478,192 children in conflict-affected areas. Mine risk education activities reached 1,170,723 children and community members. UNICEF also provided humanitarian cash assistance to particularly vulnerable groups, targeting 15,000 families (80,000 people) in conflict-affected areas of Taizz and Amanat al Asimah.
UNICEF procured and distributed the equivalent of more than US$ 30 million in supplies despite ongoing import restrictions, and procured approximately 20 per cent of its supplies from within Yemen, supporting the local economy.

Challenges nevertheless remained. Importing supplies by both sea and air became increasingly difficult and expensive over the course of the year. Al Hudaydah port, which previously accounted for up to 70 per cent of all food imports to Yemen, was affected by the destruction of four cranes, and as a result offloading of vessels took four times as long.

The deepening humanitarian crisis was met with a robust response, facilitated in large part by the decentralization process. This simultaneously enabled UNICEF to monitor needs more closely and facilitated the appropriate response. While monitoring of programmes and implementing partners in line with the harmonized approach to cash transfers (HACT) principles continued to improve, conducting 53 programmatic visits more than planned, only 78 out of 200 planned spot checks were conducted this year. UNICEF hired a third-party monitor (TPM) to improve coverage and provide monitoring in particularly hard to reach locations.

Continued uncertainty surrounding central governance of key services meant that UNICEF was increasingly working at the decentralized level with technical and frontline staff. Pre-existing development partners (such as DFID, Germany, OFDA of USAID, Japan, Global Partnership for Education (GPE), Educate a Child Foundation and the Swedish International Development Cooperation Agency) recognized the need to support both emergency and development interventions, and were bolstered by support from emergency donors such as ECHO and CERF.

Humanitarian Assistance

A peace agreement remained elusive throughout 2016 and the protracted nature of the conflict increased humanitarian costs, crippled basic services and affected people’s livelihoods. The 2016 UNICEF Humanitarian Action for Children (HAC) called for US$ 180 million to support UNICEF’s effort to provide assistance to more than 7.5 million people, including 5.3 million children. Through its multi-sectoral interventions, UNICEF aimed to both respond to the most urgent needs and to prevent the collapse of national systems, which would have long-term repercussions far beyond the limits of any conflict. Key targets were reached, including micronutrient distribution, psychosocial support and distribution of basic learning supplies.

UNICEF continued to work with the Yemen Humanitarian Country Team (YHCT) as lead of the WASH, education and nutrition clusters and the child protection sub-cluster, and as an active member of the health cluster. UNICEF managed the hubs in Ibb and Sa’ada, the only operational hubs outside Sana’a. By the end of the year, close to 80 staff were in five field offices (an increase of 50 per cent from November 2015), accounting for 40 per cent of the total UNICEF Yemen staff, and implementing activities through an increasingly decentralized approach.

In health and nutrition, a package of both preventive and curative services reached more than 2,500,000 children under 5 years and 456,047 pregnant and breastfeeding mothers through four integrated outreach campaigns and mobile teams operating across the country. A total of 4.8 million under-five children were vaccinated against polio and nearly 4.2 million children were provided micronutrients. A total of 2,427,821 children from 6-59 months were screened for acute malnutrition; of these, more than 237,242 children were treated for severe acute malnutrition (SAM).

UNICEF also provided support to 2,884 health facilities in 21 governorates through provision
of supplies for maternal, newborn and child healthcare. UNICEF delivered 3.6 million doses of bivalent OPV, 250,000 doses of pentavalent and 400,000 doses of MR vaccines. In addition, 312,840 litres of diesel were provided to keep one central and 22 governorate cold rooms functional.

Through UNICEF’s ongoing support to local water systems, including rehabilitation works of damaged rural water supply, more than 4.2 million internally displaced persons (IDPs) and their host communities - nearly half of them children - were provided improved water sources and sanitation services, and some 320,000 were provided hygiene kits. UNICEF provided emergency water trucking to conflict affected areas, IDP settlements and returnee families, and locations where water infrastructure was not functional.

UNICEF provided fuel to operate the wastewater treatment plant in Amanat Al Asimah (Sana’a city), benefiting 1.4 million people. More than 410,000 people in five governorates benefited from UNICEF’s solid waste management.

UNICEF Yemen provided access to learning for conflict-affected children by offering formal and alternative education. Rehabilitation of 337 affected schools and opening of temporary learning spaces for 445,000 children, distribution of school kits (744,000 children), and psychosocial support (413,000 children), was complemented by community-based classes and non-formal education for 17,370 displaced children. UNICEF supported the Ministry of Education (MoE) with the reproduction and distribution of textbooks for 900,000 Grade 4, 5 and 6 children. A safe school initiative was also launched to keep schools safe by clearly marking school roofs with a logo, and raising awareness for children, teachers and parents on ways to mitigate risks during armed conflict.

In 2016 at least 898 incidents of grave child rights violations were monitored and verified. A total of 1,526,931 children were monitored in conflict-affected areas covered by monitoring and reporting mechanism (MRM) interventions. UNICEF also supported tracing, registration and reintegration services in areas of displacement and for unaccompanied children, which will require long-term investment.

Community-based and mobile child-friendly spaces (CFSs) reached 478,192 children (103 percent of the target) in 18 conflict-affected governorates, providing a range of psychosocial support services.

UNICEF supported sessions to promote life-saving information about mine risk, unexploded ordnance (UXO) and explosive remnants of war (ERW), benefiting at least 900,932 children and 269,791 community members in 14 governorates.

UNICEF worked to address financial vulnerabilities of the most vulnerable families through targeted cash grants. In 2016, humanitarian cash transfers targeted some 15,000 families (80,000 individuals), mostly marginalized Mohamasheen communities, in Amanat al Asimah, and conflict-affected families in the Taizz enclave.

Nearly 900,000 people (65 per cent women) participated in interpersonal sessions in 2016 to improve their knowledge of and reinforce positive behaviours around key life-saving care and protective practices. Examples included prevention and management of diarrhoea, promotion of back to school and on-time enrolment of girls and boys, vaccination and the importance of exclusive breastfeeding, hygiene promotion and safe household water use, and prevention of child recruitment.
**Emerging Areas of Importance**

**Early childhood development (ECD).** Evidence showed that 97 per cent of children ages 3 to 4 were not attending any form of early development programme in Yemen (2013-2015). Although the Middle East North Africa (MENA) region generally has low Early Childhood Development (ECD) attendance rates, with gross enrolment in pre-primary education at 27 per cent, Yemen was far below the average. Only 47 per cent of children received prenatal care. Sixty-four per cent of women were not attended by skilled personnel during childbirth. There was high infant and child mortality. Only 41 per cent children were fully immunized. Fifty-three per cent of children were stunted and 46 per cent were underweight. About 16 per cent of children age 5 engaged in child labour. More than 90 per cent of children experienced violent discipline. Gross enrolment rate in pre-primary education remained low, at 1 per cent.

In 2010, the Government of Yemen had created the National Strategy for Early Childhood Development (NSECD 2011-2015). It was drafted according to a holistic approach to children’s development that addresses education, health, nutrition, and social and child protection. It includes an implementation plan, but is not costed. The NSCED identified the ECD services that young children should receive.

The NSCED Strategy has seven pillars: policies and legislation, sources of information on early childhood, strengthening institutions working on early childhood, providing high-quality holistic early childhood services, raising awareness on the importance of early childhood, providing funding for early childhood activities and programs, and monitoring and evaluation of strategy implementation. The government’s National Strategy for Childhood and Youth also has early childhood components. These include management of childhood illnesses, routine vaccination, developing a comprehensive national plan for nutrition, and developing a national program for ECD. Since the intensification of conflict in March 2015, all progress on the NSCED stopped.

In 2016 Yemen failed to invest in the first 1,000 days of a child’s life – an exceptional window of opportunity – to bring positive effects on the development of a child’s full potential, and hence, to promote economic growth in the future. The challenge is to address malnutrition, poor access to healthcare, low preschool facilities, and other barriers to children’s healthy development. As the country moves through political transition, promoting early childhood development should be an important part of Yemen’s progression to a civic state that serves all of its citizens. Investing in its youngest citizens is crucial to the country’s future success.

The existence of laws and policies alone does not always guarantee a given correlation with desired ECD outcomes in health, nutrition, protection, early stimulation, environment and early learning and development. According to policy, preschool is free and an essential part of the educational system. There are few preschools in the country, and they are accessible to only the well-off families.

Yemen lacks the breadth of ECD programs necessary to ensure children’s healthy development. While in the future it will be important to expand the scope of programs offered, in the near term it is likely the most prudent to focus on expanding access and improving quality of existing programs. NGOs, civil society organizations and private sector must work together to support local sectoral alliances dedicated to coordinating and delivering vital ECD services. As part of this effort, UNICEF worked with education NGOs to develop the learning outcome framework (LOFW) for pre-school for the first time. The Ministry of Education is not currently focusing on this area due to more urgent priorities during the conflict.
### Summary Notes and Acronyms

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<tr>
<th>Acronym</th>
<th>Description</th>
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<tr>
<td>CFS</td>
<td>Child-Friendly Space</td>
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<td>CHV</td>
<td>Community Health Volunteer</td>
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<td>CMAM</td>
<td>Community-based Management of Acute Malnutrition</td>
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<td>CPC</td>
<td>Child Protection Committee</td>
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<td>CRC</td>
<td>Convention on the Rights of the Child</td>
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<td>ECD</td>
<td>Early Child Development</td>
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<td>ERW</td>
<td>Explosive Remnants of War</td>
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<td>GBV</td>
<td>Gender Based Violence</td>
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<td>GDP</td>
<td>Gross Domestic Product</td>
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<td>HAC</td>
<td>Humanitarian Action for Children</td>
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<td>HACT</td>
<td>Harmonized Approach to Cash Transfers</td>
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<td>HCT</td>
<td>Humanitarian Country Team</td>
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<td>HW</td>
<td>Health Workers</td>
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<td>IDP</td>
<td>Internally Displaced Person</td>
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<td>IMCI</td>
<td>Integrated Management of Childhood Illness</td>
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<td>INGO</td>
<td>International Non-governmental Organization</td>
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<td>IYCF</td>
<td>Infant and Young Child Feeding</td>
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<td>KPI</td>
<td>Key Performance Indicators</td>
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<td>LTA</td>
<td>Long Term Agreement</td>
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<td>MNH</td>
<td>Maternal and Newborn Health</td>
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<td>MoE</td>
<td>Ministry of Education</td>
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<td>MoPHP</td>
<td>Ministry of Public Health and Population</td>
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<td>MoSAL</td>
<td>Ministry of Social Affairs and Labour</td>
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<td>MT</td>
<td>Mobile Team</td>
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<td>MW</td>
<td>Midwife</td>
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<td>NGO</td>
<td>Non-governmental Organization</td>
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<td>OTP</td>
<td>Outpatient Therapeutic Programme</td>
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<td>PBR</td>
<td>Programme Budget Review</td>
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<td>PCM</td>
<td>Programme Coordination Meeting</td>
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<td>PLW</td>
<td>Pregnant and Lactating Women</td>
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<td>PSV</td>
<td>Peer Support Volunteer</td>
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<td>SAM</td>
<td>Severe Acute Malnutrition</td>
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<td>SDG</td>
<td>Sustainable Development Goal</td>
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<td>SGBV</td>
<td>Sexual and Gender Based Violence</td>
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<td>SMART</td>
<td>Standardized Monitoring and Assessment of Relief and Transitions</td>
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<td>SP</td>
<td>Strategic Plan</td>
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<td>SW</td>
<td>Social Worker</td>
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<td>TFC</td>
<td>Therapeutic Feeding Centre</td>
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<td>UNICEF</td>
<td>United Nations Children's Fund</td>
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<td>USD</td>
<td>United States Dollar</td>
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<td>UXO</td>
<td>Unexploded Ordnance</td>
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<td>WASH</td>
<td>Water, Sanitation and Hygiene</td>
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<td>YCO</td>
<td>Yemen Country Office</td>
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<td>YHRP</td>
<td>Yemen Humanitarian Response Plan</td>
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### Capacity Development
A total of 2,929 health workers were trained on community-based management of acute malnutrition (CMAM) and infant and young child feeding (IYCF), 468 were trained on integrated management of childhood illness (IMCI) and 478 were trained on maternal and newborn care. An additional 2,848 community health volunteers were trained on the first module (growth monitoring to prevent malnutrition). UNICEF Yemen made efforts to address long-standing communication gaps between local communities and health facilities through the introduction of a network of community health workers and 'model mothers', who can act as community role models and encourage largely rural communities to seek services from health facilities.

UNICEF also increased the capacity of its partners to conduct standardized monitoring and assessment of relief and transitions (SMART) surveys, training 195 personnel on monitoring tools and supportive supervision. A total of 135 staff were trained on SMART survey methodology. As a result, two governorates - Sana'a and al Dhale'e - were added to the list of those able to conduct SMART surveys with minimal guidance.

The education section facilitated the training of 48 staff and technical officials from the MoE curriculum department, which contributed significantly to the enhancement of their capacity to review and update the curriculum for different grades.

To reach wider coverage on a sustainable and cost effective approach, UNICEF Yemen child protection (CP) with education section, Ministry of Education and the Yemen Executive Mine Action Centre (YEMAC) signed an action plan to build the capacity of school teachers to deliver key messages to conflict affected girls and boys in schools on how to protect themselves from the risks of mines, UXO and ERW.

UNICEF Yemen continued to invest in strengthening the capacities of social workers and para-social workers in case management and referral to appropriate child protection services. Capacity building efforts in addressing child protection issues included supporting 36 new community-based child protection committees in 22 districts and existing structures such as the frontline beneficiary networks managed by the Social Welfare Fund (SWF).

**Evidence Generation, Policy Dialogue and Advocacy**

UNICEF Yemen has a well-established mechanism to regularly monitor six grave violations against children in conflict settings. The MRM requires quarterly reporting through the Global Horizontal Notes to the Special Representative of the Secretary General for Children Affected by Armed Conflict. In 2016 UNICEF Yemen used this data to drive regular bilateral advocacy with the parties to the conflict and those states that influence them to engage in a dialogue aimed at reducing the occurrence of grave child rights violations in Yemen and increase protection of child rights.

Data generated from the MRM efforts also drove public advocacy highlighting the impact of the conflict on children and was used by UNICEF programmes such as health and education to inform priorities in responses to achieve results for children.

UNICEF also completed two surveys, the Muhamasheen Communities Mapping Survey and the Vulnerable Communities Mapping Survey, to collect household data and register humanitarian cash transfer programme beneficiaries in both Amanat Al Asimah and Taizz governorates. This research provided information on the most marginalized, vulnerable and conflict-affected children and their families to inform decision-making and further social protection/humanitarian aid programming. Third-party monitoring, verification of cash distribution (VCD), and post-distribution monitoring (PDM) provided critical details on immediate and intended and unintended results such as spending patterns, especially those related to child needs and negative copying mechanisms. The data will also inform the rapid
diagnostics of social protection systems that UNICEF Yemen plans to commission in 2017. The analysis, among others, will also look at the issues of child poverty and vulnerability in Yemen, especially at a time of deepening crisis.

**Partnerships**

During 2016 UNICEF Yemen’s health and nutrition sections strengthened relationships with Ministry counterparts despite significant challenges within the government. UNICEF also developed strong working relationships with governorate-level health offices and 13 NGO partners. In 2017 UNICEF will, for the first time, receive International Development Association (IDA) funding from the World Bank to support public health systems in collaboration with WHO.

The WASH programme developed an innovative arrangement with 13 urban authorities responsible for provision of improved drinking water, waste water and solid waste collection and disposal. These local water corporations and local cleaning funds are now working with UNICEF, NGO partners and the Yemen Petroleum Company to ensure a regular supply of water and waste water services.

In addition to strong collaboration with the Ministry of Education at all operational levels, UNICEF also partnered with seven NGOs. Yemen is also a beneficiary of the Global Partnership of Education, as well as the Education Cannot Wait Foundation and Educate a Child Initiative, which worked to improve access to quality education despite the ongoing conflict.

UNICEF Yemen child protection partnered with local and international NGOs, as well as supporting Prosthesis and Physiotherapy Centres, providing secondary care and rehabilitation to children injured during the conflict. A total of 125 children were supported because of those partnerships, and 30 were referred to other rehabilitation services.

UNICEF’s social inclusion programme partnered with the Social Welfare Fund (SWF) for its humanitarian cash transfer programme in 2016. The SWF provided grievance redress services, while a private sector partner, al Amal Microfinance Bank, provided the cash delivery mechanism.

A new resource mobilization strategy was under development, identifying funding priorities and opportunities for the next two years. UNICEF will maintain and update donor profiles to monitor potential partnerships, and provide tailored visibility and enhanced reporting to existing donors.

**External Communication and Public Advocacy**

As the conflict in Yemen continued, UNICEF communication and public advocacy focused on sustaining the attention of global audiences on Yemeni children. This was done through a series of high quality multimedia products and compelling reports. More than 200 media interviews in English and Arabic were given to international, regional and local news media, including BBC, Aljazeera, DW, France24, New York Times and The Guardian, among others. As a result, UNICEF Yemen was widely covered in the media, with total mentions reaching up to 17,347 (9,246 in national media, 8,101 in international media).

There was increased growth in engagement on social media platforms, with more than 85,000 new followers on Facebook and nearly 5 million impressions. More than 14,000 new Twitter followers were recorded in 2016, with 5.5 million impressions, providing a vital platform to engage the public and other digital influencers.
Another platform for children and young people was a photo contest in which 19 children participated. Sixteen of them submitted entries and three participated as jury members. The photo contest provided children an opportunity to express themselves at a time when the conflict was taking its toll on them. The entries helped inform the conversation on children’s issues at UNICEF Yemen and have also been submitted to be included in the UNICEF Strategic Plan for 2018-2021.

UNICEF produced public advocacy reports highlighting the consequences of conflict on children. These included ‘Children on the Brink’, released on the one-year anniversary in March 2016, and an upcoming report on children IDPs. UNICEF also produced 12 humanitarian situation reports in both English and Arabic and two situation reports on the cholera outbreak toward the end of the year. Fifty-one donor reports were submitted. The contribution of key donors was given significant visibility, including through the media.

**Identification and Promotion of Innovation**

As part of upgrading the existing nutrition information system, UNICEF launched Android-based software to facilitate weekly reporting on acute malnutrition admissions and nutrition supplies. An SMS-based short message peer-to-peer system will be used once UNICEF reaches agreement with a local mobile service provider.

UNICEF Nutrition and C4D teams also worked on a new approach to malnutrition through the development of highly-nutritional recipes to be shared with communities under the ‘Home-Grown Solutions’ initiative, taking caloric density, cost and palatability into account. The recipes were being tested by an accredited laboratory for nutritional analysis before sharing with communities.

UNICEF worked to protect schools from conflict through the development of safety plans and advocacy aimed at promoting safer schools. The Safer School Initiative will facilitate children’s return to schools and improve the capacity of schools to operate. Discussions on the development of the self learning programme continued with relevant stakeholders.

UNICEF Yemen initiated a programme of cash assistance for children survivors of conflict-related injuries, identified through the MRM. Given the lack of child-friendly, child-focused victim assistance programmes, financial support improves the efficiency and speed with which child survivors receive relevant medical assistance after a conflict-related injury. A total of 155 children (112 boys, 43 girls) were supported with cash assistance, and were either referred or provided with medical services, including surgery and physical rehabilitation.

UNICEF used biometric and digital technology to improve cash transfer programming. Biometric data were collected from beneficiary households during the registration process, mainly the female caregiver and an extra family member, in Amanat Al-Asimah and Taizz. This data, including names, fingerprints, and date of birth was processed to remove any duplicate cases. Al-Amal Bank then used the data during cash distribution to verify the identity of beneficiaries and ensure they only received payments they were entitled to.

**Support to Integration and cross-sectoral linkages**

UNICEF nutrition worked to develop new initiatives with C4D, including raising awareness of infant and young child feeding (IYCF) practices, IYCF campaigns at health facilities and at community level. Activities included open-air festivals for families, meeting with health cadres at hospitals and production of media flashes on IYCF messages.
UNICEF's education team continued efforts to collaborate with the shelter cluster on the issue of internally displaced persons (IDP) in schools. A joint pilot plan was developed to find alternative facilities to ensure continuity of education at the start of the new academic year, focusing on the most affected governorates where schools are being used as shelters. Advocacy efforts were made to the ICCM to include vacating schools from IDPs as the priority in the second allocation from the Humanitarian Pooled Trust.

UNICEF has taken efforts to reactivate the Social Welfare Fund Network to strengthen access to social services in multiple sectors such as education, child protection, health, and nutrition as well as to raise awareness on practices that will contribute to child and family wellbeing. More than 50 key staff from the Social Welfare Fund in Sana’a, Amanat al Asimah, Ibb and Taizz were provided with a training of trainers, and efforts were underway to map and compile existing social services, as well as to network with key service providers. This exercise also intends to contribute to developing an integrated social services model to holistically address underlying issues and multiple needs of the most vulnerable children and their families.

In response to the cholera outbreak that started in October, UNICEF worked with its partners to develop an integrated response plan. As part of that plan, UNICEF responded in affected and at-risk areas through WASH, Health, Nutrition and C4D activities.

**Service Delivery**

The focus of health and nutrition interventions in 2016 remained on preventing excess mortality. Life-saving interventions such as vaccination, screening and treatment of childhood illnesses and acute malnutrition, preventing and responding to outbreaks, vitamin A and micronutrient distribution, deworming, and mother/newborn care services were bolstered by partners. Provision of services at household level included efforts through community health volunteers and community health workers, while at community level, outreach and mobile teams, support to health facilities, national and sub-national campaigns were undertaken.

Due to the lack of printing materials available in Yemen, MoE printing presses were unable to deliver new textbooks as scheduled. UNICEF supported the MoE through donor funding by procuring the necessary inks, paper and printing supplies to print textbooks for 900,000 students. Rehabilitation of schools damaged by conflict or previously used as collective shelters was facilitated through UNICEF funding and logistical support, and MoE management.

In the framework of continuous efforts to support child protection systems through strengthening roles, capacities and skills of social workers, UNICEF-trained social workers identified and referred 2,730 vulnerable children (1,663 boys, 1,067 girls) to CP protection services, including psychosocial support, as well as medical services.

UNICEF, through its partnership with Al-Amal Bank, delivered cash assistance to some of the most vulnerable and conflict-affected populations in Yemen. With multiple branches, agents, and mobile teams across the country, Al-Amal Bank was able to reach beneficiaries within reasonable distance from their locations (less than 30 minutes walking time). Numerous challenges in delivering cash assistance included security obstacles, and liquidity shortages. A grievant redress mechanism was established, which helped identify gaps in service as well as duplication of distributions, ultimately improving both efficiency and effectiveness.
Human Rights-Based Approach to Cooperation

In collaboration with partners and through the field offices, UNICEF reached the most vulnerable children and their families, especially those internally displaced. A total of 3.2 million beneficiaries (including IDPs)—roughly 10 per cent of the population --- were reached with critical lifesaving assistance in health, nutrition, WASH and child protection. The expanded network of the Country Task Force on Monitoring and Reporting of Grave Child Rights Violations (CTF MR) managed to cover 157 affected districts (out of 333 districts in total) and verified casualties of children. Cases of grave child rights violations were fully documented and reported by the trained monitoring and reporting mechanism (MRM) monitors.

The monitoring and reporting mechanism regularly monitored and reported to the Security Council on grave child rights violations within the ongoing conflict. The UN Country Task Force on Monitoring and Reporting Mechanisms, with the support of UNICEF Yemen in the form of guidance, secretariat, database management, training of monitors, preparation of regular reports and advocacy statements, regularly engaged both bilaterally and through public advocacy with parties to the conflict and concerned States. The aim was to increase accountability by holding parties to the conflict to their responsibilities and obtaining remedial actions that would reduce the occurrence of grave child rights violations.

While relief efforts sought to save children’s lives, UN leaders continued advocating for access to isolated areas. UNICEF Yemen made full use of the limited windows of access provided by the few ceasefires that the UN managed to broker to reach the isolated and hard hit areas. Statements highlighting the casualties of children and the general population were made promptly both through public media and the UN, resulting in increased media coverage of the conflict and of UNICEF interventions.

Gender Equality

Working to strengthen gender mainstreaming in programming, the National Gender Team was oriented on gender equity measures (GEM) for monitoring program implementation. To ensure gender mainstreaming with civil society organization (CSO) partners, a Gender Checklist for programme cooperation agreements (PCA) was developed that will be used to assess all PCAs. With the support of the GenCap advisor, planning monitoring and evaluation (PME) trained 16 UNICEF staff members comprising the Gender Core Team and Cluster Coordinators on gender mainstreaming in humanitarian programming and PCA. The gender focal point ensured that gender equity and mainstreaming was adhered to in PCAs.

UNICEF was forced to postpone a planned gender analysis of WASH activities and noted that significant gender gaps prevailed. A gender focal point at GARSWP was trained and work will continue to address the gap in 2017.

UNICEF, in cooperation with the Ministry of Labour and Social Affairs, developed gender-based violence (GBV) standard operating procedures (SOPs), according to which survivors of such violence - and particularly children - were identified and referred to protection and health services by social workers trained in case management. In line with the UNICEF Yemen initiative on ‘Prevention of Sexual Exploitation and Abuse’ (PSEA), child protection trained 30 participants (12 male, 18 female) in five governorates from three implementing partners on PSEA. The training will be expanded to encourage community members to be aware of gender-based violence violations and how to report them and to whom.

UNICEF resumed the implementation of the Global Programme to Accelerate Action to End Child Marriage, suspended in 2015 due to conflict. The programme focuses on direct response to adolescent girls at risk or affected by child marriage, targeting 2,850 married/at
risk girls in six governorates. A situation analysis was finalized to prioritize the most urgent interventions.

Ninety-five mentors and peer educators were trained on the rights-based curriculum focusing on life skills, communication skills, facilitation skills, reproductive health and health care and knowledge of adolescents' rights. The mentors provided life skills training and activities to 650 adolescent girls who will in turn develop and conduct action plans to engage with other adolescents in their communities and influential community members.

**Environmental Sustainability**

Water shortages and drought are persistent risks in Yemen, only made worse by the conflict. UNICEF worked in coordination with the HCT and led the WASH cluster. UNICEF supported urban WASH in 13 cities through local water corporations reaching more than 4 million people with water and solid waste management services. UNICEF supported five city cleaning funds with fuel to serve nearly a million people. Community-led total sanitation activities resumed in Taizz governorate and other parts of the country.

Rehabilitation of water projects in rural areas began in 13 governorates. UNICEF recently initiated a scoping study in Sana’a city to inform its future urban WASH strategy. Work on development of National policy on Rural Sanitation and Hygiene was on hold due to absence of the legitimate government in the country.

UNICEF continued to implement its policy of not supporting additional drilling in northern and central areas, where ground water sources were being depleted at an alarming rate, and to continue improving supply through existing sources.

UNICEF Yemen also continued efforts to reduce its environmental footprint with its waste management system for consumables such as toners and other e-waste. The office building was internally restructured ensuring efficient energy use and wastage minimization together with provision of the staff and property security in the premises.

**Effective Leadership**

UNICEF Yemen defined its priorities, which were reflected as management objectives in the annual management plan as validated by the country management team (CMT) and Representative during the first quarter of 2016. The business continuity plan was updated in April 2016 to include a plan of staff orientation, rehearsal and relocation to the field, in case the office in the capital was not accessible.

During the first quarter of the year, the UNICEF Yemen Risk Assessment Library was developed and subsequently updated twice during the year. The following six high risks were identified: unresolved conflict; increased insecurity and lack of access; fraud and misuse of resources; economic and financial collapse; and destruction of telecommunication infrastructure in Sana’a and other governorates.

In October, UNICEF Yemen was audited by the UNICEF Office of Internal Audit and Investigation (OIAI). The draft and final reports have not yet been received.

Despite the challenges, operations focused on maintaining active workflows. Workflows were rolled-out and implemented during 2016 and resulted in the efficient implementation of the programme.

A training plan for all newly recruited staff was conducted in a participatory and efficient manner to equip staff with needed skills and build their capacity. Management provided
flexibility for national staff to take part in learning opportunities as well as mission assignments whenever possible.

Financial Resources Management

UNICEF Yemen continued to effectively manage and facilitate transactions in 2016, despite growing liquidity concerns. All expenditures were verified and internal controls were adequate. The unit reviewed a wide range of payment requests daily; all payments were reviewed, ensuring each financial transaction had all supporting documents and the accounting treatments were in line with UNICEF policies and internal control guidelines.

UNICEF Yemen conducted financial assessments of existing and new partners to ensure that they met the minimum financial requirements and conformed to UNICEF’s financial guidelines before signing any PCAs. UNICEF Yemen also conducted spot checks in line with HACT assurance activities. Thirty seven out of 41 planned micro-assessments, 355 out of a required 302 programmatic visits, and 78 out of 200 planned spot checks were completed in 2016. The number of spot checks is lower than planned due to lack of access and ongoing training needs. A third-party monitor was contracted to take on spot checking to address the access issue.

Contribution management was enhanced by the development of SOPs governing project planning, proposals and reporting. Monthly programme coordination meetings (PCMs) monitored grants due to expire in the next 90 days, and any outstanding financial obligations/free balance needing to be spent before the project expired. Ongoing monitoring of unutilized funds continued. As of November, US$30,048 was unutilized at the project expiry date, mostly due to challenges and delays importing WASH and medical supplies.

The PCM also monitored DCTs, reporting on outstanding balances. Fifty per cent of DCTs were less than 3 months outstanding, while 36 per cent were between 3-6 months and 11 per cent were between 6-9 months. Three per cent were more than 9 months outstanding. Ongoing challenges in transferring funds to partners included the liquidity of banks.

Fundraising and Donor Relations

The last year has seen a range of additional funding streams open for other resources – emergency (ORE), as well as reduced access to other resources (OR) compared to previous years. Additional costs were incurred because of the humanitarian situation, requiring specific fundraising for emergency-related cross-sectoral costs. Of the total budget for 2016 of US$238,910,609, UNICEF Yemen was funded to US$197,907,601, with utilization of US$159,130,747. This represented a 37 per cent increase over the amount of funding utilized in 2015.

UNICEF Yemen instituted a range of mechanisms to improve contribution management. The funding, leveraging and partnerships group met every month to update and monitor all ongoing proposals and discussions with donors. A proposal tracker was updated on a regular basis and when new funding opportunities arose, informing programme planning and activity prioritization on a rolling basis, depending on the most urgent needs and funding opportunities.

UNICEF Yemen was also in the process of updating its resource mobilization strategy (RMS). The RMS acknowledges the imperative to secure additional funds as needs continue to grow, notwithstanding a more competitive fundraising environment. UNICEF Yemen prioritized increased engagement with key donors, increased visibility for donors when and wherever possible, and the development of new partnerships with non-traditional stakeholders. New donor profiles and visibility trackers for each donor will help UNICEF
Yemen target specific donors with appropriate proposals and offer enhanced reporting on visibility activities.

Because of the 2015 Regional Donor Reports Assessment, UNICEF Yemen developed an SOP on contribution management, explaining the timeline and stakeholders involved in the creation of a concept note, proposal, progress report and final report. The SOP also details essential project design information, such as accompanying log frames and workplans for all proposals and reports. A checklist was employed to ensure reports meet these standards.

**Evaluation and Research**

In 2016, UNICEF Yemen undertook one evaluation. Seven M&E related activities were prioritized for the year, which included the Evaluation of the Humanitarian Action (EHA).

Yemen decided to join and be one of the four MENA countries taking part in the initiative led by the evaluation office to build capacity in EHA. Key staff members participated in the first two of three planned workshops (November 2015 and July 2016) designed to support participants as they undertake evaluations of their own. Their planned evaluations served as case studies throughout the training.

UNICEF Yemen focused on evaluation of the Operational Commitments of the Core Commitment to Children (CCC) in Emergency for the ten month period after the escalation of the conflict on 26 March 2016. Following the first training, Yemen’s EHA Terms of Reference (TOR) was finalized and the Request for Proposals was published in March 2016. A Pakistan/Norway-based vendor, AAN Associates, was contracted and a draft inception report was received in July, which was reviewed at the second workshop during the same month.

The main objective of the Yemen EHA was to ‘use the findings to improve the management of the current emergency response and to influence future UNICEF responses in any complex emergencies’. A Steering Committee was constituted consisting of almost all the Section Chiefs and a representative from OCHA. The data collection and analysis phases were completed in October and the final report was finalized towards end of the year following the feedback and comments from the Steering Committee, UNICEF Regional Office and UNICEF Headquarters. UNICEF Yemen will have finalized the management responses and dissemination of the report by late December or early in 2017.

**Efficiency Gains and Cost Savings**

Through a well-structured business continuity plan (BCP), UNICEF Yemen ensured the continuity of work in the main office and field offices and maintain staff presence even though conflict escalated on the ground. Remote access and staff mobility was enhanced to ensure continuity of work under emergency situations. Online testing was carried out connecting the main office in Sana’a, field offices and all staff through two BCP rehearsals sessions. Skype for Business and cloud computing became the main forms of interaction for virtual meetings and data management.

UNICEF Yemen used the approach of reducing recurring operating cost by minimizing consumption, adopting fixed prices, and developing long term agreements (LTAs) with suppliers, including for printing, office equipment, maintenance, travel agencies, clearing agent and security.

UNICEF Yemen also made use of the benefits of sharing services with other UN agencies in reducing costs, such as establishment and running of hubs. Another approach to reduce running costs was the use of LED lighting, which effectively reduced fuel consumption and
utilities costs. The use of Skype for Business became increasingly regular, facilitating communication between offices and reducing communications costs.

With all the above mitigating measures, UNICEF Yemen managed to reduce its utilities expenses by 22 per cent, or US$89,000, and will continue to significantly reduce all the costs of utilities and other services.

### Supply Management

During 2016 UNICEF Yemen procured US$30,202,080 of programme supplies, US$1,005,107 of operational supplies, and US$9,103,001 of services, including school construction, jointly managed by Ministry of Education (worth US$2,706,185). In addition, 30,430 cartons of therapeutic spread (RUTF) worth US$ 643,220 were donated as in-kind assistance. Procurement services were ceased, except for vaccines, worth US$12,588,289.

<table>
<thead>
<tr>
<th>Procurement of Supplies</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Total value of supplies received</td>
<td>US$ 24,379,879</td>
</tr>
<tr>
<td>Programmatic supplies</td>
<td>US$ 23,374,772</td>
</tr>
<tr>
<td>Operational supplies</td>
<td>US$ 1,005,107</td>
</tr>
<tr>
<td>Services including construction</td>
<td>US$ 9,103,001</td>
</tr>
</tbody>
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<table>
<thead>
<tr>
<th>Construction projects</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Construction by contractors</td>
<td>US$ 2,706,185</td>
</tr>
<tr>
<td>Construction by partners</td>
<td>US$ 1,795,757</td>
</tr>
</tbody>
</table>

While 80 per cent of supplies, including international pharmaceutical suppliers, were procured and delivered through UNICEF Supply Division in Copenhagen and from regional countries such as Jordan and Turkey, approximately 20 per cent of the total procurements were made within Yemen, contributing to its economy. The local market was affected by non-availability of electricity, fuel, currency and import difficulties. Even the governmental printing press for printing school textbooks faced shortages of basic raw materials such as inks and paper, which were normally available through local suppliers. UNICEF stepped in with donor funding to import and deliver these commodities. Long term arrangements were placed with local suppliers for WASH supplies and logistics services.

Commercial air cargo services have been unavailable since 2015. UNICEF delivered approximately 150 tons of supplies through 22 chartered airplanes. Seaports became congested as facilities in seaports, including port cranes, were damaged in conflict, and inspection processes delayed clearance of supplies. It also took a longer time to find international containerized ships to Al Hudaydah. Subsequently, UNICEF contracted ‘dhoows’ (local barges), from Djibouti to Al Hudaydah, Aden and Mukalla which can reach Yemen in a shorter space of time. More than 90 per cent of sea shipments were brought by 31 dhows (more than 3,000 tons). Road access with neighbouring countries remained insecure and almost impossible to be used as humanitarian corridors. Obtaining road permits and going through checkpoints controlled by different groups made in-country movement of goods by road more complicated. Supply end-user monitoring was conducted by the third-party monitoring service provider.
As the Government cannot provide all necessary logistics services, UNICEF operated its own warehouses in Sana’a, Al Hudaydah, Aden and Djibouti at additional expense for warehouse management and rent. The inventory value as of December was US$ 2,614,642.

**Security for Staff and Premises**

In 2016, the hostilities witnessed in 2015 continued, but the UN ‘evacuation’ status of some security regions was lifted (Sa’ada, Al Hudaydah, Sana’a and Ibb), which improved agency access and field presence. UNICEF single-handedly accounted for 41 per cent of all UN missions to the field.

UNICEF Yemen completed security enhancements to the Sa’ada and Ibb humanitarian hubs, and strengthened measures at the Yemen Country Office and Al Hudaydah Field Office, with additional measures planned for Aden. Minimum Operating Security Standards (MOSS) compliance against all UNICEF locations was in the range of 94-99 per cent and represented full MOSS compliance. Protracted efforts to recruit a P4 security advisor – program access and an additional field security advisor for the Sa’ada hub failed because of visa issues. Alternative candidates were sought. While UNICEF sourced some additional personnel protective equipment (PPE) and VHF radios from within the local market, existing government/de facto government import restrictions for these items and armoured vehicles (AVs) remained in place.

**Human Resources**

Key priorities in 2016 included fast-tracking recruitment, quality of staff training, development of performance evaluation, and improving gender balance.

In November 2015, a programme budget review (PBR) was approved to recruit 49 posts. Twenty-two new posts were approved for field offices, of which two were still under recruitment. The PBR created 16 new vacancies as staff were upgraded to newly-created positions. Nine of those were still under recruitment at year end.

The recruitment process was boosted by moving to online applications using the new talent management system. Only 16 per cent of 2015 PBR were still in process by the end of 2016. ‘Achieve’ has also improved human resource management, linking individual performance goals to office programme goals. By the end of November, a 75 per cent PER rate was achieved.

Despite longstanding gender imbalances in employment within the country, women held 41 per cent of all posts. Increased targeted recruitment to address the imbalance was ongoing.

Staff development through the LLTC continued to be active and all cases were properly reviewed. In November, a staff orientation and training workshop was held for all newly-recruited staff. Efforts were also made to encourage staff to utilize training resources through AGORA.

Staff welfare has become an even more pressing matter since the start of the conflict. Training and workshops were held to create awareness and enhance utilization of staff counselling services. Joint consultative committee meetings were held with staff on a regular basis and UNICEF Yemen encouraged active participation in staff association activities. UNICEF ensured staff were oriented on security and safety measures by UNDSS and UN dispensary.
Effective Use of Information and Communication Technology

Given the ongoing conflict and lack or limited availability of telecommunication systems, mains electricity and fuel since March 2015, connectivity and electricity supply for business and personal use continued to be one of the major concerns for office management and business continuity in 2016.

The destruction of public ICT infrastructure, landlines, GSM and internet connections compounded existing communications challenges. Sudden outages of these services were reported frequently. Therefore, UNICEF Yemen enhanced and upgraded both main and secondary links to assure no widespread disruptions occurred in the business process. A business continuity exercise was conducted successfully in October. Office management also provided all staff members with individual home-use solar panel systems and home-use internet services. Those two services enhanced staff mobility and helped them to respond in a timely manner even in difficult situations. It has also contributed to lifting staff morale.

Two new Field Offices/UN hubs headed by UNICEF were established in Ibb and Sa’ada to facilitate humanitarian work for all UN agencies and international NGOs. Both offices were equipped with all necessary ICT infrastructure, despite the severe destruction in the local infrastructure due the ongoing conflict.

In order to ensure effective communication, the ICT team led and advocated for the effective use of all available services. For instance, at the height of the emergency between March and July, when all staff was authorized for self-evacuation, these services were the only means available to keep connected to each other and with colleagues evacuated to Amman.

ICT effectively participated in programme activities related to ICT by providing advice on the best technological solutions and specifications required for programme delivery or partners’ requirements. The birth registration project and SMS-based Nutrition Information System were examples of ICT4D initiatives handled in 2016.

Programme Components from RAM

ANALYSIS BY OUTCOME AND OUTPUT RESULTS

OUTCOME 1 Improved and equitable use of high-impact maternal, newborn, child health and nutrition specific and sensitive interventions.

Analytical Statement of Progress:
UNICEF’s programming context in Yemen changed significantly with the escalation of the conflict in late March 2015. A UNICEF level-2 emergency was declared in April, followed by the UN system-wide level-3 emergency. Accordingly, UNICEF Yemen scaled down majority of its development and upstream activities, and scaled up its humanitarian response in line with the revised Yemen Humanitarian Response Plan (YHRP), covering July-December 2015. In 2016, the focus on humanitarian response continued; and work was initiated on system strengthening and measures to prevent its collapse due to the crisis and its implications on security, political stability, and fuel, as well as on availability of supplies, transportation services, human resources and particularly the operational costs for health facilities. Specific interventions to support system strengthening were considered in light of UNICEF’s competitive advantage and field experiences.

Specific to humanitarian response, UNICEF continued to deliver on its core commitments to children, including protecting the nutritional status of girls, boys and women from the effects
of humanitarian crisis and prevention of excess mortality among girls, boys and women because of humanitarian crisis.

To protect the nutritional status of children and women from effects of the conflict, UNICEF continued to provide leadership in the nutrition cluster inter-agency coordination, continued assessment of the situation through SMART surveys, and scaled up nutrition interventions to ensure appropriate management of acute malnutrition. UNICEF provided treatment to 237,242 (116,249 male and 120,993 female) under-5 Severely Acute Malnourished (SAM) children enrolled in the outpatient therapeutic feeding programmes (OTPs), representing 64 per cent of the caseload and 115 per cent of the 2016 target.

To strengthen infant and young child feeding (IYCF) behaviour and practices, a total of 572,937 women received counselling. Children under 5 and pregnant and lactating women (PLW) received high impact nutrition interventions. Some 4,206,079 under 5 Children (2,060,979 male and 2,145,100 female) were provided with Vitamin A and micronutrients supplementation. A total of 425,224 under 5 (216,864 male and 208,360 females) received deworming drugs and 578,627 PLW received Ferrous/folate. UNICEF continued implementing community based interventions with the objective of reducing stunting in four targeted districts (two in Aljouf governorate and two in Taiz governorate), and 36,869 children under two (18,117 male & 18,752 female) were reached with growth monitoring and promotion services through trained CHVs from those four districts.

UNICEF worked on a detailed action plan for rolling out the community-integrated package in the six-targeted governorates. Revival of the integrated community based programme started in earnest with a three-day national sensitization workshop conducted in October 2016, with participants from government counterparts and nutrition NGO partners. The workshop endorsed the implementation modality, training package, monitoring and reporting tools. UNICEF operationalized the agreed upon next steps by facilitating development of action plans by four UNICEF Field Offices to implement programmes in 75 targeted districts. CHVs reporting registers and growth monitoring charts were revised and updated and were awaiting printing.

To prevent excess mortality among children and women, UNICEF continued to actively participate in Health Cluster discussion and coordination efforts, with a focus on providing lifesaving interventions to children and mothers through population and community-based activities for affected populations and on sustaining access to a set of high impact preventive and curative services at community and facility levels. Through its support to the national programmes on Immunization (EPI in Primary Health Care), Maternal and newborn Health Care (in Population Sector) and Integrated Management of Childhood Illnesses (IMCI), UNICEF supported vaccination of more than 4.8 million under 5 children against Polio (and Vitamin A supplementation) and vaccination of more than 471,938 children against 11 vaccine preventable diseases including pertussis, whooping cough, diarrhea due to rotavirus and pneumococcal pneumonia. The outreach activities also provided ante- and postnatal care to more than 106,721 mothers. Some 1,024,568 children were treated for various childhood illnesses and more than 128,988 women received antenatal and postnatal care, with 187 mobile teams providing a package of health and nutrition services. UNICEF also continued to support community based maternal and newborn care at household level through Community Mid-Wives (CMWs), who reached more than 56,940 pregnant and lactating women in their homes.

Stunting levels in Yemen declined from 58 per cent to 47 per cent between 2003 and 2013. This decline was due to multi-sectoral improvements, especially in the water, sanitation, and women’s education sectors. To assure a sustained reduction of stunting, UNICEF developed a strategic document that describes approaches for reduction and prevention of stunting in Yemen. UNICEF also participated actively with other partners to make Yemen join the SUN Global Movement so that country can get the technical and financial support needed for
stunting reduction. Under the umbrella of SUN, Yemen developed an ambitious multi-sectoral plan. Although Yemen faced an armed conflict, political crisis, government fragmentation and an emergency humanitarian situation, the national SUN secretariat was still active. It finalized the multi-sectoral review of 2015 and attended (physically or remotely) meetings of the Global SUN Movement to maintain the Yemen’s membership. The Health sector continued at the minimum level with support of UN organizations and international community offering services in a majority of fixed health facilities, mobile teams and carrying out integrated outreach activities nationwide, providing an integrated nutrition and health package.

**OUTPUT 1** Increased national and sub-national capacities to provide equitable access to the nutrition specific and sensitive interventions in CPAP districts (Service Delivery).

**Analytical Statement of Progress:**
In efforts to decrease mortality and malnutrition of under-5 children, UNICEF scaled up CMAM treatment by establishing 770 new OTPs, bringing the total to 2,929 and enabling screening of 2,065,530 children (1,012,109 male; 1,053,420 female) and enrolling 237,242 (116,249 male and 120,993 female) under-5 SAM children in the OTPs. The CMAM programme achieved a cure rate of 71 per cent with a defaulter rate of 26 per cent. These rates were below sphere standard of 75 per cent cure rate and 15 per cent defaulters rate. The non-respondent rate was down to 3 per cent; and the death rate was below 1 per cent, which met sphere standards as a result of the integrated health and nutrition interventions in the hard to reach areas, IDPs settings or locations where fixed OTPs were not functional. This was made possible with additional capacity developed in CMAM of 1,585 new health workers (HWs) (909 male and 676 female) and 2,700 female CHVs; provision of refresher training to 1,203 HWs (724 male and 479 female) and 692 female CHVs; and deployment of 187 Mobile teams through NGOs and government to provide integrated health and nutrition interventions in the hard to reach areas, IDPs settings or locations where fixed OTPs were not functional. UNICEF supported the operational cost for four therapeutic feeding centres in two governorates to provide lifesaving services to SAM children with complications. UNICEF provided supplies to all 43 functional Therapeutic Feeding Centres/SCs in Yemen in coordination with MOH & WHO.

A total of 572,937 PLW received IYCF counselling through IYCF corners in health facilities, outreach activities, mobile teams, and through community volunteers. Children under 5 and PLW also received high impact nutrition interventions. Some 4,206,079 under 5 children (2,060,979 male and 2,145,100 female) received Vitamin A and micronutrient supplementation. A total of 425,224 (216,864 male and 208,360 females) under 5 received deworming drugs, and 578,627 PLW received Ferrous/folate.

In the beginning of 2015 UNICEF in collaboration with partners (HAD in Aljouf and SOUL in Taiz) rolled out community based integrated nutrition sensitive and specific interventions in the 4 targeted districts, with the objective of reducing malnutrition rates. CHVs at the community level are given the task to counsel on IYCF, to do growth monitoring, to screen children for acute malnutrition and do referral of the severe cases, provide micronutrients supplementation and deworming, through the trained CHVs from those four districts, to 36,869 children under two (18,117 male & 18,752 female) reached with growth monitoring & promotion services.

Vitamin A supplementation was provided to children ages 6 to 59 months in conjunction with the polio vaccination campaign.

Since March 2015, UNICEF shifted its support to lifesaving humanitarian interventions as a response to the escalated armed conflict. Supporting activities related to strengthening the Universal Salt Iodization and other food fortification programmes were suspended.
OUTPUT 2 Increased national and sub-national capacities to equitable access to essential high-impact maternal, newborn, and child health interventions in CPAP districts (Service Delivery).

Analytical Statement of Progress:
Emergency response focused on preventing deaths and disease in children and mothers by continuing service delivery at household and community levels and, where needed, support to service delivery at first level health facilities. This included vaccination, treatment of childhood illnesses, preventing and responding to outbreaks and mothers and newborn care during and after pregnancy. Strategies included service provisions at household level (through community health workers), at population level (through outreach and mobile teams) and support to health facilities. UNICEF also supported the health system to prevent its collapse, focusing on programmes for children and women, including Immunization, Maternal and Newborn Health Care (MNH) and Integrated Management of Childhood Illnesses (IMCI).

UNICEF supported vaccination to maintain Yemen’s Polio free status, preventing measles outbreaks and maintaining routine immunization coverage at pre-conflict levels. Two rounds of National Polio Immunization Days were conducted, reaching 4.3 million and 4.78 million children in January and April, respectively. UNICEF provided technical support and partially supported operational costs. UNICEF funded vaccine procurement and distribution. UNICEF supported a measles mop-up campaign January 2016 in 62 districts, vaccinating 1.7 million children between 6 month and 15 years to ensure high measles immunity in populations at risk. UNICEF procured MR vaccine and devices and funded social mobilization activities. UNICEF continued to support EPI to maintain supply of vaccines, keep vaccine cold chain functioning, and ensure that immunizations continue. UNICEF supported traditional vaccines (BCG, OPV, TT and MR vaccines) that used to be funded by the Government of Yemen. Cold rooms were supported through fuel provision, switch to solar energy and capacity building of cold chain staff. UNICEF looked to re-functionalizing 87 of the 333 districts vaccine stores that were dysfunctional due to conflict and into supporting operational cost for EPI centres unable to continue services due to financial crisis. Five rounds of integrated outreach were conducted. Mobile teams were increased from 25 to 187 teams to reach difficult to reach populations, including remote areas, displaced populations and areas where health facilities were destroyed. Mobile teams vaccinated 10 per cent of most difficult to reach children.

UNICEF estimates an additional 9,000 child deaths are expected in Yemen due to deteriorating health service, due to preventable disease including diarrhoeal diseases, respiratory infections, measles, malaria and newborn causes. Estimates show 1.8 million children at risk of diarrhoeal disease and 1.3 million children at risk of pneumonia. UNICEF focused on ensuring availability of IMCI services through mobile teams, integrated outreach and at health facilities in 14 priority governorates providing treatment to more than 1,024,568 children. A scale up plan was being rolled out.

Community midwives providing home-based care to pregnant and lactating women and newborns were also displaced but were equipped to continue to provide services to displaced population. A scale up plan for Community Based Maternal and Newborn Health was being rolled out to ensure capacity building of additional Community Health Workers and equip them to provide MNH care at home. In 2016, 47,000 PLWs received ANC, SBA and PNC through CMWs. More than 276,000 PLWs were reached by mobile team and outreaches.
OUTPUT 3 Strengthened government commitment, accountability and national capacity to legislate, plan and budget for high impact health and nutrition interventions (Enabling Environment)

Analytical Statement of Progress:
The emergence of the conflict and the split of the government leadership hindered progress on this output; however, prior to the conflict the Multisector Nutrition Action Plan (MSNAP) was finalized and presented to the Ministers of the different sectors. The original plan was to translate the MSNAP into national nutrition programme (NNP) and a senior international consultant and a national expert counterpart were recruited to support the development of NNP, which was suspended in March 2015 at the beginning of the current conflict. The SUN secretariat was established under a Ministerial decree and given a place within the Ministry of Planning and International Cooperation (MoPIC) building with support from UNICEF; but those activities were also suspended. The national SUN secretariat at MoPIC continued to join the global events either physically or remotely through video calls and continued to report to the Global Sun Secretariat at Geneva. In 2016, UNICEF supported the national secretariat to conduct a national multi-sectorial review workshop for 2015 and submitted a review report to the global secretariat in Geneva.

UNICEF Yemen, with support from Headquarters and Regional Office colleagues, organized a Nutrition Strategic Planning Workshop in April 2016 to review the current UNICEF nutrition strategy and propose changes and priorities. Recommendations included re-defining ‘scaling-up’ (both scale and scope) of the CMAM programme, including geographical prioritization (to refocus to high burden areas if needed) based on agreed upon criteria; and maintaining current coverage and further improving the quality of services and strategy for reaching the unreached GAM cases. Recommendations also included focusing on improving the quality of services without compromising the scale-up process (by looking at performance indicators); strengthening the package of interventions and ensuring geographical and program convergence (nutrition, health, WASH and C4D) to ensure availability of antibiotics in all CMAM facilities as well as provision of MNP and vitamin A supplementation and IYCF counselling; and considering alternative home-grown local solutions (with recipe that generates 400-500 Kcal per 100 gm) for prevention of under-nutrition and management of MAM cases. The above recommendations were broken down into plans of action that were being implemented.

UNICEF continued to support implementation of SMART surveys. Five SMART surveys were conducted during January to August 2016 in the Governorates of Taiz, Sana’a, Sa’ada, Hodeidah & Al-Dhale’e. UNICEF was a part of the joint Emergency Food Security and Nutrition Assessment (EFSNA) conducted in November-December 2016 in collaboration with WFP and FAO.

OUTPUT 4 Increased country capacity and delivery of services to ensure prevention of excess mortality among children and women and protection of their Nutritional status in Emergencies.

Analytical Statement of Progress: As of December 2016, more than 6,000 metric tons of nutrition supplies were delivered in the country to cover the needs severely acute malnourished children in 21 governorates. Supplies included RUTF, antibiotic amoxicillin, deworming tablets, micronutrients powders, vitamin A capsules, folic acid tabs, iron-folic tabs, and anthropometrical scales, and provision with needed registries and printed materials for the programme operations. UNICEF also provided logistic support through providing transportation services for supplies from entry ports to central warehouses and then to governorates. There was no interruption in nutrition supplies pipeline has been report especially for RUTF.
Due to the challenges UNICEF faced in getting clearance to bring RUTF to the north side of the country through Hodeidah seaport, 5 per cent of OTPs in Yemen (in Hodeidah, Hajjah & Taiz governorates) suffered from stock out in the beginning of November. In the first week of December, UNICEF supported those governorate by delivering RUTF from Aden directly. UNICEF continued to follow up with the authorities to get the clearance to bring H&N supplies through Hodeidah seaport. Clearance was granted in early December and UNICEF managed to deliver RUTF through Hodeidah seaport to the north side of the country. Subsequently the stock out level shifted to zero.

To counter difficulties in moving supplies in the country, UNICEF established a logistics hub in Djibouti from which supplies were transported to different ports in Yemen in smaller, manageable quantities. This helped reduce both the in-country transportation costs and security risks.

To foster the implementation of lifesaving activities, UNICEF’s Nutrition Section established cooperation agreements with 13 local and international NGOs.

**OUTPUT 5** Increased capacity of Government and Partners at all levels to identify and respond to inequities and gender dimensions of MNCH and Nutrition.

**Analytical Statement of Progress:** Due to the focus on the humanitarian crisis, response was somewhat constrained for this output. However, in 2015 a multi-country study was led by regional office with Sick Kids Canada and analysis done for Yemen included looking at various dimensions of inequities including gender, wealth, rural/urban and others. In addition, in planning for humanitarian response vulnerabilities such as belonging to Muhamacheen communities, refugees, displaced population are taken into account.

Integrated outreach activities focus on population with access issues and residences in remote locations.

Efforts were made in some areas with Muhamacheen population and inadequate health services to train and recruit local Mohamacheens as health workers and volunteers. The needs are immense and results to date were far from adequate.

**OUTCOME 2** Improved and equitable use of safe drinking water, sanitation, with improved hygiene practices and healthy environments.

**Analytical Statement of Progress:**

The humanitarian response continued at scale, even with access issues and widespread insecurity. UNICEF provided fuel, equipment and repair facilities to 13 cities through Local Water Corporations, reaching 4,000,935 people with water and sold waste management services. Water was trucked in Amran, Sana’a, Amanat Al-Asama, Taiz and Hajjah governorates for 68,332 IDPs and host communities. UNICEF supported five city cleaning funds with fuel to serve 910,935 people in 2016. A total of 161,307 affected people had safe water and benefited from distribution of 23,044 ceramic water filters. Some 235,168 affected people benefited from distribution of 33,600 basic hygiene kits.

There was cholera outbreak in Yemen in October 2016. UNICEF, with its partners, launched an immediate response and as of the end of November had reached more than 100,000 people with chlorination of household water sources and treated more than 8,000 water resources in 20 hotspot districts.

CLTS activities resumed in Taiz governorate and expanded to other parts of the country. Rehabilitation of water projects in rural areas started in 13 governorates. UNICEF completed a scoping study in Sana’a city to inform its future urban WASH strategy. In cooperation with GIZ and with the participation of KfW, National Rural Water and Sanitation Authority, Oxfam, ICRC, Mercy Corps and Local Water Corporations of different cities, UNICEF formed an Urban WASH Committee. This will provide the platform for information sharing, evidence
development and technical assistance for common urban WASH approaches to be adopted in the country. Work on development of a national policy on rural sanitation and hygiene was on hold since the escalation of the conflict. The initiative on gender study and bottleneck analysis of rural water and rural sanitation for evidence were also on hold.

**OUTPUT 1** Community Action for Total Sanitation triggered to achieve Open Defecation Free status for villages in target districts

**Analytical Statement of Progress:**
Ninety-five villages in Taiz and Hajjah governorates were declared ODF during 2016. To trigger and declare more governorates ODF, 54,150 additional households received messages on hand washing with soap, household water treatment and safe storage and appropriate disposal of child faeces. The war in Yemen impacted overall community work. The purpose of CLTS work in Yemen was to contribute to efforts to reduce rates of chronic malnutrition in the country through community action that can anchor health and nutrition outreach programs. After a gap of about 13 months, the WASH, Health and Nutrition convergent program was revived with the support of DFID.

**OUTPUT 2** Improved National Capacity to provide access to sustainable safe drinking water and adequate sanitation.

**Analytical Statement of Progress:**
This output focused on the service delivery related to water supply part of the CLTS approach implemented in villages across Yemen. The improvement and upgrading of water and sanitation facilities in health centres was also part of this output. Soft components of awareness on hand washing with soap at critical times (i.e. before eating and after defecation) in addition to household water treatment and safe storage were part and parcel of these interventions at community level.

During 2016 UNICEF promoted hand washing with soap in three districts where CLTS was implemented. Approximately 211,556 additional people in the same CLTS villages benefited from improved water supply as an incentive for achieving Open Defecation Free status. A total of 830,920 health facility visitors were able to access the newly rehabilitated water and sanitation services in the 65 health centres. However, limited success was achieved in increasing the number of people washing their hands with soap at critical times since the face-to-face community action could not be undertaken in the beginning of the year.

**OUTPUT 3** Strengthened political commitment to legislate, plan, budget to scale up access to safe drinking water, adequate sanitation and improved hygiene practices.

**Analytical Statement of Progress:**
All activities were postponed until normalcy returns, except for a capacity assessment for GARWAP offices at sub-national level, followed by supporting capacity building activities.

**OUTPUT 4** Improved emergency preparedness and partners’ capacity to immediately respond to humanitarian situations.

**Analytical Statement of Progress:**
The humanitarian response continued to be at scale even with access issues and widespread insecurity. UNICEF provided fuel, equipment and repair facilities to 13 cities through Local Water Corporations, reaching 4,510,782 people with water and sold waste management services. Water was trucked in Amran, Sana’a, Amanat Al-Asama, Taiz and Hajjah governorates for 127,991 IDPs and host communities. UNICEF supported five city cleaning funds for fuel to serve 910,935 people. A total of 161,307 affected people now have safe drinking water and benefited from distribution of 23,044 ceramic water filters.
Approximately 358,359 affected people benefited from distribution of 58,555 basic hygiene kits. Sub-national GARWAP offices at two locations are now capable of providing immediate responses to disasters. Contingency stocks were prepositioned and were sufficient to meet the requirements of some 764,042 people in the event of any escalated conflict or disaster.

**OUTPUT 5** Government and partners, as duty-bearers, identify and respond to key human rights and gender equality dimensions of water, sanitation and hygiene practices in Yemen

**Analytical Statement of Progress:**
Figures are not being provided here in order to avoid double counting.

**OUTCOME 3** Improved access for girls and boys in targeted communities to equitable and inclusive education opportunities of good quality

**Analytical Statement of Progress:**
In 2016, UNICEF Yemen’s Education Section Programme focus was on ensuring access to educational opportunities for children facing emergencies. Funded by various sources such as the Global Partnership for Education (GPE) and Educate A Child (EAC), combined interventions implemented in partnership with the Ministry of Education (MoE) succeeded in giving affected children a chance to learn in a secure environment while bringing a sense of normalcy back in their lives. Interventions included set up of temporary learning spaces, school construction and rehabilitation, WASH facilities on school grounds, recourse to community-based classes, distribution of school kits and pedagogical materials, psychosocial support to children and teachers, and capacity grants for elaboration and implementation of school improvement plans. As a result, 1,692,487 primary school children, including 17,670 OOSC, returned to or enrolled in schools and were able to attend school. Nearly 2 million children remained out of school, up from 1.6 million before the onset of the conflict. In spite of sustained efforts, progress towards a net enrolment rate of 81.5 per cent was restrained. As Education Cluster Lead, UNICEF also pursued efforts to build the system’s resilience and national capacity (Government and civil society) to provide educational response in emergencies.

Increased access to quality early childhood development (ECD) opportunities were provided for 7,030 children with the elaboration of a Learning Outcomes Framework (LOFW) – the first ever in Yemen – to be endorsed by the MoE. Conflict sensitive education (CSE), approved by the MoE (including de-facto authority), was introduced to address the issue of violence in schools, resulting in 10,000 children, teachers and parents having increased awareness and knowledge on peaceful conflict management and resolution. With the support of the Global Partnership for Education (GPE), progress was also made on primary education curriculum development for Grades 2 and 3 in Arabic, Math, and Science. The MoE also received support for the reproduction and distribution of textbooks for 900,000 Grade 4, 5 and 6 children.

In an effort to improve systems and have access to updated information, UNICEF supported Education Management and Information System (EMIS) strengthening with the elaboration and installation of data collection and analysis software in four governorates. To further build systems, emphasis in 2017 will be placed on institutionalizing data collection and analysis through EMIS expansion and elaboration of strategies to guide sector development.

**OUTPUT 1** Improved quality in education services at early childhood and basic levels (grades 1-9).
Analytical Statement of Progress:

In 2016, UNICEF, in collaboration with the MoE, Governorate Education Offices (GEOs) and field partners, worked towards the development of a LOFW to guide interventions at the pre-primary school level and improve learning outcomes for 7,030 beneficiary children upon their transition to primary school. To further facilitate learning, 567 teachers in 213 schools were trained on child-centred pedagogy and provided with teaching-learning materials. Parents, through Father and Mother Councils (FMCs), were given an increased role supporting their children’s education through public mobilization, participation in elaboration and implementation of School Improvement Plans (SIP), school management and promotion of peace on school grounds and within the community. As a result, young children were supported with enhanced ECD services in 155 schools, including 2,000 children in 50 schools under the non-formal pre-primary education programme. School supervisor's reports and field observations have already indicated a positive impact on quality of children's education.

The capacity of the MoE and communities to deal with conflict/peace was also increased through the Netherlands-funded Peacebuilding programme (PBEA), which was implemented despite the ongoing conflict, and was crucial for Yemen at this time.

This output is partly on-track. Seventy-eight per cent of the children targeted by the ECD interventions were reached and 567 teachers were trained. In 2017, focus will be placed on ensuring that teachers apply what they have learned for improved classroom practices and enhanced learning outcomes, which will require the development of appropriate tools to allow assessment of teachers’ skills.

OUTPUT 2 Enhanced support to targeted communities with disadvantaged and excluded girls and boys to access basic education opportunities, including promotion of on-time enrolment.

Analytical Statement of Progress:

To provide offer educational opportunities to vulnerable OOSC, UNICEF Yemen’s Education Programme, in collaboration with the MoE and partners, launched innovated interventions that supported the re-integration and enrolment of 17,670 OOSC. These included the Non-Formal Education (NFE) Programme and Community-Based Classes implemented in Hajjah, Hodeida, Taiz and Amran Governorates to give children too old to enter the formal education system a chance to learn.

Progress in the implementation of this component was adversely affected by insufficient funding and safety issues, with the consequent interruption of key activities such as classroom construction and school rehabilitation and training of teachers and members of Father and Mother Councils to help them support or conduct a different type of pedagogical programme. UNICEF and national partners conducted preparatory work (engineers recruited and implementing partners identified) to ensure speedy implementation of construction and rehabilitation works once funds become available.

While the challenging context remains, UNICEF expects to reach larger numbers of OOSC in 2017 by putting greater focus on those interventions that have demonstrated their ability to bring children back to school, such as community classrooms and non-formal education programmes.

OUTPUT 3 Improved school WASH facilities and hygiene practices among girls and boys in Yemen.

Analytical Statement of Progress:

The Wash in Schools output was on track. All planned targets were exceeded, with 114,788 pupils, girls and boys (55 per cent of the target), benefiting from improved WASH facilities
(separate latrines) and handwashing devices in 212 schools, rehabilitation and construction (in addition to the 570 schools covered under the emergency programme – Output 4). A total of 50,000 students received kits for healthier personal hygiene practices.

In 2017, UNICEF will continue to provide support towards the improvement of school environment through the rehabilitation or construction of handwashing facilities and separate latrines for boys and girls while ensuring that all members of the schooling community develop adequate knowledge and attitudes on hygiene through life skills-based education on the subject. Translation of knowledge in behavioural change will be facilitated through child participation as school club members who will have a key role to play in the identification, development and implementation of WASH activities to implement in school and take home to their communities.

**OUTPUT 4** Children in affected communities in humanitarian situations supported to access education opportunities.

**Analytical Statement of Progress:**

The lasting conflict in Yemen negatively impacted an already fragile education sector in Yemen, increasing the number of children requiring education in emergency response for sustained access and retention in schools. As a result, UNICEF increased the targets for its 2017 Humanitarian Action for Children (HAC) from 689,000 to 1,864,400 children. Combined interventions including installation of temporary learning spaces, classroom construction and rehabilitation, pupils and pedagogical kits distribution, and provision of psycho-social support (PSS) reached 84 per cent of the target. Specific activities included minor repairs and/or major renovations on 557 out of 670 schools in conflict-affected areas; provision of basic school furniture, including student seats and desks and other furniture, for 150,000 children in conflict-affected areas; and provision of teaching/learning supplies and textbooks for 740,086 children and adolescents affected by the crisis. UNICEF also provided 247 temporary classrooms for children and adolescents affected by the crisis; and provided PSS services for 377,259 children and adolescents.

As Education Cluster lead, UNICEF strove to ensure sustained and efficient coordination of interventions while building capacity of MoE at all levels to plan and respond to emergencies. Efforts also involved the development of measures to protect education during emergencies, and to advocate and build capacities to adhere to them, including at community level. Taking into consideration increased targets, the education in emergencies output can be said to be on track and no change in terms of interventions focus is expected in 2017.

**OUTPUT 5** Strengthened political commitment, accountability and national capacity to legislate, plan and budget for scaling-up quality and inclusive education

**Analytical Statement of Progress:**

No progress

**OUTPUT 6** Effective management of and support for the implementation of the Global Partnership for Education programme assured by UNICEF Yemen.

**Analytical Statement of Progress:**

The GPE programme consisted of four major components covering all aspects of primary education and to some extent, pre-primary education and secondary education: quality, access and retention, institutional development and education in emergency (EiE).

For Component 1 – Quality: School management capacity in 420 schools targeted was enhanced through the provision of school grants for that purpose, for teacher training on active learning, and for FMC members training on school management. Quality of education
was expected to be improved with the elaboration and implementation of a new curriculum on Arabic and Science (Grades 2-3) and Mathematics (teachers’ manuals for Grades 2-3 and all for Grades 4-6). Those were approved by the Higher Committee in charge of overseeing this activity.

Component 2 – Access was constrained because of delays in construction works. A total of 16,203 children benefitted from school kits distribution and another 76,921 OOSC were identified as potential beneficiaries for the upcoming OOSC programme. A total of 1,600 rural female teachers were trained, and 693 rural female teachers received their salaries. Greater progress is expected in 2017 as designs for new construction were completed and the tendering process was initiated in several governorates.

Component 3 - Institutional development was constrained due to the slow progress in EMIS software installation and use in target governorates (4 out of 13 governorates so far). Data collection and analysis is expected to improve in 2017, once the system is fully installed and technical staff at national and decentralised levels trained.

Component 4 – EiE was partly reported on in Output 4. GPE funding facilitated access to and retention of children in school through rehabilitation of 34 schools (93 schools ongoing with contracts already signed for 16 schools), provision of 54,556 school bag kits and PSS to 35,860 children. Delays were caused in part by unrealistic unit cost of many activities pending scale up, making the implementation of activities difficult in a full scale. The ongoing conflict slowed down the progress and speed of implementation, which led to a second reprogramming, in May 2016, of funds available, orienting the programme towards emergencies. UNICEF also put in place a coordination mechanism with monthly meetings to ensure proper follow-up and implementation of programmes.

**OUTCOME 4** Improved and equitable preventive and responsive services addressing violence, abuse and exploitation of children

**Analytical Statement of Progress:**
UNICEF’s programming in Yemen continued in a Level 3 Emergency context ever since the escalation of the conflict in late March 2015. The Yemen Humanitarian Response Plan for 2016 was integrated in the Rolling Work Plan (RWP) of 2016. In the first half of 2016 development-oriented activities such as Birth Registration, Child Protection case management and Child Marriage resumed, indicating a more conducive environment in the country to focus on issues not strictly related to the conflict.

The social work and case management system was strengthened and now provides improved and equitable preventive and responsive services addressing violence, abuse and exploitation of children. Five Standard Operating Procedures on case management were endorsed with technical support and capacity building provided to CP actors. In 2016, a total of 206 social workers (62 female, 114 male) were equipped with information and skills on how to identify and refer the most vulnerable children to social services. A total of 467 social workers (214 female, 253 male) have been trained since 2014. As result, a total of 2,753 vulnerable children (1,675 boys, 1,078 girls) were identified and referred to services in 2016, compared to 2,364 (1,234 boys, 1,130 girls) referred to services in 2015.

At least 76 per cent of the identified vulnerable children were referred to CP services in 2106 as per Ministry of Social Affairs and Labour (MOSAL) November reports. UNICEF Yeman continued to engage with the Civil Registration Authority (CRA) in promoting birth registration and registering as many children as possible in challenging
circumstances. Despite the protracted crisis, UNICEF, in collaboration with CRA, managed to resume limited but important activities on promotion of birth registration, with focus on rapid birth registration, outreach and awareness campaigns. UNICEF reached the most vulnerable displaced and conflict-affected children needing birth certificates and procured vital items such as birth certificate forms.

The conflict continued to take a devastating toll on children. Reports of child rights violations increased dramatically since March 2015 and continued in the first half of 2016. Children faced significant psychosocial stress inflicted by prolonged violence, instability and displacement. UNICEF-supported psychosocial activities reached 424,914 children (188,838 girls and 236,076 boys) through child friendly spaces and community-based activities in 16 conflict affected governorates.

Mine risk education (MRE) sessions for children, communities and Internally Displaced Populations were considerably expanded, reaching additional Governorates and districts of Northern governorates including Saada’a, al Jawf, Taiz, and Southern Governorates including Abyan, Lahj and Dhale. At least 1,119,544 people including 853,573 children (380,365 girls, 473,208 boys) and 265,971 adults (102,589 women, 163,382 men) received life-saving information through community and school-based approaches on protecting themselves from the risks of mines, UXOs and ERW. MRM continued to monitor and report the rights of children affected by the conflict and reached 1,381,064 children (690,532 boys and 690,532 girls) in the catchment area. As part of mid-year review and planning process, agreement was reached with partners on resuming the prevention and response activities in those governorates where Child Marriage is prevalent. The legislative reviews and legal amendments were put on hold due to absence of the government and the prevailing conflict situation.

OUTPUT 1 A minimum package of child social welfare and protection services is available for girls and boys affected by violence, abuse and exploitation, including gender based violence and trafficking.

Analytical Statement of Progress:
By the end of 2016, UNICEF reached 424,914 children (188,838 girls and 236,076 boys) with PSS through child friendly spaces and community-based activities in 18 conflict affected governorates.

Mine risk education (MRE) sessions for children, communities and Internally Displaced Populations were considerably expanded, reaching additional Governorates and districts in Saada’a, al Jawf, Taiz and Southern Governorates. At least 1,119,544 people including 853,573 children (380,365 girls, 473,208 boys) and 265,971 adults (102,589 women, 163,382 men) received life-saving information through community and school-based activities on how to protect themselves from the risks of mines, UXOs and ERW. In mid-October, a Joint Action Plan was signed between UNICEF, YEMAC and MoE to train the MOE’s teachers’ national training team in MRE, with a view to further train teachers in schools to reach wider coverage of children. The MRE Training of Trainers (TOT) training for the 16 members of the MOE National Training Team took place in December and will be followed by a series of trainings in 2017, starting with 108 Resident Teachers in 36 schools of Al-Amana and Sana’a.

For Unaccompanied and Separated Children (UASC), UNICEF in collaboration with MOSAL, Hajja Governorate, provided life-saving protection assistance to 604 children (584 boys and 20 girls), victims of trafficking. A study on child victims of trafficking in Hajja was finalized and was discussed in consultation workshops with relevant stakeholders. A total of 292 Ethiopian UASC (18 girls and 274 boys) were identified, interviewed, registered and assisted with voluntary return to Ethiopia by collaborating and coordinating with DRC and IOM. 391 Approximately 99 Ethiopian UASC (all boys) were identified and interviewed in Aden but
were forcibly returned to Djibouti.

Birth Registration services benefited 140,641 marginalized, displaced and conflict affected children (61,832 girls, 79,009 boys) with birth certificates in 42 districts of 8 governorates. UNICEF supported the procurement of 1 million birth certificates, 700,000 notification forms, and 500 registry books for 900,000 children.

In the second half of 2016, UNICEF resumed its activities related to ‘Accelerating the Movement to End Child Marriage’ and focused on providing multi-sectoral response to address child marriage. At least, 2,850 married girls and at risk were identified and supported to receive multi-sectoral services and 650 adolescent girls were trained on life skills to empower them to protect and support themselves. A situation analysis on child marriage was finalized in six targeted governorates to understand the increase of child marriage as a result of the conflict and the social norms and traditional practice.

The justice for children component remained constrained but UNICEF did support legal aid provision to 161 children out of the 189 (185 boys, 4 girls) identified as in conflict with the law.

The social work and case management system was furthered strengthened and expanded to the Governorates in Amran, Saada, Al Jawf, Dhamar, Sana’a and Raymah. This was in addition to the Governorates of Taiz, Hodeida, Hajja, Ibb, Aden where the system was already functioning. As per MOSAL monthly reports, at least 76 per cent of the identified vulnerable children were referred to and provided with services.

**OUTPUT 2** All children vulnerable to violence and abuse are better protected by institutional and legislative framework (legislation, policies, strategies, services and systems).

**Analytical Statement of Progress:**

In the rapidly changing political and security context, this output of the Child protection programme was the most constrained, as it relates not only to national policies, standards and SOPs but also to legislations. Legislative reviews and legal amendments were on hold for parliamentary endorsement pending stabilization of the conflict situation in the country. However, five Standard Operating Procedures (SOPs) on Justice for Children (J4C), child recruitment, Violence Against Children (VAC), Gender Based Violence (GBV), and Unaccompanied and Separated Children (UASC) were developed and endorsed by MOSAL with UNICEF’s support. The mapping of CP services and actors in various governorates was in progress to support the implementation of the SOPs. UNICEF enhanced its coordination and support to Sana’a University to integrate the case management approach within the Social Work curriculum.

With UNICEF’s technical support and close follow up, the Government is now committed to improving the functioning of Child Protection case management system by sharing national level directives with MOSAL branches and strengthening coordination at the field level. In the area of Birth Registration, the engagement between CRA and Ministry of Health was improving, although challenges still remained. A Memorandum of Understanding (MoU) was signed between the two organizations to help clarify roles, responsibilities and accountability in relation to the 30 birth registration points to be established inside health facilities in order to expand birth registration coverage.

No progress was made on Justice for Children (J4C), as improvements in the country security situation, availability of resources and the resumption of governmental authorities’ functions with a clear government structure are essential pre-conditions to successfully complete legislative and policy work. An ongoing J4C assessment should be finalized in the
first quarter of 2017. The Police Manual developed was reviewed and finalized by the J4C Working group headed by MOJ and is scheduled to be published in 2017.

**OUTPUT 3** National systems are generating and analysing equity-focused and gender-sensitive data on children affected by armed conflict, Birth Registration, children in conflict with the law and child victims of trafficking and SGBV.

**Analytical Statement of Progress:**
In 2016, the MRM database supported the collection of information on grave violations committed against children by the UN Country task Force on Monitoring and Reporting Mechanism (CTF MR) to develop appropriate responses to respond to children’s needs, hold perpetrators accountable through evidence-based advocacy and report on the situation of children in armed conflict.

The MRM network was functional in 19 governorates (Abyan, Aden, Al Bayda, Al Dhale’e, Al Hudaydah, Al Jawf, Al Mahwit, Amanat Al Asimah, Amran, Dhamar, Hadramaut, Hajjah, Ibb, Lahj, Marib, Sa’ada, Sana’a, Shabwah and Taizz) and has documented and verified 781 incidents (79 per cent of the total reports received) and reached a coverage of 1,381,064 children in the most conflict-affected areas. Five regional MRM TWG were established in five hubs (Sana’a, Al Hudaydah, Aden, Taizz and Sa’ada). Three (Sana’a, Al Hudaydah and Aden) of the five were functional and were frequently meeting to monitor, vet and verify incidents of grave violations against children. UNICEF provided comprehensive services, including rehabilitation to children with physical injuries and disabilities, through technical supervision and provision of assistive devices to children in need. Financial assistance to support the transportation and access to these services was provided to vulnerable children in need of special care and not able to reach the medical services. A total of 125 children (91 boys, 34 girls) supported by UNICEF received medical care and rehabilitation and 30 children (21 boys, 9 girls) were referred and provided with medical and rehabilitation service, thanks to the improved monitoring and reporting system. UNICEF and its partners continued tracing the released children. Eleven children released by parties to the conflict were registered and assessed, and three of them were referred to apprenticeship opportunities in school rehabilitation activities. UNICEF and its partners were in the process of tracing additional children who were released in different locations.

Inputs to three quarterly reports and one annual report on children and armed conflict were drafted to the CTF MR and shared to the OSRSG. Parties to the conflict were listed in the Annex of the SRSG CAAC Annual Report.

The information system on case management was strengthened with computerization of the system and will be able to generate data related to all CP related vulnerabilities, including Justice for Children and GBV. To strengthen birth registration, 30 birth registration points in health facilities were selected in five governorates for the pilot CRA digital system and were under pre-assessment. System building activities linked to birth registration resumed in the second half of 2016 and will continue until mid-2017. In the area of Unaccompanied and Separated Children (UASC), the workflows processes facilitated safe repatriation and integration to Ethiopian migrant UASC by focusing on correct identification and documentation through harmonization of data collection and strengthened analysis. The Child Justice Information Management System (IMS) was not prioritized at this stage given the focus on emergency and challenges with electricity, fuel and other resources that may be required for a functioning IMS.
OUTPUT 4 Increased preparedness to deliver quality services for emergency affected children and primary care givers to address and prevent violence and abuse.

Analytical Statement of Progress:
The Child Protection Sub-cluster (CPSC) led by UNICEF brought together NGOs, UN agencies, academics and others under the shared objective of ensuring more predictable, accountable and effective child protection responses in emergencies. To achieve its goals, the CPSC worked closely with other protection actors, notably in gender-based violence, as well as with actors specialized in health and shelter. UNICEF CP also led the technical working groups on PSS and MRE within the sub-cluster, enhancing planning and coordination among partners through ongoing mapping of PSS services and MRE interventions.

In 2016, 26 partners (18 NNGOs, 4 INGOs, 2 GOs and 2 UN agencies) provided Child protection in emergencies CPIE services for more than 1.9 million war-affected children and their caretakers in 19 governorates.

A sub-national coordination mechanism was established and maintained as a regular mechanism in four humanitarian hubs (Hodeidah, Sana’a, Aden and Ibb) and as an ad-hoc based system in one hub (Sa’ada), supporting partners on the ground.

A harmonized online reporting tool was launched and partners were trained, which promoted timely reporting, data management and information sharing, and contributed to informed decision making processes.

A series of trainings on case management, child GBV, Mine Risk Education and psychosocial support for partners and social workers was conducted.

OUTCOME 5 Yemen's policy environment, legislation and systems are strengthened to protect and promote children's rights, especially the most disadvantaged.

Analytical Statement of Progress:
Yemen, one of the poorest and least-developed countries in the region, descended into a full-fledged military conflict in March 2015. The conflict exacerbated already challenging economic and social conditions. In 2016, the country underwent a complex humanitarian crisis, keeping children trapped in a vicious cycle of poverty and exclusion, as well unprecedented economic and financial crisis, including a liquidity crunch.

Progress towards achieving the Social Inclusion outcome was greatly affected by this deterioration of the political, economic and security situation. The changing situation has called for a re-focus on the outcome, to mainly target outputs 5.1. (Enhanced support to vulnerable populations to use social protection systems, and participate in decision-making) and 5.2. (Increased national capacity on social protection). This refocus was primarily explained by the fact that the formal social protection systems were on the verge of collapse in Yemen. The Social Welfare Fund (SWF), a key public unconditional cash transfer (UCT) programme targeting 1.5 million beneficiary cases, suspended its operation in March 2015, leaving almost 8 million direct and indirect beneficiaries without any social protection. The labour market was exhausted; and public social support and care services were disrupted, exposing people to a wide range of risks and severe covariant and idiosyncratic shocks. Informal social protection mechanisms and networks were overstretched.

The challenging humanitarian situation called for a rapid response to support the poorest and most vulnerable during difficult economic, social and political times. In the end of 2015 and early 2016, UNICEF, in partnership with public and private institutions, launched a
humanitarian cash transfer programme (HCTP) in two governorates of Yemen – Amanat Al-Asima and war-torn Taiz. The first humanitarian cash transfers programme (HCTP-1) targeted 4,999 households (HHs) and 28,517 beneficiaries in 10 districts of Amanat Al-Asima and 8,411 HHs and 46,996 beneficiaries in 9 districts of Taiz, helping 75,513 people survive the conflict and reduce their vulnerability. HCTP-1 specifically targeted the traditionally most excluded and poorest Muhamasheen minority communities, who were receiving a monthly unconditional cash transfers (UCT) of approximately US$100 per HH for the period of 6 months to address their food insecurity, help meeting their basic needs and ensure access to social services. In August 2016, UNICEF launched the second humanitarian cash transfers programme (HCTP-2) targeting 5,600 HHs from non-Muhamasheen communities, including the most vulnerable and conflict-affected populations, in two districts of Taiz enclave – Salah and Al Quahirah. The humanitarian cash transfers programme also helped increase the role of women in decision-making at the household level. UNICEF partnered with: the SWF and its local branches for overall coordination and grievance redress; a Taiz-based NGO – Hemmat Shabab Foundation – for community outreach; a private sector partner, Al-Amal Micro-Finance Bank (AMB), (which partnered with the SWF on UCT before the crisis), for cash transfers disbursement; and a national research institution, Prodigy Systems, for third-party monitoring (TPM) purposes.

The humanitarian cash transfer programme was a temporary form of social protection for the poorest and most vulnerable, and was also a window of opportunity to prevent the total collapse of the social protection systems, advocate for the resumption of the SWF and strengthen other national social protection institutions and mechanisms. UNICEF also took efforts to support the resumption of the SWF outreach beneficiary network (SWFN) to provide early social protection counselling and referrals to basic social services to ensure at least non-cash support to the SWF beneficiaries. At the same time, UNICEF Yemen advocated for the reactivation of the SWF cash transfer programme across the country. UNICEF Yemen also monitored the economic situation in the country, and published monthly socio-economic updates that addressed the most pressing and challenging economic and social issues, including the reallocation of the Central bank, liquidity crunch, malnutrition crisis and many other issues. UNICEF anticipates that in the aftermath of the conflict, strengthened institutions will play their cornerstone role in supporting the most vulnerable children, women and other populations, as well as in sustainable and effective transition from humanitarian relief to recovery and development.

OUTPUT 1 Enhanced support for disadvantaged and marginalized children and families to demand & use social protection systems and participate in decision-making processes affecting them (Social Protection Demand)

Analytical Statement of Progress:

During HCTP1 and HCTP-2, 112,715 vulnerable people, more than 19,000 households in Amanat Al-Asimah and conflict-torn Taiz, primarily from marginalized Muhamasheen communities and conflict-affected households, received humanitarian cash assistance.

UNICEF adopted a mixed-method targeting approach, using proxy means testing and community-based targeting to identify the poorest and conflict-affected HHs. The Muhamasheen Communities Mapping Survey (MCMS) was conducted to collect household data and register all the Muhamasheen and non-Muhamasheen households in the identified poor neighbourhoods and communities in Amanat Al-Asimah. The field workers collected household data, including biometrics, using automated tablets uploaded with the SWF questionnaire. After the data was cleaned and verified, eligibility criteria were applied and magnetic cards were printed for selected beneficiary cases. In Taiz, a slightly different targeting methodology was followed due to the security situation: the HCTP-1 targeted only
Muhamasheen households, which were surveyed and registered in 2014 under blanket targeting. Prior to launching HCTP-2, a Vulnerable Communities Mapping Survey (VCMS) was commissioned to identify and target the poorest and most conflict-affected non-Muhamasheen households of Saalah and Al-Qahira districts of Taiz.

During HCTP-1, each beneficiary household received approximately US$100 monthly, for the period of 6 months. In HCTP-2, a monthly UCT of approximately US$100 was disbursed among families with children, and approximately US$50 among households without children. The cash was disbursed by Al Amal Bank (AMB), which utilized its vast network of mobile banks and money dealers, allowing beneficiaries to collect their cash within walking distance of their homes. The time and place of the transfer was communicated through text messages and word-of-mouth, and identification was based on the magnetic cards as well as the fingerprints of the beneficiaries. During distribution, beneficiaries were given awareness messages on spending their cash towards the wellbeing of their children and families.

Prodigy Systems provided third party monitoring of HCTPs. Their activities included real-time verification of cash distribution (VCD) as well as post distribution monitoring (PDM) through quantitative and qualitative tools. Verification and monitoring activities were key in highlighting the progress of the programme, ensuring against any possible fund diversion, as well as providing close and consistent examination of the way beneficiaries spend their cash. In Taiz, in addition to Prodigy, Hemmat Shabab Foundation also participated in monitoring to ensure social accountability at community level during HCTP-1.

A complaint and appeals mechanism was set up, led by the SWF. A toll-free number for SWF was printed on the programme’s magnetic cards, to enable beneficiaries to complain on any aspect of the programme and submit appeals.

Households were supported in their efforts to survive the conflict, address their food insecurity, meet their basic needs and access social services, including health and education. Cash also provided beneficiaries with choice, strengthened local markets, engaged the private sector, and empowered communities. By targeting women as main recipients of cash transfers, the project enhanced their empowerment and intra-house decision-making roles.

**OUTPUT 2** Increased national capacity to provide access to inclusive systems that protect children and adolescents from poverty and promote social inclusion. (Social Protection Access)

**Analytical Statement of Progress:**

The programme used the current crisis as the window of opportunity to strengthen national social protection systems. Specifically, the programme advocated for emergency reactivation of the SWF unconditional cash transfer programme to provide direct financial support to a large segment of the poor and prevent the collapse of a key national social protection systems. The resumption of the SWF cash assistance mechanism would provide cash transfers to 1.5 million households, or approximately 8 million people, across 22 governorates; restore public trust in national institutions; and provide a cash influx into the local economy. Initial agreement was reached with a few donors to fund the Programme Management and Monitoring component, which aims to enhance programme monitoring and financial assurance as well as address specific SWF cash transfer programme issues (assessments, coordination and monitoring, communication and outreach, and complaints and grievances mechanisms). The funding for the key cash transfer component was yet to be confirmed.
Efforts were underway to prepare the system to disburse cash to SWF beneficiaries. Specifically, work began on the third-party co-administration of the SWF beneficiary list (cleaning-up and cross-checking, development of the management information system), rapid randomized cluster sample survey of household vulnerability to verify the beneficiary list for inclusion and exclusion errors, assessment of cash payment modalities (both traditional (post-offices) and non-traditional (private banks and micro-finance institutions), and assessment of institutional effectiveness and operational capacity of the SWF. The preparation stage also focused on development of monitoring and evaluation, communication security-related, and fundraising strategies and plans as well as capacity-building initiatives, financial assurance mechanisms and social protection assessments. It is expected that this technical support will contribute to strengthening capacity of national social protection institutions, and system that will play a critical role in supporting the poorest and most vulnerable population both during and in the aftermath of the conflict.

UNICEF partnered with a local research institution, Prodigy Systems, on the humanitarian cash transfers project, thus indirectly increasing their capacity in social protection data collection and analysis. Specifically, Prodigy Systems provided third party monitoring, including verification of cash distribution and post-distribution monitoring, and completed the Vulnerability Communities Mapping Survey (VCMS) aimed at collecting and verifying the targeted cash transfer beneficiaries' information. The VCMS informed decision-making on targeting the poor non-Muhamasheen and conflict-affected households in Taiz enclave. UNICEF has also started efforts to resume the SWF outreach network. In 2016, a first consultation meeting was conducted where participants from Sana’a, Amanat Al Asimah, Ibb and Taiz governorates discussed and strategized their plans for 2016-2017. A training of trainers (ToT) was also conducted to refresh the SWF network members' knowledge and skills on social protection and outreach and referral mechanisms. The social services networking meetings were held in Sana’a, Amanat Al Asima and Ibb governorates to agree on the services to be referred to. Training workshops at governorate level were being prepared, along with the fieldwork that provide an opportunity to collect the most recent data on child wellbeing.

**OUTPUT 3** Strengthened political commitment, accountability and national capacity to budget for protection and promotion of child rights (Child Budgeting)

**Analytical Statement of Progress:**

Although the Child Budget Analysis (CBA) was finalized in 2015, planned follow up activities to build on the CBA findings and to strengthen national capacity for public finance for children were put on hold due to the crisis. The Yemen Socio-Economic Update (YSEU) which started in 2015 continued to be published monthly by MoPIC, providing valuable information on the current social and economic realities. The programme though monitoring the current economic and financial situation in the country, including the developments related to the reallocation of the Central Bank of Yemen to the south (Aden), liquidity crunch, and salary-non-payment crisis. UNICEF conducted monitoring of the market situation in general, and in relation to the humanitarian cash transfer programme. In the present context – that is, with two governments working in parallel and a lack of government budget – it was not possible to focus on strengthening political commitment, accountability and national capacity on public finance for children’s issues.

**OUTCOME 6** Adolescent girls and boys, mothers and fathers, and community leaders in 106 districts adopt 11 key life-saving, care and protective behaviours for children and women
Analytical Statement of Progress:
The feedback from the field monitoring, including the TPM, indicated improvement in the knowledge and attitudes of caregivers. Uptake of some key practices such as Exclusive Breast Feeding remained significantly low, while others, such as hand washing and vaccination, improved. The community demand and acceptance of C4D interventions and other UNICEF-supported programmes increased, largely owing to active community engagement with leaders, caregivers and decision makers at HH and community levels. Approximately 1,371,934 individuals were reached with key messages and engaged to improve knowledge, attitudes and practices around the 14 key life-saving, care and protective behaviours. C4D interventions continued to address humanitarian and emergency responses, with an additional 10 priority areas identified for intervention since the escalation of the conflict. Some 5,607 community volunteers, 12,428 community leaders and 12,768 religious leaders are now capable in adopting and also advocating the 14 key life-saving, care and protective behaviours. Using interpersonal means, 700,000 people were reached as emergency response to dengue fever, AWD/Cholera, Scabies and measles. Communication efforts intensified with more than 15 multi-media IEC materials developed and more than 500,000 copies disseminated to the general population. The hard to reach, vulnerable and underserved populations, including IDPs and socially excluded populations, especially in Taiz, Saada, Hodeida and Al Jawf, were covered with expansion and strengthening of partnerships with CSO IPs through some 50 PCAs and SSFAs.

OUTPUT 1 Government departments (HEC, Mol mother and Child Programme) local authorities and partner NGOs in 106 target districts have improved capacity to design, implement, monitor and evaluate community-level C4D interventions (Policy, Capacity Building and Systems Strengthening)

Analytical Statement of Progress:
The government’s capacity on community engagement, evidence generation and use, C4D planning and monitoring, humanitarian (and outbreak) emergency response, and use of IEC resource materials was enhanced with the training of more than 340 government staff on various C4D approaches. UNICEF supported the Ministry of Health both technically and financially in developing an EPI Communication strategy that will help improve immunization efforts in the country. UNICEF also strengthened its community feedback mechanisms as part of accountability to affected populations.

OUTPUT 2 By 2015, 50% of individual rights holders and duty bearer in 106 target districts have increased knowledge and positive attitudes to adopt 11 key life-saving, care and protective behaviours for children and women in Yemen. (Community Engagement for Behaviour and Social Change)

Analytical Statement of Progress:
Approximately 1,371,934 individuals were reached with key messages and were engaged on improved knowledge, attitudes and practices around 14 key lifesaving care and protective behaviours. C4D interventions continued to address humanitarian and emergency response. An additional 10 priority areas were identified for intervention since the escalation of the conflict. A total of 5,607 community volunteers, 12,428 community leaders and 12,768 religious leaders now have the necessary awareness and knowledge to adopt the 14 key life-saving, care and protective behaviours. These community leaders and volunteers were instrumental in the emergency responses to the outbreak of dengue fever, AWD/Cholera, Scabies, and measles, enabling them to reach more than 700,000 people through interpersonal communication channels. Partnerships with CSO IPs through some 50 PCAs and SSFAs were strengthened and expanded, which will now enable hard-to-reach, vulnerable and underserved populations to be reached, including IDPs and socially excluded populations. Though access to conflict
areas remained a significant challenge, some areas were reached through partnership with local NGOs and government and through expanded use of social media.

OUTCOME 7 Government and other partners at central and governorate level are undertaking equity focused, and evidence informed planning, monitoring and evaluation.

Analytical Statement of Progress:
The humanitarian situation in Yemen remained critical. Eighty-two per cent of the population were in need of assistance. System-wide, the UN system-wide continued to be at level-3 emergency according to the UN declaration in June 2015. Thereby, all 2016-17 Rolling Work Plans (RWP) were focused on up-scaling humanitarian response in line with the revised Yemen Humanitarian Response Plan (YHRP), covering January-June 2016. UNICEF managed to finalize and sign all 2016-17 Rolling Work Plans (RWP) by end of quarter one 2016. A significant improvement in the RWP quality was noticed because of PME team’s effort. On-the-job training was provided to all sections along with supporting documents and guidelines. Country Program Documents extension for 2017 were finalized, submitted with Report, Framework, and Budget estimates and approved by the Executive Board. Mid-Year Reviews for both National and Field offices were begun.

To ensure critical programmes were implemented within levels of acceptable risk the section took the lead on finalizing Programme Criticality for the office and managed to justify retaining the four activities of Health, Nutrition, WASH and Child Protection at PC level 1, or as highly critical.

Within the HACT Assurance Plan, all UNICEF staff at the field offices in Sa’ada, Ibb, Hodeida and Sana’a were trained on CSO and HACT procedures to ensure that all staff were applying them. UNICEF partners’ training on HACT were frozen, due to inability to transfer money to Ministry of Planning and International Cooperation (MoPIC) because of the outstanding balance that closed their bank account. Twenty-one micro-assessments were conducted to determine the financial capacity of UNICEF partners and 28 spot checks were conducted to assess the accuracy of the financial records for cash transfers to the Implementing Partners. Out of 281 programmatic visits required to meet the minimum HACT assurance requirement, 243 visits were conducted as of 30 June 2016. Third Party Monitoring through Prodigy System Company continued to help UNICEF in conducting the programmatic visits and spot-checks to the conflict affected areas unreachable by the staff. UNICEF coordinated the monthly update of sectoral data from the Clusters and Sections against the Humanitarian Performance Monitoring (HPM) indicators and ensured their inclusion in the Situation Reports (SitReps). The HPM indicators for 2016 were finalized in close collaboration with all head of sections and incorporated in HAC/YHRP 2016 to avoid inconsistencies in reporting. It is noteworthy to mention that some sections have already achieved their yearly targets, and so revision of HPM indicators is underway.

As a regular monitoring function, the PCM indicators were updated and presented at a monthly meeting covering progress on implementation, fund usage, grant expiry, programme related supply indicators and progress at the field level. The number of Information Management Officers (IMOs) through the institutional contract with the iMMAP was increased to 16, covering all the UNICEF Clusters, Sections and the Field Offices. A realistic costed PRIME (IMEP) was framed, endorsed in the April CMT meeting, signed by Deputy Representative and uploaded in the system. The Evaluation of Humanitarian Action (EHA) was being commissioned as part of the global capacity building initiative. ANN Associates, a Pakistan-Norway based consulting firm, was contracted and the inception report was being finalized. At the field level, following several initiatives in the last part of the year, most of the offices were functional again, and the Ibb Hub was fully operational. A PCA Gender Checklist Monitoring Tool was developed by the gender focal point and
reviewed by the Gender Core Team and the Regional Office. The PME worked with the GenCap advisor to conduct a training for 16 UNICEF staff members, including the Gender Core Team and the Cluster Coordinators for UNICEF’s Cluster lead on gender mainstreaming in humanitarian programming and the Improvement of PCA quality with respect to gender and age. This training led to concrete actions, including the improvement of the PCA, which became more gender sensitive. UNICEF management included the Gender Focal Point as part of the PRC Committee in order to ensure the Gender Equity in each PCA.

The main challenges during the 1st half of 2016 were: MoPIC blocked the bank account due to outstanding balances of more than nine months (write-off issue), which led to freezing of all PME activities with them until the issue was resolved; and the ongoing conflict highly affect the government financial capacity and restricted them from using the reimbursement modality of payment to overcome the first challenge.

OUTPUT 1  Government at central and governorate levels has the capacity to undertake equity focused and evidence informed planning.

Analytical Statement of Progress:

A planning exercise was initiated toward end of the fourth quarter of 2015 and UNICEF sections and field offices were supported with templates, guidelines and on-site technical support. The consultative process for review of 2015 and planning for 2016-17 resumed with participation of the Implementing Partners. (This had not been possible for the mid-year review in 2015.) All the 2016-17 Rolling Work Plans (RWPs) were finalized by end of the first quarter of 2016. In view of protracted progress on development of the Government’s new plan, the UNCT, and subsequently the UNICEF Executive Board, extended the current country programme to 2017. With the ongoing security crisis and no nodal agency within the government to lead the development of the new plan and the UNDAF, UNCT decided to extend the country programme to 2017. In view of the above, the new RWPs were not formally signed with the Government and instead a Note for Record was maintained to legally cover the gap. The signed RWP of 2015-16 covered the period of 2016. A significant improvement in the RWP quality was noticed because of PME team’s efforts, especially on sharpening the targets set at both national and field level with regard to the HPM indicators. Mid-year Reviews for both national and field offices were begun, and all the needed support was provided, which included the review of the road map, reporting and review templates.

UNICEF led the assessment of the social sectors in support of the Yemen Damage and Needs Assessment (DNA). The PME section coordinated the inputs from Health and Nutrition, WASH and Education and supported the consultant hired by New York Headquarters in compiling and synthesizing the report. To ensure critical programmes were implemented within levels of acceptable risk, the PME section contributed to finalization of the Programme Criticality exercise with other UN agencies and the Resident Coordination Office. UNICEF managed to justify and retain the four activities on Health, Nutrition, WASH and Child Protection at PC level 1, or as highly critical. The Ministry of Planning and International Cooperation (MoPIC) began to conceptualize, with support of UNICEF, the Conflict Sensitive Planning approach. The TOR for recruiting a national consultancy was finalized and the recruitment process was underway.

During 2016 the PME section’s main challenge was the freeze in advancing further DCTs to MoPIC due to over-aged outstanding advances made in the first quarter of the previous year.
OUTPUT 2 Increased capacity of government and partners to effectively monitor programme implementation in compliance with HACT.

Analytical Statement of Progress:

Progress toward HACT compliance was ongoing. During the first half of the year, CSO and HACT procedure trainings were conducted for field office colleagues in Sa’ada, Ibb, Hodeida and Sana’a to ensure that all staff were applying them correctly. Twenty one micro-assessments to determine the financial capacity of UNICEF partners were conducted and 28 spot checks were conducted to assess the accuracy of the financial records for cash transfers to the Implementing Partners. The outstanding DCT balance highlighted in the first output affected the training of partners on HACT. Thus the HACT specialist took the lead and trained UNICEF partners from the Government on CSOs and HACT procedures. Out of 281 programmatic visits required to meet minimum HACT assurance requirement, 243 visits were conducted as of 30 June 2016.

UNICEF coordinated the Monthly update of sectoral data from the Clusters and Sections against the HPM indicators, ensuring their inclusion in the Situation Reports (SitReps). The HPM indicators for 2016 were finalized in close collaboration with all head of sections and incorporated in HAC/YHRP 2016 to avoid inconsistencies in reporting. Efforts were made to introduce HPM targets at governorate level, which should complement the national targets at large. To complement the constrained field monitoring in conflict affected areas, Prodigy Systems continued their work with UNICEF as Third Party Monitors (TPM), conducting spot-checkers for the areas unreachable by staff. To cater to the increasing information demand, the number of Information Management Officers (IMO) through the institutional contract with the IMMAP was increased to 16, covering all the UNICEF Clusters, Sections and Field Offices. ActivityInfo, which helps streamline the management of sectoral information, was introduced and implemented successfully by the Child Protection cluster. Health and Nutrition Clusters also uploaded their databases to roll out Activityinfo in third quarter of the year.

The PCM indicators were presented to the monthly Programme Coordination Meeting (PCM) helping to review implementation, fund usage, grant expiry, programme supply indicators and progress at the field level. There was a funding gap on the humanitarian plan, with only 42 per cent funded and the fund utilization low at 30 per cent. UNICEF also faced a problem of expiring grants and outstanding DCTs beyond 6 months and thus resorted to weekly monitoring in order to reduce those issues.

As part of the regular process, PME coordinated and initiated the mid-year review. The roadmap, tools/templates for review and the guidelines were developed and necessary technical supports were provided to all the sections and the field offices.

OUTPUT 3 Child focused knowledge is generated, disseminated and used to ensure evidence based programming.

Analytical Statement of Progress:

Following the completion of the new Rolling Work Plans toward the end of the first quarter, PME compiled all the M&E related activities and drafted a realistic costed PRIME (IMEP) plan based on the new template rolled out globally. The final PRIME, which benefited from the Regional Office feedback, was endorsed in the April CMT meeting and approved by the Representative and was uploaded online in the system. Overall UNICEF Yemen achieved more than 90 per cent implementation rate of the PRIME (IMEP) 2016. UNICEF Yemen decided to undertake the Mid-year RAM reporting for the year, even though it was optional. The PME section coordinated the exercise by developing the roadmap along
with the templates and provision of technical guidance to all sections. However, the priority and undivided focus demanded for the humanitarian assistance from the key sections resulted in delaying the RAM report at mid-year.

UNICEF Yemen did not undertake any evaluations in the last two years and committed to changing that in 2016 as per the 2016 Office Objectives. Yemen decided to join and be one of the four MENA countries taking part in the initiative led by the Evaluation Office to build country office capacity in evaluation of humanitarian action (EHA). Key staff members participated in the first two of three planned workshops in November 2015 and July 2016 that were designed to support participants as they undertake evaluations of their own. Their planned evaluations served as case studies throughout the training. Following the first training, Yemen’s EHA TOR was finalized and the Request for Proposals was published in March 2016. A vendor was contracted (the Pakistan/Norway-based company AAN) and a draft inception report was received in July, which was reviewed at the second workshop during that same month. The focus of the Yemen EHA was to evaluate the management of UNICEF’s humanitarian response in the 10 months following the escalation of conflict with the main objective to “use the findings to improve the management of the current emergency response and to influence future UNICEF responses in any complex emergencies”. The updating of the Situation Analysis of children was not feasible given the lack of reliable household level information. Instead, as per the office priority, the development of Governorates Profiles was initiated and a concept note was presented to the July CMT meeting which directed it be upgraded to a comprehensive governorate profile exercise.

**OUTPUT 4** Increased capacity of UNICEF and Government line Ministries to effectively mainstream gender equity in programme design & implementation.

**Analytical Statement of Progress:**

UNICEF Yemen continued supporting partners, especially the government, on strengthening gender mainstreaming in their programming. The Gender Master Trainers of the ‘Gender National team’ were oriented on the Gender Equity Measures Tools (GEM Tools) and finalized to adopt 12 gender indicators in monitoring any programme implementation. The Gender Master trainers then conducted the GEM trainings covering the cluster task force of WASH, Food Security, Health and Nutrition, and Shelter. The remaining clusters, namely Early Recovery, Protection, and GBV, were covered by other partners.

A PCA Gender Checklist Monitoring Tool was developed by the gender focal point, which will be used to assess gender mainstreaming of plans and programmes. It was reviewed by the Gender Core Team and the Regional Office. In collaboration with the GenCap advisor PME conducted a training for 16 UNICEF staff members consisting of the Gender Core Team and the Cluster Coordinators for UNICEF’s Cluster lead on gender mainstreaming in humanitarian programming and the Improvement of PCA quality with respect to gender and age. Concrete actions, including the improvement of the PCAs towards becoming more gender sensitive, were developed following the training. The Gender Focal Point was included as a member of the PRC Committee and thus PME could ensure that Gender Equity and gender mainstreaming were adhered to in all PCAs reviewed. In the new contract of the third-party monitoring group, gender monitoring was added as part of the field monitoring visits, which will help assess compliance with Gender Equity and identify bottlenecks.

The participation of UNICEF Yemen Gender Focal Point in the Gender Review of the Egypt Country Office as part of the Regional Office’s interventions for the region’s Focal Points Capacity Building and exchange of experiences from other offices enhanced the skills and knowledge on GAP. This will help UNICEF improve the GAP within the current context of the country, especially in view of the CPD being extended until the end of 2018. UNICEF Yemen
had already included the GAP as part of the End Year Review Guidelines to prepare activities for the new RWPs.

**OUTPUT 5** UNICEF Field Offices have appropriate capacity (human, funds, management systems) to deliver and monitor programme effectively.

**Analytical Statement of Progress:**

Several steps were taken in the last quarter of 2015 and as a result Sana’a, Hodidah and Aden offices were operational, as were Ibb and Sa’ada (UNICEF humanitarian hubs lead), with International Staff currently based in the humanitarian hubs. UN agencies were slow to sign the MOUs for their use of the hubs in Ibb and Saada, which financially constrained additional work required to better accommodate staff based there and visitors. Implementation of the overall field office HR scale up plan based on the November 2015 PBR has also been slow. More than 15 positions in the field were not yet filled due delays in the recruitment processes. The lifting of evacuation status in Saada and Hodeida helped increase the operational capacity for the hubs. Although UNICEF supplies and partners had access to nearly all governorates and even though staff movement significantly improved during the first six months of 2016 across the country, UNICEF staff movements were not easy due to the security risks in some locations. Access to places like Taiz, Aljawf and Maarib remained a challenge. In addition to the internal constraints imposed by the situation, security clearance processes and administrative requirements of the UNDSS, MoI and the coalition were time consuming in terms of movement (SOPs) and limited staff movements. The security vacuum in the south was the most challenging and Aden field office remained under evacuation status.

UNICEF endorsed a scale-up plan for Aden and a new International Chief of Field Office and Child Protection Specialist were recruited to be based in Djibouti with weekly missions to Aden. The adoption of the Decentralization framework for the field offices by the CMT, the regular reporting and weekly briefing meetings, Third Party Monitoring (TPM) and revised Procedures (SOPs) significantly helped clarify the roles and responsibilities of the field offices, ensured better information on programmes and follow up on programme and operational bottlenecks leading to improved quality of delivery. The emergency response placed additional demands on field offices, including more frequent communication, field visits and regular reporting of the situation on the ground. The implementation and absorption capacity of decentralized funds was reduced by the widespread conflict. Follow up on financial disbursements and delays in liquidation of DCTs were evident in financial tracking. Mitigating measures were put in place and liquidation should no longer be an issue. Capacity building and staff scale up were required for field offices to be able to carry on with the HACT insurance quality plan and therefore, spot check targets were not met (although field monitoring visit target are on track, with TPM support). Field Offices developed and endorsed Contingency Plans and mapped potential and existing new partners and developed standby arrangements with partners in hard to reach areas. A BCP specific for every field office was also developed and endorsed by the field offices. The new modality has proven to be somewhat effective in the recent emergency.

**OUTCOME 8** UNICEF is positioned as a Leading Child Rights Advocate in the humanitarian and development landscape, with adequate funding in support of the country programme.

**Analytical Statement of Progress:**

During the first half of 2016 UNICEF maintained its position as a lead advocate of Child Rights in Yemen. Communication efforts have not ceased since the escalation of the conflict in late-March 2015. Press statements, interviews covering key humanitarian developments...
and UNICEF’s operation, close relations with local and international media and the strategic use of social media allowed UNICEF to raise the visibility of key issues affecting children in Yemen by employing reliable data, strong messages and moving stories. The UNICEF Yemen Advocacy Strategy, launched in March 2016, was strongly tied to the Communication priorities.

UNICEF maintained a high reputation among beneficiaries, media, and humanitarian and development partners, as evidenced by the increased number of requests by media, as well as the increased coverage of UNICEF’s statements compared to other UN agencies. UNICEF was contacted regularly by the RC/HC office and by OCHA for comments and up-to-date information for press briefings or high level meetings. UNICEF Yemen achieved high results with local and international media during the first quarter of 2016, keeping children’s issues on the top of the national and international media agenda and thus positioning UNICEF as the strongest children’s advocate. Between January and June 2016, four press statements were produced in both English and Arabic, more than 95 interviews (60 in Arabic and 35 in English) were given to international, regional (MENA) and local media, including Al Arabiya, The Huffington Post, and IRIN News. Six press briefings were held during the first quarter with local journalists and wire agencies covering Yemen. Such press briefings presented a unique opportunity for UNICEF to position key messages and to clarify any potential misinterpretation. The press briefings also led to a stronger network with national journalists and opinion makers and improved connections between UNICEF and relevant media.

UNICEF Yemen was widely covered in local and international media, with 8,093 mentions, including 4,615 in local media (4,583 in Arabic, 32 in English) and 3,478 mentions in regional and international media (2,691 in Arabic, 787 in English). This coverage is evidence of UNICEF’s popularity among media as the main source for information related to children. Increased coverage reflected the increase in UNICEF’s response and humanitarian efforts.

Social Media proved to be an exceptional means to raise awareness and participation. UNICEF produced abundant content, including unique human-interest stories, photo essays, infographics, maps and videos. All press statements, human-interest stories and reports published on the global web page were also promoted on Facebook and Twitter, in English and Arabic. Since January, more than 1.25 million people were reached on Facebook, at an average of 8,000 impressions per day, and 1,255,000 were reached via Twitter, at an average of 5,000 impressions per day. While launching the report ‘Children on the Brink’, UNICEF Yemen teamed up with Snapchat to create five stories on UNICEF’s global Snapchat account. The stories varied daily and had on average 2,400 unique views per story, with completion rate of approximately 70 per cent, considered as successful results for this platform. This initiative was featured by DOC HQ in its ‘Things we all can learn from’ bulletin (May – June 2016). During 2016, six human interest stories and 14 videos were produced on all programmatic themes and were shared widely in social media, portraying stories of girls, boys, mothers, female health workers and families.

Since the escalation of the crisis, UNICEF Yemen published Humanitarian Situation Reports (English and Arabic) containing information on response, challenges, funding status and status on HPM cumulative results, making UNICEF one of the few UN agencies issuing regular situation reports in Arabic. These reports were used for discussions on programmatic issues with Government counterparts and partners, were instrumental for fundraising and donor accountability, and proved to be useful for media engagement and press briefings. UNICEF’s stay and deliver approach enabled an increase in emergency funding, resulting in total funding of 70 per cent of the 2016 HAC by the end of June.

UNICEF is now positioned as a leading advocate. Since March 2016, an Advocacy Strategy has been in place to provide core messages according to identified priorities, key audiences
and stakeholders. The strategy was reviewed every three months and was supported by a series of tools and products (briefing notes, talking points, sitreps, and factsheets). In the last year, advocacy was particularly fruitful with the UK government.

Though UNICEF continued to be trusted as a reliable source of information, efforts are still needed to increase the visibility of the Yemen crisis and the growing humanitarian needs. The escalation in the conflict resulted in a mass exodus of professional journalists, photographers, videographers and other media personnel who were on UNICEF’s roster of media persons. In the first half of 2016, some journalists returned but others continued to stay away from Sana’a. UNICEF used this challenge as an opportunity to create more networks and used various forums to develop capacity of national professionals. Another big challenge was the existence of a polarized national and regional media and an often disinterested international media. Through regular and powerful media pitches, UNICEF managed to influence the media discourse in favour of children’s wellbeing and invited the interest of numerous media networks, including CNN, BBC, ABC, NYT, RT, AJE, and AJ. A challenge, common to emergencies, was the lack of traditional media such as TV, radio or newspapers

OUTPUT 1 Programme sections are supported with evidence based advocacy efforts (SitAn, base line, SPMF) in the promotion of children rights especially the most vulnerable.

Analytical Statement of Progress:

All the Programme sections were supported by the Communications section in developing stories, advocacy and media products, and advocacy relations with external partners, governments and donors. During the first half of 2016, section briefing sheets were updated and briefing materials were prepared for a series of media interviews and at least 13 visits to donors by the Representative, Deputy Representative and Programme Officers (including DFID, IDC, BMZ, KfW, KSC, USAID-OFDA, ECHO, Spain, Japan, and The Netherlands). UNICEF was positioned as a leading advocate. Since March 2016, an Advocacy Strategy has been in place to provide core messages according to identified priorities, key audiences and stakeholders. The strategy was reviewed every three months and included activities and steps that allowed UNICEF to undertake advocacy at both the private and public levels. The strategy was supported by a series of tools and products (briefing notes, talking points, SitReps, and factsheets). Advocacy was particularly fruitful with the UK government, with UNICEF’s Representative taking part in an evidence session on Yemen for the International Development Committee in UK’s Parliament in January.

UNICEF continued to focus on strategic emergency communications work, such as time sensitive press statements, in-depth reports, effective branding and social media development. Based on the Tweets, comments, support and criticism alike, UNICEF was recognized by social media users and media outlets as the lead agency campaigning on behalf of children’s issues in emergency and development contexts.

OUTPUT 2 Increased capacity of media to report ethically on the rights of children (both boys and girls).

Analytical Statement of Progress:

Over the year, 60 journalists were briefed on UNICEF programming and its work. This included leading social media bloggers, top news anchors and senior journalists. Press briefings presented an opportunity for UNICEF to position key messages and to clarify any potential misinterpretation, given the risks of politicization and bias. Journalists went on to
produce stories and articles specifically about children in Yemen. The aim with such training was to equip journalists with an increased ability to report ethically on children and to raise issues related to children and their rights, where the tendency otherwise is to report on the political situation without regard to its effect on children. Informal press meetings and pitches to the media continued.

As a result of media engagement and development, UNICEF Yemen was widely covered in local and international media, with 8,093 mentions, including 4,615 in local media (4,583 in Arabic, 32 in English) and 3,478 in regional and international media (2,691 in Arabic, 787 in English).

In March 2016, to mark one year of conflict in Yemen, UNICEF launched the ‘Children on the Brink’ report. This served UNICEF’s advocacy and fundraising initiatives by providing strong messages, meaningful graphics and powerful testimonies, targeting media, decision makers, civil society and the public at large. The report was launched in press briefings in Geneva and in Sana’a. It generated more than 700 media links, including AJE, The Guardian, NY Times and BBC, among others.

OUTPUT 3 Increased participation of children and adolescents in the promotion of child rights with equitable involvement of both boys and girls.

Analytical Statement of Progress:

Due to the escalation of conflict, development activities including children’s participation were on hold. However, in March UNICEF launched a nationwide Photography Contest: ‘Shattered homes…Not Dreams’ within the context of marking the one year anniversary of Yemen’s conflict. The photography contest focused on the impact of the conflict on children and their lives. More than 518 photos were received from 239 participants, including 16 from children (23 per cent female, 77 per cent male). Three children also participated as jurors for the competition (two girls, one boy). UNICEF also held a Photo Exhibition in Sana’a with the finalists’ images.

OUTPUT 4 Increased contribution to resource mobilization efforts in support of the country programme.

Analytical Statement of Progress:

During the first semester of 2016, 34 out of 35 donor reports were submitted on time. The 2016 humanitarian appeal was created for US$180 million. By 30 June 2015, this stood at 17% per cent funded (including carry forward funds from 2015). The entire country programme achieved approximately US$184.4 million in funding, or 80 per cent of the planned figure of US$ 230.7 million. The Fundraising and Leveraging committee (FLP), which came into full force in 2015, continued holding meetings once a month. The FLP provided an opportunity for all programmes and for the Deputy Representative to review and share fundraising goals, donor priorities and areas of potential overlap. More than 90 per cent of proposals submitted to donors between January and June 2016 were successfully funded (14 of 15 proposals submitted were approved).

UNICEF continued building on efforts to establish and strengthen partnerships. To enhance and further monitor donor visibility, a Recognition and Visibility tracker was developed including guides and branding resources related to each active grant/donor. In coordination with the Deputy Representative, and inputs from programme sections, the Resource Mobilization Strategy was reviewed and updated, considering its close relation with the FLP
mechanism, and the Visibility and Recognition tracker. To strengthen efficiency in donor reporting, a donor reporting SOP was developed (including templates and guidelines for developing proposals and reports) based on the findings of the Donor Reports Assessment.

UNICEF actively supported and promoted staff visits and presentations to Natcoms, including France, UK, Basque and Japan, which resulted in a boost to media coverage and public interest in the work being done by UNICEF in Yemen.

Since the escalation of the crisis, UNICEF Yemen started producing Humanitarian Situation Reports with the frequency as per the L3 guidelines. SitReps provided information about the main humanitarian developments during the reporting period, UNICEF’s response, main challenges, UNICEF Yemen funding status, and an updated report on HPM cumulative results. Eight situation reports (internal and external) were produced and disseminated since January 2016 in English and Arabic, making UNICEF one of the few UN agencies issuing regular situation reports in Arabic. The SitReps were used as one of the main inputs for discussions on programmatic issues with Government counterparts and partners, were instrumental for fundraising and donor accountability, and proved to be useful for media engagement and press briefings.

OUTCOME 9 Programme Support

Analytical Statement of Progress:
The UNICEF Yemen Operations section consisted of five units, namely, Administrative unit, Finance unit, HR unit, ICT unit and Supply/Logistics unit, all supporting programmes for timely delivery of country programme results.

The Operations Section provided required services efficiently with cost effectiveness. Office buildings were safer and more space was available to the increased staff within the same compound premises in the field. Travel for staff and counterparts was facilitated to the extent possible within the limited travel mode. HR recruitment was regularly monitored and the ICT services were rated high in the office customer survey. The supply value for the year exceeded US$ 50 million. UNICEF also succeeded in establishing two hubs (in Ibb and Sa‘ada) within a very short time, ensuring programme accessibility and implementation. Activities such as retreat and heads of unit meetings were held regularly, where issues and challenges were addressed and resolved.

UNICEF faced numerous challenges. With high security risks from air strikes, shooting on ground, and kidnapping, fortification of office premises was required for different types of threats and the sufficient number of armoured vehicles was required. For travel, with UNHAS as the only available air transportation, connections with the outside world were complex. Fragile banking with scarcity of hard cash and depreciation of the local currency were major issues. In HR, the limited travel restricted the possibility of staff training and development outside of country. ICT services were challenged with difficulties in importing laptops, radios (walkie-talkies) and other IT equipment for the staff. For supply and logistics, restriction of movements in country by security checkpoints and other permits crippled supplier’s capacity in delivering goods. This was further compounded by closure of border trade by road, lack of fuel and scarcity of electricity, and limited air freight capacity in the absence of reliable commercial air cargo. UNICEF was forced to transport vaccines and other medical supplies by chartered aircrafts. Due to limitations of sea shipments, containerized shipment from Djibouti was arranged and transported by Dhow boat to entry ports Hudeida, Aden, Mukalla, and Mocha.
OUTPUT 1 Governance and Systems

Analytical Statement of Progress:

The staff meetings addressed many of the relevant staff concerns, such as the availability and access of the Regional staff counsellor to the staff members towards end of August 2016. In the third quarter of 2016, two week trainings on Global Shared Service Centre (GSSC), VISION, mini-Programme Planning Process (PPP) and other induction trainings for newly recruited staff members were conducted. The Business Continuity Plan (BCP) was reviewed twice and tested three times, including the telephone tree, connectivity, access to emailing, access to VISION, and access to the share drive folder, which was updated. UNICEF Yemen continued as the lead UN agency working in Yemen for sustainability of work environment through regular updates and BCP rehearsals.

OUTPUT 2 Financial Resources and Stewardship

Analytical Statement of Progress:

Operations managers held meetings with banking sectors in order to tackle constraints caused by the country’s deteriorated economy. UNICEF completed the semi-annual physical count for assets and held two meetings of the Property Survey Board for disposal of assets and properties. SOPs were developed for the use and safeguarding of assets in addition to the two physical counts a year. Despite the close monitoring in coordination with the programme on liquidation of Direct Cash Transfer (DCT), UNICEF Yemen had 4.4 per cent, or US$ 1.48 million of DCT in the more than nine month category. Physical inventories on supplies in UNICEF-controlled warehouses were carried out in December 2016.

OUTPUT 3 Human Capacity

Analytical Statement of Progress:

UNICEF Yemen achieved a 51 per cent completion of the 2015 PAS of the staff members by the 31 March 2016 deadline. For gender balance, the overall status of UNICEF Yemen staffing improved, with 41 per cent females and 59 per cent males. For the internationally recruited staff, 35 per cent were female, while for national professional staff, 45 per cent were female. In the General Service category, 41 per cent were female. To ensure timely completion of the planning phase of the 2016 PAS/PER, bi-weekly reminders were sent to staff and their supervisors in addition to the monthly CMT standing agenda items on PA/e-PAS. As a continued emphasis on staff development and learning, the LLTC was active, with at least one meeting per month where progress and proposals of staff training were reviewed and finalized for implementation. Recruitment was challenging for HR and the hiring unit and there were considerable delays which were further aggravated by the complication of securing Visas for the newly recruited International professionals.

Document Centre

Evaluation and Research

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### Lessons Learned

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<td>Targeting of beneficiaries should not rely on Proxy Means Testing (PMT) alone</td>
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