

ProjectTitle	ProjectCode	ProjectGroup	ProjectType	ProjectLocation	ProjCustTextValue1	IssueTitle	IssueFinding	IssueCategory	IssueUserCategory2	IssueUserCategory3	RecommendationTitle	RecommendationText
Yemen Country Programme Evaluation (2015-2024)	2025	Yemen CO	Country Programme Evaluation (CPE)	AS	2015-2024	Recommendation 1	1. UNFPA Yemen should ground its work in a clearly articulated theory of change which links short-term programming with longer-term strategies, while ensuring alignment with national priorities as well as with the global mandate of UNFPA.	Accepted	Yemen CO	High	Action 1.1 CPD Theory of Change. 1.1 For the next country programme, develop a robust and comprehensive theory of change that is grounded in the expressed needs of affected populations, particularly the most vulnerable, while ensuring national priorities—whether nascent or well-developed—are fully integrated into the planning process. The theory of change should balance short-term and long-term objectives, aligning with the humanitarian-development-peace nexus by effectively combining preparedness, response, and development programming. Additionally, it must address emerging threats such as climate change and prioritize disaster risk reduction as a key objective, with clear performance indicators to measure progress. This approach will ensure a cohesive and adaptive strategy that meets both immediate and sustainable development goals.	1.1 For the next country programme, develop a robust and comprehensive theory of change that is grounded in the expressed needs of affected populations, particularly the most vulnerable, while ensuring national priorities—whether nascent or well-developed—are fully integrated into the planning process. The theory of change should balance short-term and long-term objectives, aligning with the humanitarian-development-peace nexus by effectively combining preparedness, response, and development programming. Additionally, it must address emerging threats such as climate change and prioritize disaster risk reduction as a key objective, with clear performance indicators to measure progress. This approach will ensure a cohesive and adaptive strategy that meets both immediate and sustainable development goals.
Yemen Country Programme Evaluation (2015-2024)	2025	Yemen CO	Country Programme Evaluation (CPE)	AS	2015-2024	Recommendation 2	2. Given the substantial investment and evolution of information technology and data management solutions over the years of the response, UNFPA should review the return on this investment in terms of the use of data products by the relevant stakeholders.	Accepted	Yemen CO	High	Action 2.1: Aligning Priorities and Addressing Gaps in Programming. 2.1 Conduct a review meeting to assess the identified priorities prioritizing interventions that deliver the best value for money, retention utility, and scalability for evidence-based programming. Use this meeting to identify and address gaps or inefficiencies, ensuring they are resolved where feasible. Additionally, address weaknesses such as outdated data, inconsistent categorizations, or unclear metrics	2.1 Conduct a review meeting to assess the identified priorities prioritizing interventions that deliver the best value for money, retention utility, and scalability for evidence-based programming. Use this meeting to identify and address gaps or inefficiencies, ensuring they are resolved where feasible. Additionally, address weaknesses such as outdated data, inconsistent categorizations, or unclear metrics
Yemen Country Programme Evaluation (2015-2024)	2025	Yemen CO	Country Programme Evaluation (CPE)	AS	2015-2024	Recommendation 3	3. To increase programme effectiveness, UNFPA should examine its staffing structures, staff development and recruitment processes, particularly with reference to technical staff, across the two main offices (Sana'a and Aden) and in the field to fully engage with and be responsive to needs.	Accepted	Yemen CO	High	Action 3.1 Aligning Staffing with Programme Needs. 3.1 Conduct a comprehensive review of the current staffing structures across the country office and sub-offices to align positions with future programme plans and intended engagement with external stakeholders (e.g., IRG counterparts in Aden). Simultaneously, reassess staff contract modalities at the hub level to ensure skills and authority match operational needs. Strengthen recruitment processes to actively solicit applications from qualified and experienced women, addressing gender imbalances in the country office. This includes mitigating barriers such as the mahram requirement (where female applicants may face restrictions due to lack of a male guardian for travel or work-related interactions) through tailored solutions like remote work options or local hiring initiatives.	3.1 Conduct a comprehensive review of the current staffing structures across the country office and sub-offices to align positions with future programme plans and intended engagement with external stakeholders (e.g., IRG counterparts in Aden). Simultaneously, reassess staff contract modalities at the hub level to ensure skills and authority match operational needs. Strengthen recruitment processes to actively solicit applications from qualified and experienced women, addressing gender imbalances in the country office. This includes mitigating barriers such as the mahram requirement (where female applicants may face restrictions due to lack of a male guardian for travel or work-related interactions) through tailored solutions like remote work options or local hiring initiatives.
Yemen Country Programme Evaluation (2015-2024)	2025	Yemen CO	Country Programme Evaluation (CPE)	AS	2015-2024	Recommendation 6	6. UNFPA should seek greater diversification of its resource base, with a reduced reliance on single donors, and a greater emphasis on core resources that can support the high administrative costs in Yemen.	Accepted	Yemen CO	High	Action 6.1 Resource Mobilization. 6.1 Hold quarterly meetings to review and adapt resource mobilization plans, integrating contingencies for sudden shifts in donor funding. Given the approaching 10-year mark of the Yemen crisis, plans should account for the potential gradual decline in donor resources. Proactively engage donors through targeted communications and fundraising efforts to secure sustainable funding.	6.1 Hold quarterly meetings to review and adapt resource mobilization plans, integrating contingencies for sudden shifts in donor funding. Given the approaching 10-year mark of the Yemen crisis, plans should account for the potential gradual decline in donor resources. Proactively engage donors through targeted communications and fundraising efforts to secure sustainable funding.
Yemen Country Programme Evaluation (2015-2024)	2025	Yemen CO	Country Programme Evaluation (CPE)	AS	2015-2024	Recommendation 9	9. In line with the commitments made as part of the Grand Bargain, UNFPA should empower national partners and redouble efforts to build resilience and strengthen partnership preparedness in the face of ongoing conflict, economic crisis and emerging climate change impacts.	Accepted	Yemen CO	High	Action 9.1 Partnership and advocacy strategy. 9.1 CO will develop an internal Partnership and Advocacy Strategy that will include: (1) a nuanced approach emphasizing co-creation, sustainable capacity-building, and mutual understanding with local actors; (2) identifying and mitigating partnership obstacles to reduce administrative burdens; (3) continuing capacity-building for national authorities on UNFPA mandate areas; (4) enhancing national civil society participation in inter-agency coordination; (5) strengthening local and national partners' disaster risk reduction (DRR) and climate resilience capacities through long-term partnerships; (6) establishing metrics to track national capacity development; and (7) launching a call for proposals for all partners.	9.1 CO will develop an internal Partnership and Advocacy Strategy that will include: (1) a nuanced approach emphasizing co-creation, sustainable capacity-building, and mutual understanding with local actors; (2) identifying and mitigating partnership obstacles to reduce administrative burdens; (3) continuing capacity-building for national authorities on UNFPA mandate areas; (4) enhancing national civil society participation in inter-agency coordination; (5) strengthening local and national partners' disaster risk reduction (DRR) and climate resilience capacities through long-term partnerships; (6) establishing metrics to track national capacity development; and (7) launching a call for proposals for all partners.