

June 2024



Female beneficiary interview by MC researcher
IPSN Project Evaluation - Alosha, Lahj / May 1, 2024
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FINAL EVALUATION REPORT

Third-Party Evaluation of Japan Platform-funded Project in Yemen

*"Improving Food Security through the Cash for Food
and Nutrition Assistance in Lahj Governorate, Yemen."*

Funded by:



Implemented by:



Evaluated by:



Monitoring & Evaluation
مركز ميل للمتابعة والتقييم

EVALUATION SUMMARY

Country	Republic of Yemen
Evaluated Project Title	IFSN Project – Improving Food Security through the Cash for Food and Nutrition Assistance in Lahj Governorate, Yemen
Donor	Japan Platform (JPF)
Implementing Partners	Save the Children Japan (SCJ) <i>in collaboration with</i> Save the Children Yemen Country Office (SCY)
Type of Evaluation	End of Project / <u>Final Evaluation</u>
Project Locations	Lahj Governorate (Al-Qabaytah District)
Evaluation Objectives and Scope	<p>Purpose of this Evaluation:</p> <p>The purpose of this evaluation is to evaluate “<u>Improving Food Security through the Cash for Food and Nutrition Assistance in Lahj Governorate, Yemen</u>” (IFSN). JPF aims to engage a Third-Party Evaluation (TPE) entity to precisely gather information, validate project activities, analyze data, and offer recommendations for implementing similar projects. The TPE entity will serve as a crucial quality assurance measure in project locations where JPF has limited or no access. The evaluation findings will be utilized by JPF to enhance both current and future projects.</p> <p>Objectives of the Evaluation:</p> <ol style="list-style-type: none"> 1. Verify adherence to humanitarian principles and standards and best practices 2. Ensure adherence to the project proposal and monitor its progress. 3. Analyze the impact of the project on the target population. 4. Understand beneficiary satisfaction and assess if needs are being met. 5. Evaluate Japanese NGOs' local partner management, effective support, and suitable projects/strategies 6. Determine suitable short-term, medium-term, and long-term assistance for effective aid. 7. Identify the most suitable projects and strategies for implementation by JPF and member NGO. 8. Provide feedback to improve future project planning and implementation. 9. Document lessons learned and extracted best practices for future projects.
Evaluation Methodology	<ol style="list-style-type: none"> a) Desk review for project related documents. b) Conducting key informant interviews (KIIs) and household beneficiary surveys. c) Conducting project staff interviews. d) Conducting focus group discussions (FGDs). e) Field observation visits.
Evaluation Duration	February – June 2024

Table 1: Evaluation Summary

DISCLAIMER

This report was produced by the MEAL Center (MC) and commissioned by Japan Platform (JPF) for an external and independent third-party evaluation (TPE). The views expressed in this report are those of the MC and do not necessarily reflect the opinions of JPF.

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ACKNOWLEDGEMENTS

MEAL Center (MC) would like to extend its sincere gratitude to everyone who contributed to the successful completion of the third-party evaluation (TPE) to the Japan Platform (JPF)-funded project, *"Improving Food Security through the Cash for Food and Nutrition Assistance in Lahj Governorate, Yemen"*, implemented by Save the Children Japan (SCJ) and Save the Children Yemen (SCY).

Our heartfelt appreciation goes to the management and technical teams of JPF and Save the Children for their invaluable input, feedback, and unwavering support amidst their demanding schedules. Specifically, we acknowledge the contributions of Mr. Gökhan Erkutlu (JPF M&E Consultant), and, Ms. Masumi Fukuhara, Ms. Yuka Kaneko, and Mr. Fadi Gamal Ali from Save the Children, along with the technical coordinators and field team members who openly shared insights on the evaluation's achievements, challenges, learnings, and future plans.

Special recognition is extended to the dedicated members of the MC team: Mr. Abdulbasit Alshamiri, whose adept leadership steered the evaluation process, and the invaluable efforts of Mr. Mohammad Ghallab, Mr. Hisham Al Hemyari, Ms. Fawziyah Bawazer, and Mr. Abdulrhman Mokhtar. Their commitment and diligence were pivotal in the successful execution of this assignment. We also acknowledge the tireless support provided by our colleagues, both in the field and office, who worked diligently behind the scenes, contributing significantly to this success.

We trust that the findings and recommendations outlined in the evaluation will significantly enhance informed and responsive planning for future endeavors.

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CFF	Cash for Food
CHS	Core Humanitarian Standards
DCTs	Data Collection Tools
DDM	During Distribution Monitoring
FAO	Food and Agriculture Organization
FCS	Food Consumption Score
FGDs	Focus Group Discussions
FSAC	Food Security and Agriculture Cluster
FSL	Food Security and Livelihoods
HHs	Households
HRP	Humanitarian Response Plan
IDPs	Internally displaced persons
IFSN	Improving Food Security through the Cash for Food and Nutrition Assistance in Lahj, Yemen
IPC	Integrated Food Security Phase Classification
IYCF	Infant and young child feeding
JPF	Japan Platform
JPY	Japanese Yen
KI	Key Informant
KIIs	Key Informant interviews
MAM	Moderate Acute Malnutrition
MC	MEAL Center
MDD	Minimum Dietary Diversity
MFB	Minimum Food Basket
MoPIC	Ministry of Planning and International Cooperation
NGO	Non-Government Organization
OECD-DAC	Organization for Economic Cooperation and Development - Development Assistance Committee
PDM	Post Distribution Monitoring
PLWs	Pregnant and Lactating Women
rCSI	Reduced Coping Strategies Index
SAM	Severe Acute Malnutrition
SCJ	Save the Children Japan
SCY	Save the Children Yemen Country Office
TPE	Third-Party Evaluation
UNICEF	United Nations International Children's Emergency Fund
WFP	World Food Programme
YER	Yemeni Rial



EXECUTIVE SUMMARY

Country	Republic of Yemen		
Program	Food Crisis 2022 Support Program (Emergency Response Period)		
Evaluated Project Title	IFSN Project – Improving Food Security through the Cash for Food and Nutrition Assistance in Lahj Governorate, Yemen		
Donor	Japan Platform (JPF)		
Implementing Partners	Save the Children Japan (SCJ) <i>in collaboration with</i> Save the Children Yemen Country Office (SCY)		
Project Locations	Lahj Governorate (Al-Qabaytah District)		
Project Duration	<u>Start Date</u>	Sep 20, 2023	<u>End Date</u> May 20, 2024
Budget	Total: 61,594,950 yen		Direct: 43,180,403 yen Indirect: 18,414,547 yen
Project Overall Objective	Enhance the food security of vulnerable households within Lahj governorate, Yemen, particularly those among internally displaced persons and host communities impacted by conflicts, natural disasters, and the ongoing crisis.		
Beneficiaries	Cash Transfer: 2,352 persons in 336 households (588 men and 564 women; 612 men and 588 women).		Nutrition Guidance / Infant and Young Child Feeding (IYCF) messaging: 345 people from 336 families (157 caregivers of children under 2 years old and 188 pregnant women).
Project Targets	a) HHs headed by women facing serious difficulties in securing food. b) HHs with children under 2 years of age (CU2) who are malnourished, especially those with acutely malnourished children. c) HHs with pregnant women (PW). d) HHs with no assets and no means of income. e) HHs with families with chronic illnesses. f) HHs with a high proportion of persons with disabilities.		
Action Focus	Food Security; Cash for Food (CFF), and Nutrition Assistance/Guidance		
Outcomes	The project will improve the food security of beneficiary households by providing food assistance through cash transfers and guidance to internally displaced persons and host communities in Al Qabaytah district, Lahij Governorate, Yemen, who are experiencing food insecurity due to conflict, natural disasters and the Ukrainian crisis.		
Outcome Indicators	a) Percentage of households with Food Consumption Score at "acceptable" level among 336 households receiving cash transfers [70%] (pre- and post-survey, post-transfer monitoring) b) Percentage of households with improved Reduced Coping Strategies Index (rCSI) scores [75%] among 336 households receiving cash transfers (pre- and post-survey, post-transfer monitoring) c) Percentage of children aged 6-23 months from 336 families who participated in cash transfers and nutritional messaging who began consuming five of the eight food groups defined in the Minimum Dietary Diversity (MDD) level [10% increase from pre-survey figure] (pre- and post survey)		
Outputs	a) Most food insecure and vulnerable households including (IDPs, host) in Al Qabaytah district, Lahj Governorate have access to cash-based food assistance to improve their access to food. b) and to Improve knowledge of child nutrition among caregivers and expectant and nursing mothers of children under 2 years of age in the target households.		

Output Indicators	<ul style="list-style-type: none"> a) Number of households and persons receiving 6 cash transfers [336 households, 2,352 persons], (pre- and post-survey, post-transfer monitoring, list of beneficiaries) b) Number of cash transfers [6 times] (monthly financial reports, post-transfer monitoring) at the minimum amount needed to purchase food for households, based on findings of market prices of food in the food basket. c) Number of people who participated in infant nutritional guidance among 336 households that received cash benefits [actual number 345] (pre- and post-survey, post-benefit monitoring, list of beneficiaries) d) Percentage of 345 caregivers and expectant and nursing mothers who participated in infant nutritional guidance among 336 households receiving cash benefits who improved their knowledge of nutrition and hygiene [70%] (pre- and post-survey)
Activities	<ul style="list-style-type: none"> a) Selection of Target Areas and Beneficiaries b) Survey of market prices of food in food baskets c) Selection of Community Food Security and Livelihoods (FSL) Volunteers d) Implementation of Cash Benefits e) Provision of training on infant and young child nutrition for community FSL volunteers f) Provision of infant nutrition guidance g) Implementation of monitoring and investigation activities

Table 2: Project Summary

The **main objective of the project** “*Improving Food Security through the Cash for Food and Nutrition Assistance in Lahj Governorate, Yemen*” was to enhance the food security of vulnerable households within Lahj governorate, Yemen, particularly those among internally displaced persons (IDPs) and host communities impacted by conflicts, natural disasters, and the ongoing crisis.

The purpose of this evaluation is to effectively capture information, verify activities, analyze data, and provide valuable recommendations that can be utilized in the implementation of similar projects. The outcomes of this evaluation will be used by JPF to inform its decision-making process and improve future project implementations.

MC used a mixed-method approach, utilizing quantitative and qualitative (structured and semi-structured survey questionnaires) tools such as observations, desk reviews, site visits, direct interviews with beneficiaries and project staff, community members, Key Informant Interviews (KIs), and Focus Group Discussions (FGDs/Qualitative interviews). The data collection included gender, age, and location disaggregation. The total sample size in Al-Qabaytah district in Lahj Governorate was 288 individuals in addition to 48 participants in six FGDs and 8 Key Informants Interviews (KIs). Data were collected through a group of electronic tools (forms) that are facilitated using electronic mobile devices (smartphones and tablets) and the forms were submitted to an online server during the field visits. The data came to one server from all field monitors once the mobile device found internet coverage. This enables the database specialist to provide feedback on data quality while monitors were still in the field. This helped correct mistakes or modify the sample if the data collected was not in line with what was planned.

1. Findings and Analysis

The main findings are presented below in accordance with the evaluation questions that reflect OECD DAC criteria.

Evaluation Criteria	Rate	Icon
Relevance	4.85	
1.1 Situation Before the Intervention	5	
1.2 Situation During the Intervention	4.5	
1.3 Addressing Household Food Security and Nutrition Challenges	5	
1.4 Relevancy of Intervention in Addressing HHs Needs	4.45	
1.5 Relevancy of Nutritional Messaging Sessions	5	
1.6 Alignment of Project with Yemen HRP 2023 Strategic Goals and Beneficiary Needs	5	
1.7 Participatory Approach in Project Design	5	
Effectiveness	4.57	
2.1 Insights Regarding Coordination Efforts Between the Project and Authority	5	
2.2 Beneficiaries Satisfaction	4.4	
2.3 Project Effectiveness to Meet Dietary Needs of HHs	4.6	
2.4 Effectiveness of Assistance on HHs' Food Consumption	4.5	
2.5 Project Effectiveness on HHs' Income and Expenditure	4.3	
2.6 Project Effectiveness on indirect beneficiaries	4.5	
2.7 Complaints Feedback Mechanism	4	
2.8 Commitment to Do No Harm Principles	4	
2.9 Sensitive Approach for Vulnerable Groups During Implementation	5	
2.10 Compliance of Delivered Outputs with Proposal	5	
2.11 Outcome Challenges & Addressing Strategies	5	
Efficiency	4.42	
3.1 Utilization of Cash Assistance	3.16	
3.2 Beneficiaries Satisfaction with amount and frequency of the cash assistance	4.38	
3.3 Project Output Implementation Challenges & Solutions	5	
3.4 Leveraging Local Resources & Expertise for Project Optimization	5	
3.5 Ensuring Timely Delivery of Cash Assistance and Nutritional Guidance	5	
3.6 Maximizing Value for Money in Cash for Food Assistance Project	4	
Coherence	5	
4.1 Coordination and Collaboration with FSAC and Partners	5	
4.2 Complementation or Duplication of Existing Initiatives	5	
4.3 Coordination with Local Authorities and Stakeholders	5	
4.4 Integration of Feedback from Targeted Households and Community Representatives	5	
Sustainability	3.5	
5.1 Contribution to Long-Term Improvements in Food Security	0.65	
5.2 Capacity and Resilience Building	4.23	
5.3 Sustainability of Nutritional Guidance	3.13	
5.4 Sustainability of Behavior Changes from Nutrition Guidance Messages	3.88	
5.5 Impact of Nutrition Guidance Messages on Sustainable Behavior Changes	3.58	
5.6 Strategies for Sustainable Project Impact	2.5	
5.7 Promoting Local Ownership through Community Involvement	5	
5.8 Local ownership through Training of IYCF Community Volunteers	5	
Impact	4	

6.1 Positive Changes in Food Security among Targeted Households	5	👍
6.2 Impact of Nutrition Awareness on Beneficiaries' Lives and Community	5	👍
6.3 Impact of Project on Beneficiaries' Well-being and Quality of Life	3.55	⚠️
6.4 Unintended Impacts of the Project: Positive and Negative Effects	2.4	⚠️
6.5 Measuring and Assessing Project Impact on Beneficiaries and the Community	4	⚠️
<div> <div>👍 Great</div> <div>⚠️ Good but could use some improvement</div> <div>⚠️ Attention is required</div> <div>❌ Could use a lot of improvement</div> </div>		

Table 3: Summary Rate for Evaluation Criteria

Below is the summary of the main findings

1.1 Relevance

The Cash for Food (CFF) intervention aimed to improve food security in an IPC4 classified area in Yemen. The project provided cash assistance over seven rounds, totaling 135,500 YER (equivalent to 110 USD) for six rounds and 140,000 YER for the seventh round. The assistance, guided by FSAC's advisory notes, covered 80% of the food basket cost. Alongside cash aid, beneficiaries participated in nutrition awareness sessions to promote healthy food choices. The distribution plan prioritized women, the elderly, and the sick. Interviews confirmed that beneficiaries received cash assistance and found the awareness sessions valuable, covering topics like natural breastfeeding and healthy diet.

Prior to the intervention, the nutrition situation was reported as dire, with limited food diversity and high malnutrition rates among children and women. The project aimed to address these challenges and improve the beneficiaries' overall well-being.

During the intervention, the majority of beneficiaries (94%) did not face difficulties in securing adequate food for their households, thanks to the cash transfers provided by the organization (Figure 4, page 45). This assistance significantly improved their food security, access to nutritious food, and awareness of nutrition-related issues. Beneficiaries reported improved food consumption, increased number of meals, and better health conditions, while key informants witnessed positive changes in the nutritional status and feeding practices of infants and young children (Figure 5, page 45). The cash assistance enabled households to purchase diverse and nutritious food, leading to improved health conditions, especially among malnourished women and children. During the intervention, the project activities and interventions successfully addressed the specific challenges and needs of households regarding food security and nutrition. Beneficiaries reported improvements in health conditions and the ability of mothers to produce milk for their babies. Key informants also confirmed that the interventions effectively addressed food security and nutrition needs, leading to improved living conditions for the beneficiaries. However, some participants mentioned challenges that were not fully addressed, such as insufficient cash assistance and the need for continuous support and income-generating opportunities.

The relevance of the intervention in addressing household needs was recognized by 76% of beneficiaries (Figure 6, page 46). They believed that the project's interventions were highly relevant, while a smaller percentage (24%) considered them somewhat relevant. All participants in the focus group discussions agreed that the interventions were relevant and effectively addressed their needs, indicating that the cash assistance provided was pertinent and successfully addressed household food and nutrition needs.

The nutritional messaging sessions provided as part of the project were highly relevant and useful according to participants. Almost half of the respondents actively participated in the sessions, while the rest attended as listeners and learners. The sessions covered various topics such as children's diet, malnutrition detection and prevention, balanced diet, and hygiene. Participants reported gaining knowledge about appropriate portion sizes, meal frequencies for infants and young children, hygiene practices, and the importance of different food groups (Figure 7, page 48). They applied this knowledge at home, focusing on breastfeeding, procuring diverse nutritious food, and practicing good hygiene. Many also shared the gained knowledge with their relatives and neighbors during social visits. The project design involved a participatory approach, with input from stakeholders such as beneficiaries and community committees. Their opinions and needs were considered in the selection of beneficiaries and the identification of project activities. This inclusive approach empowered local communities and increased awareness of nutrition issues. The positive feedback received from the community further validated the relevance and effectiveness of the project, with suggestions for additional interventions being taken into consideration for future implementation. No major adjustments were needed during the project's implementation, indicating the success of the initial design.

1.2 Effectiveness

The majority of beneficiaries expressed satisfaction with the cash transfer and nutritional guidance provided by the project, with 77% reporting high satisfaction (Figure 8, page 51). However, a portion of respondents (21.5%) were somewhat satisfied, mainly due to debts and the short duration of the aid. Only 1% expressed dissatisfaction. The cash assistance was found to significantly improve food security and nutrition status by helping beneficiaries meet the dietary needs of their families (Figure 9, page 52). The project had a positive impact on food consumption, dietary diversity, health, and well-being for the majority of respondents. Additionally, more than 91% of the respondents along with all the KIs, reported that the cash transfers contributed to improving their households' food security and nutrition situation, enabling access to healthcare services, diverse and nutritious food options, and the ability to pay off debts and reduce financial stress (Figure 10, page 53). The cash transfers also supported investments in agriculture and livestock for food production as stated by 13% of the beneficiaries, which might contribute to long-term food security. Some of the interviewed beneficiaries reported that they managed to buy some livestock such as goats in debts from some of their neighbors and paid them back in instalments from the received assistance.

The project has been highly effective in improving food security and nutrition practices among vulnerable households. The analysis of the Food Consumption Score (FCS) showed a significant improvement, with a reduction in the percentage of households categorized as "poor" from 46% to 5% after four rounds of cash distribution. Similarly, the percentage of households classified as "acceptable" increased from 29% to 59%. The project staff confirmed the positive impact, noting that the coping strategy assessment indicated a reduction from 46% to 0% in the "poor" indicator and an increase from 29% to 97% in the FCS based on the information they collected after the fifth round of distribution.

About 78% of the beneficiaries, along with all of the FGD participants reported that the cash transfers also had a significant effect on their income and expenditure (Figure 11, page 54). The majority of beneficiaries reported that the cash transfers led to a significant increase in their income and improved their financial situation. Some beneficiaries mentioned that they were able to reduce their reliance on negative coping strategies, such as selling essential items to secure food. The project also

facilitated socio-economic improvements, as households were able to invest in assets like livestock and sewing machines to generate income. The beneficiaries and key informants reported that the cash transfers were received easily and safely, without any conflicts or security risks.

The project had positive indirect effects on traders and the wider community. The increased purchasing power of the beneficiaries resulted in traders being able to offer a greater variety of foods and goods, benefiting the community as a whole. According to the project staff, SCY conducted prices monitoring assessment in the markets of targeted areas and confirmed that there was no negative effect on the prices in the targeted as a result of the project. The FSAC conducts regular market assessments to check whether the allocated cash assistance is still relevant and issues advisory notes when adjustment is needed. At the proposal stage, the FSAC cash assistance amount per household was 131,500 YER, but when SC started the implementation, it changed to 135,500 YER, (equivalent to about 110 USD) based on the market assessment conducted then by FSAC Cluster.¹

The project's focus on disseminating nutrition messages throughout the community also had a significant impact. Beneficiaries shared their knowledge, leading to the adoption of good nutrition practices by other community members, such as breastfeeding, detecting and treating malnutrition, and practicing personal hygiene. These indirect effects demonstrate that the project not only improved food security and nutrition for the targeted beneficiaries but also had positive economic and health impacts on the wider community. The project implemented a complaints feedback mechanism to ensure accountability and address any concerns raised by beneficiaries. According to one of the project staff, there was mainly one issue, related to the service provider arriving late at the distribution site, and then it was handled directly by SCY after receiving the complaint from the beneficiaries.

Awareness sessions were conducted to inform beneficiaries about the mechanism and how to provide feedback or file a complaint. The beneficiaries expressed satisfaction with the behavior of the project staff, indicating that they were respectful, responsive, and helpful. This indicates that the project effectively met the needs of the beneficiaries and maintained their trust and satisfaction throughout its duration.

The project demonstrated a commitment to "do no harm" principles in various ways. It empowered communities by providing them with knowledge on how to voice concerns effectively and established transparent mechanisms to monitor and respond to complaints. The project also prioritized awareness and training, ensuring that team members, health volunteers, and community committees were educated about protection policies and codes of conduct. Risk assessments were conducted to identify potential risks, and mitigation measures were implemented to minimize harm to the community. These measures and principles indicate that the project took proactive steps to minimize potential harm to beneficiaries and the community during implementation. The project implemented a sensitive approach for vulnerable groups, including women, youth, and people with disabilities. Field visits verified reasons for cash collection issues, and trusted relatives were authorized as proxies. The project involved these groups in needs assessment, community committees, and awareness-raising teams. Rigorous processes were in place for beneficiary selection, including house-to-house visits and consultation with neighbors. The project prioritized poverty as the main criterion but also targeted pregnant and lactating women, malnourished children, extremely poor families, divorced or widowed women, displaced families, and marginalized households. Gender balance was considered throughout the project's design and implementation.

¹ [FSAC Unconditional Cash Transfer Guidelines](#), page 3

The Project Staff underscored that all planned outputs were successfully delivered, meeting the expected quality standards and aligning with the project proposal. The intervention targeted 336 households and originally planned to provide six rounds of cash assistance, 131,500 YER per household. However, based on recommendations from FSAC and market assessments, the amount was increased to 135,500 YER, (equivalent to about 110 USD) for six rounds and 140,000 YER for the seventh round. This is attributed to the depreciation of Yemeni Riyal in IRG-controlled areas, losing around 28 percent of its value against the US dollar year-on-year until the end of April 2024.² Additionally, the fluctuation of the value of the yen could be one of the results for the saving which enabled SC to add one more cash distribution round.

According to FSAC Unconditional Cash Transfer Guidelines, The FSAC MFB makes up 80-85% of average daily calories for a household size of 7 members. The FSAC MFB composition was developed based on the acceptable nutritional value as per Sphere Standard, to provide 1,604 Kcal (51g protein and 46g fat) per individual/day.³ A seventh round of cash distribution was added during the implementation, and 140,000 YER was distributed to each household.

These adjustments were made possible by utilizing savings resulting from exchange rate changes. Overall, the modifications made to the project, including increased cash assistance and an additional round of distribution, are deemed positive and are expected to enhance the project's effectiveness for the intended beneficiaries.

1.3 Efficiency

The cash assistance provided by the project was efficiently utilized by beneficiaries to meet their basic needs (Figure 12, page 60). All of respondents used the cash assistance for food, with the majority of them (86%) prioritizing staple foods like rice and grains. Additionally, a significant percentage allocated funds for healthcare expenses (94%) and education (55%). Some beneficiaries also utilized the cash assistance for household necessities (22%) and invested in livestock feed or other purposes (13%). The flexibility of the cash assistance allowed beneficiaries to address immediate needs while also supporting income generation and livelihood improvement.

Overall, the cash assistance had a positive impact on improving food security, healthcare access, and education for the targeted beneficiaries. However, there is a concern that these beneficiaries might have prioritized covering other needs at the expense of their food needs, which is the main purpose of the project. Although SCY reported conducting awareness session for beneficiaries on how to utilize the cash assistance to cover their food needs, the aforementioned finding might cast doubt on the beneficiaries' benefit from the conducted awareness session to orient them on how to utilize the cash assistance to cover their basic needs and the follow up by SCY project staff on the benefit of the beneficiaries from the awareness session.

The satisfaction of beneficiaries with the amount and frequency of the cash assistance to purchase food was high, with 74% expressing satisfaction and 26% reporting satisfaction to some extent (Figure 13, page 61). This positive feedback was reinforced by five focus group discussions and seven key informants. None of the participants expressed discontentment with the amount or frequency of the assistance. Key informants highlighted that the cash modality provided flexibility for beneficiaries to meet their immediate needs, settle debts, and access healthcare services. Some beneficiaries pointed out that traders in their areas had started to refrain from selling them foodstuffs due to

² [WFP Yemen Food Security Update, May 2024](#),

³ [FSAC Unconditional Cash Transfer Guidelines](#), page 3

purchasing them on tab for a long time, so such debts had to be settled. All eight key informants considered the project's implementation to be the most efficient compared to alternatives.

The project successfully leveraged local resources, expertise, and networks to optimize its efficiency and effectiveness. Community committees formed from people in the target areas facilitated the registration of beneficiaries, while volunteers from the community conducted awareness-raising sessions on nutrition messages on the community level for beneficiaries after being trained by SCY FSL team. The project made adjustments during implementation to optimize efficiency, including increasing the amount of distributed cash assistance from 131,500 YER at the proposal phase to 135,500 YER (equivalent to 110\$). Additionally, savings from Yemeni rial exchange rate fluctuations allowed for an extra round of cash distribution. The project successfully managed its resources, particularly the budget, enabling Save the Children to distribute a total of seven cash assistance rounds to beneficiaries. The implementation also adhered to cost-saving measures, ensuring that at least 70% of the funding directly reached the beneficiaries as requested by the Ministry of Planning and International Coordination (MoPIC). These measures included streamlining staff employment and expenses, with only one project staff member and some support staff partially charged to the project. The project ensured the timely and accurate delivery of cash transfers and nutritional guidance to beneficiaries through effective coordination with community committees, local authorities, the bank, and relevant departments. Beneficiaries were informed in advance about cash distribution, and the bank that had met certain criteria ([page 65](#)) was given notice to prepare. The project achieved its desired outcomes within the planned timeframe and allocated cost, as confirmed by project staff, key informants, and focus group discussions.

To maximize value for money in the cash for food assistance project, Save the Children followed the recommendations of the Food Security and Agriculture Cluster (FSAC) regarding the amount of money to be distributed to each household based on market price assessments. Save the Children actively participated in these assessments to ensure that the cash transfer covered 80% of the food basket price, as instructed by the FSAC. The organization continually assessed and monitored the project's effectiveness in delivering quality food assistance while optimizing costs through participatory monitoring and market price monitoring. Awareness sessions for beneficiaries emphasized the proper utilization of the assistance, specifically targeting the coverage of 80% of the minimum food basket value.

1.4 Coherence

The implemented IFSN project demonstrated strong coherence through coordination and collaboration with the Food Security and Agriculture Cluster (FSAC) and partners. The organization actively aligned its interventions with national and international strategies, as evidenced by their participation in working groups and collaboration with WFP. The project selected its intervention area based on the FSAC's assessment of IPC levels and coordinated with local authorities for sub-district selection.

To avoid duplication of interventions, Save the Children maintained effective coordination with FSAC and other organizations. Email correspondences with the cluster showed a cooperative approach and efforts to prevent overlap or duplication of activities. The project team cross-checked beneficiary lists with WFP's database, identifying and addressing duplicated households. The project activities were designed to complement existing initiatives, specifically targeting households not covered by WFP to address the greater need in the area. Regarding the complementarity, there is no evidence that there was a complementarity between this project and other SC's project in the same area.

Coherence was also achieved through coordination with local authorities and stakeholders. Save the Children hosted FSAC meetings, engaged with local authorities, and coordinated with WFP to avoid targeting the same beneficiaries. The organization had a positive working relationship with the authorities in Al-Qabaytah, facilitating smooth coordination and alignment with local priorities. Local authorities, particularly the Health Office, were involved in selecting and training community volunteers for nutrition-related activities, and the organization provided them with informational materials for distribution.

According to the project staff, the project actively incorporated feedback from targeted households and community representatives throughout its planning and implementation stages. Local authorities participated in selecting areas, and community committees facilitated beneficiary registration. Transparent measures, such as publicly posting beneficiary names, prevented duplication. The project established a strong feedback mechanism, conducting assessments after each distribution round and maintaining communication channels with beneficiaries.

1.5 Sustainability

The implemented project primarily focused on providing immediate food assistance and cash transfers to improve the food security of vulnerable households affected by conflicts. While the project has had positive impacts on short-term food security, there are concerns about its long-term sustainability. Some beneficiaries were able to save money or start small businesses, indicating potential for income generation. However, participants expressed doubts about the long-term improvements due to the project's short duration and the limited amount of cash distributed in each round. To achieve sustainable improvements and long-term resilience, the participants reported that there is a need for continued support and resources over an extended period. The project aimed to improve food security for vulnerable households affected by conflicts through food assistance and cash transfers. The integration of feedback from targeted households and community representatives was a key aspect, with 98% of surveyed beneficiaries reporting that the project helped build their capacity and resilience to future food crises, mainly in terms of providing them with nutritional guidance. Seventy percent of interviewed beneficiaries received extensive training provided by Save the Children to enhance their knowledge and skills related to food security and nutrition and how to utilize the available cash properly even after the project to cover their basic needs (Figure 14, page 66). Concerns were raised about the project's duration and the amount of cash distributed in each round, emphasizing the need for sustained support and resources. The project manager mentioned a plan for continued access to food and nutrition support, involving coordination with the FSAC and other organizations in the area; however, this plan could not be confirmed at the time of the survey.

Being sustainable, the nutritional guidance is expected to have a lasting impact on the food security of beneficiaries. About six of the key informants and participants of three focus group discussions believed that the nutrition guidance would continue to inform the beneficiaries' food-related decisions in the future. This indicates a longer-term impact that can improve the well-being of beneficiaries even after the project concludes. The training of community volunteers, who have a deep understanding of the local context and close connections to the community, is expected to have a sustainable effect due to their ongoing presence and ability to deliver important messages effectively.

The behavior changes resulting from the nutrition guidance have shown potential for sustainability. The guidance has led to various sustainable changes among beneficiaries, including the long-term adoption of healthier eating habits as reported by 85% of respondents, sustained reduction in

consumption of unhealthy foods according to 70%, and the integration of nutrition knowledge into daily food choices as stated by 61% (Figure 15, page 67). This indicates that the guidance has successfully influenced beneficiaries' behavior and promoted healthier food choices. However, challenges may arise in maintaining these practices once the project intervention ends as the beneficiaries are expected to have fewer options due to financial constraints.

The impact of the nutritional guidance on sustainable behavior changes is significant (Figure 16, page 68). According to the respondents, the guidance has increased awareness of the long-term benefits of healthy eating for 88% and empowered 66% of individuals to make informed food choices beyond the duration of the guidance. Additionally, approximately 61% of participants stated that the guidance equipped them with the necessary skills to prepare nutritious meals using available resources. These findings highlight the successful influence of the nutrition guidance in promoting healthier food choices and enhancing beneficiaries' ability to sustain these practices. The project has prioritized promoting local ownership through community involvement, particularly through the engagement of community committees. The project design and implementation involved the target communities, conducting feasibility studies, consultations, and decision-making processes with them. Sensitization sessions were conducted, and community committees were established based on acceptability, willingness for voluntary work, and other criteria. These committees received training and orientation, contributing to the project's effectiveness and ensuring assistance reaches vulnerable households.

Local ownership has also been emphasized by Save the Children through the training of Infant and young child feeding (IYCF) community volunteers. By equipping these volunteers with knowledge and skills on IYCF and nutrition education, the project has empowered community members to take ownership of their own health and nutrition practices. The volunteers, being part of the local community, are trusted and credible figures, increasing the acceptance of the messages they deliver. This approach enhances local ownership and responsibility within the community.

1.6 Impact

About 98% of the interviewed beneficiaries, along with all the FGD participants, noticed significant changes in the health and nutritional status, as well as the feeding practices, of infants and young children in their households and communities during the project period (Figure 17, page 71). The intervention helped combat malnutrition, resulting in weight gain among the children, and all participants acknowledged the positive impact of the nutritional education and cash assistance provided. Additionally, the KIs confirmed a decrease in diseases and malnutrition cases among women and children. Notably, all of the FGD participants reported noticeable changes in their community's food security situation since the project began, including improved diets and living conditions.

The impact of nutrition awareness on beneficiaries' lives and the community was significant, with an impressive 98% of interviewed beneficiaries and 100% of FGD participants and KIs reporting positive changes. The increased nutrition awareness led to various improvements in daily lives, such as timely meals, introduction of new food types, increased breastfeeding, knowledge of nutritional foods, preparation of nutritious meals for children, ability to detect malnutrition through MUAC tests, and enhanced attention to hygiene. Furthermore, 96.5% of beneficiaries and all FGD participants and KIs noted that the positive impact extended beyond the households, as they shared the knowledge gained with neighbors, relatives, and friends. The circulation of this knowledge within the community was emphasized, with two-thirds of FGD participants and all KIs expressing confidence in its

continued dissemination. The project staff also observed positive changes in the health and nutritional status of children under 2 years of age and expectant/nursing mothers, including increased interest in breastfeeding, complementary feeding, and the use of diverse food items.

The project had a significant positive impact on the well-being and quality of life of beneficiary households (Figure 18, page 72). Key findings show that 92% of respondents experienced a reduction in hunger and malnutrition, 89.6% reported improved physical health, 77% saw an increase in household income and savings, and 25% reported enhanced social well-being and community engagement. Some of the beneficiaries highlighted improvements in their income, standards of living, debt repayment, household and social problems, and diet. The majority of key informants agreed that the project successfully reduced hunger and malnutrition, improved physical health, and increased household income, while some noted improvements in social well-being and community engagement.

Regarding unintended impacts, approximately half of the respondents and key informants stated that there were no unintended positive or negative effects. However, 48.3% of them reported unintended positive impacts, including debt repayment, savings for simple income-generating activities (such as purchasing goat), reduced disease prevalence through improved hygiene practices, and reduced family problems related to food scarcity. A small percentage of beneficiaries noted a negative impact, expressing concerns about dependency on assistance and intermittent work patterns as some beneficiaries started to neglect going to work.

To address this issue, introducing a "Cash for Work" program is suggested to provide beneficiaries with opportunities for productive work and income generation, reducing reliance on external assistance. This program would provide beneficiaries with opportunities to engage in productive work and earn income, reducing their reliance on external assistance. It should involve identifying and implementing community-based projects that align with the needs and priorities of the beneficiaries' areas, such as infrastructure development, or community services.

To measure and assess the project's impact, various methods were employed. These included comparing baseline and endline assessments, conducting regular Post Distribution Monitoring (PDM) sessions, and utilizing the Complaint Response Mechanism. Indicators such as the Coping Strategies Index (CSI) were used, along with assessments like Baseline, Food Consumption Score (FCS), PDM, DDM, and endline evaluations. The SCY project staff emphasized the importance of monitoring and evaluation measures, including the possibility of conducting a mid-term evaluation for longer-term projects, to assess outcomes, outputs, and overall results effectively.

1.7 Localization

Local resources and capacities were utilized effectively to support project's activities, particularly in challenging locations in Lahj. The involvement of the local community was crucial, and volunteers received training and awareness sessions by SCY to support implementation. Community committees played a significant role in reaching vulnerable households by identifying eligible beneficiaries and participating in decision-making processes. They facilitated cash distribution by selecting suitable sites and sharing information with selected households. The project also leveraged local expertise by selecting community volunteers to lead IYCF training, ensuring a lasting and sustainable impact through their deep understanding of the community's context and challenges. Overall, the utilization

of local resources and capacities enhanced the project's effectiveness and alignment with the community's needs.

Save the Children successfully implemented a localization process, involving local authorities and community committees in decision-making and leadership roles. This approach was well-received, with 75% of key informants acknowledging that the project effectively considered local customs, traditions, and cultural practices related to food security and nutrition. Measures such as separate activities for women and men, hiring female volunteers for better access to nutrition guidance, and prioritizing cash assistance for vulnerable groups were highlighted as examples of this consideration. Engaging with local actors and stakeholders was smooth, and the involvement of local entities strengthened their capacity to respond to and manage crises within their communities.

Save the Children Japan (SCJ) and Save the Children Yemen (SCY) have distinct roles and responsibilities within the implemented project. SCY determines the target areas and shares project activity ideas, while SCJ provides input to enhance those ideas and conducts quality control by reviewing project reports. SCJ tracks project progress, manages budget spending, and proposes or approves amendments. SCJ is responsible for securing funding and handles administrative tasks such as translation and ensuring the accuracy of project data. SCY, on the other hand, focuses on project implementation in Yemen as SCJ cannot be physically present. Both organizations work together as member organizations to implement the project effectively.

The project staff indicated that SCY plays a major role in implementing the project because SCJ does not have access to Yemen, unlike SCY, which is based in Yemen. The proposals and budgets are discussed and developed by both, SCJ and SCY. The project staff pointed out that both SCJ and SCY usually work in harmony, and whenever SCJ has questions about the progress of the project, it contacts SCY, and when SCY needs some support or requires approval for some work, it contacts SCJ.

SCJ and SCY prioritize urgent issues through collaborative decision-making, with SCJ taking responsibility for handling them. High-priority issues include budget changes, non-cost extensions, and concerns related to corruption, fraud, and safeguarding. Monthly and quarterly reports are used to identify necessary changes and develop strategies for future implementation. A monitoring system is in place to assess alignment, outputs, and budget accountability, with SCY using tools like the Indicator Performance Tracking Table (IPTT) and the Accountability Tracker. Staff numbers are determined based on the tasks and distribution sites, with community committees assisting in the distribution process. Workload management is practiced, with tasks being delegated and planned vacations given to refresh employees. SCY provides staff support through mechanisms for sharing burdens and concerns, optional weekly sessions with psychiatrists, and access to self-development opportunities.

According to the SCY's project staff, SCJ's expertise, technical capacity, and coordination skills have greatly contributed to the successful delivery of project outputs. SCJ promptly addresses concerns raised by SCY, improves reporting and analysis, and provides insightful and supportive comments, enhancing SCY's skills in data reporting and MEAL assessment. However, there is no evident technical capacity transfer through training sessions from SCJ to SCY. Holding such sessions could be beneficial for sharing experiences from different contexts.

SCJ brings value, knowledge, and resources to the project implementation. By incorporating the nutrition component based on its experience from projects in other countries, SCJ improved the sustainability and impact of the project. SCJ also enhances documentation, budget reporting, and

adherence to donor regulations. Additionally, SCJ advocates for project continuation and expansion, ensuring that necessary themes are included and highlighting the ongoing need in targeted areas.

The implementing partner for the project, a bank, was selected based on criteria including financial capacity, transfer fees, administrative capacity, experience in similar activities, reputation, non-support for terrorist groups, variety of transfer methods, and quality of service. Three service providers were chosen to ensure uninterrupted cash distribution. Staff knowledge and capacity are assessed through written tests, interviews, productivity and efficiency measurements, and regular evaluations by relevant departments.

2. Conclusions

- More than three quarters of the interviewed beneficiaries (76%) believed that the project's interventions were very relevant to addressing the food security and nutrition needs of their households,
- Most of the beneficiaries (94%) stated not having experienced difficulties in securing an adequate and consistent food supply for their households during the time of the project, which indicates that the distributed cash assistance helped the targeted beneficiaries to cover their food needs and therefore improved the food situation, which was the main goal of the project.
- Most of the interviewed beneficiaries (93%) reported that the food assistance provided through cash transfers improved their households' food security by improving access to nutritious food options for their households.
- The cash transfer support provided in the project seems to be aligning with the strategic goals of the HRP 2023, specifically aiming to reduce mortality and morbidity rates and improve the resilience of vulnerable individuals. Furthermore, the project's interventions are consistent with the sectoral objectives set by the FSAC to increase access and availability of food for the most vulnerable households, ensuring their safety and survival.
- The nutritional messaging sessions were reported having a significant impact on the knowledge and practices of the beneficiaries. The majority of respondents reported improved understanding of appropriate portion sizes, meal frequencies, hygiene practices, and the importance of diverse food groups. They applied this knowledge at home, resulting in better nutrition practices for their infants and young children, with the added benefit of sharing this information with their neighbors and community members.
- The majority of respondents expressed satisfaction with the cash transfer and nutritional guidance provided by the project, citing improved access to food and better health conditions. However, a portion of the beneficiaries, along with one key informant and one focus group discussion, expressed some level of dissatisfaction due to debts and the limited duration of the aid. To address this concern and ensure the long-term effectiveness of the project, it is recommended to consider incorporating income-generating interventions that can help beneficiaries sustain their improved conditions and address their ongoing emergency needs.
- The project has been highly effective in achieving its objectives of improving food security and nutrition practices among vulnerable households, as evidenced by the significant improvements in the food consumption scores and the reduction in the "poor" indicator in the coping strategy assessment. The findings demonstrate the positive impact of the cash assistance provided and highlight the success of the project in addressing the needs of the targeted beneficiaries.

- While the amount of money distributed by SC was appropriate, the fact that beneficiaries are using the cash for purposes other than food indicates potential issues in the selection process or communication strategy. It is possible that SC may have unintentionally chosen individuals who do not require food support, or there may have been a lack of clear announcements and explanations emphasizing that the cash assistance is specifically intended for food. Additionally, there might be a need to effectively communicate the importance of prioritizing food needs to ensure that beneficiaries understand the intended purpose of the cash. Therefore, addressing these challenges is important to ensure that the assistance provided by SC is utilized appropriately and effectively supports the food security needs of the targeted beneficiaries.
- The project resources, particularly budget was managed efficiently throughout the process of the implementation which enabled Save the Children to distribute one more cash assistance round for beneficiaries, ending up with seven cash distribution rounds. Upon comparing the FSAC-determined amount with the actual exchange rates, inaccuracies are apparent. For instance, in January 2024, the exchange rate was 1,514 YER/USD, while in April 2024, it was 1,656 YER/USD. Meanwhile, the recommended MFB remained at 135,500 YER, equivalent to 110 USD, according to FSAC, from July 2023 to 2024. The value of the FSAC-recommended 110 USD should have been 166,540 YER in January and 182,160 YER in April 2024. Therefore, SCY included a seventh round of cash distribution utilizing savings resulting from the fluctuating exchange rates.
- There were concerns raised about the project's duration and the cash distribution amounts. Participants emphasized that a longer intervention period and increased cash assistance in each round would be necessary for sustainable improvements. While the project successfully addressed immediate food security needs, it became evident that there may be limitations in attaining lasting resilience without ongoing support and resources.
- The project had a positive impact on food security among targeted households. The intervention, which included nutritional education and cash assistance for food purchases, contributed to combating malnutrition and reducing deaths in the community. Additionally, participants noted positive changes in the community's food security situation, with diverse diets and improved living conditions.
- Save the Children successfully implemented the process of localization by involving local authorities, community committees, and volunteers in decision-making and project implementation processes. This approach strengthened the capacity of local entities to respond to and manage crises within their communities. The project effectively considered local customs, traditions, and cultural practices related to food security and nutrition, ensuring inclusivity and tailored support for different beneficiary groups.
- The collaboration between SCJ and SCY as member organizations has shown to be effective in implementing the project, with clear division of roles and responsibilities. SCY's leadership in project implementation and SCJ's involvement in quality control of the submitted reports to JPF and funding management have contributed to the project's success. The partnership between SCJ and SCY highlights the value of leveraging the strengths of different organizations within the Save the Children network to implement the project.
- SCY staff acknowledged the expertise and reliability of SCJ, whose significant contribution enhanced SCY data reporting and analysis skills, ultimately improving the accuracy and quality of project reporting. However, there is a need for SCJ to provide technical training and capacity building to the SCY team by providing professional external advisors and consultants, specifically to provide working experience from various contexts to enable SCY to customize and apply new learning to the Yemeni context.

3. Lessons Learnt

- a) One of the key lessons learned from the feedback provided by the FGD participants and key informants is that the amount of cash assistance provided during the project was insufficient to meet the needs of all households, particularly the large ones. While the cash transfers were deemed sufficient for small households, the challenges faced by larger households highlight the importance of considering the varying needs and circumstances of different beneficiary groups.
- b) The efficient management of project resources, particularly the budget, along with the inaccuracy in the determination of exchange rates by the FSAC cluster for the MFB played a crucial role in enabling Save the Children to make adjustments during implementation, such as increasing the amount of cash assistance and distributing an additional round of cash to beneficiaries. Additionally, the fluctuation of the value of the yen could be one of the results for the saving which enabled SC to add one more cash distribution round. Therefore, this lesson indicates the importance of proactive resource management and flexibility to optimize project outcomes and maximize support provided to the beneficiaries.
- c) The project staff observed instances where vulnerable individuals attempted to receive cash assistance from multiple organizations, using different identification methods for each. This highlights the need for robust systems to prevent duplication and ensure aid reaches those who are most in need. SC team Save the Children devised an innovative approach by engaging community committees to address this issue and printed beneficiary ID cards to ensure a robust verification mechanism and facilitate beneficiary verification and access to assistance.
- d) Assigning the task of beneficiary registration to community committees formed by individuals living in the targeted areas proved to be an effective strategy because these committees had better knowledge of the vulnerable people in the community, enhancing the accuracy of beneficiary selection.
- e) Collaborating with local authorities and cross-checking beneficiary lists with other organizations, such as the WFP, is essential to ensure transparency and avoid duplication of assistance. Posting the names of eligible beneficiaries in targeted areas and seeking feedback from the community proved to be a valuable practice. This process allowed community members to identify households receiving aid from other organizations, facilitating a double-checking process to ensure accurate beneficiary targeting.
- f) Most of the interviewed beneficiaries reported using the distributed cash assistance to cover other basic needs such as health and education, in addition to that 13% said they could invest in purchasing livestock. Nonetheless, there is a concern that these beneficiaries might have prioritized to cover other needs at the expense of covering their food needs, which is the main purpose of the project. Although SCY reported conducting awareness session for beneficiaries on how to utilize the cash assistance to cover their food needs, the aforementioned finding might doubt the beneficiaries benefit from the conducted awareness session to orient them on how to utilize the cash assistance to cover their basic needs and the follow up by SCY project staff.
- g) The training of community volunteers played a vital role in ensuring the sustainability of the nutrition guidance. The sustainability of the community volunteers' training is further strengthened by their ongoing presence within the community even after the project's conclusion. They continue to live and interact with the community, allowing for ongoing communication and support.
- h) The observation of increased dependency and sporadic employment after the project intervention as reported by five beneficiaries highlights the need for sustainable solutions that promote self-reliance among beneficiaries. Therefore, introducing programs like "Cash for Work" can help mitigate issues

of dependency and promote self-reliance among beneficiaries. By providing opportunities for productive work, these programs empower individuals to contribute to their communities, earn income, and reduce their reliance on external aid.

- i) Save the Children successfully implemented the process of localization by involving local authorities, community committees, and volunteers in decision-making and project implementation processes. This approach strengthened the capacity of local entities to respond to and manage issues and problems within their communities.
- j) One of the notable best practices observed in Save the Children's project implementation was their consideration for beneficiaries with disabilities. The project staff demonstrated a proactive approach to address the needs of individuals who were unable to access cash distribution points. They employed alternative methods, such as arranging for aid delivery through trusted intermediaries after establishing contact, ensuring that beneficiaries with disabilities received the necessary support. Replicating this practice in similar projects can contribute to greater inclusivity and ensure that all beneficiaries, regardless of their physical limitations, receive the assistance they require.
- k) Drawing from a similar project implemented in Taiz governorate, adjacent to Lahj governorate, Save the Children learned the importance of aligning project design with funding allocation expectations. In the previous project, delays occurred as the Ministry of Planning and International Cooperation (MoPIC) anticipated 70% of the funding to be directly allocated to beneficiaries, which was not initially accounted for. Taking this lesson into account, Save the Children ensured that the current project design met the funding allocation criterion, resulting in smoother implementation. Additionally, recognizing the potential to address negative practices and enhance food security, Save the Children incorporated a nutrition component into the project, distinguishing it from previous food security initiatives.

4. Recommendations

The recommendations below apply to future projects, project staff, and JPF.

4.1 For Future Projects

If there is a next phase of the project in the same area or other areas of similar needs building on the great positive impact on and success achieved by this project, ***the following recommendations could be considered:***

- a) It is recommended to implement project interventions that go beyond direct cash transfers. Specifically, projects should focus on providing beneficiaries with opportunities to generate income on their own through supporting income-generating activities, vocational training programs to help households to become self-reliant and enhance their income-generating capabilities. This will help to have a more sustainable and lasting impact and therefore, addressing the needs of both small and large households more effectively.
- b) It is advisable that trainers of trainees (ToT) on nutrition topics can be considered for the community volunteers and they can be supported to provide trainings at the target community. Therefore, similar projects can also foster the mid-wife systems within the community along with these ToTs.
- c) It is recommended to continue assigning the task of beneficiary registration to community committees formed from the targeted areas. This approach proved effective in overcoming the

challenge of beneficiary selection. The committees' close knowledge of vulnerable individuals within the community enhances the accuracy and fairness of beneficiary identification.

- d) It is advised to strengthen coordination and collaboration with local authorities and stakeholders, including the WFP and to ensure regular communication and sharing of beneficiary lists to prevent duplication of assistance and ensure efficient targeting. This collaboration should include cross-checking beneficiary information to verify eligibility and avoid overlapping support.
- e) When conducting needs assessment for a project, it is recommended to expand the survey to include other sectors and share the findings with the relevant cluster for better mapping of the needs and more robust referral system.
- f) Clear exit strategy is recommended to ensure the continued support for the trained IYCF community volunteers through the coordination with the authority in district such as the district health office and concerning organization whose main mandate is nutrition support such as UNICEF and WHO.
- g) To ensure sustaining the impact of the food security in the targeted areas and to avoid collapse of the improvement in the food security situation of the beneficiaries who are classified in IPC4, SC is recommended to share the list of the targeted beneficiaries with FSAC in order to coordinate with other partners to secure funding to target these vulnerable households.
- h) Based on the positive experiences with local actors, it is recommended to further strengthen the involvement of local communities, authorities, and committees in future projects. Save the Children is advised to continue conducting trainings and regular meetings to facilitate communication and collaboration with these stakeholders. Additionally, ongoing efforts should be made to respect and integrate local customs, traditions, and cultural practices into project activities to enhance the sustainability and impact of their interventions in the communities they serve.
- i) To enhance the implementation of similar projects, it is recommended to adopt the best practice of Save the Children in ensuring inclusivity for beneficiaries with disabilities. Taking into account the needs of individuals who are unable to access cash distribution points, alternative approaches should be implemented, such as arranging for aid delivery through trusted intermediaries after proper communication and coordination and using mobile team to distribute the cash assistance to beneficiaries.

4.2 For Save the Children

The following recommendations are for Save the Children to consider in the design and implementation of its further projects:

- a) To ensure the direct benefit of the project on mothers and promote the preparation of nutritious meals for the family, it is recommended to include cooking sessions as part of practical nutritional guidance for pregnant and lactating women (PLWs) and nursing mothers. By providing hands-on cooking sessions, mothers can learn and practice the skills necessary to prepare healthy and balanced meals for their families. These sessions can focus on nutrition education, meal planning, ingredient selection, and cooking techniques that maximize the nutritional value of the meals.
- b) It is advisable to adopt cash for training activities as part of "Cash Plus" approach to implement income-generating projects that equip beneficiaries with specific skills, such as hairdressing, sewing, knitting, weaving, and incense making. This would help them take responsibility for their own livelihoods, and the skills could be transferred to other members of the community.

- c) To ensure efficient post-distribution monitoring (PDM) processes, it is recommended to conduct PDM activities with a representative sample of beneficiaries. While conducting PDM with 100% of beneficiaries may be ideal, it can be time-consuming and challenging to reach all areas, especially those that are difficult to access. By selecting a representative sample, the project can still gather valuable feedback and insights on the distribution process, ensuring accountability and identifying areas for improvement.
- d) It is suggested to maintain the practice of posting the names of eligible beneficiaries in targeted areas and seeking community feedback. This feedback mechanism proved valuable in identifying households receiving aid from other organizations. Beneficiaries and community members can play an active role in ensuring the accuracy and integrity of the cash assistance program.
- e) It is recommended to establish robust verification mechanisms to prevent individuals from attempting to receive cash assistance from multiple organizations. This can include cross-referencing identification methods, such as passports and ID cards, with existing databases. Implementing stringent verification procedures will help ensure that aid reaches those in need it and prevent fraudulent practices.
- f) It is recommended that SCJ provides training sessions and capacity-building initiatives for the SCY team conducted by professional external advisor and consultants working in various contexts. This experience of working in diverse contexts, rather than solely in Yemen, would be valuable in enabling SCY to adopt new practices and customize them to the Yemeni context. This knowledge transfer would further enhance the technical skills and capabilities of the SCY team, ultimately strengthening their project implementation and outcomes.
- g) To ensure the utmost benefit for beneficiaries, it is recommended that the SCY updates the amount of cash assistance disbursed each month based on the actual exchange rate a week before the distribution. This could shield beneficiaries from the negative impact of the rapidly depreciating Yemeni rial and strengthen the relevancy of the assistance. The same recommendation could also be suggested to FSAC.

4.3 For Japan Platform

- a) To maximize the impact of support, it is recommended that JPF support implementing a comprehensive package of interventions that address multiple aspects in the target area, including health, education, sanitation, and protection. For example, sanitation problems could cause health issues that would lead to spending the cash assistance dedicated for food on curing them amid lack of sanitation and health interventions. By adopting an integrated approach, synergies can be created among different sectors, leading to more effective and sustainable outcomes.
- b) It is recommended to adopt supporting multi-purpose cash assistance that enable the vulnerable households to cover their food needs and to meet other basics needs. The multi-purpose cash is recommended to enable beneficiaries to start small business through saving some of the cash assistance in order to ensure the continuity of project improvements for households and to prevent their resorting to negative coping strategies.
- c) To address the issue of dependency and intermittent work patterns among beneficiaries, it is recommended to introduce a "Cash for Work" program. This program would provide beneficiaries with opportunities to engage in productive work and earn income, reducing their

reliance on external assistance. It should involve identifying and implementing community-based projects that align with the needs and priorities of the beneficiaries' areas, such as infrastructure development, or community services. Below are the recommended Cash for Work Programs as per the needs, suggestions of beneficiaries and analysis of beneficiaries' situations:

- ▶ **Roads:** considering the hard-to-reach areas and bumpy of roads, it is recommended to implement a cash-for-work project to rehabilitate roads in the targeted areas. This could facilitate the provision of services to beneficiaries and the delivery of merchandise and foodstuffs in a more affordable manner.
 - ▶ **Education:** Based on beneficiary feedback, it is recommended to prioritize the construction of new classrooms in the school of Alosha using a "cash for work" approach. This initiative would not only improve education in the area but also have a lasting positive impact for years to come. By enhancing access to education, it is expected to increase knowledge among the local population, leading to greater awareness of nutritious practices and ultimately improving food security in the area.
 - ▶ **Girl education:** To address the issue of high dropout rates among girls in Arasim, it is recommended to implement a cash-for-work program to construct dedicated schools for girls in Arasim and other similar regions. This will help also addressing the challenges of early marriage and increase educational opportunities for girls, particularly in rural areas where this issue is prevalent. Currently, the co-education system leads to many families withdrawing their daughters from school after the sixth grade. By establishing separate schools for girls, the community can actively reduce dropout rates, provide a conducive learning environment, and promote education for girls, especially in preparatory and secondary grades and contribute to empowering girls to become future mothers who are better equipped with knowledge and skills, resulting in a healthier society.
 - ▶ **Health:** It is recommended to construct a health facility in the targeted areas, and staff it with a qualified medical team because 94% of the beneficiaries reported spending the cash assistance on healthcare expenses besides food expenses. The reduction of diseases in the targeted areas will help improve the nutrition status of households. In addition, the amount of money a household pays to visit a private health facility or a public one in a different village could be utilized to purchase more nutritious food.
 - ▶ **Water:** It is also recommended to adopt cash for work project to implement water projects and provide water tanks to address water scarcity in the targeted areas, particularly in Al- osha because the beneficiaries reported that water source is far away from their village. With the availability of clean water, water-borne diseases would decrease, which would result in a decline in malnutrition cases.
- d) It is recommended that the JPF takes an active role in organizing and facilitating regular coordination meetings or forums among its member NGOs in Yemen. By establishing a dedicated platform for communication and collaboration, JPF-funded projects and member NGOs can exchange experiences, share best practices, and identify opportunities for joint initiatives. This coordinated approach will foster synergies, improve efficiency, and amplify the impact of their collective efforts in addressing the challenges faced in Yemen. The JPF is suggested to ensure smooth information flow and promote a collaborative environment among the member NGOs, playing a vital role in facilitating these coordination mechanisms.



OVERVIEW OF SITUATION

Yemen faces a severe humanitarian crisis due to over eight years of conflict, economic collapse, and natural disasters, exacerbated by the COVID-19 pandemic and the Ukraine crisis. As a result, 21.6 million people, including 8.5 million children, require emergency assistance, with 80% of the population relying on aid for survival. Lahj Governorate, the project's focus, suffers from high levels of food insecurity and malnutrition, particularly among children and pregnant women, necessitating targeted humanitarian interventions

1. Situation of Beneficiaries in the Targeted Area

In Yemen, more than 8 years of conflict, disease, economic failure, disruption of public institutions and services, intensive rain caused by climate change, floods, and other natural disasters have caused a total of 21.6 million people to need emergency humanitarian assistance, of which 8.5 million are children.⁴ Approximately 80% of the population is dependent on aid for their livelihood.⁵ The World Bank reported in 2022 that Yemen's poverty rate exceeded 85 per cent, with some 20 per cent living on less than \$2.15 per day.⁶ In the southern part of Yemen, where the province of Lahj, where the project is implemented, is located, the monetary value declined to 1 USD = 1,508 YER in November 2021. Although there was a slight increase thereafter, it was 1 USD = 1,254 YER as of the third week of May 2023.⁷ Due to the reduction in imports due to the closure of each port, fuel prices such as oil and diesel have also risen, and fuel prices in February 2023 have nearly tripled compared to February 2020.⁸

In Yemen, approximately 30% of the wheat imported was procured from Ukraine, and many foodstuffs were imported. Since the crisis in Ukraine, domestic food prices in Yemen have risen further. As of March 2023, the average price of the minimum food basket (Minimum Food Basket (MFB) provided by the World Food Programme (WFP) in southern Yemen) increased by 12% compared to February 2022, and by 250% compared to July 2021.^{9,10} In this way, the economic situation was deteriorating throughout Yemen, such as a decline in household income, a substantial decline in monetary value, and an increase in fuel and food prices, and many households have fallen into a negative response mechanism, such as reducing their daily food intake in order to maintain their livelihoods.¹¹

According to the Yemen Humanitarian Response Plan 2023 ((HRP 2023), 80% of the total Yemen population has difficulty accessing food, and 17.3 million people throughout the country need food

⁴ OCHA, "Humanitarian Response Plan Yemen 2023", p.11. <https://reliefweb.int/report/yemen/yemen-humanitarian-response-plan-2023-january-2023-enar>

⁵ World Bank, "Macro Poverty Outlook for Yemen : April 2022 (English)", p.2. <https://documents1.worldbank.org/curated/en/099051504242241466/pdf/IDU0d245520c0e7ff04466083090ff8883499366.pdf>

⁶ Govt. Yemen, "Yemen Socio-Economic Update, Issue 75- August 2022" p.17. [file:///C:/Users/yuka.kaneko/Downloads/YSEU%2075-English%20version%20\(1\).pdf](file:///C:/Users/yuka.kaneko/Downloads/YSEU%2075-English%20version%20(1).pdf)

⁷ Cash Consortium of Yemen (CCY), "Flash Update 69: YER Exchange Rate Volatility April Week 4 & May Week

1" <https://reliefweb.int/report/yemen/cash-consortium-yemen-flash-update-69-yer-exchange-rate-volatility-april-week-4-may-week-1>

⁸ WFP, "Yemen Food Security Update, March 2023", p.7. <https://reliefweb.int/report/yemen/wfp-yemen-food-security-update-march-2023>

⁹ WFP, "Yemen: Millions at risk as Ukraine war effect rocks region" <https://www.wfp.org/stories/yemen-millions-risk-ukraine-war-effect-rocks-region>

¹⁰ WFP, "Yemen Food Security Update, March 2023", p.12. <https://reliefweb.int/report/yemen/wfp-yemen-food-security-update-march-2023>

¹¹ Govt. Yemen, "Yemen Socio-Economic Update, Issue 75 - August 2022", p.12. <https://reliefweb.int/report/yemen/yemen-socio-economic-update-issue-75-august-2022-enar>

assistance.¹² According to the Integrated Food Security Phase Classification (IPC), the severity of food shortages has declined by 7 per cent since 2022, but 780,000 are in the "humanitarian crisis level" of IPC4 and above, and 3.2 million are in the "acute food insecurity level" of IPC3 and above.¹³14 The WFP described this situation in Yemen as a step ahead of the IPC 5, which is called the "famine level," and predicted that the situation will be exacerbated by the impact of the Ukrainian crisis.¹⁵16 In these critical situations, the most affected are children and women who have difficulty securing food. According to the IPC, about 45,000 children under five years of age fell under acute malnutrition in 2023 and 250,000 pregnant women fell under severe malnutrition.¹⁷ In fact, as more households lack access to food and lack adequate nutrition, the number of malnourished children under the age of five has been gradually increasing year by year. Of the 72,169 children under the age of five screened by WHO in June 2022, 30 per cent were diagnosed with acute malnutrition, 51 per cent with low body weight and 48 per cent with stunting.¹⁸

2. Analysis of Food Security and Nutrition Needs in Targeted District

Lahj Governorate, where this project is implemented, is a region where frequent armed conflicts have occurred. As of March 2022, more than 22,000 internally displaced persons (IDPs) are said to be living in internally displaced persons (IDPs) camps.¹⁹20 However, after the conflict, the country started to face crisis-level shortages and people had to rely on aid. The situation worsened more, and major roads were restricted to access due to armed conflicts and censorship, making it difficult for humanitarian organizations to provide assistance. About 1,150,475 people live in Lahj Governorate, of which 40% fall under IPC Level 3 or higher.²¹ The number of people living in Al-Qabaytah is 139,512. Since the latter half of 2023, it has been assumed that it is one of the three districts that fall under IPC Level 4 in Lahj Governorate, and the region has a high priority for humanitarian assistance.²² In Lahj Governorate, the market price of Minimum Food Basket (MFB) was the highest in Yemen, the market price fluctuations of major items such as flour, beans and edible oil were very high, and the food shortage ratio to population was the highest in Yemen at 71%.²³24

¹² OCHA, "Humanitarian Response Plan Yemen 2023", p.46. <https://reliefweb.int/report/yemen/yemen-humanitarian-response-plan-2023-january-2023-enar>

¹³ OCHA, "Humanitarian Response Plan Yemen 2023", p.19. <https://reliefweb.int/report/yemen/yemen-humanitarian-response-plan-2023-january-2023-enar>

¹⁴ IPC, Yemen: Acute Food Insecurity Situation January - May 2023 and Projection for June - December 2023 (partial analysis) <https://www.ipcinfo.org/ipc-country-analysis/details-map/en/c/1156365/?iso3=YEM>

¹⁵ WFP, "WFP at a Glance, June 2023" <https://www.wfp.org/stories/wfp-glance>

¹⁶ WFP, "Hunger Hotspots FAO-WFP early warnings on acute food insecurity October 2022 to January 2023 Outlook" <https://www.wfp.org/publications/hunger-hotspots-fao-wfp-early-warnings-acute-food-insecurity-october-2022-january-2023>

¹⁷ IPC, IPC, Yemen: Acute Malnutrition Situation October 2022 - May 2023 and Projected June -September 2023 (partial analysis) <https://www.ipcinfo.org/ipc-country-analysis/details-map/en/c/1156366/?iso3=YEM>

¹⁸ WHO, "Nutrition surveillance infographics 2022 June", p.1 <https://www.emro.who.int/images/stories/yemen/Nutrition-Surveillance-Jun-2022.pdf?ua=1>

¹⁹ Govt. Yemen, "Yemen Socio-Economic Update, Issue 69 - February 2022", p.4 https://reliefweb.int/attachments/8189da01-24f2-4c46-ac6b-07fd4d88df64/YSEU_69-English_vesion.pdf

²⁰ UNHCR "Yemen CCCM overview" May 2023 https://data.unhcr.org/en/situations/yemen_cccm

²¹ IPC, "Yemen_Acute_Food_Insecurity_Malnutrition_JanDec2023_Report_English"

p.26 https://www.ipcinfo.org/fileadmin/user_upload/ipcinfo/docs/IPC_Yemen_Acute_Food_Insecurity_Malnutrition_JanDec2023_Report_English.pdf

²² IPC, "Yemen_Acute_Food_Insecurity_Malnutrition_JanDec2023_Report_English"

p.26 https://www.ipcinfo.org/fileadmin/user_upload/ipcinfo/docs/IPC_Yemen_Acute_Food_Insecurity_Malnutrition_JanDec2023_Report_English.pdf

²³ WFP, "Yemen Food Security Update April 2023" p.13 <file:///C:/Users/yuka.kaneko/Downloads/WFP-0000148682.pdf>

²⁴ Refer to Reference Material (3) Attachment "Table 1" of the Plan for the Price Change List.

Long-term exposure to these conditions has resulted in a marked deterioration in the nutritional status of children and pregnant women in the target areas, and Save the Children reported last year that 38 per cent of children in the target areas were stunted and that more than 17 per cent of pregnant women were acutely malnourished.²⁵ According to the WHO report, 48 per cent of children under five are underweight and 24 per cent are stunted throughout Lahj Governorate.²⁶ In light of these circumstances, the project coordinated with Food Security and Agricultural Cluster (FSAC) to avoid duplication of assistance and provide food assistance through cash transfers and nutrition guidance to households with children under the age of two and expectant and nursing mothers in Al-Qabaytah District, Lahj Governorate. It was also recommended that food assistance through cash transfers be expanded in the future as an effective means of assistance under the Yemeni HRP 2023.²⁷

Nutrition guidance for infants and young children is said to improve nutritional status more efficiently than cash transfers alone. In particular, 1,000 days from conception to age 2 years have been found to be important to the subsequent development of the child, and when the child is not adequately nourished during this period, it has been found to have a serious impact on the growth and development of the child, and Save the Children has long stressed the need to improve nutrition for pregnant women and children during this period.^{28,29} As UNICEF advocates for "Cash Plus," nutrition guidance synchronized with cash transfers also translates food security into improved levels of nutrition, with higher impacts evident from UNICEF and Save the Children's efforts, which are expected to complement food safety through cash transfers.³⁰ It has been confirmed that food is sufficiently secured in the markets in the region where the project was implemented, and it was expected that this activity will improve the food security of vulnerable people.

The Project Staff stated that the food security assessment that was issued by the FSAC placed Al-Qabaytah district in Lahj governorate at the IPC4, indicating it was among the most vulnerable areas. This agreed with an endline assessment carried out by Save the Children in July 2023 for another project and the feedback from the community and local authorities. Drawing on those assessments and feedback, the district was chosen, but the areas within the district were selected to be targeted with this project, in coordination with the local authorities to ensure targeting the most vulnerable people and the FSAC to avoid duplication of intervention with other humanitarian partners. This indicates that the project design was based on the most current needs assessment results from field research and diverse perspectives.

²⁵ Save the Children "Resourcing Families for Better Nutrition Projects in Humanitarian Settings: A case study from Yemen" p.4 <https://reliefweb.int/report/yemen/resourcing-families-better-nutrition-projects-humanitarian-settings-case-study-yemen>

²⁶ WHO, "Nutrition surveillance infographics 2022 June", p.2*Current data on nutrition <https://www.emro.who.int/images/stories/yemen/Nutrition-Surveillance-Jun-2022.pdf?ua=1>

²⁷ OCHA, "Humanitarian Response Plan Yemen 2023", p.50. [file:///C:/Users/yuka.kaneko/Downloads/Ye_HRP_2023_Final%20\(4\).pdf](file:///C:/Users/yuka.kaneko/Downloads/Ye_HRP_2023_Final%20(4).pdf)

²⁸ Save the children "Resourcing Families for Better Nutrition Projects in Humanitarian Settings: A case study from Yemen" [file:///C:/Users/yuka.kaneko/Downloads/Case%20study%20RF4BN%20in%20humanitarian%20settings%20Yemen%20FINAL%20\(2\).pdf](file:///C:/Users/yuka.kaneko/Downloads/Case%20study%20RF4BN%20in%20humanitarian%20settings%20Yemen%20FINAL%20(2).pdf)

²⁹ Save the Children, "Resourcing Families for Better Nutrition" https://savethechildren1.sharepoint.com/what/Child_Poverty/ThematicLibrary/Resourcing_Families_for_Better_Nutrition_-_2_page_-_English.pdf

³⁰ UNICEF, "Cash Plus" <https://www.unicef-irc.org/research/cash-plus/>



The project “Improving Food Security through the Cash for Food and Nutrition Assistance in Lahj Governorate, Yemen”, funded by Japan Platform (JPF) and implemented by Save the Children Japan (SCJ) and Save the Children Yemen (SCY), aims to enhance food security through cash transfers and nutrition guidance for vulnerable households, including women-headed families, malnourished children, and pregnant women. This project provided essential support to households, addressing immediate food needs and improving infant and young child nutrition. The evaluation, conducted by MEAL Center, thoroughly assessed the project's impact, adherence to humanitarian standards, and beneficiary satisfaction. It evaluated the effectiveness of cash disbursements and nutritional messaging, offering valuable insights and recommendations to enhance future interventions. The findings aim to improve project design, implementation strategies, and organizational capacity, ensuring more effective and sustainable support for vulnerable communities in Yemen.

1. Background of the Evaluated Project

The table below shows the IFSN Project in Lahj Governorate, Yemen, funded by JPF and implemented by SCJ and SCY. It aims to enhance food security through cash transfers and nutrition guidance for vulnerable households, including women-headed families, malnourished children, and pregnant women.

Project Summary				
Program	Food Crisis 2022 Support Program (Emergency Response Period)			
Evaluated Project Title	IFSN Project – Improving Food Security through the Cash for Food and Nutrition Assistance in Lahj Governorate, Yemen			
Donor	Japan Platform (JPF)			
Implementing Partners	Save the Children Japan (SCJ) <i>in collaboration with</i> Save the Children Yemen (SCY)			
Project Locations	Lahj Governorate (Al-Qabaytah District)			
Project Duration	Start Date	Sep 20, 2023	End Date	May 20, 2024
Project Overall Objective	Enhance the food security of vulnerable households within Lahj governorate, Yemen, particularly those among internally displaced persons and host communities impacted by conflicts, natural disasters, and the ongoing crisis.			
Beneficiaries	Cash Transfer: 2,352 persons in 336 households (588 men and 564 women; 612 men and 588 women).		Nutrition Guidance / Infant and Young Child Feeding (IYCF) messaging: 345 people from 336 families (157 caregivers of children under 2 years old and 188 pregnant women).	
	g) HHs headed by women facing serious difficulties in securing food. h) HHs with children under 2 years of age (CU2) who are malnourished, especially those with acutely malnourished children. i) HHs with pregnant women (PW). j) HHs with no assets and no means of income. k) HHs with families with chronic illnesses. l) HHs with a high proportion of persons with disabilities.			
Action Focus	Food Security; Cash for Food (CFF), and Nutrition Assistance/Guidance			

Table 4: Project Summary

1.1 Project Activities

The project provides food assistance through a total of seven cash disbursements to 336 households selected from Integrated Food Security Phase Classification (IPC) areas in Al Qabaytah district, Lahij governorate, located in southern Yemen, who are experiencing food insecurity. In addition, nutritional messaging was provided to caregivers of children under 2 years of age and expectant and nursing mothers in the same households, with a particular focus on improving infant and young child nutrition. *Below are the overall activities implemented throughout the project stages:*

- Selection of Target Areas and Beneficiaries
- Survey of market prices of food in food baskets
- Selection of Community Food Security and Livelihoods (FSL) Volunteers
- Implementation of Cash Benefits
- Provision of training on infant and young child nutrition for community FSL volunteers
- Provision of infant nutrition guidance
- Implementation of monitoring and investigation activities

1.2 The Project Objective

Overall objective: Enhance the food security of vulnerable households within Lahj governorate, Yemen, particularly those among internally displaced persons and host communities impacted by conflicts, natural disasters, and the ongoing crisis.

Specific Objective: To improve the food security of crisis-affected communities in Al Qabaytah district in Lahj Governorate.

1.3 Project Outcomes

The project will improve the food security of beneficiary households by providing food assistance through cash transfers and guidance to internally displaced persons and host communities in Al-Qabaytah district, Lahij Governorate, Yemen, who are experiencing food insecurity due to conflict, natural disasters and the Ukrainian crisis.



1.4 Project Outputs

- Most food insecure and vulnerable households including (IDPs, host) in Al Qabaytah district, Lahj Governorate have access to cash-based food assistance to improve their access to food.
- and to Improve knowledge of child nutrition among caregivers and expectant and nursing mothers of children under 2 years of age in the target households.

2. Purpose of the Evaluation

The purpose of this evaluation is to evaluate "Improving Food Security through the Cash for Food and Nutrition Assistance in Lahj Governorate, Yemen" (IFSN). JPF engaged MEAL Center (MC) to accurately gather information, validate project activities, analyze data, and offer recommendations for implementing similar projects and to further improve SCJ's organizational capacity. MC served as a crucial quality assurance measure in project locations where JPF has limited or no access. The evaluation findings will be utilized by JPF to enhance both current and future projects.

3. Scope of the Evaluation

The project evaluation in Yemen aims to comprehensively analyze the effectiveness and impact of a humanitarian project in the context of escalating food insecurity challenges. It seeks to assess the strategies employed by JPF member NGO, SCJ, in addressing the acute food crisis in Yemen. The evaluation identified the most effective support measures implemented by local partners, SCY, for emergency food aid, considering short-term, medium-term, and long-term interventions. Recommendations based on the evaluation findings will guide Japanese NGOs in designing and implementing projects that align with the evolving needs of local communities and exchange of ideas from a variety of point of views.

By critically examining the project's impact on the ground and its alignment with Yemen's complex development landscape, the evaluation aimed to enhance the effectiveness of humanitarian interventions. It recognized the multifaceted factors contributing to food insecurity and aimed to provide valuable insights that address immediate and long-term challenges in Yemen's food security. The evaluation report will contribute to informed decision-making and ensure that interventions effectively tackle the pressing food crisis. *Scope of the evaluation includes:*

- **Assessment of Effectiveness and Impact:** Conduct an output-to-purpose review to validate the efficient delivery of intended outputs and ascertain their contribution to the intended outcomes, in line with OECD DAC criteria of efficiency, effectiveness, and coherence.
- **Beneficiary Satisfaction and Stakeholder Feedback:** Assess the level of satisfaction among beneficiaries, disaggregated by gender, regarding the changes brought by the project; and Seek feedback from relevant stakeholders on project interventions, aligning with OECD DAC criteria of effectiveness.
- **Contribution to Humanitarian Response Goals:** Evaluate the contributions of the project to the Yemen Humanitarian Response Plan 2022 and JPF program goals, focusing on impact and relevance.
- **Participation, Accountability, and Local Ownership:** Evaluate the level of participation and accountability to crisis-affected people, particularly vulnerable individuals, and women, in project-related decision-making.; and assess how effectively the project strengthened a sense of ownership, capacity, and systems among key local actors, aligning with CHS Commitment 4 and Localization principles.
- **Sustainability of Interventions:** Assess the likelihood of sustainability of project interventions, specifically focusing on the adaptation of knowledge and skills obtained through training, in line with OECD DAC criteria of sustainability.
- **The member NGOs' operational contributions and impact:** Examine the operational reliability and significance of JPF member NGOs, SCJ assessing their responsibilities, leadership, and impact on project implementation, excluding financial contributions, while comparing project outputs to initial assessments and forecasting future impacts. Assess the learning of SCJ and SCY from their previous experience to improve their skills and strategies to have bigger impact
- **Lessons Learned and Recommendations:**
 - ✓ Draw lessons from the evaluation for the implementing NGO, JPF, and other JPF member agencies.
 - ✓ Provide recommendations for the JPF member NGO, SCJ on project design, implementation modalities, and stakeholder engagement.
 - ✓ Offer recommendations for member NGOs, SCJ on project implementation, including needs assessment, local partner selection, capacity assessment, program management, monitoring and evaluation system, technical input, and coordination.

- ✓ Identify replicable lessons on gender mainstreaming, behavior change communications, and intersectoral programming.
- ✓ Provide recommendations for JPF on program priorities.
- ✓ Highlight areas for further discussion between JPF and its member agencies on localization.

The targeted governorates and locations to be assessed by this evaluation are:

<i>Governorates</i>	<i>Districts</i>	<i>Villages</i>
Lahj	Al-Qabayah	Al-Osha, and Arasim

Table 5: Targeted locations in evaluation of IFSN Project

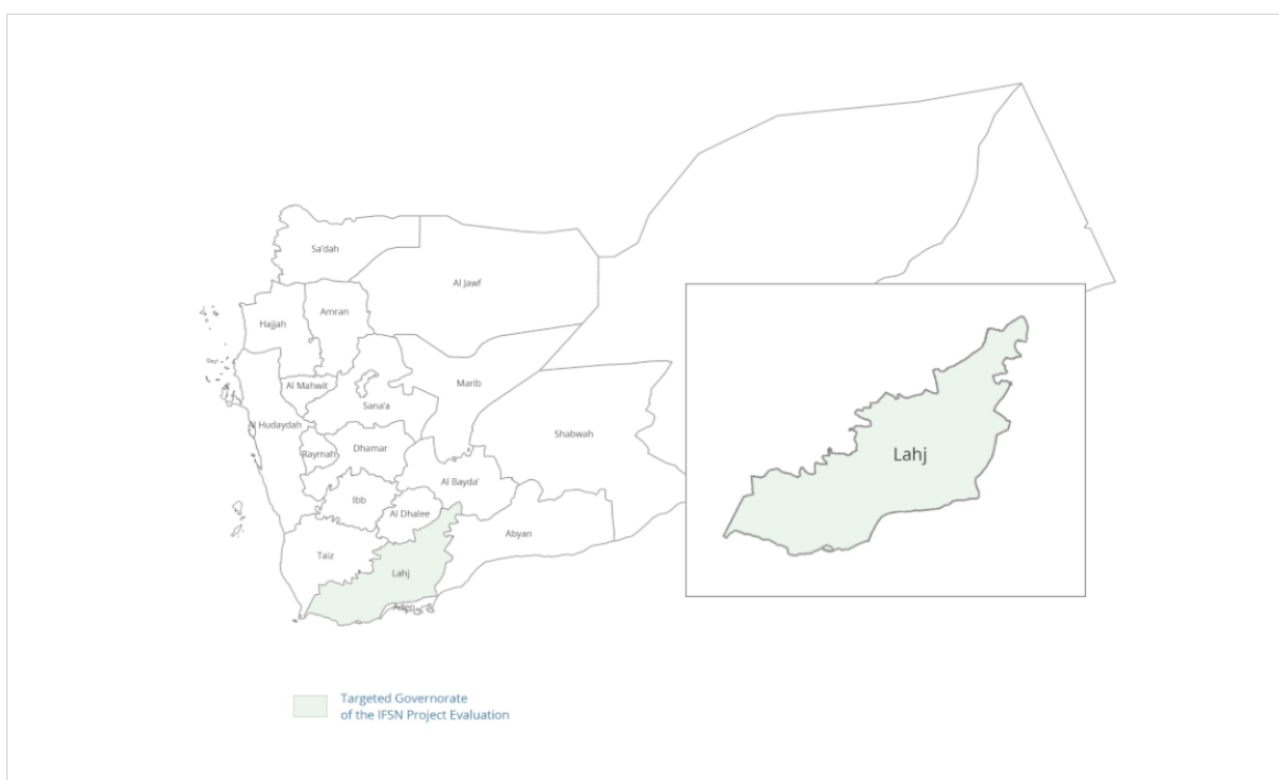


Figure 1: Map of the targeted location by the project

4. Evaluation Objectives

The evaluation aims to ensure adherence to humanitarian standards, assess project impact and beneficiary satisfaction, and provide feedback for future improvements, **specifically:**

- Verify adherence to humanitarian principles and standards
- Ensure adherence to the project proposal and monitor its progress.
- Analyze the impact of the project on the target population.
- Verify adherence to humanitarian standards and best practices.
- Understand beneficiary satisfaction and assess if needs are being met.

- f) Evaluate Japanese NGOs', SCJ's local partner's SCY's implementation management, effective support, and suitable projects/strategies
- g) Determine suitable short-term, medium-term, and long-term assistance for effective aid.
- h) Identify the most suitable projects and strategies for implementation by JPF and member NGO.
- i) Provide feedback to improve future project planning and implementation.
- j) Document lessons learned and extracted best practices for future projects that includes recommendation to JPF's role.

5. Evaluation Criteria

The evaluation is guided by the Core Humanitarian Standards (CHS) and the Organization for Economic Cooperation and Development - Development Assistance Committee (OECD DAC) criteria. The evaluation utilized the OECD/DAC Evaluation Criteria to assess project performance and the Core Humanitarian Standard (CHS) to evaluate the quality of interventions and accountability aspects. ***The CHS and OECD-DAC criteria for evaluating the project include:***

- a) **Relevance:** Assessing the extent to which the project aligns with most current local needs and priorities in Yemen. If the analysis of needs through regular monitoring helped determine if the humanitarian assistance being provided aligns with the urgent needs of people at that time, and whether adjustments to outputs were being made flexibly to ensure appropriateness of support.
- b) **Coherence:** Evaluate the consideration of contextual factors, alignment with the national health system, coherence with other stakeholders, adherence to health and humanitarian principles, and synergies with other interventions that includes the projects implemented by JPF member NGOs.
- c) **Efficiency:** Determine whether the project has delivered its interventions in a timely and economical manner, ensuring effective use of resources.
- d) **Effectiveness:** Determine the extent to which the project interventions have achieved satisfactory results and objectives in addressing the needs of beneficiaries, particularly in the areas of food security, and enhancement of nutrition awareness
- e) **Impact:** Determine whether the project's results and achievements in the areas of food security and nutrition have generated significant positive or negative effects on the targeted population both the direct and indirect beneficiaries.
- f) **Sustainability:** Assess the extent to which the benefits of the project are maintained after formal support has ended, considering various dimensions such as financial, economic, social, and environmental sustainability. Focus on the continuation of the overall value of the intervention and the adaptation of acquired knowledge from the nutritional guidance messages after the end of the project.
- g) **Lessons learned and recommendations:** Identifying key lessons for the local implementing partner NGO, SCY and JPF member agencies, SCJ, providing recommendations on project design, stakeholder engagement, and improvements in various areas. Sharing replicable lessons on gender mainstreaming, behavior change, and intersectoral programming. Recommending program priorities for JPF and highlighting areas for further discussion on localization, community-based approach, sustainability, the humanitarian-development nexus.

In addition to the above criteria, **the evaluation also addressed the following aspects:**

- h) Beneficiary satisfaction:** Assessing satisfaction levels among beneficiaries, with a focus on gender disaggregation and feedback from stakeholders.
- i) Contributions to Humanitarian Response Plan (HRP) 2023 and JPF program goals:** Evaluating the project's impact on improving living standards, resilience, and timely assistance as outlined in the HRP 2023.
- j) Participation and accountability:** Assessing the involvement of crisis-affected individuals, especially vulnerable groups, in decision-making processes and evaluating the project's contribution to local ownership and capacity building.
- k) The member NGOs' significant contributions apart from financial contributions:** Assess their reliability; and identify and evaluate the significance of member NGO's role in implementing projects, except for creating and submitting project proposals to secure funding from the Japanese government, as well as other administrative submission tasks.
- l) Assess member NGOs' responsibilities in managing program cycle:** Needs assessment, project designing, partnership, human resources management, efficient use of expenses, regular M&E and others.



EVALUATION METHODOLOGY

MEAL Center (MC) team used a mixed-method methodology, utilizing quantitative and qualitative (structured and semi-structured survey questionnaires) tools such as observations, desk reviews, site visits, direct interviews with beneficiaries and staff at the project sites/locations, community members, key informants (KIs), and Focus Group Discussions (FGDs/ Qualitative interviews).

1. Study Design

The evaluation employed quantitative and qualitative participatory methods. The data collection included gender, age, and location disaggregation and reached all the beneficiaries targeted by the project.

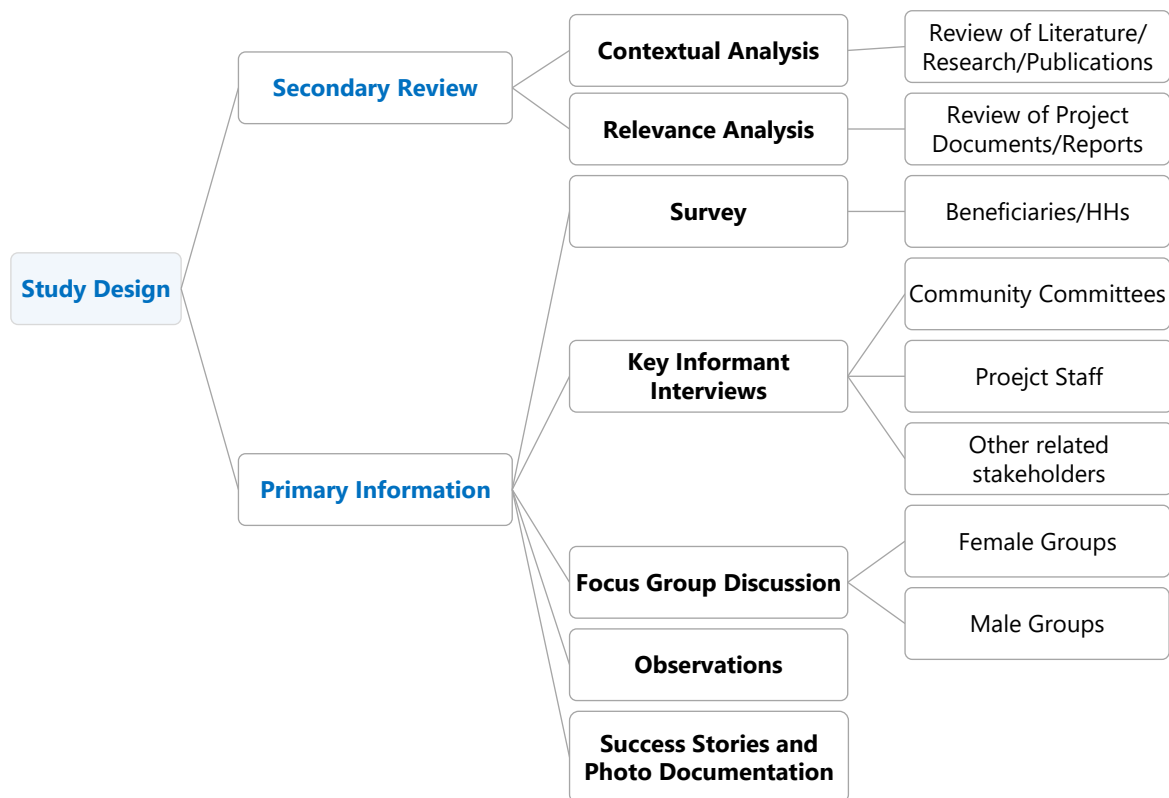


Figure 2: Evaluation Design

2. Evaluation Sample

The total beneficiaries of the IFSN project are 336 Households (HHs) comprising from (2,352 people, including 1200 males, and 1,152 females). Furthermore, 336 HHs from the targeted HHs with cash transfer (157 caregivers for children under 2 years of age, 188 pregnant women) received Nutrition Guidance Messages. The sample included all of the HHs during the data collection period. The balanced number of participants in the qualitative interviews is meant to obtain enough details for evaluators to pass a value judgment about the project and evaluate the project effectiveness and impact on the beneficiaries and capture the nuances of their opinions.

Below is the targeted sample (**household surveys, focus group discussions** and **key informant interviews**).

Stakeholders and Beneficiaries	Lahj (Al-Qabaytah)		Total
Key Informant Interviews (KIs)			
Community Committee	8		8
Project Staff			
Project Staff (SCJ)	2		2
Project Staff (SCY)	4		4
FGDs			
Beneficiaries of CFF and Nutrition Assistance	6 FGDs (3 male and 3 female)		6 FGDs
Sub-Total FGDs	3 male FGDs = 23 participants	3 female FGDs =25 participants	48 participants
HHs Survey			
	Male	Female	Total
Beneficiaries of CFF and Nutrition Assistance	97	191	288
Grand Total Number of Interviews			353
Type of Data source		# of interviews	
Total KIs		8	
Total Project Staff		6	
Total FGDs (beneficiaries/HHs)		6 FGDs*8 = 48 participants	
Total HHs		288	
Sub-Total Beneficiaries		336	
Note: 66% of the sample are females.			

Table 6: Distribution of Qualitative and Quantitative Survey Samples

3. Evaluation Activities

The evaluation activities included:

- Desk review of the implementing partner's project documents
- Beneficiary surveys to verify that HHs received the proposed service or input.
- Key indicators as defined in the proposal.
- Project Site visits and verification of project activities.
- In-depth interviews with beneficiaries to collect success stories.
- Key Informant in-depth Interview with stakeholders.
- Project Staff in-depth interviews with project staff to assess SCJ and SCY contributions and responsibilities in managing program cycle
- Focus Group Discussions (Qualitative interviews).
- Country and sector context analysis.

4. Evaluation Tools

The evaluation tools were developed for the households, focus groups, and key informants. Surveys containing close-ended and open-ended questions were used to collect data from households, discussions were carried out with focus groups, and open-ended-question interviews were held with key informants. Field data collection took place in the target locations during the third week of April 2024. This is in addition to interviews and discussions with SC project team. The data was collected through paper-printed questionnaires. The evaluation team leaders monitored the data collection activities closely, and by the end of the day, every researcher reported their work (number and type interviews with gender disaggregation) to ensure adhering to the proposed sample and covering all the required individual interviews, KIIs, FGDs and monitoring observation. Then it was entered on “Kobo toolbox” software using mobile phones. The data has been exported to Microsoft Excel. Data has been verified by team leaders on the field and by MC MEAL team members.

5. Evaluation Researchers

The field team was composed of 8 researchers (63% female). A team of eight researchers were involved in field data collection, including five female and three male researchers. (see Table 5). The team members were selected from the target areas based on their previous experience in field research. Field data collection teams received training before the fieldwork. During the training, they were given sufficient information about the project, the purpose of the evaluation, and the tools to be used. Their training involved how to deal with beneficiaries respectfully, with a focus on the Do-No-Harm principle. A data analyst was devoted to developing a database from collected data, based on which statistical analysis was conducted.

Field Researchers per District			
<i>District</i>	<i>Female</i>	<i>Male</i>	<i>Total</i>
Al Qabaytah	5	3	8

Table 7: Field Researchers per District

6. Data Cleaning and Analysis

The analysis for reporting requires triangulation of qualitative data, quantitative data, and documentation. Managed by the MC data team, all uploaded data to the server were first validated to ensure accuracy. The collected data were cleaned initially through the website platform, which was developed to facilitate real-time tracking and monitoring of submitted raw data before conducting the analysis. Afterwards, normalization was conducted to ensure authentic and accurate data interpretation and remove any ambiguity, duplication, or inconsistencies. Then the data set was cleaned through manual and automated revisions.

Quantitative Data Analysis. The analysis involved summarizing data with graphical representations in form of histograms, pie charts and bar charts. This provides a quick method of making comparisons between different sets of data and spotting the smallest and largest values, trends, or changes over a period of time.

Qualitative Data Analysis. Qualitative data analysis is a process aimed at reducing and making sense of vast amounts of qualitative information – very often from multiple sources, such as focus group discussion notes, individual interview notes and observations – in order to deduce relevant themes and patterns that address the M&E questions posed. When analyzing qualitative data, the focus was on the words spoken by the respondents, the context in which the data was collected, the consistency and contradictions of respondents' views, the frequency and intensity of participants' comments, their specificity and emerging themes and patterns.

For the qualitative portion, the evaluation team used minimum focus group discussions, key informant interviews, direct observations, and site visits. However, the final decision on the methods was provided by the evaluation team. The evaluation team kept in mind that it is undertaking a major responsibility in its attempt to make cross-cultural references and analysis. The qualitative data were represented in a narrative form and, wherever it was meaningful and possible, it was accompanied with descriptive statistics. Regardless of their nature, data were disaggregated by gender.

7. Limitations to the Study

The evaluation did not face significant challenges related to security or access to the targeted location. The field researchers did report some challenges during the fieldwork but nothing to be considered as limitation for the study. The fact that the targeted beneficiaries were scattered across various villages was one of the challenges during the fieldwork. The pre-coordination with Save the Children project staff who collaborated with the team and informed the community committees in the targeted areas to collaborate with the field researchers and help them to reach the beneficiaries targeted by the project helped mitigate that challenge. Additionally, interviewing all the beneficiaries in the targeted areas was no an easy task, particularly due to the potentiality of interviewing non-beneficiary households. To overcome this issue and to ensure interviewing the real beneficiaries, MC researchers checked the cash assistance ID card before conducting the interview with each beneficiary. The roughness of the road to some remote areas in Al-Qabaytah was another challenge for the researchers in reaching the place, but it only increased the time the field team spent travelling to ensure that all the targeted beneficiaries were surveyed. All in all, no challenges impacted the results of the evaluation.



The Data Analysis and Findings section presents an analysis of the intervention's relevance, effectiveness, efficiency, coherence, sustainability, impact, and localization. It assesses the project's alignment with household needs and the Yemen Humanitarian Response Plan (HRP) 2023 goals, the participatory approach in design, and how well it addressed food security and nutrition challenges. Effectiveness is reviewed through coordination efforts, beneficiary satisfaction, and the project's impact on dietary needs, income, and food consumption.

Efficiency covers cash assistance utilization, implementation challenges, resource optimization, and timely delivery. Coherence examines coordination with partners and feedback integration, while sustainability evaluates long-term improvements, capacity building, and promoting local ownership. Impact analysis focuses on changes in food security, nutrition awareness, and unintended effects. Finally, localization assesses the use of local resources, leadership shifts to local actors, and the roles and expertise of Save the Children Japan (SCJ) and Save the Children Yemen (SCY).

1. Relevance

This section of the report will assess the extent to which the project aligns with local needs and priorities of the beneficiaries in the targeted areas.

According to the Project Staff, cash assistance was provided to beneficiaries through the Cash for Food (CFF) intervention in order to enhance food security in an area classified as IPC4 by the Food Security and Agriculture Cluster (FSAC) in Yemen. The project spanned seven rounds of cash assistance, from November 2023 to May 2024, with beneficiaries receiving 135,500 YER, (equivalent to about 110 USD) for six rounds and 140,000 YER for the seventh round. The beneficiaries participated in nutrition awareness-raising sessions. These sessions focused on educating them about making nutritious food choices with the provided cash assistance.

According to FSAC market price data for the reference period January to May 2023, the harmonized transfer values of the FSAC MFB for a household of 7 members was YER 135,500 /household/month in International Recognized Government (IRG) controlled governorates. This is equivalent to USD 110/household/month in the IRG) controlled governorates.³¹

The advisory notes from FSAC, based on market assessments and local currency exchange rates, guided the cash assistance amounts, which aimed to cover 80% of the cost of the food basket in Yemen. According to FSAC Unconditional Cash Transfer Guidelines, The FSAC MFB makes up 80-85% of average daily calories for a household size of 7 members. The FSAC MFB composition was developed based on the acceptable nutritional value as per Sphere Standard, to provide 1,604 Kcal (51g protein and 46g fat) per individual/day.³²

The distribution plan was developed in consultation with the community committees (CCs) and was agreed that the cash distribution firstly started for the women, elderlies and sick beneficiaries, after that for the other beneficiaries. This shows that the project considered giving priority to vulnerable groups during the distribution of the cash assistance.

³¹ [FSAC Unconditional Cash Transfer Guidelines](#), page 3

³² [FSAC Unconditional Cash Transfer Guidelines](#), page 3

All the interviewed beneficiaries, including 66% (n=191) female confirmed that they received cash assistance for six rounds, as the seventh, an extra round, was underway, along with awareness sessions to help with their nutrition education. The awareness-raising sessions, according to beneficiaries, included information about natural breastfeeding, malnutrition diseases, healthy diet, and hygiene.

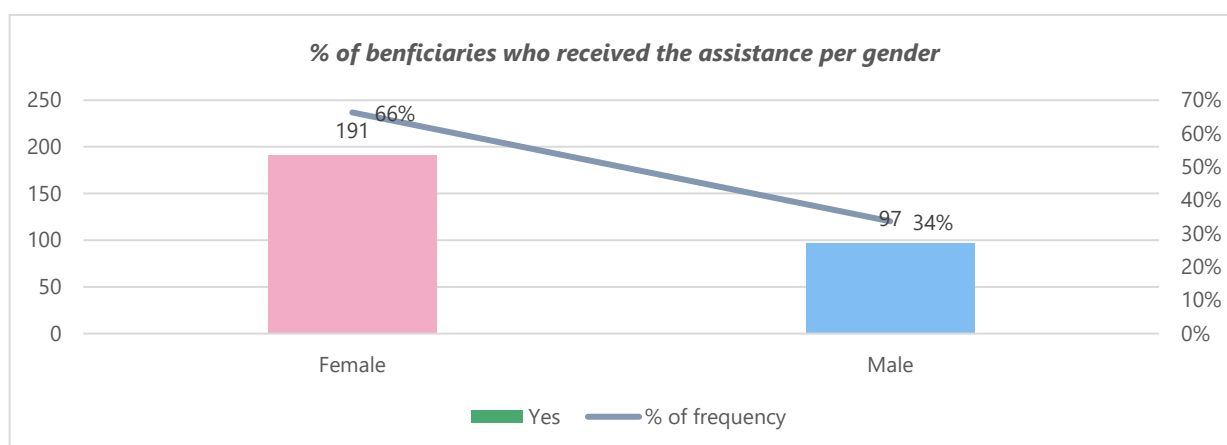


Figure 3: % of beneficiaries who received the assistance per gender

1.1 Situation Before the Intervention

All of the participants in the six FGDs reported that the nutrition situation of the targeted beneficiaries before the intervention was “miserable,” pointing out that they used to have bread and tea. They added that there was no diversity in the types of food they were consuming as they were unable to purchase vegetables, fruit, or fish. Two female participants indicated that they had reached the point of not being able to purchase food on a tab because the grocery shops owners would not agree. All of the key informants agreed with the assessment of the FGD participants. Two KIs in Arasim further stressed that the people in the area were having a very poor diet, including having one meal in some cases. Malnutrition rates among children and women were high, according to one KI in Aloscha and another in Arasim.

1.2 Situation During the Intervention

The overwhelming majority of the beneficiaries (94%) stated not having experienced difficulties in securing an adequate and consistent food supply for their households during the time of the project. This was echoed by all the participants of all of the FGDs and KIs. The KIs explained that the cash transfers provided by the organization helped meet the basic food needs of targeted beneficiaries. This gives indication that the distributed cash assistance helped the targeted beneficiaries to cover their food needs and therefore improved the food situation, which was the main goal of the project. Only 5.6% (16 individuals) of the survey respondents indicated facing some issues in this regard due to it not being sufficient to meet all their needs.

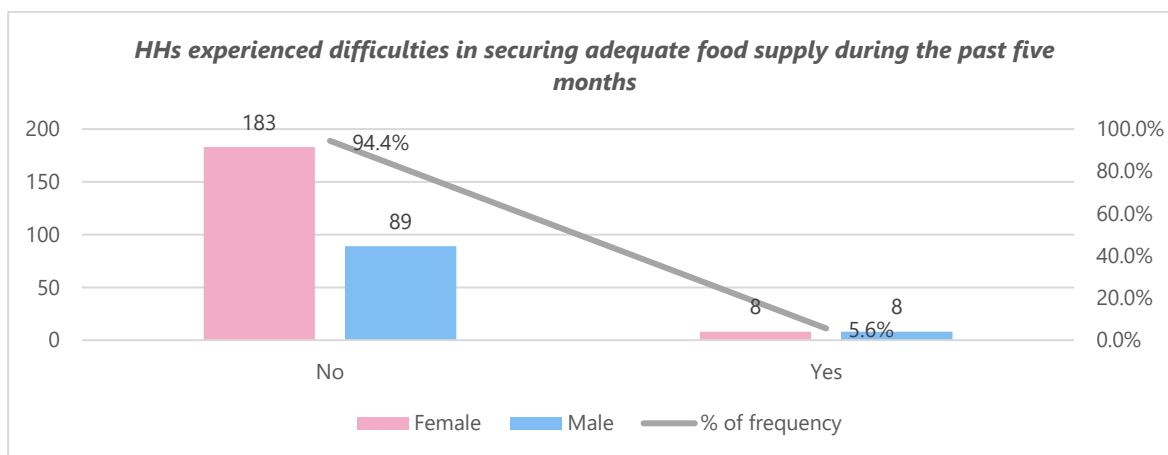


Figure 4: HHs experienced difficulties in securing adequate food supply during the past five months

Most of the interviewed beneficiaries (93%) reported that the food assistance provided through cash transfers improved their households' food security by improving access to nutritious food options for their households. In addition, 82% indicated that the intervention increased awareness and understanding of nutrition-related issues among community members and 79% pointed out that it significantly reduced food insecurity and malnutrition among vulnerable groups. Furthermore, about 57% noted that the cash for food assistance strengthened their capacity to address food security and nutrition challenges.

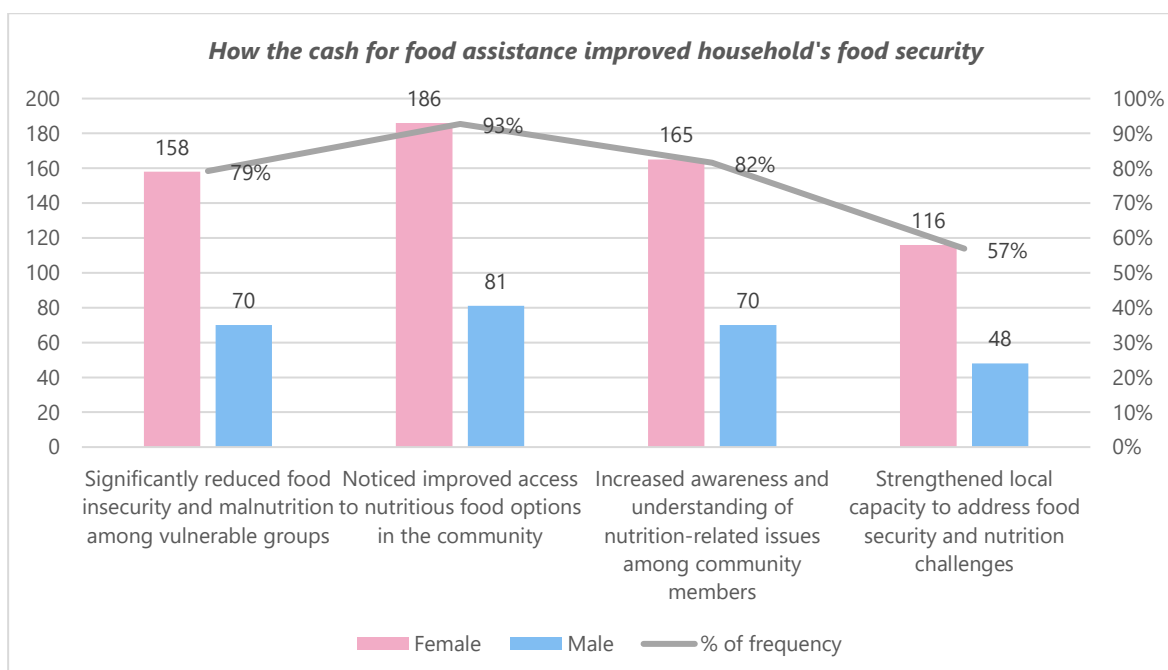


Figure 5: Improvement of HHs' food security as a result of the CFF assistance

All of the FGD participants pointed out their food consumption improved. Some of the female participants in Arasim added that the number of meals they had increased while some male participants in Arasim and female participants in Aloscha underscored that their health conditions improved, and the cases of diarrhea and malnutrition decreased.

The KIs reported that the food assistance provided through cash transfers improved households' food security by enabling them to purchase nutritious and diversified food. All of the KIs observed positive changes in the nutritional status or feeding practices of infants and young children in

households in their communities as a result of the project. They explained that the health conditions of the malnourished women and children improved. Two KIs in Arasim added that the health practices of lactating women improved, and the beneficiaries became capable of selecting nutritious foods.

1.3 Addressing Household Food Security and Nutrition Challenges

All the FGD participants reported that the project activities and interventions addressed the specific challenges and needs of their households related to food security and nutrition. They indicated that the nutritious diet improved their health conditions and mothers became able to produce milk for their babies. This was confirmed by the KIs, who all agreed that the food security and nutrition needs related to households were addressed. They explained that the interventions helped improve the living conditions of the beneficiaries.

While eight FGD participants in Aloscha and four in Arasim, along with two KIs in each village, stated that there were no specific food-related challenges or needs that have not been addressed by the project, the other 36 FGD participants and KIs indicated there were some challenges that were not addressed. The FGD participants explained that the main challenge was the insufficient amount of cash assistance they received. Eight participants in Arasim highlighted the need for continuous support extended beyond the period of the project, which could be attained by implementing projects that provide beneficiaries with opportunities to generate income on their own. The KIs indicated that while the cash transfers were sufficient for the small households, the large ones still encountered issues.

1.4 Relevancy of Intervention in Addressing HHs Needs

More than three quarters of the interviewed beneficiaries (76.4%) believed that the project's interventions were very relevant to addressing the food security and nutrition needs of their households, while only 24% thought it is somewhat relevant. All of the participants who took part in the FGDs agreed that the project interventions were relevant to their needs, confirming that their needs were completely addressed. This finding demonstrates that the cash assistance was relevant to beneficiaries and helped addressing their HHs' food and nutrition needs.

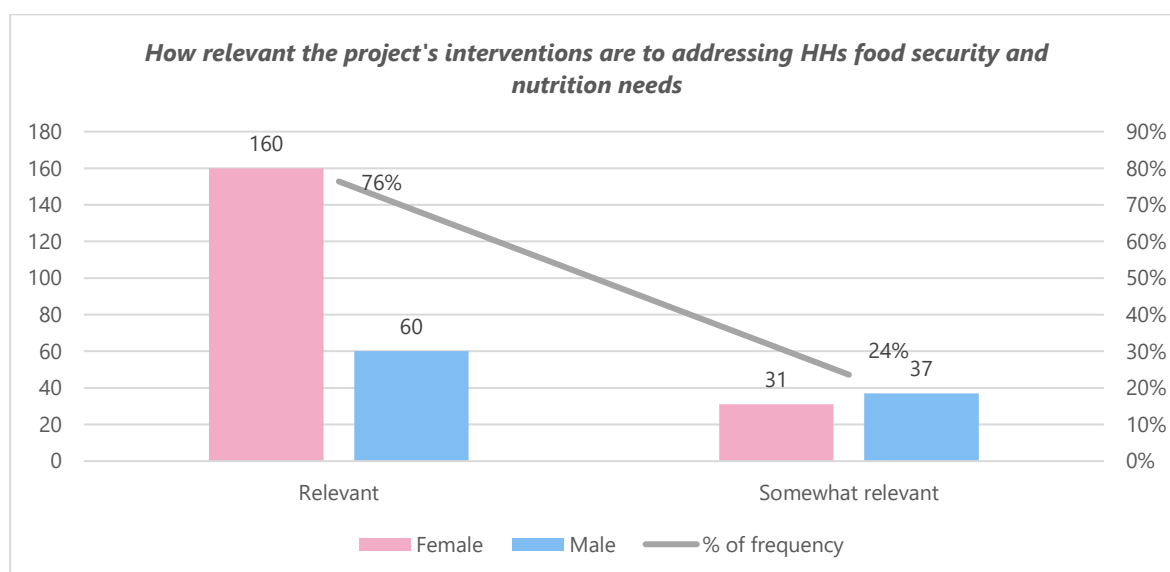


Figure 6: Relevancy of Intervention in Addressing HHs Needs

1.5 Relevancy of Nutritional Messaging Sessions

As a part of the project nutritional messaging sessions were provided to caregivers of children under 2 years of age and expectant and nursing mothers in the same households, with a particular focus on improving infant and young child and nursing mothers. Different messages were conveyed by the Community volunteers to the targeted communities about IYCF messages, balanced food, hygiene hand washing, complementary feeding, food pyramid, Infectious diseases and diarrhea treatment and prevention, in addition to conducting MUAC screening for the children and Pregnant and Lactating Women (PLWs), etc.

Almost half of the survey respondents, 47% actively participated in the nutritional messaging sessions and shared their experiences and knowledge, while a smaller percentage (38.5%), attended these sessions as listeners and learners. Meanwhile, 14.2% of the respondents attended the nutritional sessions but had limited involvement. All of those who took part in the sessions found them relevant and useful. *The topics covered in the sessions included:*

- children's diet: breastfeeding until the sixth month before introducing other types of food;
- malnutrition: how to detect, treat, and avoid it;
- balanced diet: nutritious food items, meal size, and how to prepare some healthy dishes; and
- hygiene and cleanliness.

The participants of the FGDs believed that the nutritional messages were useful and relevant, and they were able to apply them in their daily lives.

Some of the key insights and knowledge gained from the nutritional messaging sessions included knowledge of appropriate portion sizes and meal frequencies for infants and young children, an understanding of proper hygiene and sanitation practices in food preparation, and the importance of different food groups for child nutrition. These points were reported by over 87% of the respondents. Almost all of the participants (287 out of 288) found the nutritional messages useful and relevant.

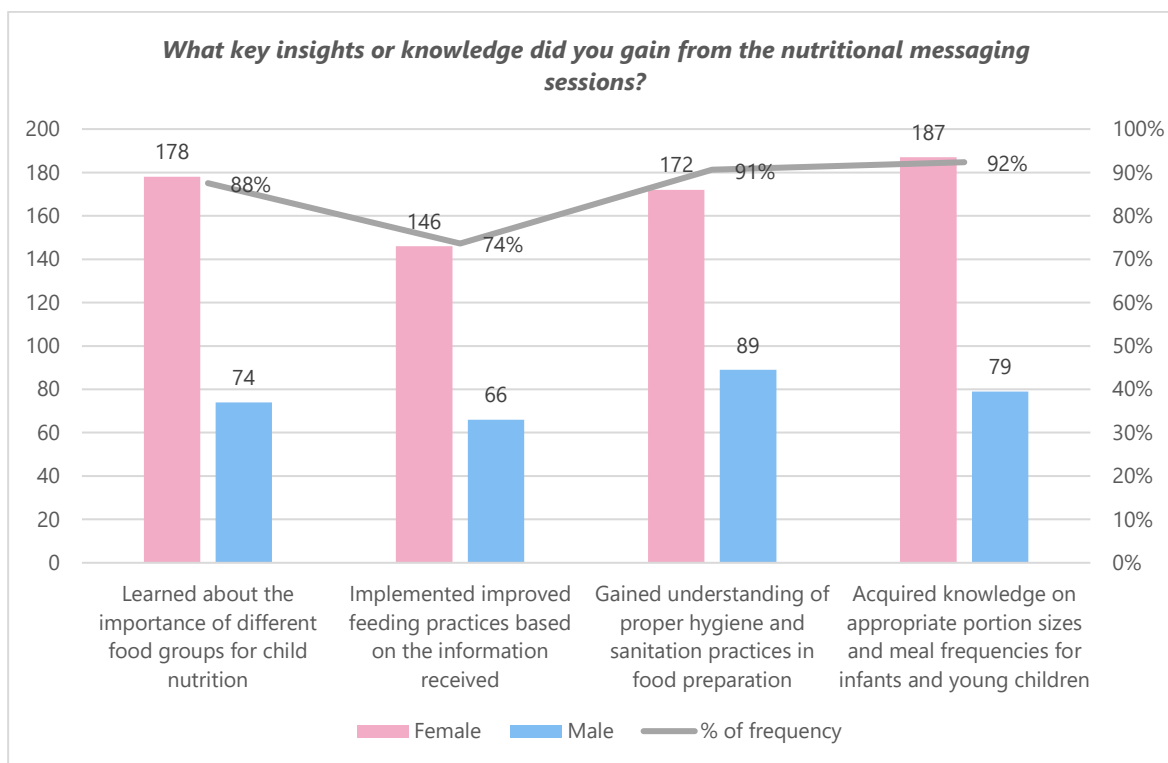


Figure 7: Key insights or knowledge gained from the nutritional messaging sessions

The beneficiaries indicated that they applied the knowledge they gained in the nutritional messaging sessions at home, as they started to pay more attention to the breastfeeding of their children and procuring more diverse food items with nutritional components.

“I applied it to my infants and young children by preparing a balanced meal for them, rich in nutrients, and breastfeeding my child correctly, according to what I learned from the project”.

A female beneficiary from the Aloscha sub-district.

The beneficiaries added that they started minding their hygiene, such as cleaning their hand before and after food. Most of the respondents pointed out that they shared the knowledge and skills they had gained from the project’s intervention with their relatives and neighbors. They shared this information during their social visits. Meanwhile, 12.8% (37 individuals) indicated that they had not shared the knowledge they had gained with people outside their households.

When asked about what ways they shared the knowledge and skills gained from the project's interventions with other community members or caregivers, the participants of the FGDs pointed out that they shared the knowledge they gained from the awareness-raising sessions with other members of their community during their social events and visits.

“Whenever I visited a new mother of my relatives, I would advise her to breastfeed her child without adding anything else, as per what we were told by the volunteers”.

A female FGD participant from Arasim.

1.6 Alignment of Project with Yemen HRP 2023 Strategic Goals and Beneficiary Needs

The Project Staff pointed out that since the targeted areas were at IPC4, the people there clearly needed emergency food security interventions to improve their food security, hence implementing a food security intervention in the area. They added that the amount of the cash assistance was decided by FSAC for all humanitarian partners. Because the needs and priorities of the target beneficiaries were incorporated into the project, its objectives aligned with them to a large extent.

Yemen HRP 2023 stipulated that "**Strategic Goal 1:** Reduce mortality and morbidity rates among women, girls, boys and men in crisis through multi-sectoral humanitarian assistance for life support" and "**Strategic Goal 2:** Improve resilience of all vulnerable people, women, girls, boys and men in crisis through safe, dignified and appropriate areas." Therefore, the cash transfer support in this project is deemed to be consistent with this goal.³³ In addition, the FSAC has set two sectoral objectives to achieve the above-mentioned strategic objectives, one of which is "to increase access and availability of food to ensure the safety and survival of the most vulnerable households through the provision of emergency assistance," which is consistent with the project's interventions.³⁴

Regarding making adjustments to project strategies based on lessons learned from past project implementations, the Project Staff highlighted that while implementing a project in 2021 that had a specific focus on pregnant and lactating women (PLW), it was noticed that this group of the community was the most vulnerable. That was taken into account at the beneficiary selection phase of this intervention, ensuring that at least 50% of the targeted individuals belonged to that group. The Project Staff added that there was a special focus on the awareness-raising activities in various ways, including the distribution of flyers that explained how the cash assistance should be used and why.

1.7 Participatory Approach in Project Design

All of the eight KIs stated that there was a participatory approach involving stakeholders in the project design process. They explained that the opinions of the beneficiaries and the community committee were taken into consideration. The community committees were actively engaged in the selection of beneficiaries and the identification of their needs. This involvement ensured that the chosen beneficiaries met the project's implementation criteria. The opinions and perspectives of both community members and community committees were considered in addressing the needs of the area, indicating a participatory approach. The variations in proposals and viewpoints from the community committees further emphasize the participatory nature of the process. This indicates that diverse perspectives and ideas were taken into account, enhancing the inclusivity of the project design.

All of the KIs confirmed that the project successfully engaged and empowered local communities in the implementation of the project as the communities were involved in the needs assessment phase and volunteers from within them were selected for conducting the awareness-raising sessions. As a result, awareness of nutrition issues increased among the community members and they started benefitting from the knowledge they gained, according to the KIs.

³³ OCHA, "Humanitarian Response Plan Yemen 2023", p.19-21 <https://reliefweb.int/report/yemen/yemen-humanitarian-response-plan-2023-january-2023-enar>

³⁴ Upper page 49

The Project Staff highlighted that the organization responded to the gap found by FSAC and involved the local authorities in the selection of specific areas and beneficiaries, indicating that the organization followed a participatory approach in the project design process.

The Project Staff pointed out that the feedback the organization received from the community regarding the relevance of the project's interventions was overwhelmingly positive, including thank you letters. The project manager added that some of the feedback suggested implementing cash-for-work or livelihood interventions, which were taken into consideration and the organization is in the process of preparing for the implementation of a livelihood intervention. He indicated that no improvement or adjustment for project activities was made according to any assessment or mid-term evaluation during the implementation of the project because the need for adjustment did not rise.

2. Effectiveness

This part of the report highlights the extent to which the project interventions have achieved satisfactory results and objectives in addressing the needs of beneficiaries,

2.1 Insights Regarding Coordination Efforts Between the Project and Authority

All of the surveyed beneficiaries stated that they had noticed an improvement in their household's food consumption since they had started receiving cash transfers. This was echoed by the participants of all the FGDs. They explained that the cash assistance enabled them to purchase various nutritious foods. Most of the FGD participants, along with five KIs, added that the cash transfers were very effective in improving their household's access to food and reducing hunger.

“Before the intervention of the organization, we would frequently sleep without having dinner”.

A female beneficiary from Arasim.

However, the participants of one of the FGDs in Alosa, together with two KIs, indicated that the assistance was somewhat effective, and only one KI, in Alosa, thought it was ineffective. The Project Staff stated that the nutritional guidance and messaging have been effective in promoting positive behavior change among caregivers and mothers. Volunteers were trained to measure MUAC and refer malnourished children to health centers. The awareness campaigns focused on nutrition for mothers and children. As a result, women who initially expressed a lack of commitment to breastfeeding started adhering to it along with complementary feeding after receiving the awareness messages. The Project Staff added that the nutritional guidance and messaging influenced the adoption of healthy eating practices and improved the nutritional status of children and mothers to a large extent, which was evident in the PDMs conducted by the organization.

2.2 Beneficiaries Satisfaction

The majority of the respondents (77%) expressed satisfaction with the cash transfer and nutritional guidance provided as part of the project. The participants of five FGDs echoed that sentiment, expressing gratitude because Save the Children was the first organization to target their areas. Seven KIs reported similar contentment, explaining that the cash assistance helped purchase various types

of food and the nutritional guidance helped improve the beneficiaries' practices, resulting in better health conditions. Meanwhile, 21.5% of the respondents along with one KII and one FGD in Alosha, reported they were somewhat satisfied and only 1% expressed dissatisfaction. They still felt the assistance was generally helpful in helping them procure more nutritional food, but due to their debts and the fact that they had to pay them back, they were mainly dissatisfied with the period of the aid and hoped it would last for a longer period of time.

Although most of the respondents reported their satisfaction, a considerable percent of them said they are somehow satisfied and 1% (two female and one male) expressed their dissatisfaction, which make suggestion for the intervention to consider income generating interventions to ensure the continuation of the effectiveness of the project on the beneficiaries and address their current emergency needs.

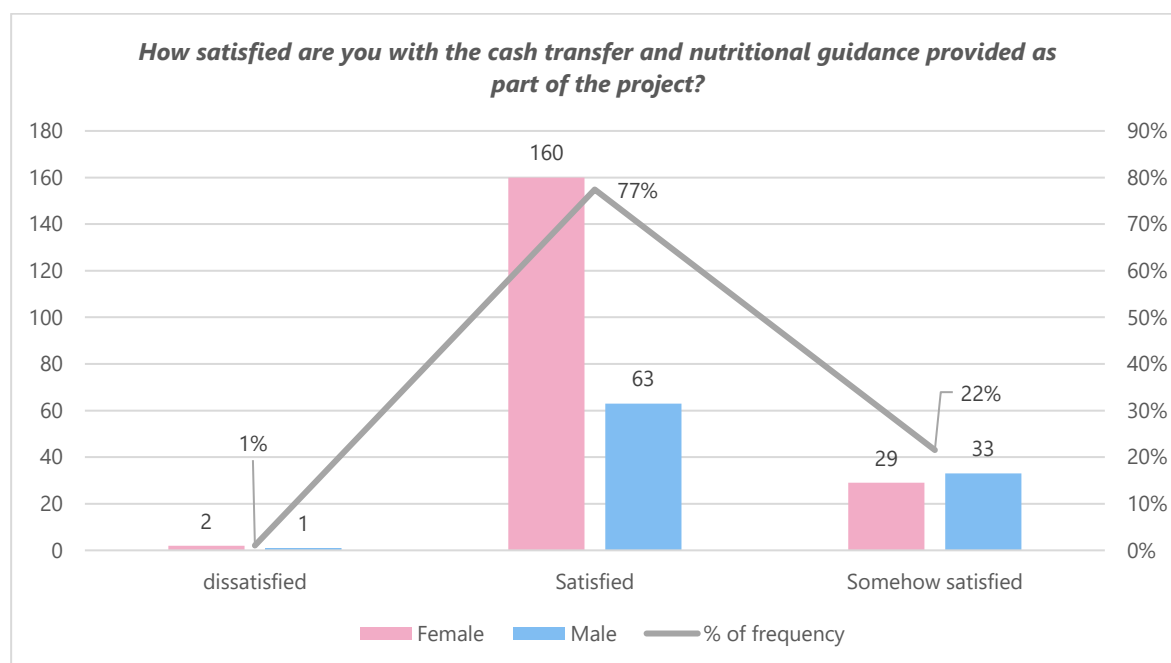


Figure 8: Beneficiaries satisfaction with cash assistance and nutritional guidance

2.3 Project Effectiveness to Meet Dietary Needs of HHs

All of the beneficiaries except for one female reported that the cash transfers helped them meet the dietary needs of all their family members, including children and vulnerable individuals. The majority of the respondents (65%) indicated that the project significantly improved their food security and nutrition status while 34% pointed out that they observed some positive changes in their food consumption, dietary diversity, health, and well-being. Two female beneficiaries said the project had a negative impact on their food security and nutrition status, but they did not specify the reasons for this negative impact.

All the participants of FGDs pointed out that the project improved their living and health conditions by means of providing them with cash assistance and nutritional messages. They reported that the project helped them secure nutritious food and diversify their diet. These findings highlight the effectiveness of the project in enhancing the food security and nutrition status of the targeted beneficiaries.

“We were able to purchase livestock, which provides us with milk and improved our access to healthy food”.

Some participants of female FGD.

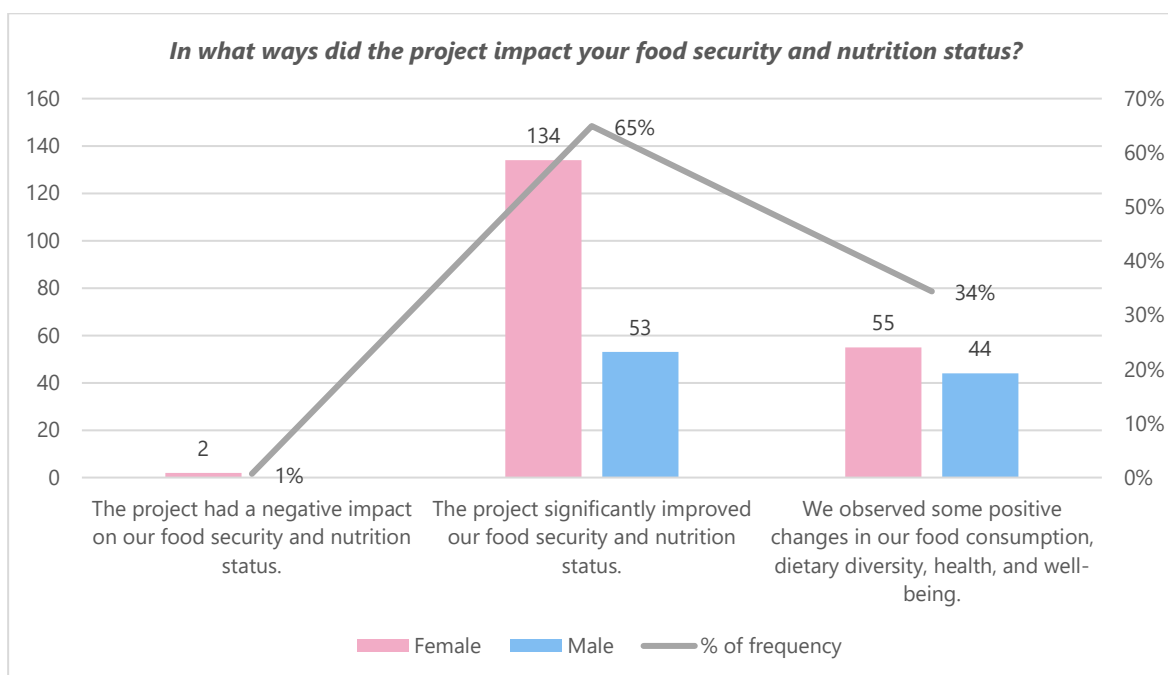


Figure 9: Impact of project on HHs food security and nutrition status

More than 91% of the respondents along with all the KIs, reported that the cash transfers contributed to improving their households' food security and nutrition situation. This improvement was attributed to the ability to afford healthcare services and medications, resulting in better health outcomes, which indicates that the cash transfers had a direct impact on improving the health of the beneficiaries. Furthermore, 88% of the respondents, along with all eight KIs, stated that the cash assistance allowed them to purchase a greater variety of nutritious foods. This gives indication that the cash transfers not only increased the quantity of food available but also enhanced the quality by enabling the purchase of more nutritious options. Moreover, 80% of the respondents, including seven KIs, mentioned that the cash transfers indirectly improved their health security by helping them pay off debts and reduce financial stress and therefore alleviating financial burdens of these household. Additionally, nearly half of the respondents reported that the cash transfers enabled them to invest in agriculture or livestock for food production. This demonstrates the potential of cash transfers to support sustainable food production and self-sufficiency, contributing to long-term food security of these beneficiaries.

The FGD participants pointed out that the cash transfers helped them purchase new types of food, such as fish and rice, which were not available at their tables before the intervention and reduced the cases of malnutrition among children.

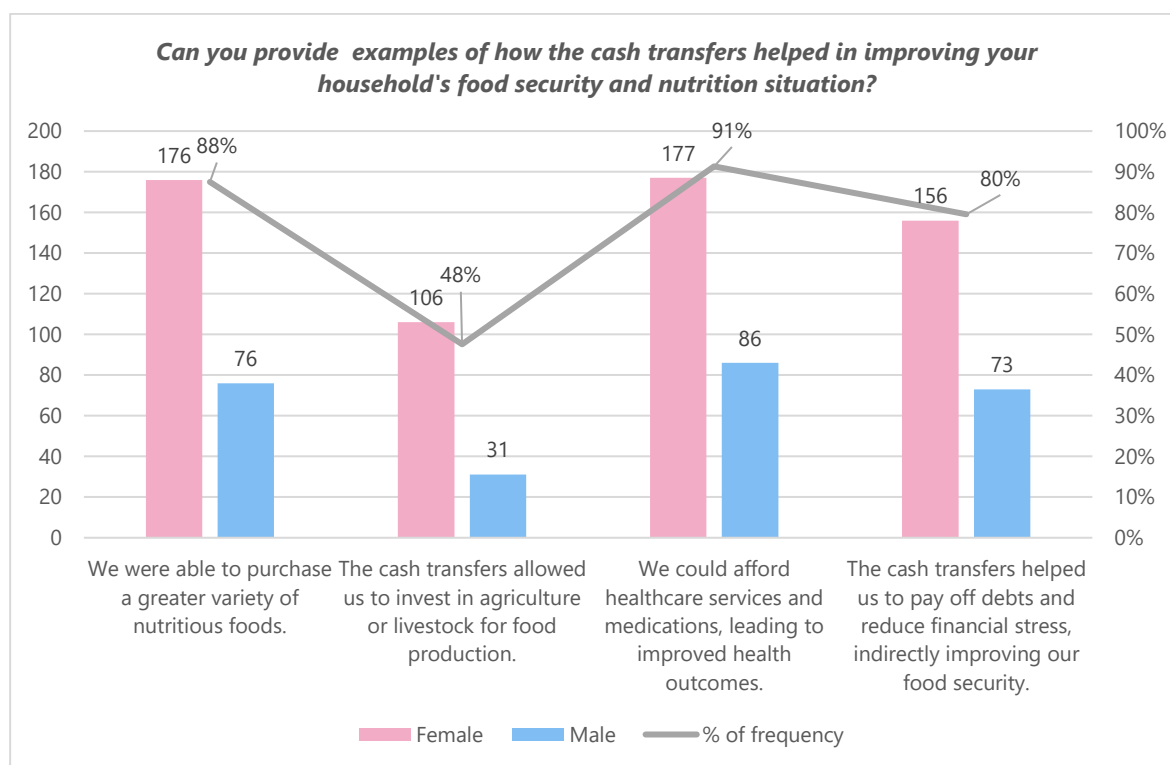


Figure 10: Examples of how the cash transfers helped in improving household's food security and nutrition situation

2.4 Effectiveness of Assistance on HHs' Food Consumption

The analysis of the food consumption score (FCS) before the intervention and after four rounds of cash distribution reveals a significant improvement in the scores across all severity classifications of the FCS. Prior to the intervention, 46% of the targeted households were categorized under the poor classification of FCS. However, by the end of the fourth round of cash distribution, only 5% of households remained in the poor classification. A similar improvement was observed for households classified as acceptable in the baseline, with an increase from 29% to 59% by the end of the fourth round.

All the interviewed beneficiaries, along with all the participants of the FGDs, confirmed that the cash assistance received as part of the project was primarily spent on food, highlighting its effectiveness in addressing food needs, enhancing the food consumption of the targeted beneficiaries and therefore improving their food security and access to nutritious meals.

The Project Staff reported that the project was very effective in improving food security and nutrition practices for vulnerable households as evidenced by the Food Consumption Score (FSC) and the coping strategy assessment. The "poor" indicator at the Coping Strategy assessment started at 46% at the baseline and reached 0% at the fifth PDM and the FSC started at 29% and reached 97%, indicating that the project achieved its stated objectives to a large extent, they explained.

The above findings prove that the project has achieved its stated objectives to a large extent, demonstrating its effectiveness in improving food security and nutrition practices among vulnerable households. The significant improvements in the food consumption scores and the reduction in the "poor" indicator in the coping strategy assessment underscored the positive impact of the cash assistance.

2.5 Project Effectiveness on HHs' Income and Expenditure

Most of the interviewed beneficiaries (78%), along with all of the FGD participants, pointed out that the cash transfers significantly increased their household income and improved their financial situation. A fifth of the respondents, along with half of the FGD participants, believed that the cash transfers helped to some extent in reducing their reliance on negative coping strategies. Only 2% thought that the cash transfers had a minimal impact on their household income and expenditure.

"Before receiving this assistance, I had to sell a gas cylinder to secure food for my family".

A female FGD participant from Arasim said.

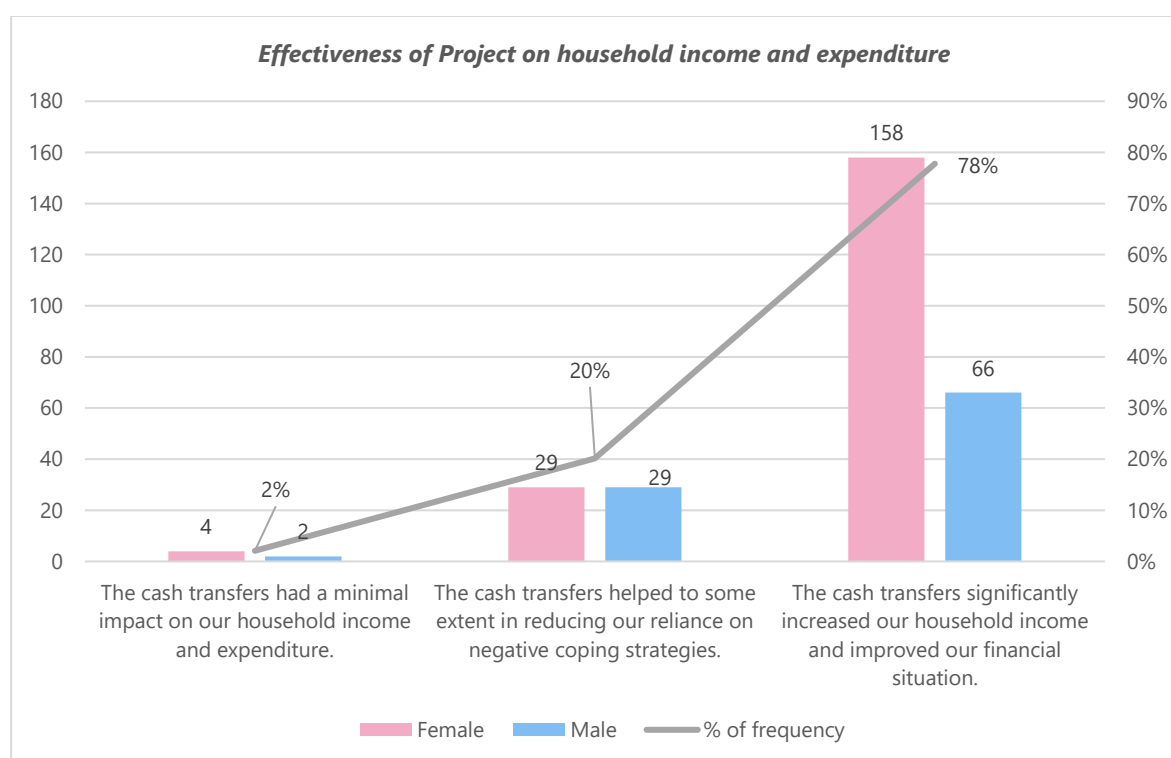


Figure 11: Effectiveness of Project on household income and expenditure

The KIs pointed out that socio-economic conditions of the targeted beneficiaries also improved as some households managed to purchase livestock and sewing machines to increase their income. All of the respondents, along with the eight KIs, reported that it was easy and safe to receive the cash transfers and none of them reported any conflict or problems among people in their area who might have been irritated by the project interventions. They all also stated that there were no safety and security risks for them on the way to receiving their cash assistance.

2.6 Project Effectiveness on indirect beneficiaries

The KIs and the Project Staff stated that the indirect beneficiaries, such as traders, were positively affected by the interventions because the purchasing power of the beneficiaries increased and they were able to collect their debts, enabling them to bring a greater variety of foods and goods. This, in turn, was reflected positively on the other members of the community. According to the project staff,

SCY conducted prices monitoring assessment in the targeted areas and confirmed that there was no negative effect on the prices in the targeted as a result of the project.

The Project Staff added that the nutritional messages were not only targeting the beneficiaries of the project but included the entire community. All of the KIs pointed out that the beneficiaries transferred knowledge they learned from the nutrition messages to other people in the community and that other people in the community started applying some good nutrition practices. Some of these practices included breastfeeding children, detecting and treating malnutrition, and observing personal hygiene.

From the above findings, the interventions had positive indirect effects on traders and the wider community. The increased purchasing power of project beneficiaries enabled traders to bring a greater variety of foods and goods, benefiting the community as a whole. Additionally, the project's emphasis on disseminating nutrition messages throughout the community had a significant impact. The project beneficiaries shared their knowledge, leading to the adoption of good nutrition practices by other community members. The intervention, therefore, not only improved the food security and nutrition status of the project beneficiaries but also had positive economic and health impacts on the wider community. By involving and empowering community members (community volunteers) as agents of change, the project contributed to sustainable improvements in nutrition practices.

2.7 Complaints Feedback Mechanism

Based on the project monthly reports, awareness sessions were conducted and focused on SC mission, interventions, project's duration, and project's objectives. These sessions also made the beneficiaries aware that they were supposed to receive 135,500 YER per HH per month and that they could share their feedback or file complaints using the complaint and feedback mechanism which includes using posters for the hotline number 8004040 to file their complaints and feedback to SC.

In addition, Food Security and Livelihoods (FSL) team confirmed to the beneficiaries that the assistance is for free, and no one has the right to deduct any amount of it, the cash assistance split among the families is not allowed and SCI has zero tolerance in such issues, so any beneficiary faced like these challenges can report it immediately through hotline or SCI team with highlighting that SCI will always keep the confidentiality of the complainer.

All the interviewed beneficiaries expressed satisfaction with the behavior of the Save the Children staff while providing support. The KIs confirmed that the beneficiaries were made aware of how to give feedback or file a complaint. All of the respondents also reported being aware of who to contact if they had a complaint or comment about the staff or activities of the organization, pointing out that they had never filed a complaint to Save the Children about a service or a staff member, which give indication that the staff members were respectful, responsive, and helpful in their interactions with the beneficiaries. This suggests that the project has been effectively implemented, meeting the needs of the beneficiaries and maintaining their trust and satisfaction throughout the project duration

2.8 Commitment to Do No Harm Principles

As per the monthly progress report, beneficiaries were oriented about child safeguarding, fraud, and the project's code of conduct. They were informed to keep children safe and not bring them to the cash distribution sites to avoid harm.

Operational information

Ahead of the distribution process, the Food Security and Livelihood (FSL) team implemented several measures to ensure a safe and transparent distribution process for the round of cash assistance. They consulted with CCs to confirm the safety and accessibility of the selected distribution sites. Internally, the FSL team drafted and shared the distribution plan with relevant departments, ensuring coordination with Finance, MEAL, Security, and logistics department. Externally, the final distribution plan was shared with the financial service provider, AL-Amal bank, to ensure timely delivery of cash.

The community committee members have been effectively notified of the cash distribution dates for each village through verbal communication, SMS, or calls from the project team. These committee members were responsible for relaying the information to the selected households, ensuring their presence at the distribution points at the designated times.

To create a comfortable and organized distribution environment, beneficiaries were provided with shaded areas under tents and fabric sheets, along with access to drinking water. Banners displaying the logos of the project and Save the Children, as well as banners related to safeguarding and the code of conduct, were prominently displayed at the distribution points. Poster boards were also set up, featuring the toll-free number for beneficiary feedback and other instructions related to cash distributions.

To assist beneficiaries who couldn't read the displayed information, field staff read out the instructions related to the cash assistance amount in Arabic. Additionally, the FSL team distributed stamped, barcoded tokens to beneficiaries, ensuring that cash was delivered to the correct households. These tokens, along with bank reports, serve as documentation for Save the Children's financial reconciliation process with the financial service providers.

The cash distribution process lasted for two days, with an additional day dedicated to clearing the remaining households. These measures aligned with the "do no harm" principles, prioritizing the safety, transparency, and accuracy of the cash distribution process, while also providing clear information and accessible channels for beneficiary feedback.

According to the Project Staff, the project considered committing to "do no harm" principles during its implementation in several ways:

- **Empowering Communities:** The project conducted sessions to empower communities and provide them with the knowledge of how to voice their concerns effectively to the organization. They were informed about the available channels through which they could communicate any risks or potential harm. This ensured that the community was actively involved and had the ability to raise any issues that may arise.
- **Transparency and Complaint Response:** The project emphasized transparency and established mechanisms to monitor and respond to complaints. This allowed for the identification of any harm caused to beneficiaries and enabled prompt action to address and mitigate such issues.
- **Awareness and Training:** The project conducted intensive awareness sessions for team members, health volunteers and community committees. They were educated about the organization's policies, including protection policies and codes of conduct. This ensured that all individuals involved in the project were aware of their responsibilities and were committed to avoiding any harm to the community.
- **Risk Assessment and Mitigation:** The project conducted risk assessments to identify potential risks associated with the project's implementation. Mitigation measures were then implemented to minimize these risks and prevent any harm to the community.

From the aforementioned measures and principles, the project is deemed to minimize potential harm that might occur for the beneficiaries and the community throughout its implementation.

2.9 Sensitive Approach for Vulnerable Groups During Implementation

For beneficiaries unable to collect their cash due to special circumstances, the FSL and MEAL teams verified the reasons through field visits after the distribution day. Non-attending beneficiaries then authorized trusted relatives as proxies to receive the cash assistance, ensuring a smooth process.

As mentioned previously, a distribution plan is developed in consultation with the CCs and is agreed that the cash distribution firstly started for the women, elderlies and sick beneficiaries, after that for the other beneficiaries. The KIs indicated that the project ensured a sensitive approach to the standpoint of women, youth, and people with disabilities in project implementation by involving them in the needs assessment phase and having them represented in the community committees and awareness-raising teams. In addition, during the implementation phase, assistance was handed to representatives of people with disabilities and the awareness teams visited them at their homes.

When asked how effectively the project activities reached and benefited the most vulnerable and marginalized individuals within the households, the Project Staff underscored that the project implemented a rigorous process to effectively reach and benefit the most vulnerable and marginalized individuals within the households. The registration process was not conducted through Save the Children, but rather through community committees that were elected. These committees received the criteria for vulnerability and carried out the registration process. After registration, the implementing team conducted house-to-house field visits to verify if the criteria applied to the beneficiaries 100%, and if they did not meet the criteria, they would be replaced. Neighbors of the beneficiaries were also consulted for verification purposes. In case of complaints regarding certain registered individuals, the complaints were investigated.

The Project Staff added that the main criterion for targeting beneficiaries was poverty, but the project also targeted pregnant and lactating women, families with malnourished children, extremely poor families with no other humanitarian program targeting them, divorced or widowed women, displaced families, and marginalized households. However, if a pregnant or lactating woman had excellent financial status, her husband was abroad, or she had businesses, she would be excluded as the primary criterion was poverty.

The beneficiary selection criteria established by the Food Security and Agriculture Cluster. The criteria for selecting beneficiaries included households headed by women facing significant food security challenges, households with malnourished children under 2 years old (especially those with acute malnutrition), households with pregnant or nursing mothers, households lacking assets and income security, households with family members suffering from chronic diseases, and households with a high percentage of disabled persons. Once the selection process is finalized, paper ID cards is prepared and distributed to each beneficiary.

Gender Considerations in Project Design:

The Project Staff said that to ensure the relevance and effectiveness of interventions for both men and women, gender balance was being considered throughout the project, starting at the phase of establishing community committees and the awareness-raising teams, the targeted beneficiaries, and samples for During Distributing Monitoring (DDM) and Post Distribution Monitoring (PDM).

2.10 Compliance of Delivered Outputs with Proposal

The Project Staff stated that all of the planned outputs were delivered according to the expected quality standards and in accordance with the project proposal, as the intervention targeted 336 households with six rounds of cash assistance amounting to 135,500 YER, (equivalent to about 110 USD, according to FSAC) for each. The project manager explained that the only modification that took place was increasing the amount of the distributed cash to each beneficiary from 131,500 YER, as mentioned in the proposal, to 135,500 YER for six rounds of distribution and 140,000 YER for the seventh round. This increase in the amount was based on the recommendations of FSAC, which conducts market assessments periodically. The organization also added a seventh round of cash distribution using the savings it managed to have due to the change in exchange rates.

However, when comparing the amount determined by the FSAC for the MFB, it is noticeable that there is inaccuracy in the exchange rates. For example, the Joint Market Monitoring Initiative (JMMI) shows that the exchange rate was 1,514 YER/USD³⁵ in January 2024 and 1,656 YER/USD³⁶ in April 2024, while the recommended MFB was 135,500 YER, supposedly equivalent to 110 USD, from July 2023³⁷ until April 2024, when it was increased to 140,000 YER³⁸. In actuality, the 110 USD was equivalent to 166,540 YER in January 2024 and 182,160 YER in April 2024.

From the aforementioned analysis, it is clear that the inaccuracy of the FSAC to determine the equivalent amount of USD to Yemeni Rial or vice versa and the depreciation of the Yemeni Rial in IRG-controlled areas enabled SC to include a seventh round of cash distribution utilizing savings resulting from the fluctuating exchange rates. However, to ensure the utmost benefit for beneficiaries, it is recommended that the SCY updates the amount of cash assistance disbursed each month based on the actual exchange rate a week before the distribution. This could shield beneficiaries from the negative impact of the rapidly depreciating Yemeni rial and strengthen the relevancy of the assistance. The same recommendation could also be suggested to FSAC.

Therefore, the modifications made to the project, including increasing the cash assistance amount and adding an additional round of distribution, are positive and expected to enhance the effectiveness of the project for the targeted beneficiaries.

2.11 Outcome Challenges & Addressing Strategies

The Project Staff pointed out that the challenges were of two types, acceptability and accessibility. The project manager explained that the community at first did not accept the idea that only some members were targeted and that those targeted by the World Food Programme (WFP) will not be targeted by the project. This was addressed by conducting intensive awareness sessions for the community members. With regard to the issue of accessibility, the areas targeted were hard to reach and a one-way trip there took three hours. To overcome that, the project team would set off very early in the morning to be at the activity site on time.

The Project Staff reported that although the cash transfers improved food insecurity in the targeted areas, they were not supposed to provide long-term solutions, but the nutrition awareness-raising

³⁵ [JOINT MARKET MONITORING INITIATIVE \(JMMI\)](#), January 2024. The Yemen Joint Market Monitoring Initiative (JMMI) is led by REACH in collaboration with the Water, Sanitation, and Hygiene (WASH) Cluster and the Cash and Market Working Group (CMWG)

³⁶ [JOINT MARKET MONITORING INITIATIVE \(JMMI\)](#), April 2024.

³⁷ [FSAC Unconditional Cash Transfer Guidelines \(07.2023 update\)](#)

³⁸ [FSAC Unconditional Cash Transfer Guidelines \(04.2024 update\)](#)

sessions and the capacity building of the community committees provided the beneficiaries with much-needed knowledge. The nutritional messages included information on a balanced diet and nutritious foods, which could address some of the food insecurity underlying causes and last for longer time.

3. Efficiency

This section highlights to which extent the project has delivered its interventions in a timely and economical manner, ensuring effective use of resources.

3.1 Utilization of Cash Assistance

The responses of the interviewed beneficiaries and participants of FGDs indicate that the distributed cash assistance had a significant impact on meeting their basic needs. The efficiency of the cash assistance can be evaluated based on the reported utilization of the cash assistance by the beneficiaries.

As mentioned previously, all of the interviewed beneficiaries, along with all the participants of the FGDs, confirmed that the cash assistance received as part of the project was primarily spent on food, highlighting its effectiveness in addressing food needs. This demonstrates that the cash assistance directly contributed to improving the beneficiaries' food security and access to nutritious meals.

Furthermore, 94% of the respondents mentioned that they used the cash assistance to cover their health needs. This indicates that the cash assistance played a crucial role in enabling beneficiaries to access healthcare services and meet their medical expenses. Education emerged as the third basic need for which beneficiaries utilized the cash assistance. With 55% of respondents reporting its allocation towards education, the cash assistance likely supported the educational needs of households, which proves the holistic approach of the project, addressing not only immediate needs but also investing in long-term development through education.

Household necessities, such as rent, were also identified as a priority for some beneficiaries, with 22% reporting the use of cash assistance for this purpose. A notable finding is that 13% of the respondents used the cash assistance for other purposes, including the purchase of sheep or livestock feed. This reveals the flexibility of the cash assistance, allowing beneficiaries to allocate the funds according to their specific needs and opportunities, which can have positive implications for income generation and livelihood improvement. Some of the interviewed beneficiaries reported that they managed to buy some livestock such as goats in debt from some of their neighbors and paid them back in instalments from the received assistance from each cash distribution cycle. However, there is a concern that these beneficiaries prioritizing to cover other needs at the expense of covering their food needs, which is the main purpose of the project.

In conclusion, while the amount of money distributed by SC was appropriate, the fact that beneficiaries are using the cash for purposes other than food indicates potential issues in the selection process or communication strategy. It is possible that SC may have unintentionally chosen individuals who do not require food support, or there may have been a lack of clear announcements and explanations emphasizing that the cash assistance is specifically intended for food. Additionally, there might be a need to effectively communicate the importance of prioritizing food needs to ensure that beneficiaries understand the intended purpose of the cash. Therefore, addressing these challenges is important to ensure that the assistance provided by SC is utilized appropriately and effectively supports the food security needs of the targeted beneficiaries.

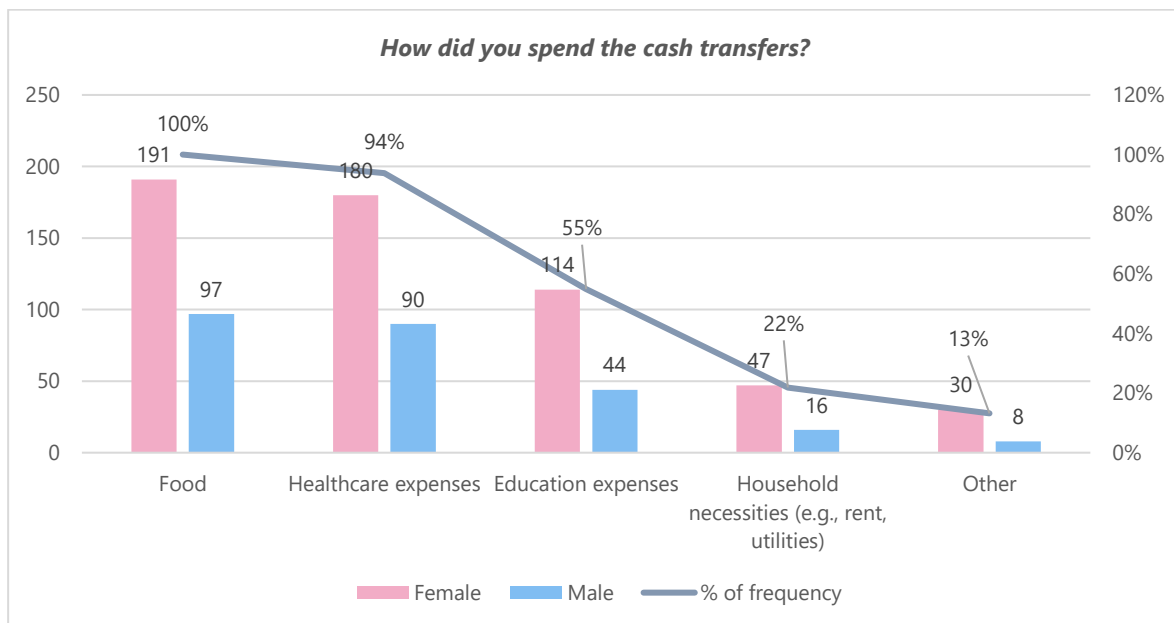


Figure 12: HHS' utilization of the cash assistance

When asked about types of food they buy, significant majority of the respondents (86%) reported using the cash assistance primarily for purchasing staple foods, such as rice and grains. This shows that the beneficiaries prioritized meeting their basic food needs by investing in essential food items that form the foundation of their meals. Staple foods like rice and grains are often affordable and provide a significant source of calories and sustenance. In contrast, only a small percentage of respondents (6%) mentioned spending the cash assistance on dairy products. This might be attributed to the reason that dairy products, such as milk, cheese, or yogurt, were not as prominent in their food consumption.

The remaining 11% of respondents reported using the cash assistance to purchase a variety of food items, including staple foods, dairy products, and chicken and fish. This group demonstrated a more diverse approach to their food consumption, incorporating different types of food to meet nutritional needs and preferences. The inclusion of poultry (chicken) and seafood (fish) suggests that some beneficiaries allocated a portion of the cash assistance towards acquiring animal protein sources, which can contribute to a more balanced diet.

3.2 Beneficiaries Satisfaction with amount and frequency of the cash assistance

Most of the respondents, amounting to 74%, along with five FGDs and seven KIs, expressed satisfaction with the amount and frequency of the cash transfers in terms of their adequateness to meet their needs, while the remaining 26%, together with the participants of one FGD and one KI, were somewhat satisfied. The KIs pointed out that the assistance improved the living health conditions of the beneficiaries. One of the KIs indicated that for some of the large households, the distributed assistance was not sufficient. No participants were discontented with either the amount or the frequency of the assistance.

All of the eight KIs reported that the project was implemented in the most efficient way compared to alternatives. They explained that the cash modality allowed the beneficiaries much-needed flexibility

in purchasing what they needed at the time they needed it. In addition, this cash modality allowed them to pay off debts and take their sick to hospitals when needed.

Therefore, the high satisfaction rate among the respondents and the absence of discontentment indicate that the cash assistance was sufficient to adequately address their immediate needs, particularly food.

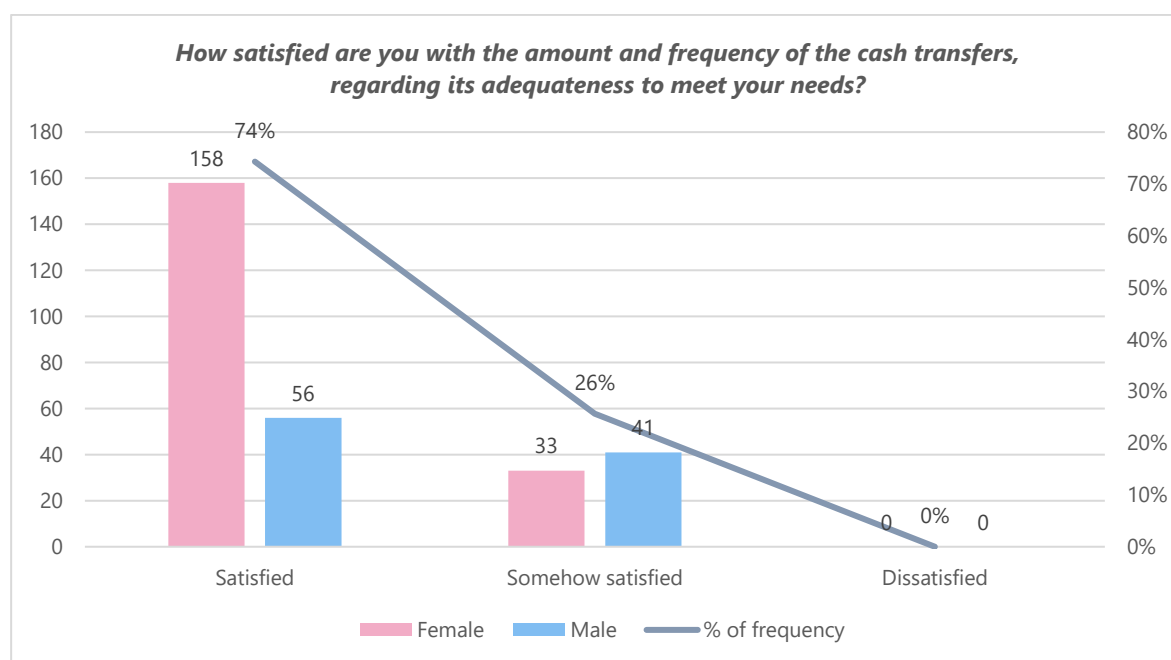


Figure 13: Beneficiaries Satisfaction with amount and frequency of the cash assistance

3.3 Project Output Implementation Challenges & Solutions

The Project Staff pointed out that the main challenge the project encountered was the difficulty of selecting a small number of beneficiaries in an area with a large number of vulnerable people. Additionally, some vulnerable people attempted to have their names listed for the cash assistance from Save the Children although they were targeted by the WFP, using different identification methods for each, such as passports and ID cards. To avoid these issues, the organization assigned the task of registering the names of beneficiaries to the community committee who were formed from the people in the targeted areas because they knew the vulnerable people more closely. In addition, Save the Children coordinated with the local authorities and cross-checked the lists of beneficiaries with WFP. It then posted the names of the eligible beneficiaries in the targeted areas to receive feedback from people there, and some of them identified households receiving aid from WFP and notified the organization, which then double-checked them. From beneficiaries' perspective, all of the FGD participants in both sub-districts, along with all the KIs, reported that there were no challenges or delays in receiving the cash transfers.

3.4 Leveraging Local Resources & Expertise for Project Optimization

The Project Staff said that the project utilized local resources, expertise, and networks to optimize its efficiency and effectiveness very well as the community committees were formed from the people in the target areas and the registration of beneficiaries was conducted by them. In addition, the volunteers who took part in the awareness-raising sessions were selected from the community itself.

The project manager indicated that the adjustments made to project activities or strategies to improve efficiency during implementation included increasing the amount of the distributed cash assistance from 131,500 YER at the proposal phase to 135,500 YER during the implementation and distributing an extra round of cash after making savings due to the fluctuating exchange rates. This proves that the project resources, particularly budget was managed efficiently throughout the process of the implementation which enabled the Save the Children to distribute one more cash assistance round for beneficiaries to become seven cash distribution rounds.

The Project Staff noted that the project implemented cost-saving measures at the planning phase to ensure that at least 70% of the funding goes directly to the beneficiaries, as was requested by the Ministry of Planning and International Coordination (MoPIC) so that the quality would not be compromised during the implementation. To minimize unnecessary staff employment and expenses for activities that do not directly contribute to the project's objectives, Save the Children charged only one project staff member, along with partially charging some support staff, on this project. Due to the multi-funding approach followed by the organization, some employees who were working on other projects and charged on them would provide support for this one without receiving money from it.

The interviewed staff also confirmed there were no cost overruns or budget constraints that affected the implementation of the planned activities nor were there any delays or bottlenecks in the distribution of cash transfers and conducting the nutritional guidance sessions. The project manager added that there were no challenges or inefficiencies in the implementation process that impacted the project's effectiveness as SC conducted several PDMs to ensure things were moving in the right direction.

From the aforementioned findings, the implementation of cost-saving measures and efficient resource allocation in the project demonstrated a commitment to maximizing the impact of the project while maintaining the quality of services provided to beneficiaries. Allocating a significant portion of the funding directly to beneficiaries indicates that the project ensured that resources were utilized effectively and efficiently. Additionally, the multi-funding approach adopted by SC further optimized resource allocation by leveraging existing staff support without incurring additional expenses. These practices contribute to the overall efficiency and effectiveness of the project, ultimately benefiting the targeted beneficiaries.

3.5 Ensuring Timely Delivery of Cash Assistance and Nutritional Guidance

The Project Staff pointed out that the project ensured timely and accurate delivery of cash transfers and nutritional guidance to beneficiaries by coordinating with the beneficiaries, community committees, local authorities, the bank, and the different relevant departments at the organization. They added that the beneficiaries were informed prior to the cash distribution through the community committees and the bank was given a three-day notice to prepare for the distribution. Because of that, the project achieved its desired outcomes within the planned timeframe and allocated cost, according to the project staff. Almost all the KIs considered the administrative procedures for receiving cash transfers very clear and efficient. This was confirmed by all of the FGDs.

3.6 Maximizing Value for Money in Cash for Food Assistance Project

The FSAC, led by the United Nations Food and Agriculture Organization (FAO), issues recommendations on how much money to be distributed to each household after conducting a periodic assessment of market prices, and Save the Children followed those recommendations. Save the Children, according to the project staff, took part in the market assessment to ensure that the cash transfer could cover 80% of the food basket price, as per the instruction of FSAC. The organization assessed and monitored the effectiveness of the project in terms of delivering quality food assistance while optimizing costs through conducting PDM for all of the beneficiaries and monitoring the prices in the market. Awareness sessions for beneficiaries were also conducted also covered the proper utilization of the assistance, emphasizing that the cash assistance should cover 80% of the minimum food basket value.

4. Coherence

This section aims to evaluate the consideration of contextual factors, coherence with other stakeholders, and synergies with other interventions by JPF and its member NGO.

4.1 Coordination and Collaboration with FSAC and Partners

The project implemented by Save the Children demonstrated a strong alignment with broader strategies and initiatives addressing food security and nutrition in Yemen. The organization's active participation in the Working Group on Food Security, Agricultural Clusters, Cash and Markets, and their collaboration with WFP, indicate its commitment to aligning their interventions with national and international strategies.

The Project Staff indicated that the project aligns with the broader strategies and initiatives addressing food security and nutrition in Yemen to a large extent as Save the Children followed the plan made by the FSAC which covers all the areas in Yemen. The FSAC issues an assessment for the IPC level across Yemen, and Save the Children drew on that when selecting to implement its intervention in Al-Qabayta district, which was placed at IPC4, only a level higher than the famine level. The sub-districts were selected in coordination with the local authorities.

4.2 Complementation or Duplication of Existing Initiatives

The email correspondence between the organization and the FSAC cluster shows its coordination with the FSAC and their efforts to avoid overlap or duplication of activities. From the correspondences with the cluster, there is no significant collaboration or coordination challenges faced by Save the Children in their work with other organizations or initiatives in the same geographic area or targeting similar beneficiary groups. The prompt response from the FSAC Sub-National Cluster Coordinator and the provision of partner information suggests a cooperative and coordinated approach to avoid duplication of efforts.

To ensure effective coordination and prevent duplication, the project team collaborated with partners, including WFP, as per the donor's recommendation. They conducted a cross-check of beneficiary lists with WFP's database, resulting in the identification of 95 duplicated households out of 336 in the targeted sub-clusters. Specifically, 44 households were found to be duplicated in Arasem, and 51 households in AL-Osha. Regarding the complementation, the Project Staff noted that the project activities were designed to complement existing initiatives in the area. The staff highlighted that while the WFP was already targeting some beneficiaries, the need in the area was much greater.

Consequently, the project aimed to bridge the gap by specifically targeting households that were not covered by the WFP.

4.3 Coordination with Local Authorities and Stakeholders

The Project Staff noted that Save the Children hosted the monthly meetings of FSAC and held meetings with the local authorities and coordinated with the WFP to avoid targeting the same beneficiaries. Owing to this, there were no collaboration or coordination challenges with other organizations or initiatives working in the same geographic area.

According to the interviewed staff, there were no challenges in coordinating with local authorities and stakeholders to ensure coherence in project implementation. They emphasized that the organization had established an excellent working relationship with the authorities in Al-Qabaytah over an extended period. This positive rapport facilitated smooth coordination, enabling the project to align with local priorities, regulations, and processes. The Project Staff also indicated that the organization coordinated with local authorities, particularly the Health Office when selecting the IYCF community volunteers who conducted regular training for the communities. Additionally, it provided them with brochures related to awareness about nutrition, breastfeeding, and various topics, so that they could be utilized by them or be distributed to people in health units.

4.4 Integration of Feedback from Targeted Households and Community Representatives

The Project Staff confirmed that the project considered and integrated feedback from the targeted households and community representatives throughout the planning and implementation stages. During the planning phase, local authorities actively participated in the selection of targeted areas. Additionally, community committees, comprised of members from the targeted areas, conducted the registration process for the identified beneficiaries. To ensure transparency and prevent duplication, the names of selected beneficiaries were publicly posted in the targeted areas, prompting community members to notify the organization if any households were already receiving aid from other humanitarian partners. The project also established a robust feedback mechanism, which involved conducting assessments after each distribution round and maintaining ongoing communication channels with the beneficiaries. This approach allowed the project to receive feedback directly from the beneficiaries, enabling the organization to address concerns, make adjustments, and improve the implementation process. Therefore, the integration of feedback from the targeted households and community representatives demonstrated the project's commitment to inclusivity, accountability, and responsiveness to the needs of the beneficiaries.

5. Sustainability

This section analyzed the sustainability of the project activities and assess the extent to which the benefits of the project are maintained after formal support has ended and focus on the continuation of the overall value of the intervention and the adaptation of acquired knowledge and skills.

The implemented project is food assistance through cash transfers and nutrition guidance to improve food security of beneficiary households for vulnerable households from IDPs and host community that have been affected by conflicts. Therefore, the primary purpose of the intervention is to enable individuals to obtain better nutrition for themselves rather than focusing on long-term sustainability. Therefore, the main

objective of the project focus on immediate provision of food assistance and the utilization of the cash assistance for that purpose.

5.1 Contribution to Long-Term Improvements in Food Security

This analysis of the findings reveals a viewpoint that emphasizes the short-term benefits of cash assistance in meeting immediate nutritional needs. However, there are exceptional cases where beneficiaries have been able to save some of the cash assistance to create an income-generating source.

The findings of the interviews with KIs and FGDs show a generally positive perception of the project's interventions and their impact on food security in the community. Almost all of the KIs (7 out of 8) believed the project's interventions had contributed to the improvements in food security in their communities. They provided examples of beneficiaries, particularly those heading small households, who were able to save money, start small businesses, or purchase livestock. The participants of the FGDs also mentioned examples of beneficiaries who managed to purchase a sewing machine and another who obtained sheep. These examples were drawn from only 13% of the interviewed beneficiaries who reported using the cash assistance for sustainable purposes, including the purchase of sheep or livestock feed.

Meanwhile, other FGD participants stated that although the intervention improved their living conditions, it would not contribute to long-term improvements because it lasted only for six months (the seventh round of cash distribution had not yet taken place). Half of the participants believed that the positive impacts would not be sustained, and conditions would revert to the situation before the intervention.

Therefore, there were concerns raised regarding the project's duration and the amount of cash distributed in each round. Some of them pointed out that for the intervention to have such sustainable improvements, it would need to continue for a longer period of time and a larger amount of cash would need to be distributed in each round. This gives indication that while the project made significant strides in addressing immediate food security needs, there may be limitations in achieving long-term resilience without sustained support and resources.

5.2 Capacity and Resilience Building

As per the project monthly report, SCY FSL team conducted associating awareness sessions for the beneficiaries. These sessions focused on the proper utilization of the assistance, emphasizing that the cash assistance should cover 80% of the minimum food basket. In this context, nearly all surveyed beneficiaries (98%) reported that the project helped build their capacity and resilience to future food crises, particularly on how they should utilize the money and the available resources they have to cover their food needs in the future. FGD participants supported this, citing examples of beneficiaries who started small businesses or purchased livestock, which enhanced their resilience. The majority of FGD participants regarded the nutrition guidance provided by the project as helpful in building their capacity and resilience. However, nine participants felt that despite the improvement in their living conditions, the project did not adequately enhance their resilience to food crises.

Additionally, 70% of the interviewed beneficiaries indicated that they received extensive training from the project to help build their knowledge and skills related to food security and nutrition. Only 29% reported receiving support and training to some extent, while only three individuals stated they received neither. The FGDs confirmed that the organization provided various forms of support to

increase beneficiaries' knowledge, including information on breastfeeding, balanced diets, and specific nutritious recipes, while also imparting practical skills.

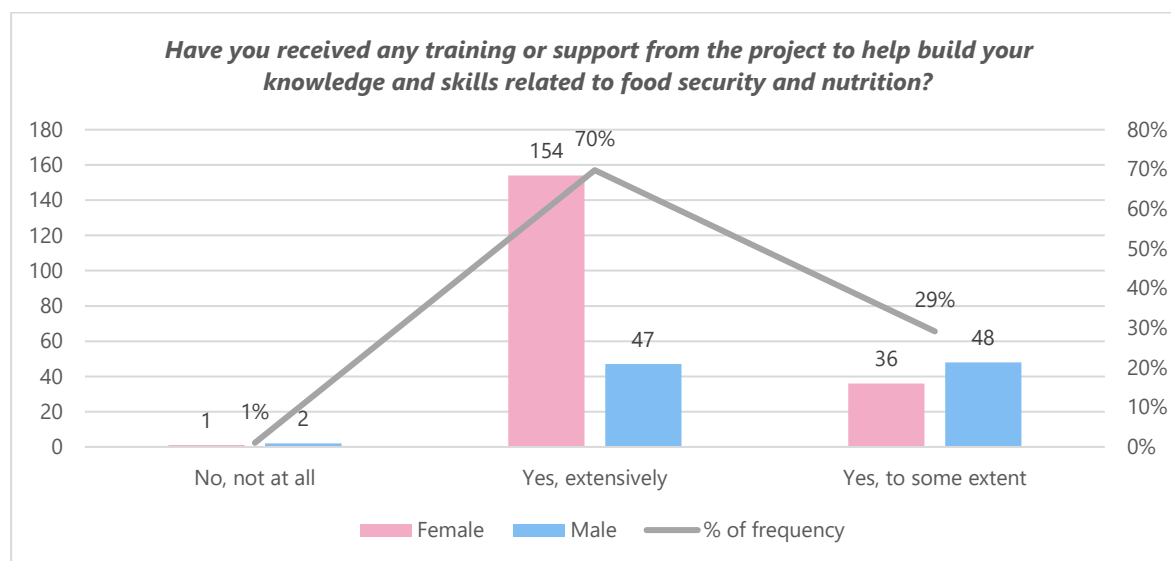


Figure 14: Training and Support for Food Security and Nutrition Knowledge and Skills

Regarding continued access to food and nutrition support after the project's conclusion, the project manager mentioned a plan in place. This plan involved coordination with the FSAC and referring beneficiaries to other organizations that may intervene in the area in the future. However, it should be noted that these plans are not guaranteed, and it is essential to explore additional mechanisms for sustained support.

Therefore, it is recommended to coordinate with local authorities, and other stakeholders working in the region to facilitate the development of sustainable programs, such as agricultural initiatives, food assistance programs, and capacity-building efforts that empower the community to address their own food and nutrition needs. Such kind of programs are commendable, particularly for the beneficiaries whose food security situation is expected to be improved at least during the period of the project.

5.3 Sustainability of Nutritional Guidance

SCI conducted IYCF and nutrition education module training for all the 6 community volunteers (2 men and 4 women) as well as SCI FSL staff, which was conducted by SCI Nutrition team, and lasted for 5 days during the period from 19, 23 November 2023. The training covered the nutritional educational model for the FSL volunteers and FSL staff to build capacities and enabling them for conducting the IYCF awareness sessions for the PLW/G and mothers/caregivers of CU2 from the targeted cash assisted households.

About six of the KIs and the participants of three FGDs think that nutrition guidance would continue to inform their food-related decisions in the future. Therefore, longer impact is expected to last after the completion of the project and therefore improving the food security of the beneficiaries, particularly malnourished children and PLWs. The training of community volunteers is expected to have a lasting and sustainable impact due to their close connection to the community. As community members themselves, these volunteers have a deep understanding of the local context, culture, and challenges faced by the households they are supporting. This inherent knowledge and connection

enable them to effectively deliver the IYCF messaging and other awareness sessions to the targeted communities.

The sustainability of the community volunteers' training is also supported by the fact that they are part of the community. Even after the project concludes, they will continue to live and interact with the community, allowing for ongoing communication and support. This continuity ensures that the messages and practices learned during the project are reinforced and not lost over time.

5.4 Sustainability of Behavior Changes from Nutrition Guidance Messages

The nutrition guidance messages have demonstrated their potential to induce sustainable changes in individuals' behaviors, thereby positively impacting food security and livelihoods. The nutrition guidance messages led to some sustainable changes for beneficiaries, including continued practice of portion control and mindful eating for 94%, long-term adoption of healthier eating habits for 85%, sustained reduction in consumption of unhealthy foods for 70%, and the integration of nutrition knowledge into daily food choices for 61%. Most of the KIs (5 out of 8) believed that the beneficiaries would adopt all of the examples mentioned above, two excluded only the sustained reduction in consumption of unhealthy foods, and one thought only this change would be adopted.

While the project staff stated that there were no immediate challenges in maintaining the achieved outcomes and sustaining the positive impacts of the project, there are potential concerns that need to be addressed. One anticipated challenge is the potential for beneficiaries to not adhere to the practices they were educated on, such as dietary diversity and breastfeeding, once the project intervention ends. This can be attributed to limited resources in Yemen and a lack of alternative means of livelihood.

To address this challenge, it is advisable to implement strategies that promote long-term behavior change and self-sufficiency among the beneficiaries. This can be achieved through continued education and awareness campaigns by the community volunteers, emphasizing the importance of sustaining the practices learned during the project. Additionally, efforts should be made to explore and support income-generating activities and livelihood opportunities for the beneficiaries, enabling them to access the necessary resources for maintaining improved food security and nutrition practices.

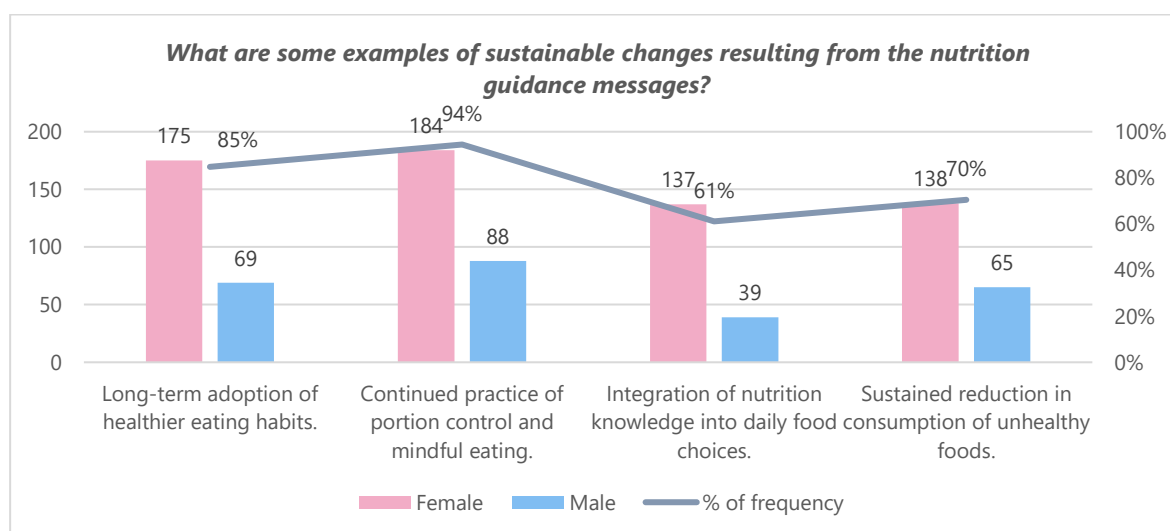


Figure 15: Examples of sustainable changes resulting from the nutrition guidance messages

5.5 Impact of Nutrition Guidance Messages on Sustainable Behavior Changes

According to 88% of the respondents, the guidance increased their awareness of the long-term benefits of healthy eating. This heightened awareness empowered individuals to make informed food choices even beyond the duration of the guidance, as reported by 66% of the respondents. Moreover, approximately 61% of the participants stated that the guidance had equipped them with the necessary skills to prepare nutritious meals using the available resources. These findings indicate that the nutrition guidance has successfully influenced the beneficiaries' behavior, promoted healthier food choices and enhanced their ability to prepare nourishing meals.

Meanwhile, the majority of the KIs (6 out of 8) believed that all the abovementioned points contributed to this sustainable behavioral change, with two KIs excluding the development of skills to prepare nutritious meals with available resources. The Project Staff reported that the least likely point to have contributed to the change in beneficiaries' behavior was the empowerment to make informed food choices beyond the duration of the guidance. The Project Staff explained that the integration of the guidance into educational programs or community initiatives to promote lasting impact suggests the sustainability of changes resulting from the nutrition guidance messages. The project manager explained that the community volunteers trained mothers on how to prepare baby food (mixture of grinded food for children), and this helped them with nutritional diversity. He added that the beneficiaries were made aware that the nutritional value found in meat and fish could be obtained from much cheaper food items, such as lentils and eggs.

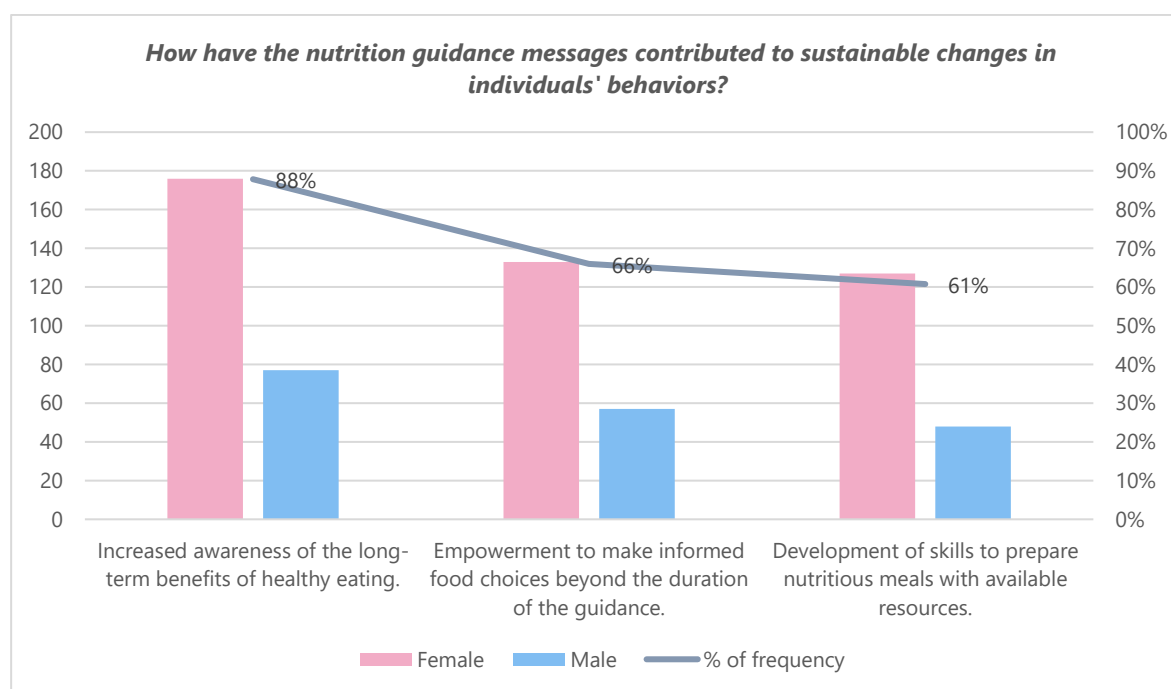


Figure 16: Impact of Nutrition Guidance Messages on Sustainable Behavior Changes

5.6 Strategies for Sustainable Project Impact

According to the project staff, the main purpose of cash assistance is to enable individuals to obtain better nutrition for themselves rather than focusing on long-term sustainability, particularly for beneficiaries in an area experiencing IPC4 level of hunger. However, one of the project staff noted that the training and capacity building that targeted the volunteers, who were selected from within the community, would have a lasting effect as they would continue to raise the awareness of people

there. The project manager added that the organization was planning on conducting another training for the volunteers and community committees focusing on advocacy to enable them to advocate for the needs of the households in those areas at other humanitarian partners or civil society organizations.

To ensure sustaining the impact of the food security in the targeted areas, SCY is recommended to coordinate with other partners and FSAC to target the area after the completion of the project. This will help avoiding the collapse of the food security and nutrition situation. Additionally, clear exit strategy is recommended to ensure the continued support for the trained IYCF community volunteers through the coordination with the authority in district such as the district health office and concerning organization whose main mandate is nutrition support such as UNICEF and WHO. To avoid collapse of the improvement in the food security situation of the beneficiaries who are classified in IPC4, it is advisable to share the list of beneficiaries with FSAC to coordinate with other partners to secure funding to target these vulnerable households.

5.7 Promoting Local Ownership through Community Involvement

The involvement of community committees has been a significant aspect of the project's design and implementation, promoting local ownership. The interviewed project staff confirmed that the project involved the target communities during project design and implementation. The project manager explained that the organization conducted a feasibility study and family economic analysis, consulted with them, and involved them in decision-making during plans and project implementation and sometimes in developing solutions to any problems or challenges the project faced.

Efforts were made to involve the community committees in the project design and implementation through community mobilization, sensitization, and selection processes. The FSL team conducted sensitization sessions in the targeted areas, providing information about the project's objectives, selection criteria for households, and the amount of the monthly cash assistance. The community committees were selected based on their acceptability within the community, willingness for voluntary work, and other criteria such as literacy. The sensitization process involved 644 participants, with a gender breakdown of 225 males and 419 females. Following the sensitization, community committees were established in both targeted sub-districts, with a total of 23 committee members, including 12 males and 11 females. These committees received training and orientation on various topics related to the project, including selection criteria, beneficiary registration, and SC's policies on safeguarding, fraud, and code of conduct.

These efforts to involve the community committees in project design and implementation demonstrate a commitment to local participation and ownership. The sensitization, selection, training, and ongoing engagement with the committees contribute to the project's effectiveness and ensure that the assistance reaches the most vulnerable households in the targeted areas.

Prior to cash distribution, the project's FSL team consulted with community committees to ensure the selection of safe and accessible distribution sites. The distribution plan was shared with the committees, and they played a vital role in relaying information to selected households about the distribution dates and locations. To further strengthen the involvement of community committees, the project team conducted a refreshment awareness session on topics such as fraud prevention, safeguarding, and the code of conduct. By providing this training, the project aimed to increase awareness among community committee members and ensure adherence to ethical practices.

The active participation of community committees in the project design and implementation highlights the project's commitment to local ownership. Their input and feedback have been important in shaping the project's activities and addressing concerns. Therefore, the project seemed to be enhancing the sense of ownership and responsibility within the local communities, ensuring that the project aligns with their needs and implemented in active collaboration with local community.

5.8 Local ownership through Training of IYCF Community Volunteers

Local ownership has also been considered when conducting the IYCF training sessions through the trained community volunteers. The training of FSL and community volunteers on IYCF and nutrition education modules is deemed to be enhancing the local ownership within the community. By providing these volunteers with the knowledge and skills necessary to effectively convey IYCF messages, the project empowered community members to take ownership of their own health and nutrition practices. The volunteers, being members of the local community themselves, are trusted and familiar figures, which enhances the credibility and acceptance of the messages they deliver.

6. Impact

This part of the report determines whether the project's results and achievements in the areas of improving the food security and nutrition situation and have generated significant positive or negative effects on the targeted population.

6.1 Positive Changes in Food Security among Targeted Households

Almost all of the survey takers (98%), along with all of the FGD participants, pointed to having noticed changes in the health and nutritional status and feeding practices of infants and young children in their households and communities during the project period. They explained that intervention helped combat malnutrition in the community and that children started to gain weight due to the nutritional education the participants received and the cash assistance that helped them purchase various types of food.

“Before the intervention, our children were suffering from malnutrition and deaths occurred, but now, after the intervention, the condition of our malnourished children has improved, [resulting in] fewer deaths, and fewer expenditures on treatments”.

A female respondent from Alosha.

The KIs confirmed that, explaining that there was a decrease in diseases and malnutrition cases among women and children. The project staff pointed out the FCS of the beneficiary households improved as shown in the baseline assessment and the last PDMs, adding that after the sixth round of cash distribution, the Coping Strategy Index reached zero.

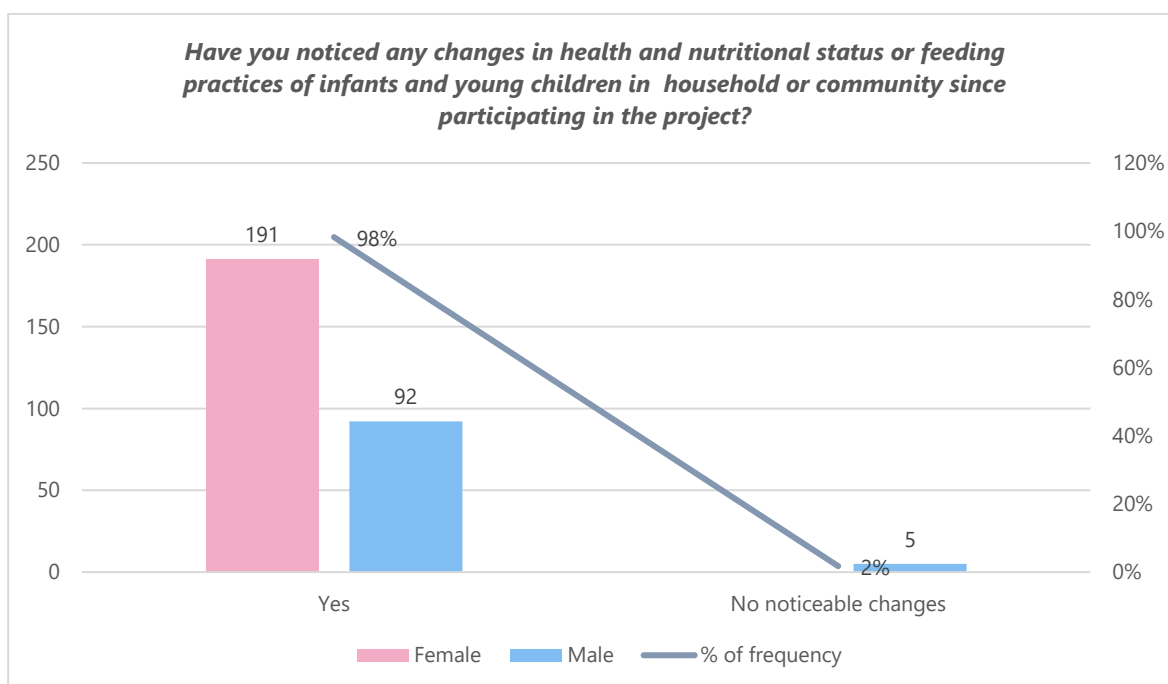


Figure 17: Impact on Health, Nutrition, and Feeding Practices of Infants and Young Children

All of the FGD participants reported having noticed changes in their community's food security situation since the project began as their diets became more diverse and their living conditions improved. A third of the participants added that the behaviors pertaining to taking of children, such as how and when to breastfeed them, changed and people gained awareness about healthy nutrition. This was echoed by the KIs, one of whom added that the project enabled people to prepare balanced healthy meals, avoid unhealthy food, and observe personal hygiene more.

The aforementioned findings indicate that the project had a positive impact on food security among targeted households. The intervention, which included nutritional education and cash assistance for food purchases, contributed to combating malnutrition and reducing deaths in the community. Additionally, participants noted positive changes in the community's food security situation, with diverse diets and improved living conditions. Therefore, the project's focus on healthy nutrition and hygiene practices also led to behavior changes and increased awareness in these areas.

6.2 Impact of Nutrition Awareness on Beneficiaries' Lives and Community

Almost all the interviewed beneficiaries 98%, along with all FGD participants, reported that nutrition awareness had a positive impact on their lives. All the KIs confirmed that. The changes in people's daily lives that had resulted from increased nutrition awareness included:

- having meals at appropriate times;
- introducing new food types to their diet;
- increased practice of breastfeeding;
- having knowledge of nutritious foods;
- preparing nutritious food for children;
- having the ability to detect malnutrition through conducting the MUAC test; and
- increased attention to hygiene.

This positive impact of the nutrition awareness activities extended to others in the community, according to 96.5% of the interviewed beneficiaries and 100% of the FGD participants and KIs. The respondents transferred the knowledge gained at the nutrition guidance to their neighbors, relatives, and friends. A female FGD participant pointed out that whenever she visited a new mother, she would tell her about the importance of breastfeeding and what should be done during the process. Another one conveyed the knowledge of making nutritious food for lactating women.

Two-thirds of the participants in the FGDs, along with all of the KIs, reported that it was very likely that the positive impact observed on households would also extend to others in the community, pointing out that knowledge would keep circulating among the people. One of the KIs indicated that the impact of this nutrition awareness had started to appear in children of families that were not targeted as they started to adopt the knowledge transferred to them by the targeted beneficiaries.

Additionally, the project staff pointed out that among the changes that had been observed in the health and nutritional status of children under 2 years of age and expectant/nursing mothers included an increased interest in breastfeeding and complementary feeding and the use of diverse food items for these groups.

6.3 Impact of Project on Beneficiaries' Well-being and Quality of Life

The project positively impacted the overall well-being and quality of life of beneficiary households by reducing hunger and malnutrition of 92% of respondents, improving physical health of 89.6%, increasing household income and savings of 77%, and enhancing social well-being and community engagement of 25%. The participants of the FGDs explained that the project improved their income and standards of living, helped them pay off their debts, reduced their household and social problems, and improved their diet. All of the KIs agreed that the project reduced hunger and malnutrition among beneficiaries and improved their physical health, and 7 out of 8 of them believed it increased the income of households, while only four reported that it enhanced social well-being and community engagement.

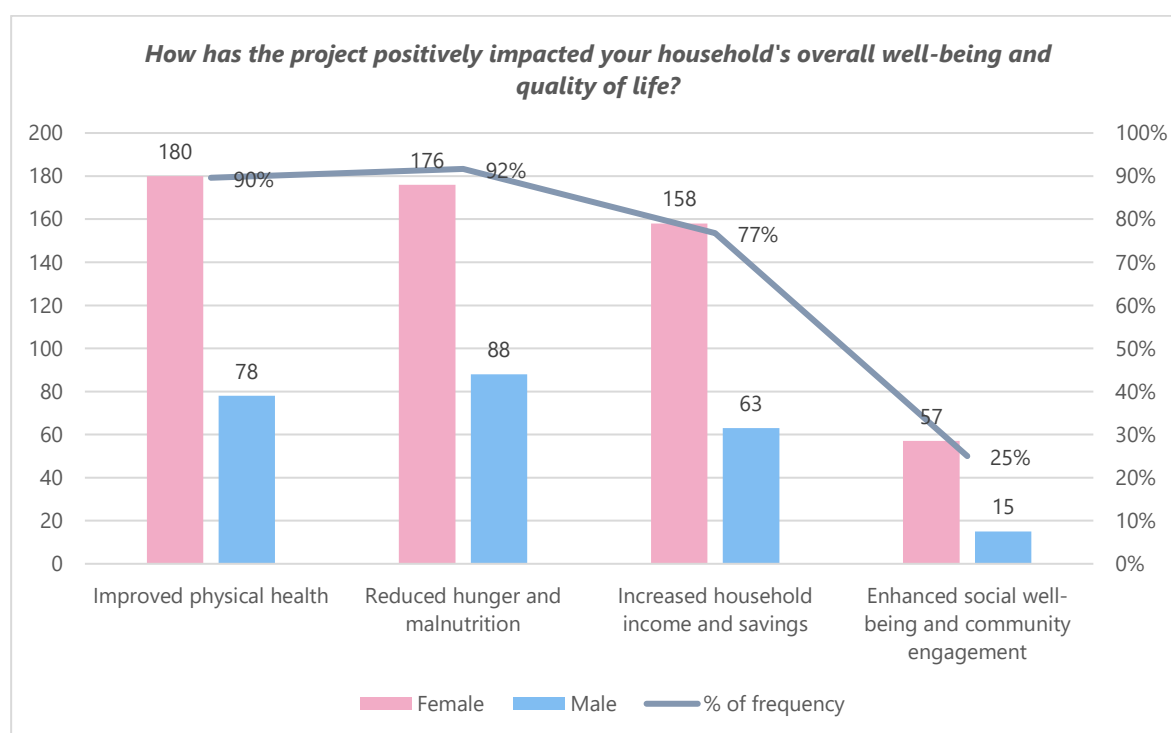


Figure 18: Impact of Project on Beneficiaries' Well-being and Quality of Life

6.4 Unintended Impacts of the Project: Positive and Negative Effects

Slightly more than half of the respondents (52%), along with half of the KIs, reported that there had been no unintended impact of the project, neither positive nor negative. Meanwhile, 48.3% of them, along with the remaining KIs, stated that there had been unintended impacts. **All of these respondents (139) reported positive impacts, including:**

- paying off debts (the most frequent response);
- saving up for establishing small income-generating projects, especially purchasing livestock or livestock feed (the second most frequent response);
- purchasing livestock feed to generate another income;
- preserve the environment by stopping excessive logging for cooking because the beneficiaries were able to purchase cooking gas;
- reducing the frequency of contracting diseases due to following hygiene instructions; and
- reducing family problems caused by pressure to get food.

Of the 139 who observed unintended positive impact, 5 (4 in Alosha and 1 in Arasim) also noticed negative impact, pointing out that the beneficiaries had grown largely dependent on this assistance. One beneficiary said that people started to go to work intermittently, unlike before the intervention. Therefore, to address the issue of dependency and intermittent work patterns among beneficiaries is to introduce a "Cash for Work" program. Cash-for-work projects also tackle the assumption that people capable of work will get lazy and dependent once they start getting cash as aid, leading to high levels of unemployment.³⁹

Implementing a "Cash for Work" projects would provide beneficiaries with opportunities to engage in productive work and earn income, reducing their reliance on external assistance. This program could involve identifying and implementing community-based projects that align with the needs and priorities of the beneficiaries' areas. The program could include activities such as infrastructure development, environmental conservation, or community services

6.5 Measuring and Assessing Project Impact on Beneficiaries and the Community

The overall impact of the project on the targeted beneficiaries and the community is measured and assessed through various methods. These include comparing the endline assessment with the baseline assessment, conducting regular Post Distribution Monitoring (PDM), and utilizing the available Complaint Response Mechanism. Additionally, indicators such as the Coping Strategies Index (CSI), and assessments like Baseline, Food Consumption Score FCS, DDM, and endline evaluations are used to evaluate the project's impact specifically on beneficiary households. The project staff emphasized the importance of these monitoring and evaluation measures, including the possibility of conducting a mid-term evaluation for longer-term projects, as sufficient means to assess outcomes, outputs, and the overall results of their support.

7. Localization

This section of the report Examine the operational reliability and significance of JPF member NGOs, SCJ assessing their responsibilities, leadership, and impact on project implementation, excluding financial contributions, while comparing project outputs to initial assessments and forecasting future impacts. Assess

³⁹ [From food to cash assistance: rethinking humanitarian aid in Yemen \(page 10\)](#)

the learning of SCJ and SCY from their previous experience to improve their skills and strategies to have bigger impact.

7.1 Utilization of Local Resources and Capacities

The project has effectively utilized the local resources and capacities to support the project activities. The involvement of the local community in the project implementation was crucial, especially considering the challenging accessibility of their locations in Lahj. The project team made sure to provide training and awareness sessions for the volunteers who supported during implementation.

Through selection, training, and ongoing engagement, these committees played a significant role in ensuring the project reaching the most vulnerable households in their areas. The community committees were provided with orientation on beneficiary selection criteria and entrusted with the responsibility of identifying eligible beneficiaries within their communities. This has been confirmed by all the KIs who reported that they had been actively involved in the decision-making processes and implementation of the project activities. They explained that they took part in meeting with people to determine the eligible beneficiaries and register them, attending community committee meetings, and maintaining order during the cash distribution process. Thus, this approach leveraged the committees' close knowledge of the community and their alignment with the selection criteria provided by the SCY team.

In preparation for cash distribution, SCY's FSL team collaborated with the community committees to select safe and accessible distribution sites. According to the project staff, the committees were actively involved in sharing the distribution plan and disseminating information about the distribution dates and locations to the selected households. Furthermore, community committee volunteers were deliberately selected to lead IYCF training, leveraging the project's use of local resources and expertise. This strategic decision aimed at ensuring a lasting and sustainable impact due to the volunteers' close connection to the community. As community members themselves, these volunteers possess understandings into the local context, culture, and challenges faced by the supported households.

7.2 Shifting Leadership and Decision-making to Local Actors

The KIs indicated that Save the Children implemented the process of localization by involving the local authorities in determining which areas to target, having community committees elected by the local people, involving the community committees in the process of selecting the eligible beneficiaries, and selecting volunteers from within the community. This approach strengthened the capacity of local entities to respond to and manage crises within their communities. The project staff explained that Save the Children conducted trainings and held regular meetings with the community committees and local authorities to discuss their suggestions and ideas. The project manager added that one of the problems that the community committees handled during the project was the exclusion of ineligible beneficiaries. The community committees held a vital role in explaining why those people could not be direct beneficiaries of this project.

According to the project staff the local communities and authorities played a significant role in the decision-making and implementation processes. The local authorities helped in the selection of the targeted areas based on need gaps. The local communities helped in putting the selection criteria and were in charge of selecting the beneficiaries and the distribution points because they had more information about the demography and geography of the targeted areas. The project manager added that there were no challenges in engaging with local actors and stakeholders.

Most of the KIs (6 out of 8) reported that the project had taken into account the local customs, traditions, and cultural practices related to food security and nutrition very well. They explained that women and men were separated during the implementation of activities, female volunteers were hired to facilitate access of female beneficiaries to nutrition guidance messages, and women, the elderly, and the chronically ill received their cash assistance before men.

7.3 Roles and Responsibilities of SCJ and SCY

Based on the interviews with project staffs from SCY and SCJ, the roles and responsibilities of Save the Children Japan (SCJ) and Save the Children Yemen (SCY) are varied in terms of project implementation, decision making and administrative tasks.

Regarding **project implementation and decision making**, SCJ and SCY work together as member organizations to implement the project. SCY decides which areas to target based on the available projects identified by SCJ. SCY shares project activity ideas, and SCJ provides input to enhance those ideas, including adding the nutrition component and suggesting the use of cash modality instead of food baskets. SCJ conducts quality control by reviewing project reports to ensure their high quality. SCJ tracks project progress and budget spending and proposes or approves amendments. SCJ also holds funding monitoring meetings, where suggestions are discussed, and final decisions are made.

As for the **administrative tasks**, SCJ is responsible for submitting proposals and securing funding, while SCY handles the project implementation as SCJ cannot physically be present in Yemen. SCJ translates agreements and reports from Japanese to English and vice versa to facilitate communication with the JPF. SCY prepares monthly and quarterly reports, which are then checked and improved by SCJ before submission to the donor. SCJ ensures the accuracy of all project data. According to one SCY staff, SCJ is a member office the same as Save the Children Yemen. Although SCJ and SCY are more or less one organization, *there are some roles that are specific to each one of them for the implemented project detailed below:*

a) Project Implementation and Decision Making:

- SCY decides the targeted areas for the project based on the projects made available by SCJ. This indicates that SCJ plays a role in identifying and presenting potential projects to SCY for consideration.
- SCY shares project activity ideas, and SCJ provides input and suggestions to improve these ideas. For example, SCJ recommended adding a nutrition component and suggested using cash modality instead of food baskets in the current project.
- SCJ has a quality control section within its Monitoring, Evaluation, Accountability, and Learning (MEAL) Department. This section reviews project reports to ensure high quality and provide comments or feedback to improve the reports.
- SCJ conducts two funding monitoring meetings a month, and therefore suggestions, like increasing the number of beneficiaries or rounds, are discussed, and final decisions are taken by SCJ;

b) Tracking Progress and Budget:

- SCJ is responsible for tracking the progress of the project as well as budget spending. This role suggests that SCJ plays a monitoring and oversight function to ensure project activities are on track and align with the allocated budget.

- SCJ also has the authority to suggest and/or approve amendments to the project. This indicates that SCJ has decision-making power in adjusting project plans if necessary.

c) Funding and Proposal Submission:

- SCJ is responsible for submitting the project proposal and securing funding. SCJ takes the lead in writing and submitting proposals to the donor.
- While the proposal submission is handled by SCJ, the implementation of the project is carried out by SCY. This division of tasks ensures that SCY, being present in Yemen, takes on the on-ground responsibilities.

d) Reporting and Data Accuracy:

- SCY prepares monthly and quarterly reports, including monitoring sheets, to track project progress. These reports are then reviewed and improved by SCJ before submission to the donor. This review process indicates that SCJ plays a role in ensuring the quality and accuracy of the reports.
- SCJ emphasizes the importance of data accuracy, indicating their commitment to maintaining high-quality data for the project.

The project staff indicated that SCY plays a major role in implementing the project because SCJ does not have access to Yemen, unlike SCY, which is based in Yemen. The proposals and budgets are discussed and developed by both, SCJ and SCY. The project staff pointed out that both SCJ and SCY usually work in harmony, and whenever SCJ has questions about the progress of the project, it contacts SCY, and when SCY needs some support or requires approval for some work, it contacts SCJ.

7.4 Prioritizing and Decision-making for Urgent Issues

SCJ and SCY prioritize issues that require immediate attention through a collaborative decision-making process. When SCY raises issues, SCJ takes responsibility for handling them. For example, by the end of April, SC prioritized the budget spending so as to decide whether to have an extra round. The project staff of SCY explained that when an issue arises, the project staff quickly discusses it and obtains approval from senior management depending on the seriousness and authority level of the matter. Then SCY clearly communicates with SCJ on a call, followed by an email outlining the request made during the call. SCJ then consults with its senior management team, and if the issue does not require consulting the donor, the senior management team sends the approval to their focal staff within 42 hours. After that, they promptly send SCY the final decision. High-priority issues include budget changes and non-cost extensions, according to the Award Officer. Other issues of high priority, if proven, include corruption, fraud, and safeguarding problems.

When asked about the collaboration to identify necessary changes, develop corresponding strategies, and plan for future implementation, SCY project staff reported that based on the monthly and quarterly reports, SCY and SCJ identify necessary changes, which SCY analyzes and discusses with SCJ to make decisions. The SCJ added that after the project is completed, a report is written, having take-aways for future projects to be incorporated in future programs.

7.5 Monitoring System for Alignment, Outputs, and Budget Accountability

The project staff indicated that there is a regular and systematic monitoring system in place that assesses whether activities align with the plan if desired outputs are being achieved, and if the budget

is being spent as intended, ensuring accountability throughout the process. The MEAL officer pointed out that SCY uses the Indicator Performance Tracking Table (IPTT) to follow the progress of the project based on the indicators on a monthly basis. The project manager pointed out that the organization uses specific tools to track the budget expenditure and how well the plan is being implemented. He added that the achievement of the desired outputs is tracked through the PDMs, and the quarterly reports shared with the donor and the Accountability Tracker is used to ensure accountability. The Award Officer highlighted that SCJ also takes part in monitoring the progress of projects and does its own calculations and provides comments to SCY when needed.

7.6 Managing Staff Numbers in the Project Implementation

The project staff said that the number of staff members involved in the project depends mainly on the task at hand. They explained that the distribution site and the number of beneficiaries there help in determining the number of project staff assigned to that area. The project manager added that the community committees are tasked with facilitating the distribution process, as well. He pointed out that only one project staff member was completely charged on this project and the others were charged on other projects they were involved in, but they provided help where needed.

Managing Workload and Staff Support:

According to the project staff of SCJ, the organization monitors the working hours of workers on a weekly and monthly basis, and if it finds that an employee has worked long hours, their task would be considered a hard task, so some of their work would be delegated to other workers. SCY also reports on the number of hours they use to carry out their work. The project staff of SCY stated that the direct manager distributes the tasks among the team members, highlighting the tasks with higher priority, and if the workload is negatively affecting the productivity of the employee, some work is delegated to another one who has the knowledge and capacity to carry them out after giving them clear instructions. In addition, if a staff member has done a lot of work and appears to have been exhausted, a planned vacation is given to them to refresh and go back to work with more energy. The MEAL officer and the project manager added that SCY has a mechanism for staff members to share individual burdens, pressures, and concerns freely, which is called Datix Safeguarding. Moreover, SCY has psychiatrists who hold optional weekly sessions for self-development and handling pressure, and they can be accessed by any staff member at any time privately, according to the MEAL officer.

7.7 SCJ's Expertise, Technical Capacity, and Coordination Skills in Project Delivery

The expertise, technical capacity, and coordination skills demonstrated by SCJ helped to a large extent in delivering the project outputs. SCJ was quick to address any concerns raised by SCY, which improved the productivity and efficiency of the project, according to the Award Officer of SCY. It also assisted SCY in improving reporting, calculations, and analysis so that they are more aligned with the requirements of the donor. The SCY project staff mentioned the example that when they requested adding an extra round of cash distribution, a meeting was held with SCJ, and the idea was explored from different angles before promptly providing the green light.

According to SCJ project staff, SCJ has access to the donor while SCY does not. One of SCY project staff added that the SCJ has a high level of capacity and reliability, and its comments are insightful and supportive. Such comments have made SCY highly skilled in terms of data reporting and MEAL assessment, and its ability to calculate and analyze has also been enhanced, resulting in improved

data accuracy and quality of reporting. However, there is no evident technical capacity observed from SCJ to SCY through conducting training sessions for SCY team. Such kind of trainings and capacity building, particularly from SCJ are commendable to share experience of working in various context, rather than Yemen. Sharing this experience with team of SCY can enable the latter to adopt the new learned experience and customize it to the context of Yemen.

7.8 Value, Knowledge, and Resources Brought by SCJ to Project Implementation

Drawing on its knowledge gained from projects in other countries, SCJ added the nutrition component to the project, which improved the sustainability of the outputs and increased the project's impact, according to the project staff of SCJ. In addition, the documentation of the project and the reporting of the budget were improved by the SCJ. The project staff of SCY added that after approving the extra round of cash distribution, SCJ ensured the project adhered to the regulations of the donor. In addition, SCJ assists in the project's continuation to improve its sustainability and impact, according to the Award Officer. For example, with SCJ support, an education project had been ongoing for three years. Every time a project ended, another one was started because SCJ highlighted to the donor the necessity of continuing the project, providing additional themes in the project, as the need remained high for the same targeted sites and beneficiaries.

7.9 Criteria for Evaluating Capacity and Past Experiences of Selected IPs

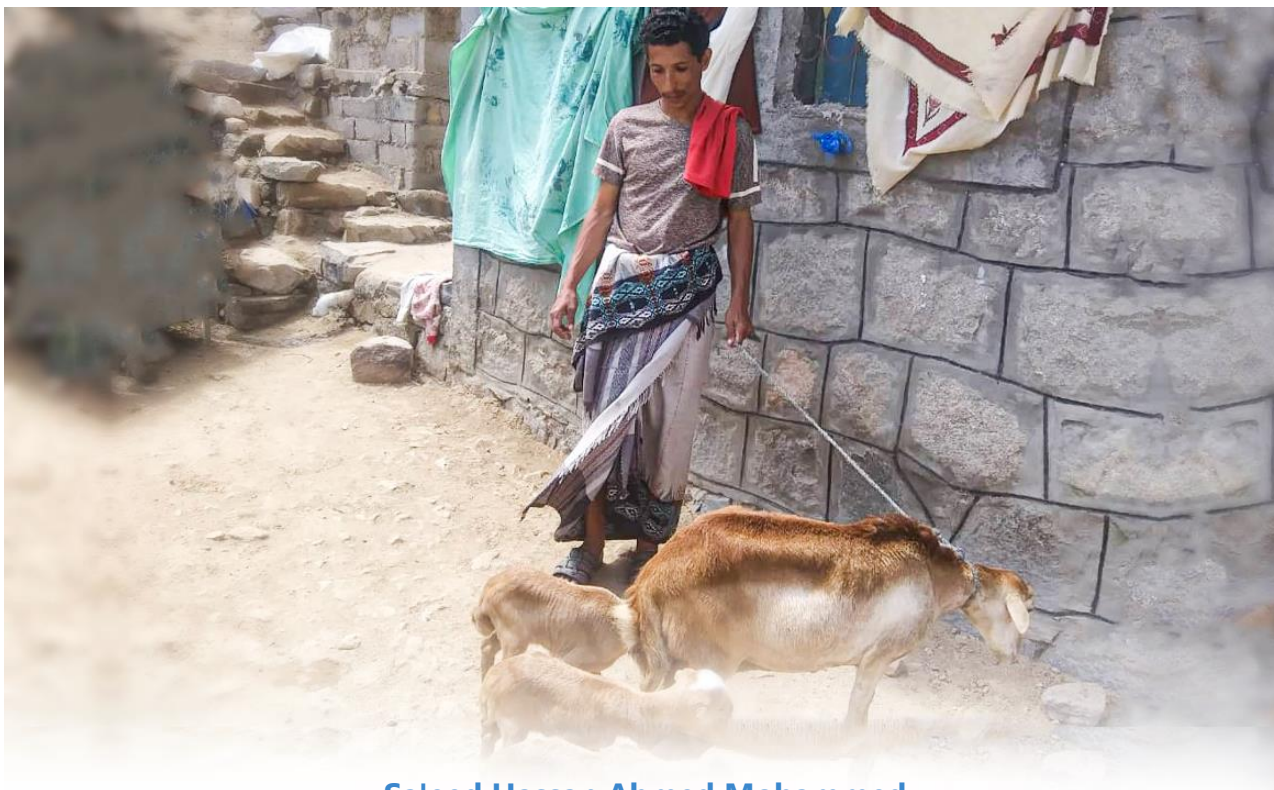
The implementing partner for the project, the bank, was selected through a tender process, and the project staff provided information on the criteria used for evaluation. These criteria are as follows:

- High financial capacity;
- Low transfer fees;
- High administrative capacity;
- Good experience in working with other organizations in similar activities;
- Good reputation in the market;
- No support for any terrorist groups;
- Having a variety of transfer methods (mobile team - fixed team); and
- Good quality of provided service, which is checked by consulting the organizations that worked with that service provider as well as the communities where they had been involved.

The project manager added that the organization does not select a single service provider, but rather 3, and signs 3 contracts to ensure that there is no delay in distributing the cash assistance in the event of a problem happening with one of them. The organization ensures that the selected service providers align with the project's goals and objectives through the feedback it receives from beneficiaries whether through the Complaint Response Mechanism or through the PDMs. Regarding the assessment of staff knowledge and capacity, the project manager stated that there is a mechanism in place to assess if each staff member has the necessary knowledge and capacity for their role, and that process starts before the employee is hired and continues throughout their employment. He explained that prior to recruiting the project staff, they go through a written test and an interview to answer questions related to the project and some roles they are expected to perform. During employment, the performance of the staff members is measured through their productivity and efficiency, as well as regular assessments such as Employee Self Evaluation and 360 Degree Feedback. The employee is evaluated by the different departments at the organization that their work is linked to.



First Success Story



Sa'eed Hassan Ahmed Mohammed

A resident of the Al-Ri'a area of Aloscha sub-district, Lahj Governorate

Sa'eed is a beneficiary with a heartwarming success story. Despite facing numerous challenges, Sa'eed's unwavering spirit and resourcefulness propelled him towards a future filled with hope and prosperity.

With four children to support and a wife burdened by health issues, Sa'eed found himself unable to afford her much-needed medical treatments or adequately provide for his family's needs. Although he owned a small flock of sheep, financial constraints forced him to sell the young lambs at just two months old, with the meager proceeds falling short of covering their medical expenses and other essential costs.

However, when the intervention project entered his life, Sa'eed saw an opportunity for transformation. Empowered by the assistance he received; he made a bold decision to invest in his livestock. With the cash aid, he purchased additional sheep and used part of the funds to acquire animal feed, ensuring the well-being and growth of his flock.

As time passed, Sa'eed's flock thrived, and his efforts bore fruit. His goats, with their robust health, produced a remarkable surprise—twin male offspring. Filled with joy and gratitude, Sa'eed recognized the immense potential this presented. He resolved to nurture these young goats until they matured, seeing them not only as a source of pride but also as a means to overcome his financial challenges. He envisioned a future where their sale would bring him a substantial sum—one that would alleviate the financial burden on his family and help with his wife's much-needed medical treatments.

Second Success Story



Haleema Shaher Saeed Ali

A 32-year-old female resident of Al-Habla village in the Arasim sub-district of Lahj Governorate

Haleema had a remarkable success story. Despite facing numerous challenges, Haleema's determination and the support she received transformed her life and the lives of her family members. Haleema, a devoted mother of six children, had been grappling with financial constraints that made it difficult to provide for her family's basic needs. Her husband, a biology teacher at Omar ibn Al-Khattab School, earned a modest monthly salary of 70,000 Yemeni rials. However, their monthly expenses amounted to 200,000 Yemeni rials, leaving them in a state of food insecurity and struggling to afford essential items. To supplement their income, Haleema cultivated a small farm near their house, growing crops such as squash, lemons, and mangoes. Additionally, she raised poultry and rabbits, which provided meat and eggs for her family's consumption and occasional sales. However, the lack of water availability and rainwater storage tanks during the dry season posed significant challenges to her farming endeavors. Fortunately, the project recognized Haleema's vulnerability and the potential for positive change in her life. As a beneficiary of the unconditional cash assistance, Haleema's life took a remarkable turn. The project provided her with the necessary support to overcome her financial struggles and build a brighter future. Over the course of three months, Haleema saved 15,000 Yemeni rials each month, accumulating a significant amount. With these savings and some collateral she put up, she managed to open a small kiosk in her house. The total cost of setting up the kiosk amounted to 80,000 Yemeni rials, with Haleema contributing 45,000 Yemeni rials towards the venture.

With her newfound business, Haleema began selling baby supplies, incense, perfumes, and cosmetics, catering to the needs of her community. The kiosk not only provided a source of income for her family but also allowed Haleema to repay a portion of her debts each month. Moreover, she could now afford to provide nutritious food for her family, ensuring their well-being. Haleema's story is a testament to her resilience and the transformative power of support programs. The assistance provided by the project enabled her to break free from the cycle of financial hardships and create a sustainable livelihood.

Third Success Story



Maryam Ali Mohammed Salem

A female resident of the Al-Ri'a area of Alosha sub-district, Lahj Governorate

Maryam had an inspiring success story that highlights the power of determination and resourcefulness. Despite facing financial hardships and limited opportunities, Maryam's unwavering spirit propelled her toward a brighter future. With six children to care for and her husband's modest salary of 65,000 Yemeni rials, Maryam struggled to make ends meet. The rising cost of living made it increasingly difficult for the family to afford basic necessities such as food and clothing. In their village, where sewing machines were non-existent, women resorted to stitching clothes by hand using needles and thread.

However, when the intervention project entered their lives, Maryam saw an opportunity to change her circumstances. She devised a plan to save money with the goal of purchasing a sewing machine. Determined to improve her family's financial situation, Maryam embarked on a journey of frugality and perseverance. Through her unwavering dedication, Maryam managed to save a substantial amount of 250,000 Yemeni rials. With the funds accumulated, she eagerly acquired a sewing machine, marking a turning point in her life. As she set up her sewing business, the once financially challenged Maryam witnessed a remarkable transformation. Not only did Maryam's own livelihood improve, but her entrepreneurial venture also became a beacon of hope for the women in her village. People recognized the quality of her work and the convenience of having their clothes stitched professionally. Soon, women from all around the village flocked to Maryam's humble home, seeking her expertise and craftsmanship. With her newfound success, Maryam's financial situation improved significantly. She was no longer worried about providing for her children's needs or the rising cost of living.

Maryam's journey serves as a testament to the transformative power of determination and resourcefulness. Through her unwavering commitment and the support of the intervention project, she not only changed her own life but also uplifted an entire community. Her success story stands as a shining example of what can be achieved when one embraces opportunities and harnesses their inner strength.

Forth Success Story



Zaina Abdul-Quddous Abdullah Abdo Al-Humail

A female IDP living in the village of Al-Habla in the sub-district of Arasim, Lahj Governorate

"I was living in a terrible condition and was unable to sufficiently provide for my family".

Zainab recalled.

"Now I am able to meet all my family's needs, and I am grateful to Save the Children for their support," she expressed with gratitude".

Zaina selflessly said and expressed with gratitude.

Zaina is resilient woman, found herself in a challenging situation as a displaced individual living in the village of Al-Habla in the sub-district of Arasim. With her marriage and an upcoming addition to the family, Zaina's life was filled with uncertainties.

Facing financial hardships, Zaina's spirits were lifted when she received support from the project. With the newfound assistance, she seized the opportunity to create a better future for herself and her family. Determined to make a difference, she embarked on a transformative endeavor.

Armed with her unwavering determination and vision, Zaina made a strategic decision. She invested the financial aid in purchasing wool and a small knitting machine, recognizing the potential for a sustainable income source. With skillful hands and a heart filled with passion, she began crafting a variety of woollen garments. Zaina's creations quickly gained recognition and admiration within the village community. The meticulously crafted woollen clothes, socks, and hats brought warmth and joy to those who wore them.

Fifth Success Story



Abdulqawi Rajeh Ahmed Ali

A male resident from AIOsha sub-district, Lahj Governorate

Abdulqawi shared a success story about the support he received. With the provided assistance, he was able to save a sum of money to purchase a cow, which has greatly improved his living standards. He saved a portion of the cash assistance and then took a loan to complete the amount needed to buy the cow. Thanks to this support, he successfully purchased the cow and expresses his gratitude for the opportunity it has brought him.

Abdulqawi Rajeh Ahmed Ali, from AIOsha, shared his success story of how the support he received made a significant impact on his life. With the provided assistance, he was able to save a sum of money to purchase a cow, which has greatly improved his living standards. He saved a portion of the cash assistance and then took a loan to complete the amount needed to buy the cow. Thanks to this support, he successfully purchased the cow and expresses his gratitude for the opportunity it has brought him.

“Through the assistance provided to me, I was able to save money to purchase a cow, which has greatly improved my living standards. I saved a portion of the cash assistance and took a loan to complete the amount needed to buy the cow. Alhamdulillah, I successfully purchased the cow and am grateful for this opportunity”.

Abdulqawi expressed.

Abdulqawi's story highlights the positive outcomes that can be achieved through cash assistance. By enabling him to invest in a cow, his livelihood has been transformed. The cow will provide milk which will enhance nutrition situation of the family and other essential resources that not only meet my family's needs but also offer an opportunity for additional income generation.

Additional Success Stories

Another success story reported by the project staff

The Project Staff said that there was a family living in Sana'a before the war, and the husband used to receive a monthly salary, but after the outbreak of the war, the salaries stopped, and they were displaced to their area in Al-Qabaytah. The head of the family became unemployed, and the income stopped. They spent the money they had saved, and they also sold some assets. After 5 months, the husband found work in Hudaydah at a sweets shop, but the salary he received did not cover their needs. Before the war, his salary was 25,000 riyals, which was equivalent to \$100, but now, the 25,000 riyals have become \$15, and this salary is not sufficient for the family. In 2019, they were forced to withdraw their son, who is under 18, from education to work in Aden. After the intervention of the organization in the area in November 2023, they had an income and their son returned to school after being out of education for 4 years. The family's income improved, and the wife bought a used sewing machine on instalment. She paid part of the price, and the remaining part would be paid from the last transfer in April, and she started working on it. Also, one of their children, who was 3 years old, had malnutrition, but after the intervention of the organization, his condition improved.

Zainab Nasser Ali Ahmed

During the field survey, the enumerators met Zainab Nasser Ali Ahmed in the Alosha sub-district who had a success story to share. She was facing a challenging situation as a mother, with her children suffering from malnutrition. Her daughter, who was three years old, and her son, who was one and a half years old, were not receiving the nourishment they needed due to the household's financial constraints. However, everything changed when the project targeted vulnerable families like hers in their village.

The project provided not only financial assistance but also valuable training and awareness sessions. With the newfound knowledge and skills, she acquired, she became aware of the importance of proper nutrition for infants and young children. She learned about the right portion sizes and the types of nutritious foods they needed. This knowledge empowered her to make informed choices for her children's health. The monthly assistance she received, totaling 135,500 YER, (equivalent to about 110 USD), made a significant difference in their live.

"I was able to purchase a variety of nutritious foods that were lacking in our meals after paying off accumulated debts. This allowed us to control the portion sizes and practice healthy and conscious eating habits. We also learned about the types of malnutrition and how to prevent and treat them. Thanks to the assistance provided by the project, my children have recovered from malnutrition".

Zainab said.



CONCLUSIONS

- More than three quarters of the interviewed beneficiaries (76%) believed that the project's interventions were very relevant to addressing the food security and nutrition needs of their households,
- Most of the beneficiaries (94%) stated not having experienced difficulties in securing an adequate and consistent food supply for their households during the time of the project, which indicates that the distributed cash assistance helped the targeted beneficiaries to cover their food needs and therefore improved the food situation, which was the main goal of the project.
- Most of the interviewed beneficiaries (93%) reported that the food assistance provided through cash transfers improved their households' food security by improving access to nutritious food options for their households.
- The cash transfer support provided in the project seems to be aligning with the strategic goals of the HRP 2023, specifically aiming to reduce mortality and morbidity rates and improve the resilience of vulnerable individuals. Furthermore, the project's interventions are consistent with the sectoral objectives set by the FSAC to increase access and availability of food for the most vulnerable households, ensuring their safety and survival.
- The nutritional messaging sessions were reported having a significant impact on the knowledge and practices of the beneficiaries. The majority of respondents reported improved understanding of appropriate portion sizes, meal frequencies, hygiene practices, and the importance of diverse food groups. They applied this knowledge at home, resulting in better nutrition practices for their infants and young children, with the added benefit of sharing this information with their neighbors and community members.
- The majority of respondents expressed satisfaction with the cash transfer and nutritional guidance provided by the project, citing improved access to food and better health conditions. However, a portion of the beneficiaries, along with one key informant and one focus group discussion, expressed some level of dissatisfaction due to debts and the limited duration of the aid. To address this concern and ensure the long-term effectiveness of the project, it is recommended to consider incorporating income-generating interventions that can help beneficiaries sustain their improved conditions and address their ongoing emergency needs.
- The project has been highly effective in achieving its objectives of improving food security and nutrition practices among vulnerable households, as evidenced by the significant improvements in the food consumption scores and the reduction in the "poor" indicator in the coping strategy assessment. The findings demonstrate the positive impact of the cash assistance provided and highlight the success of the project in addressing the needs of the targeted beneficiaries.
- While the amount of money distributed by SC was appropriate, the fact that beneficiaries are using the cash for purposes other than food indicates potential issues in the selection process or communication strategy. It is possible that SC may have unintentionally chosen individuals who do not require food support, or there may have been a lack of clear announcements and explanations emphasizing that the cash assistance is specifically intended for food. Additionally, there might be a need to effectively communicate the importance of prioritizing food needs to ensure that beneficiaries understand the intended purpose of the cash. Therefore, addressing these challenges is important to ensure that the assistance provided by SC is utilized appropriately and effectively supports the food security needs of the targeted beneficiaries.

- The project resources, particularly budget was managed efficiently throughout the process of the implementation which enabled Save the Children to distribute one more cash assistance round for beneficiaries, ending up with seven cash distribution rounds. Upon comparing the FSAC-determined amount with the actual exchange rates, inaccuracies are apparent. For instance, in January 2024, the exchange rate was 1,514 YER/USD, while in April 2024, it was 1,656 YER/USD. Meanwhile, the recommended MFB remained at 135,500 YER, equivalent to 110 USD, according to FSAC, from July 2023 to 2024. The value of the FSAC-recommended 110 USD should have been 166,540 YER in January and 182,160 YER in April 2024. Therefore, SCY included a seventh round of cash distribution utilizing savings resulting from the fluctuating exchange rates.
- There were concerns raised about the project's duration and the cash distribution amounts. Participants emphasized that a longer intervention period and increased cash assistance in each round would be necessary for sustainable improvements. While the project successfully addressed immediate food security needs, it became evident that there may be limitations in attaining lasting resilience without ongoing support and resources.
- The project had a positive impact on food security among targeted households. The intervention, which included nutritional education and cash assistance for food purchases, contributed to combating malnutrition and reducing deaths in the community. Additionally, participants noted positive changes in the community's food security situation, with diverse diets and improved living conditions.
- Save the Children successfully implemented the process of localization by involving local authorities, community committees, and volunteers in decision-making and project implementation processes. This approach strengthened the capacity of local entities to respond to and manage crises within their communities. The project effectively considered local customs, traditions, and cultural practices related to food security and nutrition, ensuring inclusivity and tailored support for different beneficiary groups.
- The collaboration between SCJ and SCY as member organizations has shown to be effective in implementing the project, with clear division of roles and responsibilities. SCY's leadership in project implementation and SCJ's involvement in quality control and funding management have contributed to the project's success. The partnership between SCJ and SCY highlights the value of leveraging the strengths of different organizations within the Save the Children network to implement the project.
- SCY staff acknowledged the expertise and reliability of SCJ, which enhanced their data reporting and analysis skills, ultimately improving the accuracy and quality of project reporting. However, there is a need for SCJ to provide technical training and capacity building to the SCY team, specifically sharing their experience from working in various contexts to enable SCY to customize and apply new learning to the Yemeni context.



1. One of the key lessons learned from the feedback provided by the FGD participants and key informants is that the amount of cash assistance provided during the project was insufficient to meet the needs of all beneficiaries, particularly larger households. While the cash transfers were deemed sufficient for small households, the challenges faced by larger households highlight the importance of considering the varying needs and circumstances of different beneficiary groups.
2. The efficient management of project resources, particularly the budget, played a crucial role in enabling Save the Children to make adjustments during implementation, such as increasing the amount of cash assistance and distributing an additional round of cash to beneficiaries. This lesson indicates the importance of proactive resource management and flexibility to optimize project outcomes and maximize support provided to the beneficiaries.
3. The project staff observed instances where vulnerable individuals attempted to receive cash assistance from multiple organizations, using different identification methods for each. This highlights the need for robust systems to prevent duplication and ensure aid reaches those who are most in need. Save the Children devised an innovative approach by engaging community committees to address this issue and printed beneficiary ID card to ensure robust verification mechanism and facilitate beneficiary verification and access to assistance.
4. Assigning the task of beneficiary registration to community committees formed by individuals living in the targeted areas proved to be an effective strategy because these committees had a closer knowledge of the vulnerable people in the community, enhancing the accuracy of beneficiary selection.
5. Collaborating with local authorities and cross-checking beneficiary lists with other organizations, such as the WFP, is essential to ensure transparency and avoid duplication of assistance.
6. Posting the names of eligible beneficiaries in targeted areas and seeking feedback from the community proved to be a valuable practice. This process allowed community members to identify households receiving aid from other organizations, facilitating a double-checking process to ensure accurate beneficiary targeting.
7. The training of community volunteers played a vital role in ensuring the sustainability of the nutrition guidance. The sustainability of the community volunteers' training is further strengthened by their ongoing presence within the community even after the project's conclusion. They continue to live and interact with the community, allowing for ongoing communication and support.
8. The observation of increased dependency and sporadic employment after the project intervention as reported by five beneficiaries highlights the need for sustainable solutions that promote self-reliance among beneficiaries. Therefore, introducing programs like "Cash for Work" can help mitigate issues of dependency and promote self-reliance among beneficiaries. By providing opportunities for productive work, these programs empower individuals to contribute to their communities, earn income, and reduce their reliance on external aid.
9. Save the Children successfully implemented the process of localization by involving local authorities, community committees, and volunteers in decision-making and project implementation processes. This approach strengthened the capacity of local entities to respond to and manage issues and problems within their communities.

10. One of the notable best practices observed in Save the Children's project implementation was their consideration for beneficiaries with disabilities. The project staff demonstrated a proactive approach to address the needs of individuals who were unable to access cash distribution points. They employed alternative methods, such as arranging for aid delivery through trusted intermediaries after establishing contact, ensuring that beneficiaries with disabilities received the necessary support. Replicating this practice in similar projects can contribute to greater inclusivity and ensure that all beneficiaries, regardless of their physical limitations, receive the assistance they require.
11. Drawing from a similar project implemented in Taiz governorate, adjacent to Lahj governorate, Save the Children learned the importance of aligning project design with funding allocation expectations. In the previous project, delays occurred as the Ministry of Planning and International Cooperation (MoPIC) anticipated 70% of the funding to be directly allocated to beneficiaries, which was not initially accounted for. Taking this lesson into account, Save the Children ensured that the current project design met the funding allocation criterion, resulting in smoother implementation. Additionally, recognizing the potential to address negative practices and enhance food security, Save the Children incorporated a nutrition component into the project, distinguishing it from previous food security initiatives.

The recommendations below apply to future projects, local authorities, project staff, and Japan Platform (JPF).

1. For Future Projects

If there is a next phase of the project in the same area or other areas of similar needs building on the great positive impact on and success achieved by this project, ***the following recommendations could be considered:***

- a) It is recommended to implement project interventions that go beyond direct cash transfers. Specifically, projects should focus on providing beneficiaries with opportunities to generate income on their own through supporting income-generating activities, vocational training programs to help households to become self-reliant and enhance their income-generating capabilities. This will help to have a more sustainable and lasting impact and therefore, addressing the needs of both small and large households more effectively.
- b) It is recommended to continue assigning the task of beneficiary registration to community committees formed from the targeted areas. This approach proved effective in overcoming the challenge of beneficiary selection. The committees' close knowledge of vulnerable individuals within the community enhances the accuracy and fairness of beneficiary identification.
- c) It is advised to strengthen coordination and collaboration with local authorities and stakeholders, including the WFP and to ensure regular communication and sharing of beneficiary lists to prevent duplication of assistance and ensure efficient targeting. This collaboration should include cross-checking beneficiary information to verify eligibility and avoid overlapping support.
- d) Clear exit strategy is recommended to ensure the continued support for the trained IYCF community volunteers through the coordination with the authority in district such as the district health office and concerning organization whose main mandate is nutrition support such as UNICEF and WHO.
- e) To ensure sustaining the impact of the food security in the targeted areas and to avoid collapse of the improvement in the food security situation of the beneficiaries who are classified in IPC4, SC is recommended to share the list of the targeted beneficiaries with FSAC in order to coordinate with other partners to secure funding to target these vulnerable households.
- f) Based on the positive experiences with local actors, it is recommended to further strengthen the involvement of local communities, authorities, and committees in future projects. Save the Children is advised to continue conducting trainings and regular meetings to facilitate communication and collaboration with these stakeholders. Additionally, ongoing efforts should be made to respect and integrate local customs, traditions, and cultural practices into project activities to enhance the sustainability and impact of their interventions in the communities they serve.
- g) To enhance the implementation of similar projects, it is recommended to adopt the best practice of Save the Children in ensuring inclusivity for beneficiaries with disabilities. Taking into account the needs of individuals who are unable to access cash distribution points, alternative approaches should be implemented, such as arranging for aid delivery through trusted intermediaries after proper communication and coordination and using mobile team to distribute the cash assistance to beneficiaries.

2. For Save the Children

The following recommendations are for Save the Children to consider in the design and implementation of its further projects:

- a) To ensure the direct benefit of the project on mothers and promote the preparation of nutritious meals for the family, it is recommended to include cooking sessions as part of practical nutritional guidance for pregnant and lactating women (PLWs) and nursing mothers. By providing hands-on cooking sessions, mothers can learn and practice the skills necessary to prepare healthy and balanced meals for their families. These sessions can focus on nutrition education, meal planning, ingredient selection, and cooking techniques that maximize the nutritional value of the meals.
- b) It is advisable to adopt cash for training activities as part of "Cash Plus" approach to implement income-generating projects that equip beneficiaries with specific skills, such as hairdressing, sewing, knitting, weaving, and incense making. This would help them take responsibility for their own livelihoods, and the skills could be transferred to other members of the community.
- c) It is suggested to maintain the practice of posting the names of eligible beneficiaries in targeted areas and seeking community feedback. This feedback mechanism proved valuable in identifying households receiving aid from other organizations. Beneficiaries and community members can play an active role in ensuring the accuracy and integrity of the cash assistance program.
- d) It is recommended to establish robust verification mechanisms to prevent individuals from attempting to receive cash assistance from multiple organizations. This can include cross-referencing identification methods, such as passports and ID cards, with existing databases. Implementing stringent verification procedures will help ensure that aid reaches those in need it and prevent fraudulent practices.
- e) It is recommended that SCJ conducts training sessions and capacity-building initiatives for the SCY team. Sharing their experience of working in diverse contexts, rather than solely in Yemen, would be valuable in enabling SCY to adopt new practices and customize them to the Yemeni context. This knowledge transfer would further enhance the technical skills and capabilities of the SCY team, ultimately strengthening their project implementation and outcomes.
- f) To ensure the utmost benefit for beneficiaries, it is recommended that the SCY updates the amount of cash assistance disbursed each month based on the actual exchange rate a week before the distribution. This could shield beneficiaries from the negative impact of the rapidly depreciating Yemeni rial and strengthen the relevancy of the assistance. The same recommendation could also be suggested to FSAC.

3. For Japan Platform

- a) To maximize the impact of support, it is recommended that JPF support implementing a comprehensive package of interventions that address multiple aspects in the target area, including health, education, sanitation, and protection. By adopting an integrated approach, synergies can be created among different sectors, leading to more effective and sustainable outcomes.

- b) It is recommended to adopt supporting multi-purpose cash assistance that enables the vulnerable households to cover their food needs and to meet other basics needs. The multi-purpose cash is recommended to enable beneficiaries to start small business through saving some of the cash assistance in order to ensure the continuity of project improvements for households and to prevent their resorting to negative coping strategies.
- c) To address the issue of dependency and intermittent work patterns among beneficiaries, it is recommended to introduce a "Cash for Work" program. This program would provide beneficiaries with opportunities to engage in productive work and earn income, reducing their reliance on external assistance. It should involve identifying and implementing community-based projects that align with the needs and priorities of the beneficiaries' areas, such as infrastructure development, or community services. Below are the recommended Cash for Work Programs as per the needs, suggestions of beneficiaries and analysis of beneficiaries' situations:
- ▶ **Roads:** considering the hard-to-reach areas and bumpy roads leading there, it is recommended to implement a cash-for-work project to rehabilitate roads in the targeted areas. This could facilitate the provision of services to beneficiaries and the delivery of merchandise and foodstuffs in a more affordable manner.
 - ▶ **Education:** Based on beneficiary feedback, it is recommended to prioritize the construction of new classrooms in the school of Alosha using a "cash for work" approach. This initiative would not only improve education in the area but also have a lasting positive impact for years to come. By enhancing access to education, it is expected to increase knowledge among the local population, leading to greater awareness of nutritious practices and ultimately improving food security in the area.
 - ▶ **Girl education:** To address the issue of high dropout rates among girls in Arasim, it is recommended to implement a cash-for-work program to construct dedicated schools for girls in Arasim and other similar regions. This will help also addressing the challenges of early marriage and increase educational opportunities for girls, particularly in rural areas where this issue is prevalent. Currently, the co-education system leads to many families withdrawing their daughters from school after the sixth grade. By establishing separate schools for girls, the community can actively reduce dropout rates, provide a conducive learning environment, and promote education for girls, especially in preparatory and secondary grades and contribute to empowering girls to become future mothers who are better equipped with knowledge and skills, resulting in a healthier society.
 - ▶ **Health:** It is recommended to construct a health facility in the targeted areas, and staff it with a qualified medical team because 94% of the beneficiaries reported spending the cash assistance on healthcare expenses besides food expenses. The reduction of diseases in the targeted areas will help improve the nutrition status of households. In addition, the amount of money a household pays to visit a private health facility or a public one in a different village could be utilized to purchase more nutritious food.
 - ▶ **Water:** It is also recommended to adopt cash for work project to implement water projects and provide water tanks to address water scarcity in the targeted areas, particularly in Al-osha because the beneficiaries reported that water source is far away from their village. With the availability of clean water, water-borne diseases would decrease, which would result in a decline in malnutrition cases.

- b) To ensure efficient post-distribution monitoring (PDM) processes, it is recommended to conduct PDM activities with a representative sample of beneficiaries. While conducting PDM with 100% of beneficiaries may be ideal, it can be time-consuming and challenging to reach all areas, especially those that are difficult to access. By selecting a representative sample, the project can still gather valuable feedback and insights on the distribution process, ensuring accountability and identifying areas for improvement.
- d) It is recommended that the JPF takes an active role in organizing and facilitating regular coordination meetings or forums among its member NGOs in Yemen. By establishing a dedicated platform for communication and collaboration, JPF-funded projects and member NGOs can exchange experiences, share best practices, and identify opportunities for joint initiatives. This coordinated approach will foster synergies, improve efficiency, and amplify the impact of their collective efforts in addressing the challenges faced in Yemen. The JPF is suggested to ensure smooth information flow and promote a collaborative environment among the member NGOs, playing a vital role in facilitating these coordination mechanisms.



Annex I - Evaluation Inception Report



4rth Draft- Inception
Report- JPF-IFSN Proj

Annex II - TOR for Evaluation



240115 TPM Tender
Dossier JPF_YMN_24_1

Annex III - Matrix of Evaluation Questions



Question Matrix-
Final Evaluation_V4.xl

Annex IV - English Data Collection Tools (Word Format)



Project staff
survey_SCJ_V3.docx



KII Community
Committee Survey_V3.



FGDs Tool_V4.docx



Beneficiary survey
questions_V4.docx



Questions for project
staff_SCY_V3.docx

Annex V - Arabic Data Collection Tools (Word Format)



FGDs Tool_V3 -
Ar.docx



Beneficiary survey
questions_V3 - Ar.docx



Questions for project
staff_SCY_V2 - Ar.docx



KII_Community
Committee Survey_V3

Annex VI - Data Used for Analysis



Data of IFSN Project
Final Evaluation - JPF

Annex VII - Evaluation Team from MEAL Center

#	Name	Title	Contact
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7	8 Field Researchers	(5 Female & 3 Male)	-

Annex VIII - Rates of Findings of DAC Criteria



Annex IX - Photos



A photo taken for two female researchers while conducting female and male FGD in Alosha, Lahj Governorate April 27, 2024



A photo taken for two female researchers while conducting female FGD in Alosha, Lahj Governorate April 27, 2024



A photo taken for female researcher while conducting a beneficiary interview in Alosha, Lahj Governorate April 27, 2024



A photo taken for female researcher while conducting a beneficiary interview in Alosha, Lahj Gov April 27, 2024



A photo taken for male researcher while conducting beneficiary interview in Alosha, Lahj Governorate April 27, 2024



A photo taken for female researcher while conducting beneficiary interview in Alosha, Lahj Gov April 27, 2024



A photo taken for female researcher while conducting male KII in Alosha, Lahj Governorate April 27, 2024



A photo taken for female researcher while conducting female KII in Alosha, Lahj Governorate April 27, 2024



A photo taken for two female researchers while conducting female FGD in Arasim, Lahj Governorate May 01, 2024



A photo taken for two male researchers while conducting male FGD in Arasim, Lahj Governorate May 01, 2024



A photo taken for female researcher while conducting a beneficiary interview in Alosha, Lahj Governorate May 01, 2024



A photo taken for female researcher while conducting a beneficiary interview in Alosha, Lahj Gov, May 01, 2024



A photo taken for female researchers while conducting a beneficiary interview in Arasim, Lahj Governorate May 01, 2024



A photo taken for male researcher while conducting beneficiary interview in Arasim, Lahj Governorate April 30, 2024



A photo taken for male researcher while conducting male KII in Arasim, Lahj Governorate April 30, 2024



A photo taken for female researcher while conducting female KII in Arasim, Lahj Governorate April 30, 2024

Annex X - Similar Interventions to the JPF-IFSN Project

The YEMLI project encompasses two pilot initiatives. Box 1 focuses on the MAMI (Management of small & nutritionally At-risk Infants) program, evaluating the impact of counseling and support on reducing admissions to Therapeutic Feeding Centers for infants under six months. Indicators include reductions in admissions, wasting, and underweight, with key questions exploring the overall impact of interventions on malnutrition reduction. Box 2 addresses the Cooking Demonstration Pilot, aiming to provide knowledge on nutritious meals to households with malnourished children under five. The evaluation assesses the feasibility of activities in Al-Qabayta, their contribution to Minimum Dietary Diversity (MDD), and the recall and utilization of recipes by caregivers. Key questions cover achievement of objectives, recipe utilization for MDD, effectiveness in promoting healthy eating habits, and challenges faced by caregivers. The results from both pilots will inform future projects in Yemen.

Box 1: YEMLI MAMI Pilot Key points

The Management of small & nutritionally At-risk Infants under six months & their mothers MAMI care pathway is a new approach designed to measure the effect of providing counselling and support for breastfeeding and nutritional care for children under six months and their mothers. The project team conducted an evaluation to measure the outcome of the MAMI intervention in 9 HFs and answer questions related to its effectiveness in reducing admission to Therapeutic feeding centers for children under six months, and wasting or underweight among children upon discharge.

The evaluation will attempt to measure indicators such as

- % Reduction in admissions to CMAM for infants 6 to 8 months of age
- % Reduction in admissions of infants <6 months to the TFC
- % Reduction in wasting and/or underweight infants under 6 months
- #%% Discharge outcomes at 6 months of age for those enrolled in MAMI program

Suggested Questions

- Have the different interventions, such as MAMI, CMAM, cooking demonstration, IYCF interventions, and treatment of childhood illness, contributed to the overall project objective of reducing malnutrition and improving cure rates? (Project Staff, HF HWs)
- Is it possible to carry out this type of nutrition activity as a part of the project activities? If yes, how? If no, why?

Box 2: YEMLI Cooking demonstration Pilot Key points

The cooking demonstration activities aim to provide ..households in Yemen with knowledge on preparing nutritious meals and selecting nutrient-dense foods, with a focus on families with malnourished children under five years old. The evaluation can assess whether this approach is conducted or can be conducted in the context of Al-Qabayta district in addition to the contribution of the cooking demonstration activity on the achievement of MDD minimum dietary diversity and the recall and utilization of recipes by trained caregivers of malnourished children.

The evaluation results informed the improvement of future projects in Yemen.

Suggested questions

- To what extent did the cooking demonstration activity achieve its objective of improving MDD minimum dietary diversity?
- What was the level of recall of recipes among trained caregivers of malnourished children under five after the cooking demonstration activity?
- How have the recipes been utilized and/or adapted by caregivers to achieve MDD?
- How effective was the cooking demonstration activity in promoting healthy eating habits among caregivers and children under five?
- What challenges or barriers do caregivers have in achieving a diverse diet

Annex XI - Brief About Documents Reviewed

Doc.1 - SCJ - Food Crisis in Lahj governorate - Project Plan

The project proposal/plan outlines the "Food Crisis 2022 Support Program" aimed at improving food security in Lahij Governorate, Yemen. The implementation will be carried out by "Save the Children Japan" and Save the Children Yemen. The program intends to provide cash benefits and nutrition support to vulnerable households. The project is scheduled to start on September 20, 2023, and end on April 30, 2024, with a possibility of extension. The organization "Save the Children Japan" is responsible for implementing the project.

The estimated project cost is ¥61,594,950, with funding expected from Japan government support through Japan Platform (JPF). The project aims to provide cash for food assistance and nutrition guidance to improve the food security of households in Al-Qabaytah District, Lahij Governorate, southern Yemen. A total of 336 households, consisting of 2,352 individuals, will receive cash transfers for food assistance. Additionally, nutrition guidance will be provided to caregivers of children under the age of two and expectant/nursing mothers in these households.

The project targets internally displaced persons and host communities whose livelihoods have deteriorated due to the effects of conflict, disease, economic failure, disruption of public institutions and services, heavy rain caused by climate change, natural disasters such as flooding, COVID-19, and the crisis in Ukraine

The desired outcomes of the project include measuring the percentage of households with an acceptable Food Consumption Score, the percentage of households with improved Coping Strategies Index, and the percentage of children aged 6-23 months with improved dietary diversity. These indicators will be measured through preliminary and post-benefit surveys, as well as post-benefit monitoring.

The log frame provides a theoretical framework outlining the desired outcomes and indicators for measuring the achievement of those outcomes. It also includes information on sample sizes for surveys and data collection methods related to food consumption, coping strategies, and dietary diversity.

It also provides the planned activities which includes:

1) Background:

- Situation of victims in the target area,
- Analysis of issues and needs, and

- Conflict Analysis and Consideration in Target Areas

2) Project activities

- Selection of Target Areas and Beneficiaries
- Survey of market prices of food in food baskets
- Selection of Community FSL Volunteers
- Implementation of Cash Benefits
- Provision of training on infant and young child nutrition for community FSL volunteers
- Provision of infant nutrition guidance
- Implementation of monitoring and investigation activities

3) Collaboration and coordination with other actors

- Positioning of this project in the policy and plan of the assistance cluster by sector
- Collaboration and coordination with host government authorities
- Collaboration and coordination with other actors

4) Compliance with essential standards on humanitarian quality and accountability

- How to comply with the Humanitarian Criteria (CHS)

5) Business Management System

- staffing
- Fund management

6) Managing Possible Risks

7) Safety Management System

8) Connectivity or Sustainable Development

9) Selection of main areas of this project

Doc.2 - Detailed budget

Doc.3 - Fund Summary

Doc.4 - Human Resources Details:

The main contributions of Save the Children Japan (SCJ) can be summarized as follows:

- a. General Manager of Business Division: Formulates business policies and supervises business operations; and Manages coordination with other departments and finance-related matters.
- b. Deputy General Manager of Operations: Collaborates with the project director-general to manage and supervise project contents; and Shares knowledge and experience of emergency humanitarian assistance projects with headquarters.
- c. Assistant General Manager (Accounting): Prepares accounting reports in cooperation with business divisions and headquarters accounting staff; and Supports general grants management and organizes the entire Agreed-upon procedures (AUP) operation.
- d. Head of Operations : Checks project progress and coordinates with the JPF Secretariat and various reports; and Manages activities on the ground, quality management, accounting management, and report preparation remotely from Tokyo.
- e. Deputy Business Division: Shares and divides the work generated in connection with the main business unit; and Acts on behalf of the person in charge of the division business when necessary.
- f. Corporate Accounting Division: Responsible for daily financial expenditure entries, business contracts, remittance processing, and AUP preparation.

- g. **Assistant Accounting Officer:** Provides support in gathering necessary information, organizing materials, and internal procedures for report and accounting preparation.

The overall contribution of SCJ in the implementation of the project involves a range of responsibilities and roles. These contributions can be summarized as follows:

1. **Strategic Planning and Policy Formulation:** The General Manager of the Business Division formulates business policies, providing strategic direction for the project's implementation.
2. **Project Management and Supervision:** The Deputy General Manager of Operations collaborates with the project director-general to manage and supervise the project's contents. The Head of Operations ensures smooth implementation and quality management of activities on the ground, remotely managing operations from Tokyo.
3. **Financial Management:** The Assistant General Manager (Accounting) prepares accounting reports and supports grants management. The Corporate Accounting Division handles daily financial expenditure entries, business contracts, and remittance processing.
4. **Coordination and Liaison:** Various individuals, including the Deputy Business Division and the Head of Operations, engage in coordination and liaison activities with relevant stakeholders, such as the JPF Secretariat.
5. **Support Functions:** The Assistant Accounting Officer provides support in gathering necessary information, organizing materials, and facilitating internal procedures for report and accounting preparation.

The main contributions of Save the Children Yemen (SCY) can be summarized as follows:

1. **Business administration, evaluation, and monitoring:** Monitors business operations and ensures the quality of report data; Provides technical guidance on evaluation activities; and Manages data management and implements monitoring processes.
2. **Food security, livelihood support, and cash transfer activities:** Manages food security and livelihood support projects; Coordinates cash transfer support activities; and Provides technical support for project initiation, surveys, and monitoring.
3. **Child safeguarding and risk analysis:** Ensures the safety of children involved in activities; Reviews business plans and analyzes risks for child safety; and Collaborates with relevant personnel for day-to-day activities.
4. **Gender equality, inclusion, and project advice:** Reviews and advises activities for gender-responsive implementation and Promotes gender equality; and social inclusion within projects.
5. **Project coordination, formation, and management:** Coordinates overall support operations for business operations; Ensures effective project formation and quality management; and Oversees and controls projects in specific provinces.
6. **Regional coordination and beneficiary selection:** Organizes regional committees for beneficiary selection; and Acts as a bridge between information and support teams
7. **Communication, media coordination, and visibility:** Prepares uniforms for visibility and disseminates information to local media; Assists in designing project communication materials.
8. **Procurement and vendor coordination:** Cooperates with the Procurement Division for purchasing goods; and Places orders for goods and coordinates with vendors.
9. **Safety management and security analysis:** Supervises safety management at national and regional offices; Collects and analyzes security information; and Develops specific measures for safe project implementation.
10. **Financial management, accounting, and budgeting:** Manages accounting data, including receipts, disbursements, and vouchers; Prepares income and expenditure reports; Checks reports

and manages budget execution rates; and Manages the accounting of the business according to guidelines.

11. **Government coordination and reporting:** Coordinates and reports project activities to the government; and Ensures effective communication and collaboration with the government.
12. **Transportation and logistics:** Operates vehicles for project-related activities.
13. **IT management and information devices:** Maintains and manages information devices at the national office.
14. **Personnel and administration support:** Supports safe operation and management of the office; and Handles labor-related operations and manages office equipment.
15. **Monitoring, evaluation, and feedback mechanisms:** Responsible for pre- and post-evaluation, monitoring, and gender and inclusion assessments; and Manages information on project beneficiaries and monitoring activities.

Doc.5 - Visibility Plan (It is for Phase 1 not phase 2)

The Visibility Plan is for the Food Crisis 2022 Support Program in Lahij Province, Yemen. The plan outlines strategies to inform local residents, the Ministry of Planning and International Cooperation (MoPIC), the Ministry of Education, and other relevant parties about the project's support by the Japanese Government. The plan includes displaying banners with the JPF logo at project sites, promoting the project on social media platforms like blogs, Facebook, and Twitter. It also references preceding businesses, including images of female heads of households receiving cash benefits in front of banners with the JPF logo.

Doc.6 - Information Sharing Form

The information sharing form includes information about Save the Children, name of funding organization and some information about the project activities as summarized below:

SCJ is implementing a project funded by the Japanese Government in Al-Qabaytah district , Lahj governorate. The project aims to improve food security and nutrition practices for vulnerable families through unconditional cash transfers. The project will target 336 families, including those headed by women, and provide them with monthly cash assistance for six months. The beneficiaries will receive 135,500 Yemeni Riyal. The cash assistance will cover 80% of the cost of the recommended food basket. Disbursement of cash will be done through a mobile bank team, prioritizing women, the elderly, and individuals with chronic illnesses. Distribution will be coordinated with village committees, and beneficiaries will receive the cash with an official receipt. Various notices regarding safety, fraud prevention, and distribution procedures have been provided.

Breastfeeding and complementary feeding Awareness Messages:

The messages provide information and guidance on breastfeeding and complementary feeding for mothers. They emphasize the importance of introducing solid foods gradually to infants starting from 6 months of age. The type of food, number of meals, and quantity are specified for different age groups. The messages also highlight important practices to avoid, such as using pacifiers or bottles for feeding and giving water or sugary solutions to newborns. The pregnant mother's diet is discussed, emphasizing the need for balanced meals containing energy, protein, vitamins, and minerals. It suggests consuming two light snacks between main meals and taking iron and folic acid supplements. Other recommendations include exposure to sunlight, adequate water intake, and regular visits to healthcare facilities for prenatal

care. The organization encourages feedback and complaints through various channels to ensure accountability and the well-being of children and the community.

Doc.7 - FSAC unconditional cash transfer guidelines

The FSAC Minimum Food Basket Transfer Value Guidelines serves as a guide for FSAC partners in ensuring that targeted households in crisis in Yemen have access to safe and nutritious food through unconditional cash transfers. It highlights the importance of meeting the food security and livelihood needs of the identified population. It aims to provide clear guidelines and recommendations for FSAC partners to ensure effective and appropriate food assistance to vulnerable households in Yemen.

The Minimum Food Basket (MFB) transfer values are determined based on a detailed analysis of food commodity prices from October to December 2022, using data from the World Food Programme (WFP) and Food and Agriculture Organization (FAO). The transfer values are designed to meet 80-85% of the recommended calorie intake for a household size of 7.

There are two approaches recommended for determining the transfer values. The first approach is a harmonized transfer value based on an average household size of 7, with different values for households in northern and southern governorates. The second approach allows for adjustments based on the actual number of eligible household members, providing transfer values for households with 1-10 members in different areas.

The Guidelines emphasizes the need for regular reviews of the MFB to account for inflationary trends and to ensure that beneficiaries receive the necessary transfer values. It also states that all agencies and organizations involved in emergency food assistance, regardless of the modality (in-kind, cash transfers, or voucher transfers), should conform to the transfer value and composition of the MFB.

Furthermore, it provides guidelines for utilizing savings due to favorable exchange rates. FSAC partners are encouraged to provide food assistance to either the same beneficiaries in ongoing programs or entirely new beneficiaries, based on the amount saved. If the savings are not sufficient for 6 rounds/months of food assistance, partners are advised to target highly vulnerable groups within the same location/district with a reduced number of rounds.

The Guidelines also addresses considerations for voucher and cash transfers, including the option to conduct tenders and sign contracts in USD in certain cases. However, it specifies that the price of the MFB and the cash payout amount to beneficiaries should be in Yemeni Rial (YER).

Finally, the Guidelines includes specific instructions regarding the provision of canned beans and emphasizes the importance of providing the best quality commodities available in the local market for voucher transfers.

Doc.8 - FSAC Vulnerability and Targeting Criteria

The FSAC Vulnerability and Targeting Criteria" provides criteria for identifying and targeting vulnerable populations in Yemen for assistance programs conducted by the Yemen Food Security and Agricultural Cluster (FSAC).

The geographic vulnerability and targeting criteria prioritize governorates in IPC phase 4 as high priority and governorates in IPC phase 3 as a priority. In certain activities like emergency food assistance, the target is all severely food insecure populations, regardless of their IPC phase. Additionally, governorates and districts with a high caseload of internally displaced persons (IDPs), districts with a limited presence of FSAC partners or operational activities, and districts with unmet needs/response gaps are also

considered for targeting. Other vulnerability criteria identified by authorities, communities, or relevant stakeholders in specific governorates or districts are also taken into account.

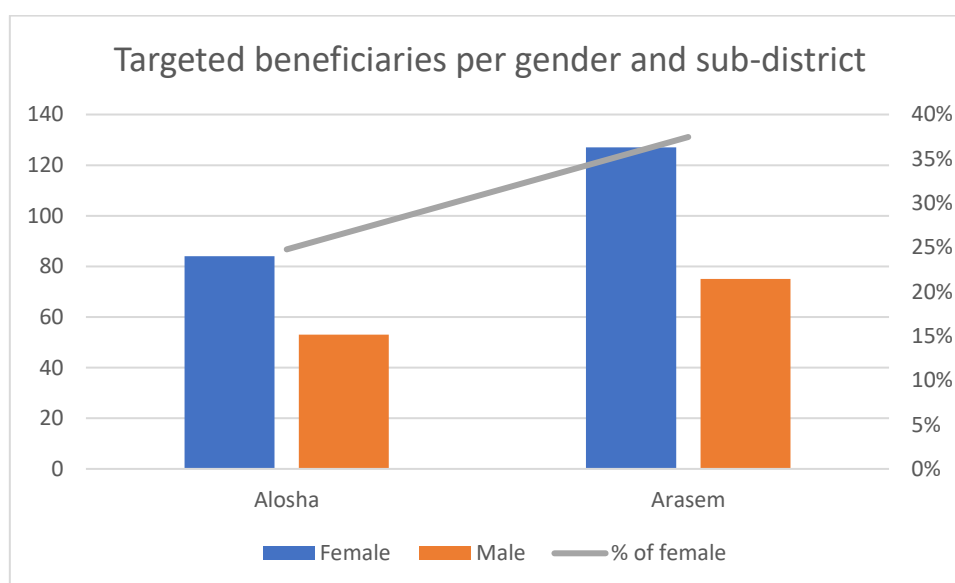
The household vulnerability and targeting criteria include severely food insecure households, vulnerable IDP households (as IDPs have some of the worst food security indicators in the country), vulnerable host households hosting IDPs, households with children under 5 suffering from Severe Acute Malnutrition (SAM) or Moderate Acute Malnutrition (MAM), households with vulnerable members such as pregnant women, lactating women, female-headed households, child-headed households, households without productive assets or reliable sources of income, households headed by elderly or chronically ill members, households headed by physically challenged individuals, vulnerable marginalized communities (e.g., Muhamasheen), households not receiving adequate assistance from other sources, and households meeting other vulnerability criteria identified by the communities.

Doc.9 - Beneficiary selection criteria for each aspect of the project

The list of beneficiaries will be prepared by the Community Committee based on the selection criteria agreed upon by the Food Security and Agriculture Cluster in the past. The criteria for selecting the beneficiaries are as follows: households headed by women who have serious difficulties in securing food; households with malnourished children under 2 years old, especially those with acute malnutrition; households with pregnant or nursing mothers; households with no assets and no means of income security; households with family members suffering from chronic diseases; households with a high percentage of disabled persons in the household. Households with a high percentage of disabled persons in the household, etc. After the selection is finalized, paper ID cards will be prepared and distributed to each beneficiary. After the finalization of the beneficiary list, a pre-beneficiary briefing will be held at a location agreed with the community committee to explain the objectives and activities of the project, the beneficiary selection criteria, and the feedback mechanism.

Doc.10 - Beneficiary database (excel sheets)

Based on the beneficiary database, the project targeted 339 beneficiary households (HHs), including 211 female-headed HHs, representing about 62% of the total number of beneficiaries. The chart below illustrates the targeted beneficiaries per gender and sub-districts:



Sub-District	Gender (Head of HH F/M)	Family Status in comminty	Income_Resource	# of BNFs HHs	Average of Average_of_income
Alosha	Female	Host community	Daily wage	61	60,000
Alosha	Female	Host community	governmental	15	61,253
Alosha	Female	Host community	Other	7	2,571
Alosha	Female	Host community	Retired	1	25,000
Alosha	Male	Host community	Daily wage	35	61,000
Alosha	Male	Host community	governmental	9	60,556
Alosha	Male	Host community	Other	1	40,000
Alosha	Male	Host community	Retired	8	30,500
Arasem	Female	Host community	Daily wage	69	53,536
Arasem	Female	Host community	governmental	46	58,043
Arasem	Female	Host community	Other	4	45,000
Arasem	Female	Host community	Retired	7	48,571
Arasem	Female	IDP / Returnee	Daily wage	1	50,000
Arasem	Male	Host community	Daily wage	37	54,108
Arasem	Male	Host community	governmental	30	57,200
Arasem	Male	Host community	Other	2	30,000
Arasem	Male	Host community	Retired	5	62,000
Arasem	Male	Host community	Working in the private sector	1	35,000
Grand Total				339	55,819



Monitoring & Evaluation
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