Evaluation of Humanitarian Assistance, UNICEF Yemen Country Office, 2016

FINAL REPORT

PART B ANNEXES

Draft January 31, 2017

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LIST OF ANNEXES

ANNEX 1: EVALUATIONS TERMS OF REFERENCE

Evaluation of Humanitarian Assistance

Summary

Purpose: With the overall combined focus on addressing learning needs and accountability, the main objective of the EI-IA is to #use the findings to improve the management of the current emergency response and also to influence future UNICEF responses in any complex emergencies.

Location: Remotely with visits to Yemen depending on feasibility in view of the ensuing conflict
Duration: 2 months
Start Date: 01st May 2015
Reporting to: Chief of PME

Background

The humanitarian situation in Yemen has deteriorated following the escalation of conflict beginning on 26 March, 2015. Civilian infrastructures have been hit during the fighting, including schools, hospitals, airports, power stations, bridges, factories, farmlands and mosques. Power cuts are increasing, communication networks are down, access to banking and cash is intermittent and prices for key commodities are skyrocketing. Across the country, 21.1 million are in need of humanitarian assistance, including 9.9 million children. The security situation in Yemen remains volatile with heavy fighting continuing on the main fronts of the conflict in Marib and Taiz.

Throughout the conflict UNICEF maintained its presence on the ground via its five field offices and, in collaboration with its partners, delivered life-saving services and supplies in line with its Core Commitments to Children in Emergencies. The conflict continues to force families to flee their homes, with 2.5 million Yemenis now internally displaced. UNICEF Level-2 emergency was declared in April, followed by a United Nations System-wide Level-3 emergency in early July. Following the escalation in conflict, UNICEF revised its strategy to reflect the significant change in context and scale-up of its humanitarian response, in line with the revised inter-agency Humanitarian Response Plan.

In 2015, UNICEF ensured that 158,409 children under-five suffering from severe acute malnutrition have been admitted to therapeutic care. The integrated health and nutrition outreach campaigns reached 4,089,794 children with micro-nutrient interventions and 4,685,088 were vaccinated against polio. UNICEF supported local water corporations ensuring access to safe water for 3,761, 851 people. Complementing the above, 885,235 people have been reached with critical information on promotion of positive and life-saving behaviors via outreach activities. At least 1.8 million school-aged children were forced out of schools due to closure of 3,584 schools for over two months during the 2014-2015 school-years. UNICEF supported government partners to reopen schools, provided catch-up classes and school supplies to 373,487 out-of-school children. Since November, 14,500 schools have been reopened, however 1,500 remain closed due to insecurity, leaving over 383,000 children out of school. Acknowledging the psychological distress experienced by children, UNICEF provided psychosocial support to 372,965 children through schools and community facilities. Led by UNICEF, the Country Task Force on Monitoring and Reporting of Grave Child Rights Violations in Armed Conflicts has monitored, verified, and documented 1,074 cases of grave child rights violations. With the suspension of cash transfers by the Government, UNICEF shifted to service delivery in the form of unconditional humanitarian cash transfers to the most vulnerable families. So far, 66,556 individuals have been reached with cash assistance.

Bottlenecks and challenges includes access restrictions due to security, the continuity of hostilities, and multiple/evolving government authorities. In response, a key achievement has been the establishment of a Logistics Hub in Djibouti to consolidate supplies and equipment in a forward location and ensure

uninterrupted transport to different ports of entry into Yemen. As a result, UNICEF has been one of the few agencies to deliver supplies to remote and war zones areas, delivering 3, 026.7 metric tons of emergency supplies since March. In line with the revised Humanitarian Response Plan (HRP), UNICEF's updated 2015 Humanitarian Action for Children (HAC) appeal is US$182.6 million against which US$ 72.3 million is received leaving a 60 per cent funding gap.

Scope

The purpose of the process evaluation of the current Humanitarian Assistance is to learn from the management of UNICEF's response to the crisis in Yemen in the period following the escalation of conflict on 26th March 2015. The Humanitarian Assistance by UNICEF is based on the framework of the Core Commitment for Children (CCC) in Humanitarian Action which details out clear sets of standards and benchmark in both operation and programmes areas. More specifically the current humanitarian assistance in Yemen revolves around the four programmatic areas of Nutrition, Health, WASH and Child Protection with major assistance in the form of supplies supported and facilitated by various operational components. The evaluation is commissioned at this point in time as it is approaching one-year anniversary with likelihood of it to be protracted. As such it is necessary to learn and improve upon the responses and the course of actions being implemented. The main audience of the evaluation will be Internal UNICEF staff at different levels of the organisation and also the donor communities. The findings would be useful in both adjusting the current approach and influencing the future responses to such complex emergencies. The evaluation will focus on the Operational Commitments outlined in the Core Commitment for Children assuming that the overall management and operation of the relief and other humanitarian assistance is crucial for achieving the intended coverage of the affected population. The following operational commitments The CCCs outline specific benchmarks for each commitment of the CCCs will thus be covered as the main framework of the evaluation.

1.   Security
2.   Media and communication
3.   Human resources
4.   Resource mobilization
5.   Finance and management
6.   Information and communication technology

In addition, the cross-cutting Commitments of Rapid Assessment, Monitoring and Evaluation; and the Supply Commitment will also be taken up to assess the reach and appropriateness of programmatic commitments to the extent possible.

In summary, for the purposes of this evaluation the management of UNICEF's humanitarian response is comprised of the following, as defined in the CCCs: (a) operational commitments, (b) Rapid Assessment, Monitoring and Evaluation commitments, and (c) supply commitments.

The evaluation will cover the period of ten months since 26th March 2015 the day the coalition bombing started. It will be an evaluation of the ongoing humanitarian operations and is expected to begin from mid-March 2016. The evaluation thus will be focusing mainly on the processes while at the same time outputs on reach and appropriateness of the Humanitarian Assistance will be covered through appropriate specific evaluation questions. The evaluation will largely be a UNICEF undertaking.

Objective

With the overall combined focus on addressing learning needs and accountability, the main objective of the EHA is to use the findings to improve the management of the current response and also to influence future UNICEF responses in any complex emergencies.

Key Evaluation Questions

Keeping in mind the scope and overall objective, appropriate evaluation questions are framed which would guide in meeting most of the evaluation standards. The overarching evaluation question for the Humanitarian Assistance in Yemen is as follows:

To what extend did the management of UNICEF's humanitarian response in Yemen enable the organization to provide appropriate assistance to the affected population.

Within this overarching question the evaluation will answer the following sub-questions addressing the various evaluation criteria;

1. To what extent did UNICEF meet the operational commitments as defined in the CCC (normative question)
2. To what extent did UNICEF meet the rapid assessment, monitoring and evaluation, commitments as defined in the CCC (normative question)
3. To what extent did UNICEF meet the supply commitments as defined in the CCC (normative question)
4. To what extent was the assistance delivered by UNICEF appropriate to the critical needs of the affected population (addresses the appropriateness criteria)
5. To what extent did UNICEF's assistance reach the most vulnerable segments of the affected population? (addresses who are the most vulnerable and whether they were reached, thus covering the DAC criteria of coverage)
6. To what extend did the management of UNICEF's humanitarian response influence the appropriateness of the assistance? (addresses the DAC Criteria of appropriateness and effectiveness)
7. To what extend did the management of UNICEF's humanitarian response influence UNICEF's ability to reach the most vulnerable? (addresses the DAC Criteria of Effectiveness; Efficiency; Connectedness; Coherence; and Coordination)

Preliminary list of stakeholders

The following are the stakeholders which will either be relevant or have direct or indirect interests to the proposed evaluation.

1. Affected population
2. Yemen CO staff
3. Clusters partners
4. UNICEF Implementing partners
5. Donors
6. Relevant government agencies such as MoPIC
7. UNICEF Headquarters including Copenhagen Supply Dept.
8. UNICEF Regional Office (MENARO)
9. Transporters
10. UNICEF Field Offices in Yemen
11. Media
12. UNDSS

Sources of Information

Though not limited to, the following are some of the possible sources of information.

- Key Informant Interviews
- Third Party monitoring reports
- Weekly Supply Dashboard report by HQ (Copenhagen).   SitReps
- Inter-agency/Cluster reports
- Reports of the Information Management Officers (MOs) contracted through the iMMAP   Field Trip reports
- Programme and sector reviews

Methodology

A mixed method involving desk reviews of all the relevant information sources, qualitative data collection and analysis based on FGDs, Key Informant Interviews, Direct observations and triangulation will be carried out. In evaluating UNICEF Yemen's performance regarding the CCC operational commitments, the following resources may serve as reference:

1. The benchmarks relative to each commitment as defined in the CCCs
2. The performance of comparators to include: (a) UNICEF's humanitarian response in other countries and (b) other humanitarian actors (UN and others) operating in Yemen during the same period.
3. UNICEF's contribution to the benchmarks for the Inter-Agency Standing Committee (IASC) 1.3 response for Yemen
4. Bench mark identified in UNICEF 1.3 Simplified Standard Operating Procedures (SSOPs)

The evaluation team is expected to make a proposition of the methodology as part of the submission process which latter will be detailed and finalized as part of the inception report.

Accountabilities and Responsibilities

The Chief of the PME Section of the Yemen Country Office will assume the overall management responsibilities for the Evaluation. While the Evaluation Team will be responsible to implement the evaluation based on the approved scope and schedule to be detailed out in the inception report. To ensure quality and technical robustness of the evaluation a Technical Reference Group will be instituted with appropriate representation of relevant stakeholders including the Ministry of Planning and International Cooperation (MoPIC). The concerned sections of UNICEF Regional Office and Headquarters will be engaged in the technical review of the process and the outputs at different stages of the evaluation. The PME in collaboration with the Evaluation team will also detail out the dissemination plan for utilisation of the evaluation.

The Evaluation team will be responsible for its own logistical arrangement. However, PME section in coordination with other relevant agencies will facilitate field visits and other similar missions as needed.

Deliverables/Payment schedules

The following are the outputs that will be delivered by the evaluation team.

- Inception report detailing methodology and work plan with clear timeframe

- Consultations/Workshops with relevant stakeholders to agree on approach and subsequently to validate the findings and recommendations and dissemination.

- Draft Report

- Final Report with no more than 45 pages with a standalone executive summary in English.

The payment of the evaluation fees will be arranged as below;

- 20% payment on finalization of the Inception Report

- 50% payment on submission of the Draft Evaluation Report Final 30% payment on submission of the final report.

Schedule/Timeline

Task Activity   Timeframe in days

1. Submission of Inception Report 7
2. Commission/implementation of Evaluation   20
3. First Draft Report   2
4. Incorporation of comments and revision of the report   5
5. Submission of second draft   2
6. Stakeholder consultation   1
7. Finalization of the report 3

TOTAL   40

Risks

The security requirements and the related limitations would impact the smooth implementation of the evaluation. The mobility and access for the evaluation team especially if it involves external firm or individuals would be restricted if field/site visits are required. As such the option of remote evaluation with the support of local Yemini team members might be a relevant option. The availability of local capacity in Evaluation is very limited and hence may hinder the undertaking if there is heavy reliance on local resources.

Skills and experiences required

Team Leader:

o   Strong experience of humanitarian evaluation using a range of methods
o   Excellent writing and conversant skills in either English or Arabic
o   Strong leadership and management skills (strong remote management)
o   Extensive experience in Yemen or similar complex emergency and region will be an asset
o   Advance degree in Evaluation, Social science or related filed

Team members:

o   Experience of evaluating Humanitarian interventions with strong skills in the operations/Programme management including supply
o   Good understanding of UNICEF mandates and procedures o Strong Arabic and English language skills

- o Ability to analyze qualitative data (this requirement may be met by a team member who does not travel) and GIS mapping
- o Advance degree in Evaluation, Social science or related filed
- o Ability to travel to hardship locations or project/programme sites

SPECIAL NOTES

INSTRUCTIONS TO VENDORS

A. INTRODUCTION

1.0 UNICEF, the United Nations Children's Fund, an international, inter-governmental organization established by the General Assembly of the United Nations by resolution No. 57(1) of 11 December, 1946 as a subsidiary organ of the United Nations, having its headquarters in New York, with offices in over 160 countries spanning 260 locations.

2.0 UNICEF works with governments, civil society organizations, and other organizations around the world to advance children's rights to survival, protection, health, development and participation and is guided by the Convention on the Rights of the Child.

1.0 PURPOSE OF THE RFPS

With the overall combined focus on addressing learning needs and accountability, the main objective of the EI-IA is to #use the findings to improve the management of the current emergency response and also to influence future UNICEF responses in any complex emergencies.

2.0 CONTRACTUAL PROCESS

The tentative schedule of the contractual process is as follows:

1) Briefing Session Pre-bid briefing has been done at UNICEF conference room at 1600 hours Sana'a local time (GMT+3), on 03 April 2016
2) Technical and financial proposals should be received no later than 10:00 am, 10 April 2016
3) Bid Opening to be carried out on 10 April 2016 at 11:00 am
4) Technical evaluation to be completed by 1 1 April 2016
5) Financial evaluation to be completed by 13 April 2016
6) Anticipated Contract Award Date: 01 May 2016

3.0 PROCEDURES AND RULES

3.1 Confirmation of the receipt of the RFPS: Proposers are requested to confirm the receipt of this Request for Proposal for Services to the sender's email, with Cc's to:

Htay Htay Aung [haung@unicef.org];
Waleed Ghadban [wghadban@unicef.org];
Hanna Radman [hradman@unicef.org];
Mohammad Arrajihi [marrajihi@unicef.org].

In your correspondence, please give the full contact name, title, address, telephone, fax number email address and Skype address of the individual responsible for handling this RFPS in your firm.

3.2 Intention to Bid: Proposers are requested to indicate whether or not your firm intends to submit a proposal and if not, indicate the reasons why your firm will not bid. Proposers are requested to confirm no

later than 10 April 2016 their intention to submit their proposal, by replying by email to marrajihi@unicef.org; with Cc's to: haung@unicef.org; wghadban@unicef.org; hradman@unicef.org.

3.3 IF THIS REQUEST WAS DELIVERED TO THE WRONG ADDRESS, we request that it be promptly re-directed to the person responsible for this field of activity within your institution. We apologize for any inconvenience.

4.0 RFPS CHANGE POLICY

4.1 All requests for changes or alterations to the Request for Proposal for Services or requests for clarifications must be submitted in writing by fax or e-mail to Mohammad Arrajihi, email address: marrajihi@unicef.org. Information provided verbally will not be considered a fundamental change and will not alter this RFPS.

4.2 Any request for information/clarification regarding the specifications should be submitted via e-mail to Mohammad Arrajihi, email address: marrajihi@unicef.org not later than 05 April 2016. Inquiries received after that deadline cannot be guaranteed any response. Only written inquiries will receive an answer.

Please be informed that if the question is of common interest, the answer will be shared with all potential proposers.

4.3 All changes to a Proposal must be received prior to the closing time and date. It must be clearly indicated that it is a modification and supersedes the earlier Proposal, or state the changes from the original Proposal.

4.4 Proposals may be withdrawn in writing by e-mail prior to the opening time and date. Negligence on the part of the proposer confers no right for the withdrawal of the Proposal after it has been opened.

5.0 RFPS RESPONSE FORMAT

5.1 Marking and Returning Proposals

Full original proposals duly signed and dated should be submitted in ENGLISH and must be received no later than 10 April 2016 by 1000 hours original hard copies. Proposers must submit a sealed proposal, ensuring separate envelopes for the Technical Proposal and the Price Proposal. The Price Proposal must be submitted in a sealed envelope separate from the rest of the proposal. Prices or rates shall not appear in any other part of the proposal.

5.2 SEALED PROPOSALS must be securely closed in the Proposal Envelope, clearly MARKED on the outside with the PROPOSAL NUMBER: 'LRPS-2016-9124002' and dispatched to arrive at the UNICEF office indicated NO LATER THAN the CLOSING TIME AND DATE stated above and on the front of the RFPS. Sealed proposals should be sent to UNICEF, Supply and Logistics Section. Proposals received in any other manner will be INVALIDATED.

5.3 The Proposal Envelope must contain two separate sealed envelopes, one containing the Price Proposal and one containing the Technical Proposal. Each of the two must be clearly marked with the Proposal Number and Type, i.e. either Technical Proposal or Price Proposal. Proposals received in any other manner will be INVALIDATED.

5.4 In the sealed envelope named 'LRPS-2016-9124002' - "Technical Proposal"

5.5 In the sealed envelope named 'I-RRS-2016-9124002' - "Price Proposal.

5.6. Proposals must be signed by an authorized representative of the proposer's company.

5.7 All references to descriptive materials should be included in the appropriate response paragraph, though the material/documents themselves may be provided as annexes to the proposal/response.

5.8. The proposer must provide sufficient information in the proposal to address each area of the Proposal Evaluation mentioned under the clause 7 to allow the evaluation team to make a fair assessment of the proposers and their proposals.

5.9 Offers delivered at a different address or in a different form than prescribed in this RFPS, or which do not respect the required confidentiality, or received after the designated time and date, will be rejected.

5.10 UNICEF will accept no responsibility for the premature opening of a Proposal which is not properly identified.

5.11. It is recommended that proposals be either hand-delivered to UNICEF Supply and Logistics Section or be sent via courier/messenger service to ensure timely arrival as the mail may be delayed due to security checks.

6.0 CONFIDENTIAL INFORMATION

6.1 Information which the Proposer considers confidential or proprietary must be marked clearly as such next to the relevant part of the text, and UNICEF will then treat such information in confidence.

7.0 RIGHTS OF UNICEF

7.1 UNICEF reserves the right to INVALIDATE any Proposal for reasons mentioned above, or, unless otherwise specified by UNICEF or by the Proposer, to accept any item in the Proposal.

7.2 UNICEF reserves the right to INVALIDATE any Proposal received from a Proposer who, in the opinion of UNICEF, is not in a position to perform the contract.

7.3 UNICEF also reserves the right to negotiate with the Proposer(s) who have submitted the most responsive evaluated proposals.

7.4 UNICEF shall not be held responsible for any cost incurred by the Proposer in preparing the response to this Request for Proposal for Services. This RFPS, along with any inquiries and responses thereto, and the proposals shall be considered the property of UNICEF and the proposals will not be returned to their originators.

8.0 PROPOSAL OPENING

8.1 Offers will be opened at 1100 hours on 10 April 2016

8.2. Due to the nature of this RFPS, there will be no public opening of proposals.

9.0 INFORMATION IN THE PROPOSAL

9.1 The proposer must provide sufficient information in the proposal to demonstrate compliance with the requirements set out in each section of this Request for Proposal for Services and the attached Terms of Reference. The proposal shall be composed of separate technical and financial proposals and shall adhere to the following:

9.1.1 It is MANDATORY that the company's proposal numbering system corresponds with the numbering system used in the body of this RFPS. All references to descriptive material and brochures should be included in the appropriate response paragraph, though the material/documents themselves may be provided as annexes to the proposal/response.

9.12 Categories of information that are considered a mandatory requirement of this RFPS are outlined in the attached Terms of Reference.

9.1.3 The proposer must also provide sufficient information in the proposal to address each area of the items in the mandatory requirements to ensure the evaluation team can make a fair assessment of the company based only on its proposal.

10.0 COMMERCIAL/PRICE PROPOSAL

10.1 The following commercial criteria must be outlined in the commercial proposal:

- Currency:
    - Price Schedule - It should be noted that UNICEF will not make advance payment. Payment will be made only upon UNICEF#s acceptance of the work performed in accordance with the contractual milestones. The terms of payment are Net 30 days, after receipt of invoice and acceptance of work. Payment will be effected by bank transfer in the currency of billing. Financial proposals should include proposed stage payments.

10.2 UNICEF reserves the right to:

- Contact any or all references supplied by the proposer

- Request additional supporting or supplementary data (from the proposers)

- Arrange interviews with the proposed Project Team/Consultants

- Reject any or all proposals submitted

- Accept any proposals in whole or in part

- Enter into negotiations with the selected supplier

- Award contracts to more than one proposer for portions of the Terms of Reference defined herein

1 1.0 PROPOSAL EVALUATION PROCESS AND METHOD

11.1 UNICEF will set up an evaluation/selection team composed of technical and contracting representatives. Following the submission of the proposals, an evaluation will be conducted to assess the merits of each proposal. The evaluation will be restricted exclusively to the contents of the proposal, references and corporate financial health.

11.2 Each response will first be evaluated by UNICEF for compliance with the mandatory requirements of this RFPS. Mandatory requirements are indicated throughout this RFPS by the words "mandatory", "shall", "must", or "will" in regard to obligations on the part of the proposer. Responses deemed not to meet all of the mandatory requirements will be considered non-compliant and rejected at this stage without further consideration.

11 .3 Failure to comply with any of the terms and conditions contained in this RFPS, including the provision of all required information, may result in a proposal being disqualified from further consideration.

11.4 At the next stage, the responses which comply with the stated mandatory criteria will be evaluated in accordance with the technical evaluation criteria as outlined in this Terms of Reference and according to the relative weighting that UNICEF ascribes to each criterion.

11.5 For the proposal to be considered technically compliant, the proposer must achieve a minimum score of [50 points]. Proposals not meeting this minimum score will be considered technically non-complaint and will be given no further consideration.

11.6 Technical reviews may also include site visits, oral presentations and demonstrations, and checking of references.

11.7 Only at this stage will price be considered. The price/cost of each of the technically compliant proposals will be considered using the same methodology. The proposers should ensure that all pricing information is provided in accordance with the TOR.

11.8 At this point, the most favorable proposals will be selected for short-listing. The proposers on the short list may be given the opportunity to give UNICEF an oral presentation in order to be asked detailed questions for clarification of their proposals.

11.9 Finally, the overall score for each of the proposals is calculated based on a ratio of 70% 30%] between the technical and commercial proposal.

Maximum Points

Technical Proposal Score   70 points
Price Proposal Score   30 points
Overall Proposal Score 100 points

UNICEF will award the contract to the vendor whose response is of high quality, clear and meets the projects goals, including:

The price/cost of each of the technically compliant proposals shall be considered only upon evaluation of the above technical criteria. The bidders should ensure that all pricing information is provided in accordance with the following:

Invoicing will be in the currency of the proposal. The bidder will suggest a payment schedule for the Contract, linked to unambiguous Contract milestones. All prices/rates quoted must be exclusive of all taxes as UNICEF is a tax-exempt organization.

12.0 PERFORMANCE

The resulting contract will define all applicable authorities related to this engagement. UNICEF will, together with the selected contractor(s), determine the criteria for fulfillment of the contract.

12.0 PROPERTY OF UNICEF

This Request for Proposal for Services, inquiries and answers and the Proposals are considered the property of UNICEF. All materials submitted in response to this Request shall remain with UNICEF.

13.0 MOST FAVOURED PRICING

13.1 The rates quoted by the successful proposer shall be locked in for the duration of the resulting Institutional/ Corporate Contracts. However, if at any time during the validity period of any resulting Institutional/ Corporate Contracts, the successful proposer offers to provide services as defined herein at a price/rate lower than the price/rate(s) effective under the Institutional/Corporate Contracts to any 3rd party, the supplier shall thereafter offer the same price/rate(s) to UNICEF under the Institutional/ Corporate Contracts.

13.2 The successful proposer is obligated to advise UNICEF, without any delay, in the event that any lower pricing/rate (s) is offered to any 3rd party.

13.3 In the event that the successful proposer fails to notify UNICEF and reduce its price(s) accordingly, UNICEF reserves the right to, with immediate effect, terminate the Institutional/ Corporate Contracts.

13.4 Proposers are requested to provide prices in YER or USD. Failure to quote in YER or USD will invalidate the proposer.

13.5 Proposers are requested to confirm any discounts applicable to their proposals.

13.6 Proposers are requested to confirm any further discounts available for payment before UNICEF standard payment terms i.e. net 30 days.

14.0 VALIDITY OF PROPOSALS

14.1 Proposals should be valid for a period of not less than 60 days after proposal opening, unless otherwise specified in the Specific Terms and Conditions. Proposers are requested to indicate the validity period of their proposal, as UNICEF may issue contracts against the most responsive evaluated proposal if requests for identical services are received from our offices/divisions during the proposal validity period. UNICEF may also request the validity period to be extended.

15.0 UNICEF GENERAL TERMS AND CONDITIONS FOR INSTITUTIONAL/ CORPORATE CONTRACTS

15.1 The UNICEF General Terms and Conditions for Institutional/Corporate Contracts included in this RFPS will form part of any resulting contract.

16.0 FULL RIGHT TO USE AND SELL

16.1 The proposer warrants that it has not and shall not enter into any agreement or arrangement that restrains or restricts UNICEF rights to use, sell, dispose of or, otherwise, deal with any item that may be acquired under any resulting Contract.

17.0 REFERENCES

17.1 The proposer is requested to provide the name of at least three (3) clients to whom it provides similar services. UNICEF reserves the right to contact these references, without notifying the proposer.

18.0 PROPOSER'S REPRESENTATIONS

18.1 The proposer represents and warrants that it has the personnel, experience, qualifications, facilities, financial resources and all other skills and resources to perform his or her obligations under any resulting Contract.

19.0 ERROR IN PROPOSAL

19.1 Proposers are expected to examine all Schedules and all Instructions pertaining to the work or Proposal. Failure to do so will be at proposers own risk. In case of errors in the extension price, unit price shall govern.

20.0 AWARD / ADJUDICATION OF PROPOSALS

20.1 The Institutional/Corporate Contract (s) for Services will be awarded to the Proposer offering the most responsive evaluated proposal and whose services are commercially, technically acceptable, and

whose Proposal is in compliance with all Instructions, Specific Terms and Conditions, Special Notes and General Terms and Conditions contained in the RFPS, providing the Proposal is reasonable and it is in the interest of UNICEF to accept it.

20.2 UNICEF reserves the right to make multiple arrangements for any item(s)/services where, in the opinion of UNICEF, the most responsive evaluated Proposer cannot fully meet the requirements or if it is deemed to be in UNICEF's best interest to do so. Any arrangement under this condition will be made on the basis of the most responsive, second most responsive and third most responsive, etc. evaluated proposal which meets all the requirements stated in the RFPS document.

20.3 In case of an award, Proposers who have not previously received Institutional/ Corporate Contracts from UNICEF may receive an Institutional/Corporate Contract for a limited service / period until satisfactory performance is established.

21.0 SUPPLIER REGISTRATION

21.1 Proposers are required to register with UNICEF before an award can be made. If you have not already done so, please register via the UNGM website: http://www.ungm.org and follow the instructions.

D. GENERAL PROVISIONS

1.0 GENERAL SERVICES ADMINISTRATION (GSA) FOR USA VENDORS ONLY

In the event that the Contractor offers a lower price to the General Services Administration (GSA) of the federal government of the United States of America for similar services, UNICEF shall be entitled to same lower price. The attached UNICEF General Terms and Conditions for Institutional/Corporate Contracts shall have precedence.

2.0 CONTRACTUAL ARRANGEMENTS WITH UNITED NATIONS AND/OR AGENCIES

2.1 UNICEF is entitled to receive the same pricing offered in contracts with the United Nations and/or its Agencies. The attached UNICEF General Terms and Conditions for Institutional/Corporate Contracts shall have precedence.

3.0 MOST FAVOURED CUSTOMER PRICE/RATE CERTIFICATION

3.1 By submitting an offer the proposers certify that UNICEF, for Contracts resulting from this Request for Proposal for Services, is not being charged more than other clients for similar services and similar quantities and within similar circumstances.

4.0 LIQUIDATED DAMAGES

4.1 For late delivery of items/services or for items/services which do not meet UNICEF's specifications/requirements and are therefore rejected by UNICEF, UNICEF shall be entitled to claim liquidated damages from the successful proposer, and deduct 0.5% of the value of the items/services pursuant to an Institutional/Corporate Contract, per additional day of delay, up to a maximum of 10% of the value of the Institutional/Corporate Contract. The payment or deduction of such liquidated damages shall not relieve the successful proposer from any of its other obligations or liabilities pursuant to any Institutional/Corporate Contract.

5.0 ORDER OF PRECEDENCE

5.1 The UNICEF General Terms and Conditions for Institutional/Corporate Contracts to this RFPS shall apply to any resulting LTAS and/or Institutional/Corporate Contracts. In the case of any inconsistencies, the following order of precedence shall prevail:

(a) UNICEF General Terms and Conditions for Institutional/Corporate Contracts; (b) LTAS/institutional/Corporate Contract.

6.0 UNETHICAL BEHAVIOUR

6.1 UNICEF strictly enforces a policy of zero tolerance concerning unethical, unprofessional or fraudulent acts of UNICEF suppliers / contractors. Accordingly, any registered company that is found to have undertaken unethical, unprofessional or fraudulent activities will be suspended or forbidden from continuing business relations with UNICEF.

7.0 CORRUPT AND FRAUDULENT PRACTICES

7.1 UNICEF requires that all suppliers / contractors associated with this Institutional/Corporate Contract observe the highest standard of ethics during procurement and execution of the work.

In pursuance of this policy UNICEF

(a) Defines for the purpose of this provision the terms set forth as follows:

(i)   'corrupt practice' means the offering, giving, receiving or soliciting of anything of value to influence the action of a public official in the procurement process or in the execution of a contract, and

(ii)   'fraudulent practice' means a misrepresentation of facts in order to influence a procurement process or the execution of a contract to the detriment of the client, and includes collusive practice among proposers (prior to or after bid submission) designed to establish bid prices at artificial non-competitive levels and to deprive the client of the benefits of free and open competition;

(b)   Will reject a proposal for award if it determines that the selected supplier / contractor has engaged in any corrupt or fraudulent practices in competing for the contract in question;

(c)   Will declare a supplier / contractor ineligible, either indefinitely or for a stated period of time, to be awarded a UNICEF-financed contract if at any time it determines that it has engaged in any corrupt or fraudulent practices in competing for, or in executing a UNICEF-financed contract.

8.0 GUIDELINES ON GIFTS AND HOSPITALITY

8.1 Suppliers / contractors shall not offer gifts or hospitality to UNICEF staff members. Recreational trips to sporting or cultural events, theme parks or offers of holidays, transportation, or invitations to extravagant lunches or dinners are also prohibited.

9.0 POST-EMPLOYMENT RESTRICTIONS

9.1 The United Nations (UN) has established restrictions on employment of (former) UN staff who have been involved in the procurement process as per bulletin ST/SGB/2006/15.

9.2 For a period of one year following separation from service, former staff members who have participated in the procurement process for the UN before separation of the service are prohibited from seeking or accepting employment with, or otherwise accepting any form of compensation or financial benefit from, any UN contractor or vendor of goods and services, regardless of location, which conducts business with the UN or seeks to do so and with whom such staff members have been personally involved in the procurement process during the last three years of service with the UN.

9.3 For a period of two years following separation from service, former staff members who have participated in the procurement process for the UN before separation of the service are prohibited from knowingly communicating with, or appearing before, any staff member or unit of the UN on behalf of any

third party on any particular matters that were under their official responsibility relating to the procurement process during the last three years of their service with the UN.

9.4 The United Nations respectfully requests all contractors and vendors to adhere to these regulations. Any UN contractor or vendor who offers employment, hires or otherwise compensates staff members in violation of the provisions of the bulletin may be subject to having its registration as a qualified vendor with the UN barred, suspended or terminated, in accordance with UN procurement policies and procedures.

10.0 DISCLOSURE OF SANCTIONS OR TEMPORARY SUSPENSION

10.1 Only suppliers found to be responsible or conditionally responsible are eligible to be awarded UNICEF contracts and/or to bid on UNICEF solicitations. To be deemed a responsible supplier with whom UNICEF will conduct business, a supplier should not be suspended, debarred, or otherwise identified as ineligible by any organization within the World Bank Group or any other International or UN Organization. Suppliers are therefore required to disclose to UNICEF whether they are subject to any sanction or temporary suspension imposed by the World Bank Group or any other International or UN Organization

ANNEX 2: TEAM COMPOSITION, RESPONSIBILITIES

Core Team	Member	Role / Function
International Evaluation Expert (Team Lead/M&E Expert)	Nadeem Haider	Evaluation design, oversight, quality assurance, reporting and representation with UNICEF.
Associate Consultant	Zulfiqar Rao	To participate/lead the data collection phase (interviews), documentation/transcription, contribute to analysis and lead evaluation report writing.
Evaluation Coordinator	Arsalan Kashfi	Contribute to evaluation design, coordination with stakeholders, administrative and financial management, data analysis and reporting.
Humanitarian Operations Advisor/Associate Consultant	Umair Hassan	To participate in the interviews with key team members, contribute to analysis and review final report.
Research Associate	Noor Gillani	Assist in literature review and reporting.
Research Associate	Rashad Ishaq	Assist the senior evaluators in literature review, data validation, comparative analysis and in reporting.
Research Associate/Female National Evaluator	Inar Abdul Gabar	Data Collector for Community Leaders Yemen. Assist in literature review and reporting

ANNEX 3: EVALUATION MATRIX

The evaluation matrix is drawn from the evaluation TORs. The matrix carries evaluation main question broken down into sub-questions, which the evaluation shall address. For each sub-question the matrix enlists corresponding judgment criteria, possible/potential information sources and methods/tools that are to be applied to gather the information and address evaluation questions. The evaluation matrix informs the development of evaluation tools.

Evaluation Main Question: To what extent did the management of UNICEF's humanitarian response in Yemen enable the organization to provide appropriate assistance to the affected population?		
Sub Questions	**Judgment Criteria /How Judgment Formed**	**Expected Sources & Methods**
To what extent did UNICEF meet the operational commitments (security, media and communication, human resources, resource mobilization, finance and administration, and information and communication technology) as defined in the Core Commitments for Children in Humanitarian Action (CCCs), and factors that either enabled and/or impeded CCC compliance?	1. Triangulated assessment of level of compliance to CCC operational commitments and benchmarks. 2. Triangulated evidence of factors either enabled and/or impeded achievement of the operations specific CCCs	Review of UNICEF and YCO Operations (six units) standards, guidelines, and reports Review of relevant external documents/reports Interviews with UNICEF relevant operations staff, programme team, Head of Field Offices, regional operations team (optional), YCO Senior Management
To what extent did UNICEF meet the rapid assessment, monitoring and evaluation (PME) commitments as defined in the CCC and factors that either enabled and/or impeded compliance contributed to this?	1. Triangulated assessment of level of compliance to CCC rapid assessment, monitoring and evaluation commitments and benchmarks 2. Triangulated evidence of factors either enabled and/or impeded achievement of PME specific CCCs	Review of UNICEF and YCO PME (including Humanitarian Performance Monitoring) plans, standards and reports Review of external humanitarian documents/reports Interviews with UNICEFYCO PME, regional team (optional)
To what extent did UNICEF meet the supply (and logistics) commitments stipulated in the CCCs, and factors that either enabled and/or impeded compliance?	1. Triangulated assessment of level of compliance in supply (and logistics) commitments and benchmarks 2. Triangulated evidence of factors either enabled and/or impeded achievement of supply (and logistics) specific CCCs	Review of UNICEF and YCO supply (and logistics) plans, standards and reports Review of external humanitarian documents/reports Interviews with UNICEF supplies, regional/HQ supplies, programme, team and YCO senior management

To what extent was the assistance delivered by UNICEF appropriate to the critical needs of affected population?	Triangulated evidence of UNICEF assistance matched the priority needs (on affected population) and local context (cultural)	Review of need assessment reports post March 2015 (internal and external) Interviews with UNICEF programme team, implementing partners, government partners, and community leaders/representatives
To what extent did UNICEF's assistance reach the most vulnerable segments of the affected population?	Triangulated evidence of UNICEF identifying, prioritizing and delivering assistance to groups facing life-threatening situation.	Review of need assessment reports post March 2015 (internal and external) Review of internal documentation as to prioritization of groups (vulnerable) for assistance Interviews with UNICEF programme team, implementing partners, government partners, and community leaders/representatives
To what extent did the management of UNICEF's humanitarian response influence the appropriateness of the assistance?	Evidences and assessment of CCC standards compliance in six operational and two cross cutting units and their consequent influence on appropriateness of assistance in relation to priority needs and the context.	Review of compliance assessment results to build correlation with appropriateness of response Interviews and humanitarian response documents
To what extent did the management of UNICEF's humanitarian response influence UNICEF's ability to reach the most vulnerable?	Evidences and assessment of CCC standards compliance in six operational and two cross cutting units and their consequent influence on UNICEF' ability to reach, identify, prioritize and provide assistance to groups facing life-threatening situation.	Review of compliance assessment results to build correlation with coverage of response Interviews and humanitarian response documents

ANNEX 4: EHA-CCCS COMPLIANCE ASSESSMENT FRAMEWORK

The EHA Yemen is essentially a qualitative assessment into the process with reference to compliance of the stated corporate CCC standards for UNICEF YCO's six operational units beside two other units of PME and Supplies. There are three other elements too i.e. of appropriateness, coverage, and influence of the management, which will be explored in the overall evaluation but those aren't to be examined through the CCC's compliance assessment framework.
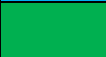
The assessment of the extent of compliance of any CCC standard/action is to be based on adherence to following three conditions. This has to be explored through information from KIIs and review of literature made available from UNICEF:

Performance/Implementation: This relates to assessment of whether the prescribed (normative) action was/is performed (either at preparedness or response level). The assessment however excludes any judgment on timeliness, quality and comprehensiveness

Documented/Evidence: This relates to if the action is/was duly documented (as per given standards or otherwise) and assessment to be drawn if evidence is shared with/seen by the assessors. It could include plan, report, notification, memo, minutes, executive email and others.

Contributions/Achievement of Results: This criteria element relates to if or to what extent did the implementation of a prescribed/normative action facilitated in either achieving or contributing to the intended result (of individual or collective actions)
However, any CCC standard/action will be ranked against a four-point scale as:

	Situation	Rank	Sign
A	When all three conditions found adhered to and the stated/intended result fully achieved	Compliant	
B	When any two of the three conditions existed and the stated/intended result largely achieved	Mostly Compliant	
C	When two of the three conditions existed but the stated/intended result could hardly be achieved	Partially Compliant	
D	When hardly any or only one of the three conditions existed without achieving its stated/intended result	Non-Compliant	

The status of assessment for all individual standards/actions will be supported be narrative description and feed into analysis and formation of an overall opinion for the CCCs set for any operational unit. This then will also help in formulating possible recommendations for relevant units.

The Framework will be used for all six operational and two cross-cutting units to come up with a cumulative judgment, lessons learnt and way forward in the context of this evaluation as whole.

ANNEX 5: ANALYSIS MATRIX (COMPLIANCE WITH CCCS STANDARDS)

Unit: Media & Communications

S #	CCCs Standard/Action	Key Findings	Assessment on Compliance
P.1	Ensure that a communication strategy is part of preparedness planning.	>Preparedness Plan not shared but an EWEA existed >Media & Communications (M&C) Strategy 2013-14 existed to inform BCP. A Communications & Advocacy Approach was developed in May 2015	Mostly Compliant
P.2	Identify surge capacity needs in the areas of information and communication and in report writing.	>Surge capacity at international was identified (doc not available) however deployment was limited for long processing time at Global HR, restricted # of visa quota, and security situation. >Identification of national level surge capacity needs isn't available. However, LTAs with Media and Communications vendors helped instead of hiring SSAs	Partially Compliant
P.3	Maintain a list of staff members with appropriate language skills who are authorized to speak with the media in an emergency, as well as a list of media contacts and UNICEF emergency focal points.	>The list of Staff with appropriate language skills is identified in C&A Plan. >List of media contacts could not be traced but was there as per info from respondents.	Compliant
P.4	In collaboration with Supply and Logistics, ensure availability of basic communication equipment and visibility items, such as satellite phones, video cameras, cameras, posters and banners.	> M&C related procurement has been reported hassle free. >As no courier services worked; movement and placement of equipment, camera, and other equipment from outside was cumbersome.	Mostly Compliant
P.5	Ensure availability of template statements, key messages, fact sheets and country profiles on issues related to children and women, which can be immediately updated and used in an emergency.	>C&A plan provides for templates on key messaging, fact sheets, media statements, and sitreps. >Review of the available docs confirms the info was updated regularly.	Compliant
P.6	Ensure that contracts for essential media and communications services are pre-established.	>As per respondents LTAs mechanism was there for photographers, videographers, producers, and other media/communications related vendors. >Vendors were oriented through training sessions. Network with journalist was developed and updated. (But as the war broke 70% of these resources fled)	Compliant
R.1	Within 24 hours, disseminate information to the media, the public and national committees to immediately raise awareness of the urgent needs of children and women.	>The UNICEF rep was quoted in international media on the looming crisis on March 27, 2015. (give URL) >For intense aerial bombing and consequent evacuation of YCO CMT within 36 hours, bulk of work started after 48 hours.	Partially Compliant
R.2	During the first week, produce daily	>Daily and weekly media interactions for key	Mostly

	updates, key messages and Q&As for internal circulation, as well as regular communication materials for an external audience.	messaging through innovative use of WhatsApp, verified in i/v with a journalist. >Yet the bureaucracy within UNICEF led to cause delay in timely media statements on incidence of grave CP violations	Compliant
R.3	Ensure that communication material is in line with UN guidelines and that it complements the overall message of the UN country team and HCT.	>Respondents info web-based search of docs confirm the media work and press relations were done in tandem with & advice from UNIC led UNCG under HC Yemen	Compliant
R.4	In situations of grave child rights violations and/or crisis, consult within 24 hours with RO and HQ on ways of advocating for the respect and protection of children's rights, and inform the UN country team or HCT. The in-country risk management analysis should inform communication. If necessary, support partners in advocacy.	>C&A Plan describe the protocol to act on the grave violations. Supported with MRM, it was followed, developed and implemented with support from CD, RO, and HQ. This was used for children killed in bombing by Saudis and recruitments by Houthis. >Advocacy from lower to highest diplomatic level witnessed; e.g. YCO team met Houthis, RO Chief and ExecDir UNICEF met with KSA authorities and King Salman Centre to sensitize on grave CP concerns. (it was tricky given KSA funded UNICEF) >In-country Security Risk Matrix for the time around Mar 2015 not shared >However, BCP as updated in Aug 2015 hints at risks analysis concretely informing media and comms along with other ops units. (red lines drawn in C&A)	Mostly Compliant
R.5	While media attention is at its peak, provide updates on child-related issues and on the humanitarian response to the national committees, media and public. Use interviews, human interest stories, briefings, photographs and video footage, highlighting voices of children and youth.	>Review of docs available, web-based searches and interviews with UNICEF media person and a random journalist indicate regular contacts with media on child rights issues and UNICEF response and advocacy. >UNICEF did 22 press statements most of them on CP killing, maiming, abductions, recruitment. 250 interviews for different international and national media by UNICEF teams in six languages. Produced 25-30 human interest videos	Compliant
R.6	During field visits, ensure that UNICEF-branded material is visible.	>Abundantly verified from documents available, media coverage and info form respondents.	Mostly Compliant
R.7	Identify and transmit to Supply and Logistics.	>It was done routinely and found hassle free in the light of info from documents and interviews. >Only problem was delays in terms of import and transportation to the field areas.	Mostly Compliant

Unit: Security

S#	Standard/Action	Key Findings	Assessment on Compliance
P.1	Ensure that an assessment is undertaken of all the relevant security risks associated with the humanitarian response plan.	>Security Risks Assessment (SRA) for the 6 security regions regularly conducted and approved by the UNDSS and DO Yemen. >The risk assessments cover armed conflicts, terrorism, civil unrest, crimes and hazards. >BCP from Dec 2014 updated in Aug 2015 adequately covers it.	Compliant
P.2	Examine UN Security Risk Assessment for implications to humanitarian programmes, and establish and maintain a UNICEF security plan (as an annex/compliment to the UN security plan) linked to the UN humanitarian response plan.	>Country security plan December, 2014 and country security plan 2015 shared. However, it was not annexed/linked with UN HRP document. >BCP includes Risk Vulnerability Analysis based on UN Security Risk assessment and UN Security plan. >According to EWEA UNICEF monitors and reviews gaps with MOSS 'compliance' both at the Country Office (CO) and Field Office (FO) level.	Mostly Compliant
P.3	Maintain and sustain UNICEF's security plan by, inter alia, securing financial resources, training staff (including testing key aspects of security plan), procuring equipment related to Minimum Operational Security Standards (MOSS), meeting MOSS-related office requirements, and establishing MOSS-related procedures.	>The unit was provided with sufficient funds $700K to make UNICEF operations safe and secure. >Mandatory BSITF, ASTIF & SSAFE training by staff complied. All UN drivers operating in Yemen has to be AV trained. (MOSS 2015) >All UNICEF premises maintained MOSS compliance and with warden system and communication tree.	Compliant
P.4	Link mitigation aspects- those aimed to mitigate the impact of event- of the security plan with business continuity plans, and evaluate the effectiveness of day-to-day security measures and the key aspects of the security plan in order to manage the risk to staff and assets.	>BCP includes mitigation strategies as appropriate that will first ensure staff safety and wellbeing. Mitigation strategy implementation matrix covered in BCP >Warden system functions in support of UNSMS functions (routine and case specific checks undertaken).	Compliant
R.1	Implement security plan immediately, including establishing the location of all staff members, and review, with DSS, the effectiveness of security measures.	>GPS coordinates maintained in Google Earth mapping for all office locations and Staff residences. Regularly updated and shared with UNDSS HQ NY as well as with OCHA De-confliction team in KSA. >SMT, ASMT met as per UNDSS policy requirements, or more frequently as decided in SMT	Compliant
R.2	Ensure all staff, programmes and offices have proper MOSS-related equipment, and	>In addition to Int'l large majority of national staff (not all) had been	Compliant

S #	Standard/Action	Key Findings	Assessment on Compliance
	follow security-mandated procedures during programme implementation.	issued VHF handheld radios. Satellite phones had been issued to key staff. Travel protocol strengthened and enforced. >Sandbags made available to all staff (free of charge) in order to help them reinforce 'safe-rooms' at home. YCO continued to track staff residence >Offices' security enhanced (e.g pass-through gates, services provided by Stallion guards/ Njada Police).	
R.3	Periodically review, in collaboration with UN security advisors, the programme implications of security risk assessment, in the context of the changing situation.	>Weekly and fortnightly SMT and ASMT held regularly to review the situation >SRAs are said to be updated pretty regularly as seen from available SRAs for 2015.	Compliant
R.4	Identify and transmit supply inputs to Supply and Logistics.	>Although it was done routinely without any hassle, import & deploying the equipment was not without delays.	Mostly Compliant

Unit: Human Resources

S #	Standard/Action	Key Findings	Assessment on Compliance
P.1	Establish and maintain a staff mobilization plan for both immediate and medium-term needs, and identify and communicate staffing needs through established systems and practices. At the regional level, produce an analysis to mitigate risks and identify gaps and actions.	>Staff mobilization plan per se wasn't available. Yet YCO undertook review of the rolling work plans to scale-up, scale-down or suspend certain parts of the programme. >With the L3 declaration an additional set of surge requests had been identified and is reflected in the OSM June 2015.	Partially Compliant
P.2	Include deployment training as a key element in the recruitment process.	>A set of online and in-person mandatory trainings are part of the deployment process. > UNICEF Welcome Booklet and Buddy Programme are for members newly recruited.	Compliant
P.3	Provide all staff, as part of UNICEF deployment training, with information and support to address their well-being, including information on safety and security measures and procedures, HIV and AIDS, traumatic stress and chronic work stress.	>Information and guidelines on staff wellbeing, stress management, standards of conduct, awareness about HIV & AIDS available on intranet. >Informal mechanisms of counseling through PSVs existed which supported by a formal UNICEF and UN counselor	Compliant
P.4	Disseminate to staff members the UN rules governing behavior related to sexual exploitation and abuse, as contained in the	>In addition to standards of conduct. Information and awareness against sexual exploitation and abuse are	Compliant

	Secretary-general's bulletin; implement a monitoring and complaints mechanism within the organization and as part of the General Assembly victim assistance policy; and train focal points.	>provided to staff through e-resources and occasional sessions for staff. >The directive from UNICEF ExDir provides for CO level complaints mechanisms and focal points.	
P.5	Develop and implement a training plan that includes capacity building of UNICEF staff and partners for emergency preparedness and response planning, as well as Principled Approach to Humanitarian Action (PATH) e-learning.	>Staff annual training plan & induction training plan existed. Implementation was substantially missing in terms of time. Not sure about partners. > Guidelines on Early Warning Early Action, and an online training on PATH are available at UNICEF e-resources. No info available on how many trainings were conducted.	Partially Compliant
P.6	Ensure that all new UNICEF staffs have completed induction training that integrates key emergency elements, and establish processes for the completion of deployment training for relevant UNICEF staff, standby partners and consultants.	>Online safety & security training is mandatory for staff & consultants before joining. As staff joined an initial briefing is done by HR with advice to go through trainings and guidelines available at e-resources. >Formal & conventional training sessions could not be held for ongoing response to protracted crisis and then the conflict further escalated to make it impossible.	Mostly Compliant
P.7	Ensure the mandatory completion by all staff of e-learning training on sexual harassment.	>Online training and guidelines on sexual harassment available on e-resources. >No formal mechanism noted to ensure compliance from staff in this regards. Some periodic sessions on different guidelines including sexual harassment and abuse conducted.	Partially Compliant
P.8	For business continuity purposes, ensure that critical staff and their alternates are identified and trained in sustaining the critical business processes of the office. Staff who will be working from home will need to be identified to ensure that they are provided with remote access capabilities and vital records to support on-site critical staff. This will include identifying Activated Key Staff when technological support is required for internal recovery.	>The BCP document from Dec 2014 as revised in Aug 2015 provides for critical and alternate staff along with IT, power and other support required to help them be functional. >Number of staff trained in sustaining the critical business processes couldn't be confirmed.	Mostly Compliant
P.9	Ensure that staff members with special needs, afflictions and illnesses are provided with support in case of an internal crisis affecting office operations	>BCP identified medical support, wellbeing and counseling for Staff as Critical Process for HR >No specific plan seen for staff members with special needs.	Partially Compliant
R.1	CO to mobilize surge capacity, to be launched in parallel with humanitarian appeals and in coordination with RO and HQ. This will be done through established rapid response mechanisms, using the emergency response team and other internal redeployment, external recruitment	>Surge Support, IRT and ongoing recruitment during 2015 were arranged with the support of Regional Office and HQ. Staff deployment was however very slow; visa restriction further aggravated it. >YCO Operational Staffing Matrix (OSM)	Partially Compliant

	and standby arrangements with partners.	was developed with inputs from RO & HQ, which identified and managed the status of Surge staff capacities.	
R.2	Reassign and/or redeploy staff within the CO and RO to support emergency response, or redeploy staff within the region.	>Redeployment and reassignment from within CO was done in a timely manner. >The same from RO was slow and not as many as required for reasons related to HR processes and for restricted quota of international staff visa assigned to UNICEF like other UN agencies.	Partially Compliant
R.3	Identify and recruit external candidates via the global web roster e-recruitment platform, other external sources and standby partners.	>Initially YCO managed to bring in additional staff from surge rosters, later staff from SBP and e-recruitment platforms were also recruited. >The process of recruitment for positions, especially P4 level onwards, was extremely slow for HQ level processes.	Partially Compliant
R.4	Monitor completion of UNICEF deployment training for staff and consultants deployed for emergency response.	>Two sets of pre-deployment training were held i.e. online trainings on BSTIF & ASTIF, guidelines and policies; the second is practical trainings which include induction sessions and trainings. >HR monitored these with support from relevant units such as Security.	Mostly Compliant
R.5	Provide all staff with the contact details of the UNICEF staff counselor's office, as well as of any local counseling resources identified, including UN counselors, local counselors and peer helpers.	>The staff counselor's office exists in RO. The staffs were formally informed of the counselor's role and services through an email notification. >Beside PSVs at CO there's another office of UN counselor located at UNDP Yemen, which can also be available to staff.	Compliant
R.6	Ensure that all UNICEF staff and partners sign the code of conduct, and make them aware of appropriate mechanisms for reporting breaches of its six core principles.	>At the time of contract signing the staff, consultant's partners and contractors are required to sign on the code of conduct, which includes six core principles related to conflict of interest, abuse of authority, gifts & honors, UN Resources, confidentiality of info, and post-employment obligations.	Compliant
R.7	In case of emergency deployment, ensure that UNICEF staff being deployed on mission, external candidates (including consultants), as well as standby partners complete UNICEF deployment training before deployment, immediately upon arrival at their duty stations and after completion of the assignment.	>As noted against R.4 it was followed through online and in-person trainings. However, for in-person conventional training, delays were noted as it was not possible to frequently remove staff from humanitarian duties for training activities. >No mechanism was noted for post-assignment training.	Partially Compliant

Unit: Resource Mobilization

S #	Standard/Action	Key Findings	Assessment on Compliance
P.1	Develop an emergency resource mobilization strategy in conjunction with the strategy for funding the regular country programme.	>YCO had a Resource Mobilization Strategy 2013-2015 to guide, which covered humanitarian fundraising strategy along with development programme.	Compliant
P.2	The CO and RO should consult the Public Sector Alliances and Resource Mobilization Office (PARMO) website to review available donor profiles, standard agreements, and the processes for accessing and managing emergency funds. The COs and ROs should contact PARMO (Brussels, New York, Tokyo) and private fundraising and partnerships donor focal points to map donor interests and seek other guidance, as necessary.	>The RM strategy has references to PARMO in terms of understanding the donors' priorities. >Impressions from interviews testify that liaison between CO, RO and PARMO was working well in terms of donors' profiles, mapping and focal persons for fundraising.	Compliant
P.3	Liaise with local donors to establish good working relationships, demonstrate UNICEF's preparedness to initiate action and emphasize the importance of thematic funding as a flexible and efficient mechanism with fewer transaction costs.	>A constant communication at the level of Rep/Deputy Rep was maintained with key bilateral donors to update them on UNICEF's preparedness, and response readiness, which was further supported by updates and communications to donors from RM unit. >A Fund Raising, Leveraging and Partnership (FLP) Committee was formally functioning at YCO to proactively manage the relationships with existing and new Donors.	Compliant
P.4	Familiarize CO management with the procedures, processes and format for accessing the emergency programme fund and CERF to jump start emergency programme response.	>Updates on CERF, and EPF have been shared by HQ with CO. >The CO management was on top of information on how and when to mobilize the relevant emergency resources. It's evident from the funds mobilized through CERF and EPF windows.	Compliant
P.5	Ensure that staff participate in internal and external training (e.g., public-private partnership and CERF) to better understand work planning processes and procedures, including resource mobilization in emergencies.	>Although no list of external trainings is available, but online resources on how to mobilize resources in emergencies. >Need of training felt for some particular donors such as ECHO.	Partially Compliant
R.1	Reprogram Regular Resources within the country programme budget, or reprogram Other Resources; when needed, prepare an emergency programme fund loan request within 24–72 hours, in close coordination with the RO and Office of Emergency Programmes.	>It's noted from documents and interview that an immediate reprogramming of resources was with consent from donors. >An EPF from HQ was immediately sought formally resulting in availability of USD2 million within 48 hours.	Compliant

S #	Standard/Action	Key Findings	Assessment on Compliance
R.2	Prepare an Immediate Needs Document within the first 24–72 hours of a sudden-onset emergency, to be shared with the government, donors and national committees, to seek Other Resources emergency resources. Through an inter-agency process, led by the humanitarian coordinator or resident coordinator, submit a proposal for CERF funding alongside the flash appeal process, as appropriate.	>An immediate needs document could not be done within 72 hours for aerial bombing and evacuation of UNICEF SMT. >An interagency flash appeal was launched in April. At this stage CERF funding was not sought but when the HRP was revised in June 2015.	Partially Compliant
R.3	Within 5–7 days, prepare an emergency appeal in coordination with other UN agencies (flash appeal, as per guidelines) or, in the absence of the inter-agency appeal process, a stand-alone UNICEF appeal (crisis appeal).	>After the crisis escalated on March 26, the flash appeal could not be done until mid-April 2015, for aerial bombing and evacuation of UNICEF SMT. >Same applies to UNICEF HAC appeal.	Partially Compliant
R.4	Ensure that the continuing needs of women and children are adequately reflected in the inter-agency Consolidated Appeals Process (CAP) and UNICEF's Humanitarian Action Report (HAR).	>That's done regularly and twice in 2015 the needs of children and women were updated once in April 2015 (although delayed), and then in June 2015. >HAC 2015 was revised in June, targeting 7 million people (double the original HAC in Jan 2015), including 5 million children.	Mostly Compliant
R.5	Issue regular humanitarian action updates that provide the CO and RO with the opportunity to report on results and highlight funding gaps and requirements.	>External and internal sitreps and response updates were done at monthly and quarterly level through RM unit and ExCom at media & comms unit. >Funding matrix was updated regularly highlighting funding gaps and requirements at programme and cluster levels	Compliant
R.6	Engage with donors, both locally and at the headquarters level, by providing regular updates on the evolving situation; manage funds and prepare quality reports on contributions according to specified donor conditions and time frames.	>YCO produced 26 weekly/bi-weekly SitReps in English and Arabic, to report on major developments regarding the humanitarian situation and UNICEF response. >Donor Reports were submitted on time. >FLP members were in regular connections with different donors.	Compliant

Unit: ICT

S #	Standard/Action	Key Findings	Assessment on Compliance
P.1	Ensure the immediate availability of essential emergency information and communication technology (ICT), and telecommunications equipment and services, by having supply contracts in place with an emergency delivery clause (HQ/RO).	>YCO had a list of local ICT equipment suppliers available from local market survey by the S&L section. LTAs with YahClick, and Yemen Net for internet services (ADSL, WIMAX services). >This is supported through global level LTAs	Compliant

		by HQ for laptops, radio, and other items. It covers emergency delivery clauses too.	
P.2	Pre-position essential rapid-deployment emergency ICT solutions in high-risk offices (RO/CO); and put in place licensing and agreements with host governments on importation and licensing of key telecommunications-response equipment and services (CO/interagency).	>To a limited extent preposition of essential ICT equipment had been done. However, as war broke and multiple governments emerged importing of equipment, especially radio equipment has been erratic. >At interagency level ETC cluster under HC coordinated with authorities for clearance procedures. But it's full of challenges e.g. the process of obtaining a new frequency license for partners.	Partially Compliant
P.3	Ensure the timely availability of trained and experienced emergency ICT responders by maintaining internal and external emergency response rosters (HQ/RO).	>This is done mainly at RO and HQ level. Mission report May 2015 recommended having one IT person (with focus on radio and data telecom) on surge capacity to be on standby for deployment to Yemen. >The operational staffing matrix (OSM) developed for L3 response in Jul 2015 required one additional position.	Compliant
P.4	Ensure that all UNICEF COs have a minimum of one emergency-trained ICT professional (CO/RO).	>The office has a capable and experienced ICT team. The ICT team consists of 6 staff NOC, NOA, GS7 and GS6. > The ICT unit chief has attended trainings in emergency telecom & ICT.	Compliant
P.5	Ensure that ICT is included in all UNICEF country and regional emergency-simulation exercises (RO/HQ); and conduct annual emergency ICT training and simulation exercises (HQ/RO/CO).	>Although simulation exercises were planned for at CO and RO level, those could not be done for ongoing protracted response. >Nevertheless at HQ level 28 Immediate Response Team (IRT) members and seven ERT members from across the organization were trained and readied for surge deployments during an intensive week-long emergency simulation exercise.	Partially Compliant
P.6	Ensure that CO ICT personnel are trained in MOSS/security telecom requirements (HQ/RO/CO) and that evaluation of and reporting on MOSS telecommunications compliance is included in regular office ICT activities (RO/CO).	>The ICT teams at CO/RO/HQ are trained MOSS compliance, especially with ref to ICT in emergencies. >Assessment of MOSS compliance was reported to be a regular part of the ICT activities.	Compliant
P.7	Support implementation of inter-agency and NGO emergency ICT/ telecommunications working groups at the field-office level (CO/RO/ HQ).	>It's noted that UNICEF YCO is an important player within ETC cluster led by WFP. >YCO provided leadership support to ETC in Ibb and Sa'ada through infrastructure and expert resources for at least two months in 2015.	Compliant

P.8	Support and ensure inter-agency standardization for emergency ICT/ telecom equipment, services and procedures (HQ).	>It was noted from the interview with ICT respondent that interagency standardization related issues in ETC have been dealt at HQ level with WFP. >At YCO level UNICEF actively participated in setting and pursuing the interagency ETC cluster agenda.	Compliant
P.9	For the purpose of business continuity, ensure that critical staff have the requisite remote connectivity and access to UNICEF core systems (RO/CO), as per individual office requirements and established from Information Technology Solutions and Services Division and business and continuity plans (HQ).	>Here the ICT team had full support from management and provided critical and essential staff with internet dongle, backup batteries, and radio. >The staff could not run the equipment provided as there was no electricity and paucity of fuel to run generators. So the staffs were also provided with small solar power systems to operate form home.	Compliant.
P.10	Conduct remote connectivity tests as per individual office requirements and established policies and guidelines from Information Technology Solutions and Services Division and business continuity plans. Ensure remote execution of office-critical processes, where applicable (RO/CO).	>Periodic tests and maintenance of ICT assets were carried out regularly for CO and for FOs, under the guidance from RO and HQ. >A mission from RO was also conducted in May 2015 which provided guidance and support for a quick and remedial action to improve connectivity and power for the CO in Sana'a and in field offices.	Compliant
P.11	Ensure, where applicable and as per individual office requirements, remote access to vital records requirements to execute critical processes for critical staff on-site and for those working from home (RO/CO).	>As most of the business processes in UNICEF are done online over the web, access to relevant critical staff was provided to those online records and systems as identified in BCP. >The availability of this capacity played crucial role in keeping the business processes on as staff had to work from home/distance.	Compliant
R.1	Perform an immediate emergency ICT and telecommunications gap assessment to identify critical gaps in MOSS/security telecommunications compliance and data communications (Internet, email, etc.) service availability; determine resource requirements and need for eventual external support.	>YCO was able to estimate of quantities and budget required for Emergency Telecom and procurement of ICT equipment along with distribution list. >The mission from RO also helped in reviewing of emergency ICT and highlighted actions needed to be taken by the CO/RO.	Compliant
R.2	Collaborate with cluster partners to identify opportunities for shared telecommunications and data-communications service delivery, and take responsibility as cluster lead at the local level, if required and as per inter-agency agreements (CO/RO).	>As noted earlier at the preparedness level, YCO is an important player within ETC cluster led by WFP. >YCO provided leadership support to ETC in Ibb and Sa'ada through infrastructure and expert resources for at least two months in 2015	Compliant
R.3	Request deployment of trained emergency ICT/telecom responders and emergency telecom project coordinators, as required (RO/CO).	>The operational staffing matrix (OSM) developed for L3 response in Jul 2015 required one additional international position. >Deployment	Mostly Compliant

S #	Standard/Action	Key Findings	Assessment on Compliance
		however has been very slow	
R.4	Produce a consolidated supply plan covering identified ICT and telecommunications equipment and service requirements (CO).	>The unit had developed a detailed consolidated plan of equipment required for scaled up humanitarian response. >It is also verified from documents that the plan was tracked for execution with S&L	Compliant
R.5	Provide key UNICEF users with remote access to corporate applications using secure connectivity solutions, such as virtual private networks (CO).	>It's noted from interviews and review of documents that when staff had to work from home/distance soon after escalation of conflict in Mar 2015, ICT provided them with access to corporate online systems in finance, admin, and procurement.	Compliant

Unit: Finance & Administration

S #	Standard/Action	Key Findings	Assessment on Compliance
P.1	Through the emergency preparedness and response plan, gauge financial and administrative capacity in-country, including: a) Internal control system– segregation of duties and readiness for manual accounting. b) Physical security– office and residential premises, inventory and other assets.	>The SSOP tracker of YCO suggests an assessment was done for the finance and administration capacity of office. >The EWEA and BCP also outline measures to work from alternate locations.	Compliant
P.2	Ensure that liquidity is assured at all times and that the alternative sources and arrangements are made for business continuity purposes.	>Arrangement for continuous availability of liquidity from Banks to YCO was available in BCP. >But it didn't cover any eventuality in the form collapsing banking system as it happened after Mar 26, 2015.	Partially Compliant
P.3	In case an alternative recovery location for the office is identified for purposes of business continuity: a) Ensure that the site is ready to receive critical staff and provide appropriate administrative, information technology and telecommunications support facilities to allow for operational continuity. b) Ensure that there are sufficient supplies and provisions, taking in to consideration both gender and special needs.	>The BCP of YCO identifies Diplomatic Transit facility (DTF) in Sana'a as recovery location. >DTF was fully equipped with power, ICT and telecom facilities, other survival supplies and gender needs.	Compliant
R.1	Review, operationalize and monitor: a) Appropriateness of delegated authorities (including those of review committees)– given changes in staff, geographic location and programme activity; b) Accessibility of UNICEF corporate financial systems– and alternatives, if appropriate; c) Requirements for additional residential	>Scheme delegation of authority exists for both programme and operations units. It was adjusted in 2015 keeping in view the programme needs and risks. >The facility of remote access to UNICEF corporate financial, procurement and administrative application has been continuously provided and monitored during the time	Compliant

	and office premises, and security of inventory and other assets; and d) Methods of obtaining liquidity and making disbursements.	when staffs had to work from home/distance. >additional security and ICT assets, residential facility and office premises are dealt with in BCP and those were reviewed and adjusted in Dec 2014, and Aug 2015. These were very useful when the expat staff had to relocate immediately after the bombing on Mar 26, 2015. >While Banks were identified and arrangement for availability of liquidity was there with those, the escalation of conflict virtually destroyed the banking system. So for cash needs in the FOs, Money Exchange companies were used to transfer funds.	
R.2	Respond rapidly to queries regarding finance and administration from RO and CO (Division of Financial and Administrative Management).	>As per interview with YCO Admin Officer the RO and HQ were in regular and close contact with YCO F&A, almost on a daily basis. >Keeping in view the unreliable communication system, F&A senior officers were provided with Sat-phones to enable communication without interruption.	Compliant
R.3	Division of Financial and Administrative Management to consult with RO and CO and Division of Human Resources on the deployment of finance and administration staff to emergency duty stations, as required.	>Relevant units in Hq and RO were in close contact with YCO leadership and F&A colleagues to support the response planning and need for additional staff capacities. >One post of finance and Admin was identified in OSM from surge roster	Compliant

Unit: Rapid Assessment, Monitoring & Evaluation (RAME)

S #	Standard/Action	Key Findings	Assessment on Compliance
P.1	Track and analyse all potential and existing humanitarian situations, including areas not covered by country programmes, with sufficient rigour to trigger rapid assessments when necessary	>An EWEA was there and being updated. It was supplemented by BCP in order initiate early actions such as assessments at interagency level or at UNICEF level. However, the war as it broke was not anticipated. >The M&E colleagues were collecting info on child rights, nutrition, and MNCH in the preceding years which were then put into a comprehensive situation analysis published in 2014.	Mostly Compliant
P.2	Monitor office preparedness, including the completion of emergency preparedness and response planning and implementation of programme preparedness activities, using the early warning/early action system.	>EWEA was updated and monitored with support from RO. >As mentioned previously it was further supported with a BCP, which was last updated in Dec 2014 before Mar 2015 crisis hit Yemen.	Compliant

P.3	Identify existing hazard, vulnerability and capacity data to inform baselines, response and recovery.	>The EWEA identifies potential hazards and vulnerabilities in Yemen. Some of the areas identified included conflict/civil war, drought, and acute nutritional crisis. >Information in the form of studies and surveys for DHS, nutritional status, status of child rights was available. A broader composite situation analysis 2014 also existed to inform preparedness and response planning.	Compliant
P.4	Collaborate with other agencies to develop the methodology, tools and information-management systems needed, and identify the trained capacity required to conduct timely inter-agency rapid assessments.	>YCO leads three humanitarian clusters, and is an active member of Assessment Technical Working Group in Yemen. >It's at AWG where interagency level agreements, guidelines and templates are agreed. UNICEF had sectoral IMOs to contribute to design conduct of Multi-Cluster/Sector Initial Rapid Assessment (MIRA) to get an initial understanding of humanitarian needs.	Compliant
P.5	Identify qualified staff to ensure that performance monitoring can be undertaken in each sector.	>At RO and HQ level surge capacities in IM were identified and available for deployment.	Compliant
P.6	Ensure that benchmarks for performance monitoring are in place at the country level, including through clusters.	>Humanitarian Performance Monitoring mechanism existed in YCO, which included prioritized, CCC-aligned coverage indicators for high frequency monitoring in every programme sector. >An implementation plan for HPM was also there which was updated and revised in April 2015.	Compliant
R.1	Ensure that a rapid assessment is made regarding affected populations, including children, adolescents and women, as a joint inter-agency mechanism or independently if necessary, in order to determine initial humanitarian response.	>For intense aerial strikes on Sana'a which started on Mar 26 and consequent evacuation of expatriates. An interagency MIRA could not be done. The flash appeal and then revised YHRP was done on the basis of existing info from various sources. >No formal assessment was conducted by YCO too.	Non-Compliant
R.2	Ensure that a gender analysis is reflected in assessments.	>No formal assessment could be done either at flash appeal level or YHRP revision. >An estimate was however made on the basis of statistical info on demography and needs such as in case of nutrition.	Partially Compliant
R.3	Ensure that the flash appeal and response are based on standardized monitoring and assessment of relief transitions (SMART) objectives and available baseline information, and that they are designed to facilitate monitoring.	>UNICEF implemented nutrition SMART surveys in five out of the ten highly affected governorates in Hodeidah, Hajja, Aden, Lahj and Albaida. >The data from previous SMART surveys in 2014 also informed the response plan and monitoring.	Compliant
R.4	Identify the objectives and scope of the evaluation based on the scale and severity of the humanitarian crisis.	>Around four studies were carried out in 2015. >Beside this EHA, impressions from reporting in relevant documents	Compliant

S #	Standard/Action	Key Findings	Assessment on Compliance
		and SMART surveys suggest that factors such as scale and severity were catered for.	
R.5	Systematically collect all documentation relevant to the response for monitoring and evaluation purposes.	>The PME unit is responsible to collect documents and information on any humanitarian response. >Timely availability of document from different programme and operational units has been a challenge.	Partially Compliant
R.6	Ensure that key performance information for all sectors is systematically collected, easily accessible and used in review processes to improve performance, and that it serves as a basis for future evaluative work.	>YCO had developed an implementation plan for HPM, which was tracked through in-house capacities and third party monitors. >Indicators were identified for each programme sector for high frequency monitoring. Reported via SitReps, COAR, and CER etc. to also help evaluative work	Compliant
R.7	Ensure that evaluations of humanitarian response produce organizational 'lessons learned'.	>No humanitarian evaluation was conducted during the period reviewed. >Beside EHA, however, a Real-Time Evaluation of UNICEF's humanitarian Response in Sa'ada in 2010 shows that 'lessons learnt' are part and parcel of evaluation activity at YCO	Compliant

Unit: Supplies & Logistics

S #	Standard/Action	Key Findings	Assessment on Compliance
P.1	Identify and compile all supplies required to respond to all CCC activity implementation; create and maintain long-term agreements with suppliers at the global, national and regional levels.	>All supplies against each programme activity was calculated as per EPP (EPP document not shred, information received from respondent regarding thresh hold of various programme activity) > LTAs for emergency procurement at local level were in place, at regional level UNICEF hubs were used whereas for HQ level LTA, no information was made available.	Mostly compliant
P.2	Arrange adequate and cost-effective stockpiling strategies for emergency supplies, where appropriate; establish and maintain long term agreements (with service providers or other agencies) for the provision of transport and freight services; and evaluate procurement processes of prospective local partners.	>Stock piling is mostly done at partner's warehouses (relevant government ministries) i.e heath, education >15 LTA with suppliers (procurement of goods & Services) 4 LTA for 1-year duration with commercial logistics service providers (for inland logistics). >Procurement local partners (supplies) evaluation was carried in Jan 2015.	Compliant
P.3	Establish partnership agreements for the provision of in-kind goods and services.	> No partnerships agreements for in kind at country level. >Evaluator revealed during interview discussion that all in-kind goods and services agreements are handled by the Supply Division at HQ	Non-Complaint
P.4	Identify member(s) of the Supply and	> None in the Supply and Logistics team	Mostly

	Logistics team to receive inter-agency, emergency supply simulation, certification and/or other forms of training.	received inter-agency, emergency supply simulation > Other relevant trainings – 7 staff members > One staff from Logistics took online training on humanitarian Logistics in 2015	Compliant
P.5	Source potential Supply and Logistics candidates for the internal and external staff roster and submit the list to the Supply Division.	> Emergency Roster for country level Supply and Logistics was not available	Non-Compliant
P.6	Ensure that Supply and Logistics staff are familiar with tools and templates available through the supply intranet; and sensitize key programme staff regarding emergency processes, freight budgeting and estimation, and inland logistics costs.	>Staff are conversant with available tools, templates and assessments. > No formal session for programme staff sensitization was arranged on S&L emergency processes.	Partially Compliant
P.7	For business continuity purposes, ensure that emergency arrangements with vendors and suppliers are established in case of crisis. This will include the development of service-level agreements with these entities, ensuring preferred customer status for UNICEF.	>Yemen country office organization for management of emergency 21 April 15 updated 24 august 2015 refers >sufficient emergency arrangements / SLAs with local vendors and suppliers were put in place, reference market assessment 27 Jan 2015 >No special arrangements were observed by evaluator to treat UNICEF as preferred customer	Mostly Compliant
P.8	Identify alternative strategies in the event that vendors and suppliers are unable to comply with these agreements.	>Establishment of Djibouti hub as forward based Diligence point of view >Alternate strategy / appropriate risk mitigation measure remains integral part of contracting /procurement strategy. > BCP April 15 version was not made available to verify such strategies during preparedness phase.	Partially Compliant
P.9	Conduct supply planning exercises to identify medium- and long-term supply inputs, and investigate possible local and regional sources.	> Supply planning exercise was conducted in Feb 2015 > Market Survey was conducted in Jan 2015. Document not shared	Compliant
P.10	Assess the procurement capacity of government counterparts and operational partners for specific product groups, including construction materials.	>No such assessment was conducted prior to L-3. Lately, it was conducted in 2014 and one planed in Mar 15 were not carried out due to outbreak of crises.	Non-Compliant
P.11	Identify capacity gaps within government counterparts and operational partners; prepare plan for capacity strengthening for possible transfer of identified logistics activities following a response.	> No, it was not carried out > No capacity building of operational partners and government counter plan.	Non-Compliant
R.1	Ensure early collaboration with all logistics partners; ensure UNICEF presence within the logistics cluster; and actively engage with UNICEF-led clusters, providing guidance on supply activities within those	>UNICEF was part of logistics cluster from outset of cluster activation and actively engaged / used available common services > UNICEF being a logistics cluster user herself, did not provide any logistics services to their partners,	Mostly Compliant

	clusters, including potential provision of free or pooled transport, storage, or other service provision.	however procurement services to other Government Ministries and other UN agencies	
R.2	Provide supply input for programme implementation at the onset of the emergency; ensure that a first-response supply plan is created and that product costs (including freight and inland logistics costs) are calculated and factored into budgets and appeals.	>First response Supply Plan was not created >Required information is shared with relevant units through regular meetings (Programme Coordination Meeting (PCM) and programme supply meeting)	Partially Compliant
R.3	Design a Supply and Logistics concept of operation with the Supply Division and regional support, detailing supply sources, border crossings, warehouse requirements, corridors, partners and potential routing bottlenecks; ensure availability of adequate and acceptable management storage facilities.	>Supply and Logistics Concept of Operations (resemblance as supply and logistics strategy 2015) was shared with evaluator which includes setup of Djibouti to accelerate offshore deliveries in to Yamen	Mostly Compliant
R.4	Ensure adequate supply-chain management, particularly for tracking and inventory.	>VISION is supporting corporate tool to support supply-chain management. >Delay in data capture was noted (1-3 days) which has trickling effect throughout the supply Chain.	Mostly Compliant
R.5	Monitor all logistics and procurement activities from origin to final distribution, and provide regular updates on the status of receipts and deliveries.	> VISION strongly support S&L function and reports for all users > Reports are generated and shared with programme colleagues, i.e stock status report,	Compliant
R.6	Based on the logistics concept of operations and the initial supply plan, request additional staff resources within 72 hours.	> Supply and Logistics Concept of Operations (called as supply and logistics strategy) document (2 sets), before and after crises was shared with evaluator. > Document does not prove to be reliable (in absence of document credentials as official document), neither mentioned any additional staffing requirements. > It was identified through other non S&L documents that additional staffing request was made to IRT on 7 July (after 168 hrs)	Mostly Compliant

ANNEX 6: LIST OF DOCUMENTS REVIEWED

Table A: Distribution of collected documents by Source

Document provided by	Total docs
UNICEF	320
AAN Evaluation Team	50
	370

Table B: Distribution of collected documents by source and type of document

Type of project document	UNICEF	AAN	Total docs
Documents (All Types)	320	0	320
Secondary Sources	0	50	50
	321	**49**	**370**

Table C: Distribution of collected secondary material by source and type of secondary document

Type of secondary material	UNICEF	AAN	Total docs
Flash Appeals	3	0	3
Guidelines	6	0	6
Humanitarian Response Plans	4	3	7
Humanitarian Action for Children Reports	5	3	8
Annual Reports	8	3	11
SitReps	18	16	34
Resource Mobilization	25	4	29
Supply & Logistics	22		22
Resource Mobilization	29		29
Finance & Administration	6		6
Security	18	0	18
PME (TPM Tools & Review Reports)	41	0	41
Media and Communication	80	0	80
Information and Communication Technology	45	0	45
Human Resources	11	0	11
Unclassified	0	20	20
	321	**49**	**370**

List of Documents Reviewed

1   Flash Appeal Yemen (April 17) (UNOCHA) 2015
2   Flash Appeal Yemen 2015 (April) (IOM)
3   Regional Appeal for Yemen Crisis (IOM) 2015
4   Finance Function Area and Responsible Staffs 17 Aug 2015
5   Liquidity of Fund 2015.
6   Manage Operations of Office - SSOPs
7   UNICEF Processes Recommendations and TO-BE Process Maps Report – (Final Report)
8   YCO Business Continuity Plan Updated Version as of 21 Feb 2016
9   YCO Business Continuity Plan Updated Version as of 31 Aug 2015
10 Core Commitments for Children in Humanitarian Action (UNICEF) 2010
11 Emergency Handbook (UNICEF) 2005
12 Guidance EWEA System Final (22-06-2011)
13 Guiding Principles to Support Access to Water for Conflict Affected People in Yemen 2016
14 HPF Operational Manual for Yemen July 2015
15 HPM-MoRES in HA CCC Checklist
16 Managing Humanitarian Manual (WHO) 2008
17 Programme Guidance on Engaging with NSE in Humanitarian Action (UNICEF) 2011
18 Remote Programming guidance (UNICEF) 2012
19 Essential training
20 Ethics Training List of Participants
21 Guidelines on SHA - Strengthening Humanitarian Action (SHA) initiative
22 Lists of Training
23 Staff on Board Mar Dec 2015
24 Staff who Took Training in 2015
25 Support for National Staff
26 YCO Learning Priorities 2016
27 Yemen - Staff Well-Being Support for UNICEF Staff (24.0 KB)
28 Yemen Country Office Learning Plan -2016
29 Yemen L-3 OSM 2015 12 06
30 Minutes- Yemen- Global ETC teleconference_6_05072015
31 Minutes- Yemen- Global ETC teleconference_7_14052015
32 Minutes- Yemen- Global ETC teleconference_8_2105205
33   Minutes- Yemen- Global ETC teleconference_9_28052015
34   Minutes- Yemen- Global ETC teleconference_10_04062015
35 Minutes- Yemen- Global ETC teleconference_11_11062015
36 Minutes- Yemen- Global ETC teleconference_12_18062015
37 Minutes- Yemen- Global ETC teleconference_13_25062015
38 Minutes- Yemen- Global ETC teleconference_14_02072015
39 Minutes- Yemen- Global ETC teleconference_15_16072015
40 Minutes- Yemen- Global ETC teleconference_16_30072015
41 Minutes- Yemen- Global ETC teleconference_17_13082015
42 Minutes- Yemen- Global ETC teleconference_18_27082015
43 Minutes- Yemen- Global ETC teleconference_19_10092015
44 Minutes- Yemen- Global ETC teleconference_20_01102015
45 Minutes- Yemen- Global ETC teleconference_21_22102015
46 Minutes- Yemen- Global ETC teleconference_22_05112015
47 Minutes- Yemen- Global ETC teleconference_23_19112015
48 Minutes- Yemen- Global ETC teleconference_24_03122015
49 Minutes- Yemen- Global ETC teleconference_25_16122015
50 Minutes ETC Meeting Sana'a #1
51 Minutes ETC Meeting Sana'a 07232015
52 Minutes ETC Meeting Sana'a 2015 - 07 - 23
53 Minutes ETC Meeting Sana'a 2015 - 08 - 05

54	Minutes ETC Meeting Sana'a 2015 - 08 - 19
55	Minutes ETC Meeting Sana'a 2015 - 09 - 02
56	Minutes ETC Meeting Sana'a 2015 - 10 - 06
57	Minutes ETC Meeting Sana'a 2015 - 10 - 22
58	Minutes ETC Meeting Sana'a 2015 - 11 - 04
59	Minutes ETC Meeting Sana'a 2015 - 11 - 19
60	Minutes ETC Meeting Sana'a 2015 - 12 - 02
61	Minutes ETC Meeting Sana'a 2015 - 12 - 16
62	UN ICT Team
63	Yemen ETC Needs Assessment 6 May 2015 Ver1.0
64	Yemen ETC Needs Assessment 6 May 2015_Template
65	Yemen ETC Survey 2015-09-22
66	Yemen offices connectivity status May 7 2015
67	Action Matrix Recommended
68	Draft1- equipment calculation
69	DRAFT1- equipment for Yemen emergency response
70	DRAFT2- equipment for Yemen emergency response
71	Equipment Distribution & Calculation - VER 3
72	Mission report to support Yemen Office - 20May to 18 June 2015
73	Risk Analysis for Yemen emergency response (IT&Telecom) Ver 3
74	Risk Analysis for Yemen emergency response (IT&Telecom)
75	Annex A Memo Accountability 15thApril2015
76	Annex B CMT Minutes for 06Apr2015.docx
77	Annex C Djibouti Hub concept note 21st May 15
78	Annex D Security and welfare actions for staff in Yemen updated 13 Aug 2015
79	Annex E Pipeline funds and funded 2015 2017 23 August 2015
80	Annex F YCO SatCom Inventory 24th June 2015
81	Annex G HPM Implementation Plan Outline Yemen 24Aug2015
82	Annex H Recruitment Status 20Aug2015
83	Annex I Infrastructure map 8th May 2015
84	Annex J summary dispatches to date 23 August
85	Annex K Key Messages 27 July 15
86	Annex N Advocacy Priorities draft 27th July15
87	Annex O Displacement Map July 12thAug15
88	Management of Yemen Crisis 20150824 (UNICEF) 2015
89	Unicef Media Strategy-2013-14
90	Final C&A approach_17_05_15
91	YCO Staff Award 2015
92	Advocacy Strategy Aug 2015
93	Advocacy Strategy Nov 2015
94	Advocacy Tracking Sheet 2016
95	Monthly Advocacy Tracking Template
96	UNICEF Programmatic Updates Jan 2016 KSC - Feb 8
97	UNICEF Programmatic Updates Jan 2016 v 2.0
98	UNICEF Photo Contest - ToR Feb 23 - Final
99	UNICEF Photo Contest FAQ - Arabic
100	UNICEF Photo Contest FAQ - English
101	UNICEF Photo Contest-Flyer
102	UNICEF Photo Contest-Flyer_2
103	UNICEF Photo Contest-Flyer-front
104	UNICEF Photo Contest-Flyer-front-Arabic
105	Programme Sheets-Child Protection
106	Programme Sheets-Education
107	Programme Sheets-Form
108	Programme Sheets-Health care
109	Programme Sheets-Nutrition

110   Programme Sheets-Social Policy
111   Programme Sheets-Wash
112   FLP Committee Terms of Reference final
113   Mailing List for Media _ 24042015.
114   Media List 2016
115   UNICEF Yemen Spokespersons List
116   CHILD ALERT YEMEN UNICEF AUG 2015
117   Taiz Child Alert
118   Yemen Report Final March 2016 Arabic
119   Final Top lines 310315
120   Key Facts and Figures 20150715
121   Key Facts and Figures 20150728
122   Key Facts and Figures-20150715
123   Key Facts and Figures-20150817
124   Key Facts and Figures-20151001
125   Talking Points and Key Messages 01-10-15
126   UNICEF Key Messages Highlights - Cyclone Chapala_mas&ms 05Nov
127   UNICEF Key Messages, Highlights - Cyclone Chapala_MAS
128   UNICEF Programme Results 28-07-15
129   Media UNICEF Yemen Q&A 011015
130   Media UNICEF Yemen QA 170815
131   Yemen QA_July 24-07-15
132   Monthly Report on Media Coverage of UNICEF Program and Activities March 2015
133   Media Monitoring Report -UNICEF Yemen 2015
134   Monthly Report on Media Coverage of UNICEF Program and Activities 22nd Sep- 21st Oct
135   Monthly Report on Media Coverage of UNICEF Program and Activities Nov 2015
136   Monthly Report on Media Coverage of UNICEF Program and Activities 22nd June- 21st July
137   Monthly Report on Media Coverage of UNICEF Program June 2015
138   Monthly Report on Media Coverage of UNICEF Programs and Activities 21st August- 21st Sept
139   Monthly Report on Media Coverage of UNICEF Programs and Activities Jan 2015
140   Monthly Report on Media Coverage of UNICEF Quarterly Tables 2015 (April, May, June)
141   UNICEF general table Jan- Nov 2015
142   Six Months of Unremitting Conflict in Yemen Arabic
143   ED Statement on Amran
144   ED Statement on Attack on Health Facility in Yemen Arabic
145   Political Crisis in Yemen PR Arabic
146   Political Crisis in Yemen_PR_English
147   Yemen Child Alert Press Release - UNICEF (embargoed 00.01 GMT 19.08.15)
148   Yemen Child Alert Press Release ARABIC - UNICEF (embargoed 00.01 GMT 19)
149   Multimedia Plan Matrix August 2015
150   Multimedia Plan Matrix Sept 2015
151   Multimedia Planner August 2015
152   Multimedia Planner January 2016
153   Multimedia Planner July 2015
154   Multimedia Planner June 2015
155   Multimedia Officer TA
156   Signed SOP Branding and Visibility
157   TOR SSA Media Analyst Draft Addendum (250315)
158   Unicef Brand-Identity Guidelines
159   Unicef Brand-Identity Guidelines Style1
160   Unicef Brand-Identity Guidelines Style2
161   Unicef Brand-Identity Guidelines Style3
162   Unicef Brand-Identity Guidelines Style4
163   Unicef Brand-Identity Guidelines Style5
164   Unicef Brand-Identity Guidelines Style6
165   Unicef Logo Black on White Background

166   Unicef Logo Cyan on White Background
167   Unicef Logo White on Cyan Background
168   YCO Partnership Strategy 2016-05-28
169   CMT Minutes of Meeting 06Apr2015
170   CMT Minutes of Meeting May 26
171   EHA-Pilot Guide-ALNAP-2013
172   Field monitoring Finance and Supplies REPORT
173   Field Monitoring Trip Guidance Note
174   Field Monitoring Trip Master follow Up
175   Field Monitoring Trip Report
176   Field Visit Tracking Sheet
177   HPM Implementation Plan Outline - Yemen 22Feb2016
178   UNICEF Yemen Standard Operating Procedures for Field Monitoring
179   YCO ME Strategy March 2016 - EMT Final
180   TPM Report_AM_Dec15_C4D_FMF_EN
181   TPM Report_AM_Dec15_C4D_SDO_EN
182   TPM Report CP CFS Activity Monitoring Report
183   TPM Report Education GPE-Activity Monitoring Report Form-04
184   TPM Report Form CP CFS Abs Organization-Activity Monitoring Report
185   TPM Report Form CP CFS_-MOSAL-Activity Monitoring Report
186   TPM Report Hajjah - YEMAC - CP report
187   TPM Report_AM_Dec2015_H&N_BFD_Amran
188   TPM Report_AM_Dec2015_H&N_FMF_Abyan
189   TPM Report_AM_Dec2015_H&N_GHO_AL-Mahweet
190   TPM Report_AM_Dec2015_H&N_GHO_Lahj
191   TPM Report_AM_Dec2015_H&N_GHO_Sa'adah
192   TPM Report_AM_Dec2015_H&N_IMC_Taiz
193   TPM Report_AM_Dec2015_H&N_PU-AMI_Raymah 1
194   TPM Report_AM_Dec2015_H&N_PU-AMI_Raymah
195   TPM Report_AM_Dec2015_H&N_SCI_Amran 1
196   TPM Report_AM_Dec2015_H&N_SCI_Amran
197   TPM Report_AM_Dec2015_H&N_SCI_Amran
198   TPM Report_AM_Dec2015_H&N_SCI_Dhamar
199   TPM Report_AM_Dec2015_H&N_SCI_Taiz
200   TPM Report_AM_Dec2015_H&N_Soul_Taiz
201   TPM Report_AM-Dec2015_H&N_ Enaya_Shabwa
202   TPM Report_AM-Dec2015_H&N_GHO_Dhamar
203   TPM_Map Sites Visits TPM Dec 2015 Pic
204   TPM Report_AM_Jan4_HCT_Amal Bank
205   TPM Report_AM_Dec_2015_LWSC_Hajjah
206   TPM Report_AM_Dec_2015_WASH_CLTS_ Alkhair Asociation- Almahweet
207   TPM Report_AM_Dec_2015_WASH_GARWSP-Tamdian
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ANNEX 7: QUALITATIVE TOOLS (GUIDELINES FOR KIIS)

EVALUATION OF HUMANITARIAN ASSISTANCE UNICEF Yemen Country Office 2016
Interview Guide for **Security Unit**
Introduction and informed consent: Thank you very much for affording us time for this interview/Skype meeting.

Asalam-o-Alaikum/Hi (Greetings), My name is ………………… and there are other team members with me (introduction of other team members), We represent AAN Associates, the evaluation consultants contracted for EHA Yemen 2015. We are interviewing (both remote and on-ground where possible) all relevant stakeholders who remained involved in design or delivery of UNICEF YHR 2015 to have them share their views, experiences, and suggestions on key evaluation questions.

Yemen EHA 2015 "Process Evaluation' and as defined by World Bank the 'Process evaluations aim to evaluate whether a programme's operational mechanisms support the achievement of the objectives of the programme', The evaluation has both 'Normative' and 'Formative' angles/focuses. It aims to assess the UNICEF YCO management of humanitarian response (2015) vis-à-vis compliance to CCC operational commitments/benchmarks for security, media and communication, resource mobilization, HR, Finance and Administration, ICT, PME, and Supplies – including logistics, appropriateness, coverage (ability to reach most vulnerable) and management's influence (by decisions and actions) to enable compliance, appropriateness and coverage.

This interview should take between 60 minutes to one and half hour. We seek your permission to start the interview. While doing so, we may want to underline that whatever you may say would be only used for the purpose of this evaluation only. Also, that this information shall be kept confidential, and source/s of information shall be kept anonymous. The report shall not quote you or attribute any information directly to you, without your expressed permission first. Your participation is completely voluntary, and so if you choose now or at any time to withdraw from this evaluation, your decision will be honoured without consequence. For the purposes of having accurate notes of this discussion, we may record this conversation with your permission (seek permission and record only if allowed). If you have question in this regard, we will be happy to respond.

Note: The evaluation team members to adapt questions based on role, level of understanding and participation (in the humanitarian assistance) of stakeholders and representatives.

Date:	
Respondent Name (Mr/Mrs):	
Organization:	
Designation/Position:	
Governorate:	
City:	
Contact Details (optional)	

Guide Questions

1. Please share your views on how well did UNICEF YCO identify, assessed and managed risks for Yemen Humanitarian Response 2015 (both for original and revised version in July 2015) and how did those impact the implementation of UNICEF HAC/YHRP 2015? What are critical learning with respect to identification, assessment and management of risks (for staff and assets) during implementation of YHRP 2015 for future?

2. Please share if UN/UNICEF YCO Security Team (with and/or without UNDSS) undertook security risk assessment/s (to staff and assets for two YHRP produced in 2015) vis a vis delivery of YHRP 2015? Probe further, when and if those assessments were carried out with UNDSS/other UN agencies? Given if assessment/s were carried out, what were the most significant findings in terms security risks/challenges (for staff and assets) for delivery of YHRP 2015? And if assessment/s has/have not been carried out, what impeded/blocked to carry out such exercise/s and in hindsight suggest any actions (both at preparedness and response levels) that may/could enable carrying out smoothly such assessments post L 3 emergency? (ask for copy if it is not confidential)

3. Please share if UNICEF YCO prepared any 'Security Plan/s 2015' and when were those prepared/update/approved (please share copy if available/not confidential)? What measures did it propose to mitigate/manage the identified security risks (probe if any strategies actions proposed for staff training, MOSS related procurement of equipment, office requirements and procedures to address the security risks/challenges, ask about financial resources solicited/approved, validate if plan was attached to HRP/HAC)? Given, if no security plan was prepared/updated/approved (following L 3 declaration), what impeded development of plan and if/how did it impact UNICEF YHR/HAC 2015? In hindsight suggest any actions (both at preparedness and response levels) that may/could enable timely development of SP (following L2/L3 Emergencies)?

4. (If plan prepared/approved) To what extent did UNICEF YCO manage to implement Security Plan/s 2015 (enquire about immediate measures post March and regular progress/achievements with respect to activities like staff training, equipment procurement, installation and use, office requirements and procedures and allocated/approved financial resources, if possible prior to March 2015 and post March 2015)? How was the implementation of the plan monitored (staff/offices have MOSS related equipment/procedure in place and are being followed), (effectiveness) assessed and did it contribute to improving activities/procedures (updating of plan)? Any bottlenecks/challenges you/team faced (including other programme teams/UNICEF staff) with implementation of security measures (training, equipment, procedures etc.) and how could those be addressed in future (at preparedness and immediate response levels)?

5. Please share your views on how UNICEF YCO security related actions (through 2015) facilitated delivery of UNICEF HAC/HRP 2015 particularly with respect to access to locations (including hard to reach areas) and communities, safe delivery of materials, safety of UNICEF offices and staff, and others? What challenges did you/team face and what could/should be done in future (at preparedness and response levels) to facilitate improved response delivery?

6. In your view, did UNICEF Security Plan (if updated) propose/carry actions that were part of UNICEF/UN Yemen Business Continuity Plan, please share in details? Which particularly security related actions undertaken with activation of BCP 2015 and how did those facilitate staff and asset security? Any ideas/learning around security related mitigation measures that should/could be made part of BCP?

7. In your view how well did UNICEF YCO Security coordinate with and provided inputs/support to supplies (and logistics) for safer access to communities/logistics and delivery of relief goods (please share examples)? What worked well and were there areas where faced challenges (please elaborate), share your thoughts on what could/should be done in future (at preparedness and response levels) to overcome such challenges?

8. Did UNICEF YCO plan/implement periodic security reviews through 2015 (with and/or without UNDSS and other UN agencies) to assess potential impact of changing situations on YHRP 2015? Has there been any assessment/review of security plan (design and implementation) been undertaken vis-à-vis YHRP 2015 and are there key learning/suggestions that you may want to share for future?

9. Are you familiar with UNICEF Commitment for Children in Humanitarian Response (often referred to as CCCs)? If yes, can you share which particular security related benchmarks/commitments that UNICEF YCO managed to achieve and how and which particular elements it could not and why? In your view did CCC security related benchmarks/commitment (including others) enable UNICEF YCO to respond appropriately and achieving intended coverage, for Yemen Humanitarian Response and if yes/no, please elaborate how (share examples)? How could compliance be improved (specify areas of improvement and how suggested action could enable compliance) for security, please elaborate?

10. In your view, how did UNICEF Country Office Management (CMT and particularly Rep, Dy. Rep, Head of Field Operations, and others) influence (through timely decisions and supporting actions) UNICEF YCO humanitarian response (2015) particularly with respect to identifying (priority needs)

and responding with appropriate assistance (locally relevant), and defining most vulnerable (regions, communities and groups) and enabling UNICEF and partners to reach out to those in need including most vulnerable (please elaborate and share examples)? Please share your views/recommendations as to what else management/CMT could/should have done to enable both responding with most appropriate assistance and reaching out to the most vulnerable?

EVALUATION OF HUMANITARIAN ASSISTANCE
UNICEF Yemen Country Office 2016

Interview Guide for
Resource Mobilization Unit

Guide Questions

1. Please share if UNICEF YCO have had a Country Funding/Emergency Resource Mobilization Strategy before escalation in hostilities in March 2015 (please share copy)? Also share how well UNICEF YCO was doing in terms of mobilizing resources (quality, flexible, and timely) for emergency response (prior to 2015) and what were key challenges with mobilizing resources for Yemen humanitarian response?

2. Following escalation in hostilities and later declaration of L 3, did UNICEF YCO RMT (Resource Mobilization Unit/Team) produce new/updated the existing Country Funding/Emergency Resource Mobilization Strategy (ERMS - explore when) and if yes, what are/were the key elements of new/updated ERMS (explore if it strategized actions to overcome challenges from previous years-asked in the last question)? In your view how successful was UNICEF YCO in mobilizing resources for YHRP/HAC 2015 (with x % of funds mobilized in terms of adequacy, flexibility, quality and timeliness) and what were/are key challenges with mobilizing resources for YHRP/HAC 2015? In hindsight, what could be done (at preparedness and response levels) to address such challenges?

3. Prior to declaration of L2 and L3 emergencies, have your team/unit (including regional team) been consulting available funding sources such as Public Sector Alliances and Mobilization Office PARMO with respect to available donors profiles, standard agreements, processes (to access and manage emergency funds), and contacts made with private donors and partnerships donor focal points (to map donors interests and seek guidance) and updating YCO/RO Management (please elaborate and share instances/examples)?

4. Prior to declaration of L 2 and L 3 emergencies, have your team/unit been liaising with local donors (informing them of significance of preparedness, advantages of thematic funding as flexible and efficient), and in your view how well did local donors understand UNICEF preparations (meeting logs, minutes, assessments and others)? What have been the key successes, challenges and could/should have been done to improve outreach to and awareness/understanding of local donors around UNICEF Preparedness efforts?

5. In your view how well were the UNICEF YCO Senior Management (Rep, Dy. Rep, Head of Field Operations, and others) familiar/ conversant with mechanisms/procedures to access Emergency Funds (options to diver funding, loan, CERF and others)? Did your unit/team work to familiarise/inform senior management of such processes (please explain actions taken), and how well it works? In your view what were the key challenges and how could those be addressed in future?

6. Did the unit have adequate and capable staff with sufficient knowledge/skills (trained to access CERF and PPP) capable to undertake (on need) work-planning processes and procedures including resource mobilization in emergencies? Were there any challenges with adequacy and capacity of staff and how could those be addressed in future?

7. Following declaration of L 2 and L 3 Emergency (within 24-72 hours), did UNICEF YCO take decisions to re-programme the regular resources (including others) available in the country programme budget, if yes, please elaborate if those were made in coordination with Regional Office and Office Of Emergency Programmes? Did you/team face any challenges in re-programming resources, please elaborate and in your view could those be addressed better, how?

8. How well did UNICEF YCO handle the post emergency phase vis-à-vis resource mobilization, please share timelines and adequacy of activities such as need assessment documents (in 24-72 hours), sharing of such documents with government, donors, national committee and other emergency funding sources such as proposal for CERF, flash appeal (in 5-7 days either inter-agency or UNICEF standalone appeal) and others? Please share the successes and challenges with immediate resource mobilization and what could/should be done in future (at preparedness and response levels) to improve (efficiency and effectiveness) resource mobilization?

9. How well did UNICEF YCO/your team/unit manage to get women and children needs reflected in UNICEF Humanitarian Action Report (HAR), inform external stakeholders (through CO and RO) on humanitarian action updates (of results being produced through UNICEF YCO actions and funding gaps) and engaging with donors (country, regional, and HQ levels) by sharing updates on evolving situations, management of funds, and producing regular reports (as per donor contract terms)? What were the successes and challenges with these and how could those be improved for future?

10. Are you familiar with UNICEF Commitment for Children in Humanitarian Response (often referred to as CCCs)? If yes, can you share which particular resource mobilization related benchmarks/commitments that UNICEF YCO managed to achieve and how and which particular elements it could not and why? In your view did CCC resource mobilization related benchmarks/commitment (including others) enable UNICEF YCO to respond appropriately and achieving intended coverage, for Yemen Humanitarian Response and if yes/no, please elaborate how (share examples)? How could compliance be improved (specify areas of improvement and how suggested action could enable compliance) for resource mobilization, please elaborate?

11. In your view, how did UNICEF Country Office Management (CMT and particularly Rep, Dy. Rep, Head of Field Operations, and others) influence (through timely decisions and supporting actions) UNICEF YCO humanitarian response (2015) particularly with respect to identifying (priority needs) and responding with appropriate assistance (locally relevant), and defining most vulnerable (regions, communities and groups) and enabling UNICEF and partners to reach out to those in need including most vulnerable (please elaborate and share examples)? Please share your views/recommendations as to what else management/CMT could/should have done to enable both responding with most appropriate assistance and reaching out to the most vulnerable?

EVALUATION OF HUMANITARIAN ASSISTANCE
UNICEF Yemen Country Office 2016
Interview Guide for
Human Resources Unit

Guide Questions

1. Please share your views on human resource management related context in Yemen (for UNICEF and others with respect to recruitment, retention, and development, remuneration, wellbeing of qualified staff) and how well (prior to 2015) has UNICEF YCO been managing HR related challenges in Yemen? How did escalation of hostilities (post March 2015) impact the HRM context in Yemen and

particular for UNICEF YCO (please elaborate for both national and international staff including those of key partners)?

2. Did UNICEF YCO HR Team/Unit under-take an assessment (as part of preparedness planning) to develop a 'Staff Mobilization Plan' (for immediate and medium term needs)? Were the identified staffing needs communicated internally (to meet humanitarian situation) and a regional level analysis performed with identified mitigation actions? What challenges did UNICEF YCO/HR Unit face in undertaking an assessment and preparing mobilization plan and what could be done in future? If no assessment been undertaken, what could/should be done to make it regular feature of regular preparedness planning within UNICEF COs?

3. Is staff (pre-deployment) training integral part of recruitment procedure, and what does it include/entail (explore with respect to information on staff wellbeing, safety and security measures and procedures, HIV and AIDS, Traumatic and chronic work stress)? Please share if these measures have contributed to achieving desired level of staff readiness and well-being, if yes how and if not, what else could be done/included in deployment package particularly for L 3 emergency? Did you face any challenges with delivery of deployment training, what were the most critical challenges and how could those be addressed in future?

4. How frequently and well did UNICEF YCO HR Unit/team manage to informed/educate UNICEF staff of UN behavioural rules such as sexual exploitation (including mandatory e-training on sexual harassment)? How well did YCO manage to implement and monitor complaint mechanisms within UNICEF and train/support focal points? What have been the key successes and challenges with dissemination of behavioural rules and complaint mechanisms systems (including support to focal points) and what could/should be done in future (at preparedness and response levels) to address the key challenges?

5. How well did UNICEF YCO HR Unit/Team prepare and implement (in 2014 and 2015) 'Training Plan/s' for staff and implementing partner's capacity building in emergency preparedness and response planning, as well as Principled Approach to Humanitarian Action (Pleas elaborate)? In your view, what were the key successes and challenges with preparation and implementation of training plan (for emergency preparedness in particular) and what could/should be done in future to address challenges?

6. How well did UNICEF YCO HR Unit/Team manage that all staff completed induction training having key emergency elements, deployment training for staff, standby partners and consultants with deployment training? What have been the key successes and challenges with both (induction training and deployment training) and how could these challenges be addressed?

7. How well did UNICEF YCO HR Unit/Team identify and train critical staff and alternates for business continuity purposes (validate from BCP) including needs for remote access (for staff to work from home) and vital records for on-site staff (listing of activated key staff requiring support)? What have been the successes and challenges with BCP planning and how could this be addressed in future?

8. How well did UNICEF YCO HR Team/Unit identify and plan for special needs and illnesses of staff members for any emergency situation (please elaborate and share any document produced)? If yes, what were the key successes and challenges with identification and planning for addressing such needs, and how could this be improved further for future?

9. After the declaration of L 2 and later L 3, did (including how well including reflections on results it produced for the YHRP 2015 delivery) UNICEF YCO mobilize SURGE Capacity (please share details vis-à-vis emergency response teams, internal re-deployment at CO/RO level, external recruitments and standby arrangements with partners)? What were the key successes and challenges with mobilization of SURGE and what could/should be done in future to improve this further?

10. How well did UNICEF YCO HR Unit/Team perform vis-à-vis identification and recruitment of external candidates through web-rosters, e-recruitment platforms, standby partners, and others sources,

monitored deployment training (for staff and consultants deployed during emergency), shared contacts details of UNICEF staff counsellors (including locally available counsellors) and peer helpers, staff and partners signed code of conduct and understood/reported on breaches of six core principles, and staff/consultants completing deployment training? What have been the successes and challenges and what should/could have been done to improve this further?

11. Are you familiar with UNICEF Commitment for Children in Humanitarian Response (often referred to as CCCs)? If yes, can you share which particular HR related benchmarks/commitments that UNICEF YCO managed to achieve and how and which particular elements it could not and why? In your view did CCC HR related benchmarks/commitment (including others) enable UNICEF YCO to respond appropriately and achieving intended coverage, for Yemen Humanitarian Response and if yes/no, please elaborate how (share examples)? How could compliance be improved (specify areas of improvement and how suggested action could enable compliance) for HR, please elaborate?

12. In your view, how did UNICEF Country Office Management (CMT and particularly Rep, Dy. Rep, Head of Field Operations, and others) influence (through timely decisions and supporting actions) UNICEF YCO humanitarian response (2015) particularly with respect to identifying (priority needs) and responding with appropriate assistance (locally relevant), and defining most vulnerable (regions, communities and groups) and enabling UNICEF and partners to reach out to those in need including most vulnerable (please elaborate and share examples)? Please share your views/recommendations as to what else management/CMT could/should have done to enable both responding with most appropriate assistance and reaching out to the most vulnerable?

EVALUATION OF HUMANITARIAN ASSISTANCE
UNICEF Yemen Country Office 2016

Interview Guide for
F&A Unit

Guide Questions

1. Please share your views on how effective and transparent management structures were in place in YCO (prior to L 2 and L 3 Emergencies) particularly with respect to sound financial accountability and adequate oversight? How well did finance and administration able to support the YHRP 2015 (for UNICEF)? Please also elaborate what were key challenges with these financial accountability and oversight mechanisms and how could/should those be addressed?

2. Did UNICEF YCO F&A Unit/Team assess (as part of internal readiness for emergency response) undertake financial and administrative capacity assessment of internal control systems (segregation of duties and readiness for manual accounting), and physical security (offices, residential premises, inventory and other assets)? What were the key issues identified and how were those addressed (prior to the emergency)?

3. How well did UNICEF YCO F&A Unit/Team assess and plan for (as part of BCP 2015) continued availability of finances/liquidity (including identification alternate sources) and where arrangements (agreements) made with other stakeholders for liquidity supply? What challenges did Unit/Team face in setting arrangements and what could/should be done to improve this?

4. How well did UNICEF YCO F&A Unit/Team plan for (as part of BCP 2015) the need for alternate recovery location for office/s, preparation for site for receive critical staff and provide ICT support to allow operational continued (please share documents if any), and there are adequate supplies

and provisions (as per gender and special needs of staff)? What have been the successes and challenges with these and what should/could be done to improve this further?

5. Post declaration of L 3 emergency, how well did UNICEF YCO F&A Unit/Team manage the finance and administrative functions including review/operationalization/monitoring of delegated authorities to staff, accessibility to corporate financial system (including alternatives), requirement of additional residential/office premises, and security and inventory and other assets, methods of obtaining liquidity and making disbursements? What have been the successes and challenges with these and what could/should have been done in future?

6. How well did UNICEF YCO F&A Unit/Team manage to respond to queries from RO and CO (in consultation with Division of Financial and Administrative Management), and achieve deployment of desired staff (F&A) at emergency locations (in consultation with Division of F&AM & Div of HR)? What were they key successes and challenges and how could/should those be addressed in future?

7. Are you familiar with UNICEF Commitment for Children in Humanitarian Response (often referred to as CCCs)? If yes, can you share which particular F&A related benchmark/commitments that UNICEF YCO managed to achieve and how and which particular elements it could not and why? In your view did CCC F&A related benchmark/commitment (including others) enable UNICEF YCO to respond appropriately and achieving intended coverage, for Yemen Humanitarian Response and if yes/no, please elaborate how (share examples)? How could compliance be improved (specify areas of improvement and how suggested action could enable compliance) for F&A, please elaborate?

8. In your view, how did UNICEF Country Office Management (CMT and particularly Rep, Dy. Rep, Head of Field Operations, and others) influence (through timely decisions and supporting actions) UNICEF YCO humanitarian response (2015) particularly with respect to identifying (priority needs) and responding with appropriate assistance (locally relevant), and defining most vulnerable (regions, communities and groups) and enabling UNICEF and partners to reach out to those in need including most vulnerable (please elaborate and share examples)? Please share your views/recommendations as to what else management/CMT could/should have done to enable both responding with most appropriate assistance and reaching out to the most vulnerable?

EVALUATION OF HUMANITARIAN ASSISTANCE
UNICEF Yemen Country Office 2016

<u>**Interview Guide for**</u>
Information and Communication Technology Unit

<u>**Guide Questions**</u>

1. In your view (before March 2015) how well (equipped and prepared) was UNICEF YCO (including field offices) with respect to ICT to provide timely, effective and predictable delivery of telecommunication services to enable efficient, security programme implementation, staff security and compliance to commitments (please seek explanation and examples on different elements shared)? What were the key gaps/challenges and how could/have those been addressed (before March 2015)?

2. Did UNICEF YCO undertake ICT (equipment and services) needs assessment (as part of preparedness work) prior to 2015 and during 2015)? If yes, what needs/gaps were identified and

what actions were taken to address those gaps (please elaborate)? Please share if any actions have had been taken during late 2014 or early 2015 with respect to supply contracts (with vendors) for emergency ICT (including telecommunication) equipment and services supply; pre-positioning of rapid-deployment emergency ICT solutions in high risk offices (field and country offices) with licensing agreements with government regulators, development and maintenance of ICT emergency roster (for immediate deployment of ICT trained staff), training (in-country and abroad) of UNICEF YCO ICT staff in emergency ICT management, inclusion of ICT support for emergency simulation (if any simulation undertaken in the CO/RO)? How did these work out during emergency in Yemen and are there areas of improvement?

3. How well was UNICEF YCO prepared in terms of organizing training of ICT staff in MOSS/security telecommunication requirements (at HQ, RO and CO levels), and reporting and evaluation of MOSS telecommunication compliance; formation of field office level ICT/telecommunication working groups (inter-agency and NGOs), standardization of inter-agency ICT/telecommunication equipment, services and procedures, integration of ICT into BCP (to provide remote connectivity and access to UNICEF core systems for identified staff (in CO and field offices), scheduling, performing and reporting on periodic remote connectivity tests (as per individual office needs), accessibility to critical records for critical staff (both onsite and from home)? How well did that work out during L 3 emergency and what could/should be done to further improve the efficiency, reliability and effectiveness of ICT systems, equipment, and procedures?

4. Did UNICEF YCO undertake post March/July 2015 (L2 and L 3 Emergency) ICT (equipment and services) gap assessment to identify MOSS/security telecom compliance and data communication (internet, email etc) service availability check? If yes, what needs/gaps were identified, if a consolidated supply plan was produced, if yes, how well has that plan been implemented (please elaborate) and how did the plan implementation/ICT support enable the YHRP 2015 delivery (please elaborate and share examples)? In hindsight what could/should be done to further improve the ICT response?

5. How well did UNICEF YCO ICT Team/Unit coordinate and collaborate with ICT cluster partners for shared telecommunication/data communication services (including assuming leadership at hub/sub office level for ICT if required)? In your view what were they key successes and challenges and how could those be addressed (recommend actions)?

6. How well did UNICEF YCO respond to human resources need especially the deployment of trained ICT/telecom responders and emergency telecom project coordinators? What were the key successes, challenges and what could/should be done to further improve such deployments?

7. How well did UNICEF YCO ICT team/unit manage to provide users (given need) in L 3 Emergency with remote access to corporate applications with secure connectivity solutions (such as virtual private networks)? What were key successes, challenges, and what could/should be done to further improve remote connectivity?

8. Are you familiar with UNICEF Commitment for Children in Humanitarian Response (often referred to as CCCs)? If yes, can you share which particular ICT (equipment and services) related benchmarks/commitments that UNICEF YCO managed to achieve and how and which particular elements it could not and why? In your view did CCC ICT related benchmarks/commitment (including others) enable UNICEF YCO to respond appropriately and achieving intended coverage, for Yemen Humanitarian Response and if yes/no, please elaborate how (share examples)? How could compliance be improved (specify areas of improvement and how suggested action could enable compliance) for ICT, please elaborate?

9. In your view, how did UNICEF Country Office Management (CMT and particularly Rep, Dy. Rep, Head of Field Operations, and others) influence (through timely decisions and supporting actions) UNICEF YCO humanitarian response (2015) particularly with respect to identifying (priority

needs) and responding with appropriate assistance (locally relevant), and defining most vulnerable (regions, communities and groups) and enabling UNICEF and partners to reach out to those in need including most vulnerable (please elaborate and share examples)? Please share your views/recommendations as to what else management/CMT could/should have done to enable both responding with most appropriate assistance and reaching out to the most vulnerable?

EVALUATION OF HUMANITARIAN ASSISTANCE
UNICEF Yemen Country Office 2016

Interview Guide for
Media and Communication Unit

Guide Questions

1. Please share your views on how well was UNICEF YCO M&C Team/Unit managing (prior to 2015) to gather, process and disseminate how Yemen Conflict was affecting children and women to general public, national committees through local and international media? Similarly, how well UNICEFYCO M&C was managing to humanitarian needs, actions, advocate child friendly solutions in Yemen (prior to 2015) and supporting with response and fundraising? What were the key successes, challenges and how those got addressed in 2015 following declaration of L 3 Emergency?

2. In your view, how well was UNICEF YCO C&M Team/Unit prepared to respond to serious emergency in Yemen in 2015 particularly with respect to availability of well-thought out of communication strategy (please elaborate on key features including those strategies and actions proposed based on learning from previous years), pre-identified SURGE capacity needs for information, communication, and report writing, pre-identified staff authorised to speak to media, media contacts, and UNICEF emergency focal points? How well did these elements work out following L 2 and L 3 emergency declaration and what were the gaps that need to be addressed and how?

3. In your view, how well did UNICEF YCO C&M Team/Unit coordinate (in advance) with supplies (and logistics) to identify and procure basic communication and visibility items such as satellite phones, video cameras, cameras, posters, banners and others? Also, given additional needs, pre-contracting arrangements were in place for media and communication services? How well did these elements work out following L 2 and L 3 emergency declaration and what were the gaps that need to be addressed and how?

4. In your view, how well was UNICEF YCO C&M Team/Unit prepared with package of emergency media and communication templates (for immediate updating and dissemination) such as statements, key messages, fact sheets and country profiles on issues related to children and women? How well did these elements work out following L 2 and L 3 emergency declaration and what were the gaps that need to be addressed and how?

5. Immediately (within 24 hours) after the declaration of L 2 and L 3 emergency declaration (in March and July 2015), how well did UNICEF YCO M&C Team/Unit manage to produce and disseminate media products/updates to raise awareness of needs of children and women to general public, national committees (please elaborate)? Did team face any challenges, how were those addressed and what could be done in future to overcome such challenges?

6. How well did UNICEF YCO M&C Team/Unit respond with producing communication products such as daily updates, key messages, Q&A for both internal and external communication? How

well did UNICEF manage to comply with the UN guidelines and complement the HCT messages? Please share any challenges faced and how were those handled, and what could be done for future?

7. How well did UNICEF YCO M&C Team/Unit manage to take note of Grave Child Rights Violations and advocate with relevant stakeholders for respect and protection of children rights (after consultation with RO, HQ, HCT)? Please shared details and what were the key successes and challenges, how were those handled and could be planned better for future?

8. How well did UNICEF YCO M&C Team/Unit manage to keep feeding in the media, national committees, and general public with updates, interviews, human interest stories, briefing, photographs, videos highlighting voices of children and adolescent, on child related issues and humanitarian response? Please share how well M&C Team/Unit coordinated with supplies & logistics of UNICEF for adequate visibility (in field activities)? What worked well and where did you face challenges, and how could those be addressed?

9. Are you familiar with UNICEF Commitment for Children in Humanitarian Response (often referred to as CCCs)? If yes, can you share which particular M&C related benchmarks/commitments that UNICEF YCO managed to achieve and how and which particular elements it could not and why? In your view did CCC M&C related benchmarks/commitment (including others) enable UNICEF YCO to respond appropriately and achieving intended coverage, for Yemen Humanitarian Response and if yes/no, please elaborate how (share examples)? How could compliance be improved (specify areas of improvement and how suggested action could enable compliance) for M&C, please elaborate?

10. In your view, how did UNICEF Country Office Management (CMT and particularly Rep, Dy. Rep, Head of Field Operations, and others) influence (through timely decisions and supporting actions) UNICEF YCO humanitarian response (2015) particularly with respect to identifying (priority needs) and responding with appropriate assistance (locally relevant), and defining most vulnerable (regions, communities and groups) and enabling UNICEF and partners to reach out to those in need including most vulnerable (please elaborate and share examples)? Please share your views/recommendations as to what else management/CMT could/should have done to enable both responding with most appropriate assistance and reaching out to the most vulnerable?

EVALUATION OF HUMANITARIAN ASSISTANCE
UNICEF Yemen Country Office 2016

Interview Guide for
Planning, Monitoring & Evaluation (PME) Unit
(For Rapid Assessment, Monitoring and Evaluation)

Guide Questions

1. Please share your views, post March 2015 how well did UNICEF YCO PME team manage to monitor and analyze the situation of children and women (including undertaking rapid assessments as required), establishing system enabling monitoring and reporting of humanitarian response against programmatic and operational benchmarks, and assessment/evaluation of humanitarian actions (please elaborate)? What have been the key successes, challenges, lessons, and what could be done to address those challenges in future?

2. Please share if UNICEF PME team have had been monitoring UNICEF YCO preparedness and response planning & implementation through 2014 and early 2015, under early warning/early action system? How frequently were those performed and what actions taken to improve the preparedness/ response plan and implementation? Were there mechanisms in place to meaningfully undertake/contribute to UNICEF/Interagency rapid assessment? How well did these elements work out following L 2 and L 3 emergency declaration and what were the gaps that need to be addressed and how?

3. How adequately was UNICEF YCO PME was resourced with hazard, vulnerability and capacity data to inform baseline, response and recovery of YHRP 2015? Has UNICEF YCO have had developed methods, tools and info management system with adequately trained resources/capacity to conduct timely IA/UNICEF rapid assessment in case of an/serious emergency? How well did these elements work out following L 2 and L 3 emergency declaration and what were the gaps that need to be addressed and how?

4. Prior to L2 emergency, had UNICEF YCO PME team prepared benchmarks/indicators for programme & operations (as part of humanitarian performance monitoring) including those for clusters (please share details)? And has it identified staff adequately trained/qualified (including any training planned and implemented) for performance monitoring? How well did these elements work out following L 2 and L 3 emergency declaration and what were the gaps that need to be addressed and how?

5. In your view, how well did UNICEF PME team manage to conduct/contribute to UNICEF/IA rapid assessment to assess impact (of escalation of hostilities) and needs including those of children, adolescent and women (including gender analysis)? What were the key successes, challenges, learning and opportunities for improvement and how?

6. How well did UNICEF YCO PME team manage to coordinate/support RM/M&C teams to include Standardized Monitoring and Assessment of Relief Transition (SMART) objectives and corresponding indicators (related to those listed in the preparedness phase) into the Appeals and HAC/YHRP? How well did it manage to gather, analyse and report on key performance information (for YHRP 2015) and made accessible for review and evaluation processes for improved performance? What were the key successes, challenges, learning and opportunities for improvement and how?

7. How well did UNICEF PME team manage to support/lead internal review and reflection process including programmatic and operational evaluation/s (please share details when and how and share documents if any)? What were the key successes, challenges, learning and opportunities for improvement and how?

8. In your view how well has UNICEF YCO managed the YHRP 2015 in terms of identifying and prioritizing needs, and arranging culturally appropriate assistance, and achieving the intended outreach (to these varied regions, communities and groups)? If there were any regions, communities, and groups where UNICEF (or partners) could not reach with assistance despite intent/plan and why (please share examples)? What could/should have been done to deliver more appropriate assistance and achieve intended coverage?

9. Are you familiar with UNICEF Commitment for Children in Humanitarian Response (often referred to as CCCs)? If yes, can you share which particular rapid assessment, M&E related benchmarks/commitments that UNICEF YCO managed to achieve and how and which particular elements it could not and why? In your view did CCC rapid assessment M&E related benchmarks/commitment (including others) enable UNICEF YCO to respond appropriately and achieving intended coverage, for Yemen Humanitarian Response and if yes/no, please elaborate how (share examples)? How could compliance be improved (specify areas of improvement and how suggested action could enable compliance) for rapid assessment, M&E, please elaborate?

10. In your view, how did UNICEF Country Office Management (CMT and particularly Rep, Dy. Rep, Head of Field Operations, and others) influence (through timely decisions and supporting actions) UNICEF YCO humanitarian response (2015) particularly with respect to identifying (priority needs) and responding with appropriate assistance (locally relevant), and defining most vulnerable (regions, communities and groups) and enabling UNICEF and partners to reach out to those in need including most vulnerable (please elaborate and share examples)? Please share your views/recommendations as to what else management/CMT could/should have done to enable both responding with most appropriate assistance and reaching out to the most vulnerable?

11. In your view, how well has UNICEF YCO been supported by RO and HQs during the YHRP 2015 delivery (please reflect on the assistance solicited/sought and received by both programmes and operations including timeliness and value of the support)? To what extent did it enable achieving appropriateness of assistance, intended coverage and complying with humanitarian/accountability standards and commitments (including CCCs)? Please share what have been the key successes, challenges, areas of improvement and suggest actions which could/should be taken by RO/HQ to enable CO improve L 3 level emergency response?

12. In your view, how well has UNICEFYCO (programme and operations teams ask particularly about the unit he/she represents) been supported by RO and HQs during the YHRP 2015 delivery (please reflect on the assistance solicited/sought and received by your Unit including timeliness and value of the support)? To what extent did it enable achieving appropriateness of assistance, intended coverage and complying with humanitarian/accountability standards and commitments (including CCCs)? Please share what have been the key successes, challenges, areas of improvement and suggest actions which could/should be taken by RO/HQ to enable CO improve L 3 level emergency response?

EVALUATION OF HUMANITARIAN ASSISTANCE
UNICEF Yemen Country Office 2016

Interview Guide for
Supply & Logistics Unit

Guide Questions

1. Please share your views, post March 2015 (until December 2015) how well did UNICEF YCO supply and logistics manage to procure and deliver essential supplies (for UNICEF YHRP 2015) for women and children, and how adequately was it resourced (financial, human and material resources provided)?? What have been the key successes, challenges, lessons, and what could be done to address those challenges in future??

2. In your view how well was UNICEF YCO supplies and logistics team prepared to respond to a L 2 and L 3 emergency at start of 2015 particularly with respect to identification and compilation of all supplies (required for a significant humanitarian operation in-line with CCC activity implementation), have had undertaken supply planning exercises to identify medium and long term supply inputs and exploration of local and regional sources, creating and maintaining supplier/supply agreements with global, national, and regional level vendors/suppliers, identification of alternatives (strategies and actions) if vendors/suppliers are unable to comply

with these agreements? Please elaborate on different actions taken, share any challenges faced, identify any areas for improvement including recommended actions?

3. In your view how well was UNICEF YCO supplies and logistics team prepared to respond to a L 2 and L 3 emergency at start of 2015 particularly with respect to arranging adequate/cost effective stock-piling strategies (for emergency supplies), establishing and maintaining long term agreements with service providers (including other agencies such as WFP and others) for provision of transport and freight services, establishing partnership agreements for provision of in-kind goods and services, evaluation and recommendations on prospective implementing partners procurement procedures? Please elaborate on different actions taken, share any challenges faced, and identify any areas for improvement including recommended actions?

4. How adequately resourced was the Supplies and Logistics Unit/Team in YCO with respect to trained (emergency supplies) human resources, availability of staff familiar with and able to use the supply intranet tools and templates, availability of programme staff aware of emergency processes, freight budgeting and estimation, and inland logistics?

5. Prior to the L 2 and L 3 emergency declaration, did (if yes when) UNICEF YCO S&L team undertake procurement capacity assessment of government counterparts, operational partners for specific product groups including construction materials, identified capacity gaps and prepared plan for capacity strengthening for possible transfer of logistic activities (to government counterparts and operational partners)? Please elaborate on different actions taken, share any challenges faced, and identify any areas for improvement including recommended actions?

6. In your view how well (following declaration of L 3 emergency) did UNICEF supplies and logistics team collaborate with all logistics partners (in country and in the region), engaged with logistics cluster (WFP lead), supported UNICEF lead clusters, for provision of free or pooled transport, storage, and other services (please elaborate and share examples)? How well did it contribute to development of first HRP Plan (with inputs and costs for materials, freights and inland logistics) and incorporation into budget and appeals? Please elaborate on different actions taken, share any challenges faced, and identify any areas for improvement including recommended actions?

7. Did UNICEF supplies and logistics (in collaboration with HQ and Supply Division and Regional Support) develop a Supply and Logistics Concept of Operations including supply sources, border crossings, warehouse requirements, corridors, partners and potential routing bottlenecks, availability of adequate and acceptable storage? How well did YCO manage the supply chain management (particularly tracking of inventory), including monitoring of logistics and procurement activities from origin to destination/distribution (and production of updates and receipts), and additional resources (human) were requested/taken on board immediately? Please elaborate on different actions taken, share any challenges faced, and identify any areas for improvement including recommended actions?

8. In your view, how well did UNICEF YCO manage to keep YHRP 2015 appropriate (respond to priority needs with locally acceptable assistance) and achieve intended coverage (reach out the vulnerable) and how did procurement and logistics team/HQ and division enable that (please elaborate and share examples)? Please reflect on the assistance and share what have been the successes, challenges, learning, and areas for improvement including recommended actions?

9. Are you familiar with UNICEF Commitment for Children in Humanitarian Response (often referred to as CCCs)? If yes, can you share which particular supply and logistics related benchmarks/commitments that UNICEF YCO managed to achieve and how and which particular elements it could not and why? In your view did CCC supply and logistics related benchmarks/commitment (including others) enable UNICEF YCO to respond appropriately and achieving intended coverage, for Yemen Humanitarian Response and if yes/no, please elaborate how (share examples)? How could compliance be improved (specify areas of improvement and how suggested action could enable compliance) for supply and logistics, please elaborate?

10. In your view, how did UNICEF Country Office Management (CMT and particularly Rep, Dy. Rep, Head of Field Operations, and others) influence (through timely decisions and supporting actions) UNICEF YCO humanitarian response (2015) particularly with respect to identifying (priority needs) and responding with appropriate assistance (locally relevant), and defining most vulnerable (regions, communities and groups) and enabling UNICEF and partners to reach out to those in need including most vulnerable (please elaborate and share examples)? Please share your views/recommendations as to what else management/CMT could/should have done to enable both responding with most appropriate assistance and reaching out to the most vulnerable?

11. In your view, how well has UNICEF YCO been supported by RO and HQs during the YHRP 2015 delivery (please reflect on the assistance solicited/sought and received by both programmes and operations including timeliness and value of the support)? To what extent did it enable achieving appropriateness of assistance, intended coverage and complying with humanitarian/accountability standards and commitments (including CCCs)? Please share what have been the key successes, challenges, areas of improvement and suggest actions which could/should be taken by RO/HQ to enable CO improve L 3 level emergency response?

12. In your view, how well has UNICEFYCO (programme and operations teams ask particularly about the unit he/she represents) been supported by RO and HQs during the YHRP 2015 delivery (please reflect on the assistance solicited/sought and received by your Unit including timeliness and value of the support)? To what extent did it enable achieving appropriateness of assistance, intended coverage and complying with humanitarian/accountability standards and commitments (including CCCs)? Please share what have been the key successes, challenges, areas of improvement and suggest actions which could/should be taken by RO/HQ to enable CO improve L 3 level emergency response?

EVALUATION OF HUMANITARIAN ASSISTANCE
UNICEF Yemen Country Office 2016

Interview Guide for
Programme Units
(Health, Education, Nutrition, WASH, Child Protection, and Social Protection)

Guide Questions

1. In your view, before the escalation of hostilities (March 2015), how had the years of insecurity/conflict in Yemen impacted people and what were the most immediate needs of regions (governorates and other units), communities (tribes, sects, and others) and groups (sexes and ages – men, women, older persons, disabled, adolescent, boys and girls)? In your view (before March 2015) which regions, communities and groups were most deprived and why, and what were the coping mechanisms in practice including assistance provided by humanitarian agencies (please share reasons, examples and evidences/examples while focusing more on UNICEF core services areas of WASH, health, nutrition, education, child protection, and social protection)?

2. In your view, how and to what extent the escalation in hostilities (post March 2015) impacted the lives of Yemenis and which regions, communities and groups were most affected, how and why (please elaborate and share examples)? How did the needs change (in terms of nature, scale and new regions/groups needing assistance) and how well did the international community/humanitarian agencies respond to the emerging needs?

3. How (well) did UN and in particular UNICEF (through inter-agency and/or agency actions such as MIRA etc.) manage to assess the priority needs (of varied groups including most vulnerable) and particularly kept track of any changing needs (with evolving security situation) until the end of 2015 (explore details and ask for desegregation and references to documents produced if any)? In your view which regions, communities and groups were most affected and how (well) did UNICEF establish vulnerability (please share criteria of vulnerability used and how other agencies/stakeholders identified vulnerable) for priority assistance to these groups?

4. In your view, the assistance provided by UNICEF/Section (ask specifically type of assistance provided by the Section/Unit) was responsive/appropriate to the needs (on the ground of varied groups) and culturally/locally acceptable? Did UNICEF/Section adapt assistance with evolving needs/priorities, please elaborate and share examples?

5. How well did UNICEF YCO manage to reach out to vulnerable/priority groups and delivering assistance proportionate to the needs on ground (please elaborate and share examples)? In your view, how the assistance complemented the aid provided by government and other stakeholders and local coping mechanisms? Please share your views on how UNICEF/Section assistance alleviated the suffering of aid recipients (elaborate in terms of enabling survival – primarily, and recovery partly), and what would have been the consequences of no assistance (please elaborate)?

6. What key challenges/constraints did UNICEF face in assessing/establishing needs (including evolving needs with time – processes and documentation), identifying and prioritising vulnerable (groups and regions), establishing appropriateness of assistance (to local context), and achieving intended coverage (including reaching out to most vulnerable)? In hindsight what UNICEF/partners must/could have done to overcome such challenges? What have been the key learning (please elaborate in terms of preparedness, response, process, documentation, etc.) and what could/should be done either at preparedness/response levels to overcome these in future operations (please elaborate and share examples)?

7. Please reflect and share your views on adequacy/timeliness/quality of support extended by UNICEF operations units/team (where required explore more by asking particularly about security in terms of safety of staff, assets and others, and similarly HR in terms of recruitment, training, and others finance and administration in terms of financial planning, reporting and others, communications and media in terms of communicating with internal/external stakeholders, visibility, and others, resource mobilization in terms of securing new and additional resources, ICT in terms of information/telecommunication systems, ICT infrastructure etc., PME in terms of planning, monitoring, reporting and others, and supplies and logistics in terms of organizing, monitoring, and supporting supply chain activities within the logistics system)? Please share if operations assistance (specify how) enabled UNICEF programme teams to identify needs, prioritise regions, communities, and groups, mobilize (procure and deliver) appropriate assistance, and reaching out to those in need/facing life-threatening situations (in particular)? Please share those areas where in your view operations could not provide the desired/anticipated level of assistance, and how did it impact the UNICEF YHRP 2015 (share examples if available)? Please do suggest areas of improvement and possible strategies/actions, which operations units (ask particularly about varied units) need to plan/implement (at preparedness and response levels) to enable programmes in improved humanitarian actions in future??

8. In your view, how well did UNICEF lead/coordinate with different external stakeholders including provided leadership/support to the clusters (either being the lead or as participants such as health, education, nutrition, CP, and WASH, supplies and logistics) in delivery of humanitarian assistance in 2015 (explore particularly about how were those supported by operations and enabled programmes with appropriate assistance and achieving intended coverage)? In your

view, what were the key successes, challenges, learning, areas of improvement and recommended actions??

9. How well did UNICEF YCO manage to work with government and operational partners (CSOs, I/NGOs and others) and other power stakeholders on the ground while upholding the humanitarian principles and enabling partners to value/comply with these principles in delivery of assistance? In your view how successful has UNICEF YCO been in managing partnerships, building capacities of governments and operational partners (for eventual handover) and complying with international humanitarian assistance standards and values such as SPHERE, AAP, CCCs etc., and what were key challenges and how could those be improved in future?

10. Please share if UNICEF was able to pick on critical child protection/rights violation issues during the humanitarian response (2015) and how well did UNICEF YCO manage to engage/advocate with government and other power stakeholders to respect and protect children rights (please share particular examples and how did UNICEF engage/advocate with stakeholders and results)? What have been the key successes, challenges, areas of improvement and what strategies/actions can be taken to improve this in future?

11. In your view, how well has UNICEF YCO (programme and operations teams ask particularly about the unit he/she represents) been supported by RO and HQs during the YHRP 2015 delivery (please reflect on the assistance solicited/sought and received by your Unit including timeliness and value of the support)? To what extent did it enable achieving appropriateness of assistance, intended coverage and complying with humanitarian/accountability standards and commitments (including CCCs)? Please share what have been the key successes, challenges, areas of improvement and suggest actions which could/should be taken by RO/HQ to enable CO improve L 3 level emergency response?

12. Are you familiar with UNICEF commitment for children in humanitarian response (CCCs for programmatic and operational areas – particularly for your own area) and other humanitarian obligations/standards such as AAP, SPHERE and others? If yes, can you share which particular sector/unit related CCC benchmarks/commitments that UNICEF YCO managed to achieve (including others – such as INEE, SPHERE, AAP) and how and which particular elements it could not comply with and why? In your view did CCC sector/unit related benchmarks/commitment (including others) enable UNICEF YCO to respond appropriately and achieving intended coverage, for Yemen Humanitarian Response and if yes, please elaborate how (share examples) and how could compliance be improved (specify areas of improvement and how suggested action could enable compliance)?

13. In your view, how did UNICEF Country Office Management (CMT and particularly Rep, Dy. Rep, Head of Field Operations, and others) influence (through timely decisions and supporting actions) UNICEF YCO humanitarian response (2015) particularly with respect to identifying (priority needs) and responding with appropriate assistance (locally relevant), and defining most vulnerable (regions, communities and groups) and enabling UNICEF and partners to reach out to those in need including most vulnerable (please elaborate and share examples)? Please share your views/recommendations as to what else management/CMT could/should have done to enable both responding with most appropriate assistance and reaching out to the most vulnerable?

EVALUATION OF HUMANITARIAN ASSISTANCE
UNICEF Yemen Country Office 2016

Interview Guide for

Government Stakeholders

Guide Questions

1. In your view, before the escalation of hostilities (March 2015), how had the years of insecurity/conflict in Yemen impacted people and what were the most immediate needs of regions (governorates and other units), communities (tribes, sects, and others) and groups (sexes and ages – men, women, older persons, disabled, adolescent, boys and girls)? In your view (before March 2015) which regions, communities and groups were most deprived and why, and what were the coping mechanisms in practice including assistance provided by humanitarian agencies (please share reasons, examples and evidences/examples while focusing more on UNICEF core services areas of WASH, health, nutrition, education, child protection, and social protection)?
2. In your view, how and to what extent the escalation in hostilities (post March 2015) impacted the lives of Yemenis and which regions, communities and groups were most affected, how and why (please elaborate and share examples)? How did the needs change (in terms of nature, scale and new regions/groups needing assistance) and how well did the government and other power stakeholders respond to the needs (please elaborate and share examples)?
3. In your view, how well did international community and particularly UN system respond to the humanitarian situation in Yemen? Please share your thoughts in particular on how well has UNICEF responded to the Yemen crisis in 2015 (ask particularly about appropriateness of assistance, timeliness, coverage in particular) and what/where you feel UNICEF YCO could have done more and how?
4. In your view, how well did UNICEF YCO coordinate and work with government (and other stakeholders and building government capacities) at different levels (centre, governorates and others) for delivery of humanitarian assistance in Yemen? What have been the key successes; challenges and what you may suggest should improve in terms of working with/for government in future (including capacity development of government counterparts)?
5. In your view, how well did UNICEF YCO manage to comply with humanitarian principles (such as SPHERE, and others) and if you may share how much is your government committed to complying international standards like CCCs, Sphere and expectations from UNICEF and other humanitarian actors?
6. How you view the situation on ground in coming months and emerging humanitarian needs? Please share your expectations from international and humanitarian community particularly UNICEF YCO to continue with humanitarian assistance and prioritise other areas of assistance?

EVALUATION OF HUMANITARIAN ASSISTANCE
UNICEF Yemen Country Office 2016

Interview Guide for
Implementing Partners

Guide Questions

1. In your view, before the escalation of hostilities (March 2015), how had the years of insecurity/conflict in Yemen impacted people and what were the most immediate needs of regions (governorates and other units), communities (tribes, sects, and others) and groups (sexes and ages – men, women, older persons, disabled, adolescent, boys and girls)? In your view (before

March 2015) which regions, communities and groups were most deprived and why, and what were the coping mechanisms in practice including assistance provided by humanitarian agencies (please share reasons, examples and evidences/examples while focusing more on UNICEF core services areas of WASH, health, nutrition, education, child protection, and social protection)?

2. In your view, how and to what extent the escalation in hostilities (post March 2015) impacted the lives of Yemenis and which regions, communities and groups were most affected, how and why (please elaborate and share examples)? How did the needs change (in terms of nature, scale and new regions/groups needing assistance) and how well did the international community/humanitarian agencies respond to the emerging needs?

3. In your view how well prepared was your organization (as UNICEF partners) for L 3 Emergency Response (prior to March 2015)? Please share where did UNICEF YCO provide support to your organization in preparing for the emergency, what worked and what did not (including why) and what areas does UNICEF need to focus in future to build partners capacities for future L 3 responses?

4. In your view how well was your organization supported by UNICEF YCO (both by programmes and operations) post March 2015 (please elaborate what kind of support provided) and how did enable your organization to respond (or contribute to UNICEF YCO efforts) to Yemen humanitarian response through 2015, what worked and what did not (including why) and what areas do UNICEF need to focus in future to support partners during emergencies to enable them to contribute to future L 3 responses?

5. How (well) did UN/ in particular UNICEF and partners (through inter-agency and/or agency actions such as MIRA etc.) manage to assess the priority needs (of varied groups including most vulnerable) and particularly kept track of any changing needs (with evolving security situation) until the end of 2015 (explore details and ask for desegregation and references to documents produced if any)? In your view which regions, communities and groups were most affected and how (well) did UNICEF/partners establish vulnerability (please share criteria of vulnerability used and how other agencies/stakeholders identified vulnerable) for priority assistance to these groups?

6. In your view, the assistance provided by UNICEF/partners (ask specifically type of assistance provided by the partner) was responsive/appropriate to the needs (on the ground of varied groups) and culturally/locally acceptable? Did UNICEF/partners adapt assistance with evolving needs/priorities, please elaborate and share examples?

7. How well did UNICEF YCO/partners manage to reach out to vulnerable/priority groups and delivering assistance proportionate to the needs on ground (please elaborate and share examples)? In your view, how the assistance complemented the aid provided by government and other stakeholders and local coping mechanisms? Please share your views on how UNICEF/partners alleviated the suffering of aid recipients (elaborate in terms of enabling survival – primarily, and recovery partly), and what would have been the consequences of no assistance (please elaborate)?

8. What key challenges/constraints did UNICEF/partners face in assessing/establishing needs (including evolving needs with time – processes and documentation), identifying and prioritising vulnerable (groups and regions), establishing appropriateness of assistance (to local context), and achieving intended coverage (including reaching out to most vulnerable)? In hindsight what UNICEF/partners must/could have done to overcome such challenges? What has been the key learning (please elaborate in terms of preparedness, response, process, documentation, etc.) and what could/should be done either at preparedness/response levels to overcome these in future operations (please elaborate and share examples)?

9. Please reflect and share your views on adequacy/timeliness/quality of support extended by UNICEF operations units/team to partners (where required explore more by asking particularly

about security, HR, Resource Mobilization, Media and Communication, PME, ICT, F&A, Supplies and Logistics), for delivery of humanitarian response 2015? Please share if operations assistance (specify how) enabled UNICEF partners to identify needs, prioritise regions, communities, and groups, mobilize (procure and deliver) appropriate assistance, and reaching out to those in need/facing life-threatening situations (in particular)? Please share those areas where in your view UNICEF YCO operations could not provide the desired/anticipated level of assistance, and how did it impact the UNICEF YHRP 2015 (share examples if available)? Please do suggest areas of improvement and possible strategies/actions, which operations units (ask particularly about varied units) need to plan/implement (at preparedness and response levels) to enable programmes in improved humanitarian actions in future??

10. In your view, how well did UNICEF lead/coordinate with different external stakeholders including provided leadership/support to the clusters (either being the lead or as participants such as health, education, nutrition, CP, and WASH, supplies and logistics) in delivery of humanitarian assistance in 2015(explore particularly about how were those supported by operations and enabled programmes with appropriate assistance and achieving intended coverage)? In your view, what were the key successes, challenges, learning, areas of improvement and recommended actions?

11. How well did UNICEF YCO manage to work with government and operational partners (CSOs, I/NGOs and others) and other power stakeholders on the ground while upholding the humanitarian principles and enabling partners to value/comply with these principles in delivery of assistance? In your view how successful has UNICEF YCO been in managing partnerships, building capacities of governments and operational partners (for eventual handover) and complying with international humanitarian assistance standards and values such as SPHERE, AAP, CCCs etc., and what were key challenges and how could those be improved in future?

12. Please share if UNICEF/partners was able to pick on critical child protection/rights violation issues during the humanitarian response (2015) and how well did UNICEF YCO/partners manage to engage/advocate with government and other power stakeholders to respect and protect children rights (please share particular examples and how did UNICEF engage/advocate with stakeholders and results)? What have been the key successes, challenges, areas of improvement and what strategies/actions can be taken to improve this in future?

13. Are you familiar with UNICEF commitment for children in humanitarian response (CCCs for programmatic and operational areas – particularly for your own area) and other humanitarian obligations/standards such as AAP, SPHERE and others? If yes, can you share which particular sector/unit related CCC benchmarks/commitments that UNICEF YCO/partners managed to achieve (including others – such as INEE, SPHERE, AAP) and how and which particular elements it could not comply with and why? In your view did CCC sector/unit related benchmarks/commitment (including others) enable UNICEF YCO/partners to respond appropriately and achieving intended coverage, for Yemen Humanitarian Response and if yes, please elaborate how (share examples) and how could compliance be improved (specify areas of improvement and how suggested action could enable compliance)

EVALUATION OF HUMANITARIAN ASSISTANCE
UNICEF Yemen Country Office 2016

Interview Guide for
Community Leaders (Men, Women)

<u>Guide Questions</u>

1. In your view, before the escalation of hostilities (March 2015), how had the years of insecurity/conflict in Yemen impacted people and what were the most immediate needs of regions (governorates and other units), communities (tribes, sects, and others) and groups (sexes and ages – men, women, older persons, disabled, adolescent, boys and girls)? In your view (before March 2015) which regions, communities and groups were most deprived and why, and what were the coping mechanisms in practice including assistance provided by humanitarian agencies (please share reasons, examples and evidences/examples while focusing more on UNICEF core services areas of WASH, health, nutrition, education, child protection, and social protection)?

2. In your view, how and to what extent the escalation in hostilities (post March 2015) impacted the lives of Yemenis and which regions, communities and groups were most affected, how and why (please elaborate and share examples)? Did the needs change (in terms of nature, scale and new regions/groups needing assistance) and what are current needs? How well did the government/international community/humanitarian agencies respond to the emerging needs (please also reflect on adequacy, timeliness, appropriateness of assistance)?

3. How well did the government/international community/humanitarian agencies respond to the humanitarian needs of Yemenis (post March 2015)? In your view, the assistance provided (as separately for government, international community including UN) was appropriate to the needs (local context) and if those who needed the assistance received the assistance? What were the successes; gaps/challenges and what should have been done differently to keep assistance correspond to the needs and achieve better targeting?

4. In your view, the assistance provided by UNICEF/partners (ask specifically type of assistance provided by UNICEF/ partner in the community) was responsive/appropriate to the needs (on the ground of varied groups) and culturally/locally acceptable? Did UNICEF/partners adapt assistance with evolving needs/priorities, please elaborate and share examples?

5. How well did UNICEF YCO/partners manage to reach out to vulnerable/priority groups and delivering assistance proportionate to the needs on ground (please elaborate and share examples)? In your view, how the assistance complemented the aid provided by government and other stakeholders and local coping mechanisms? Please share your views on how UNICEF/partners alleviated the suffering of aid recipients (elaborate in terms of enabling survival – primarily, and recovery partly), and what would have been the consequences of no assistance (please elaborate)?

6. Please share your views on how UNICEF/partners assistance alleviated the suffering of aid recipients (elaborate in terms of enabling survival – primarily, and recovery partly for varied groups particularly children, adolescent and women), and what would have been the consequences, had no assistance been provided by UNICEF and partners (please elaborate)?

7. Are there unintended (positive/negative) consequences of assistance provided by UNICEF/partners for different groups (please elaborate and share examples)? What should UNICEF/partners should focus on in coming months in the wake of changing situations and what groups should be prioritised and why?

8. Are you familiar or have seen complaint management system (established by UNICEF or partners) in your community during 2015, if yes, what is it and how well has this worked during 2015 (explore more on availability of information on complaint mechanisms, convenience to access, actions taken and trust in effective complaint management, etc.)? What have been the successes with the CMS and what/how should improve in this particularly with respect to visibility, access and convenience, effective actions, reporting back, and others?

EVALUATION OF HUMANITARIAN ASSISTANCE
UNICEF Yemen Country Office 2016

<u>**Interview Guide for**</u>
UNICEF Management
(Country Representative, Dy. Representative, and Head of Operations)

<u>**Guide Questions**</u>

1. Please share your views on what have been the key management challenges (both programmatic and operation) in Yemen through early 2015 (first three months) and later after escalation in hostilities 2015 and management of L 3 Emergency? In your view what were those key management decisions made through 2015 and how did those impact/influence the UNICEF' humanitarian response in Yemen (enquire particularly with respect to appropriateness and coverage)?

2. In your view, how and to what extent the escalation in hostilities (post March 2015) impacted the lives of Yemenis and which regions, communities and groups were most affected & how? Did needs evolve over time and if UNICEF was able to capture the changing needs and tailor assistance over time (appropriateness of assistance)? Any particular decisions and actions of management which may have had enabled or disabled UNICEF YCO to make assistance more/less appropriate to the context?

3. How well did UNICEF YCO able to prioritise the groups at most risk (facing life threatening situations) in different areas of Yemen? Similarly, how well did it manage to reach out to these groups? Please share your thoughts on successes with reaching out to most vulnerable and impact that UNICEF assistance have had on these groups (including any unintended impact)?

4. Please reflect and share your views on adequacy/timeliness/quality of support extended by UNICEF operations units/team to the programme team and partners (ask separately around security, resource mobilization, media and communication, F&A, HR, PME, supplies and logistics and ICT)? Please share if operations assistance (specify how) enabled UNICEF programme teams to identify needs, prioritise regions, communities, and groups, mobilize (procure and deliver) appropriate assistance, and reaching out to those in need/facing life-threatening situations (in particular)? Please share areas/domains where operations could not provide desired level of assistance, why and how could that be addressed in future?

5. In your view, how well did UNICEF lead/coordinate with different external stakeholders (government, power stakeholders, and other humanitarian actors including UN agencies? Ask specifically how well did UNICEF YCO manage to provide leadership/support to the clusters (either being the lead or as participants such as health, education, nutrition, CP, and WASH, supplies and logistics) in delivery of humanitarian assistance in 2015? In your view, what were the key successes, challenges, learning, areas of improvement and recommended actions?

6. How well did UNICEF YCO Operations manage to comply with Operational Commitments under CCCs (for 6 operations and 2 cross cutting functions)? Please share your reflections on which areas do you see Operations faced challenges with complying to those standards and what could be done in future to address those?

7. Please share if UNICEF YCO was able to pick and advocate on critical child protection/rights violation issues and what successes been achieved? How could UNICEF YCO improve on advocating on child rights/protection in future complex humanitarian situations?

8. In your view, how well has UNICEF YCO been supported by RO and HQs during the YHRP 2015 delivery (please reflect on the assistance solicited/sought and received by both programmes and operations including timeliness and value of the support)? To what extent did it enable achieving

appropriateness of assistance, intended coverage and complying with humanitarian/accountability standards and commitments (including CCCs)? Please share what have been the key successes, challenges, areas of improvement and suggest actions which could/should be taken by RO/HQ to enable CO improve L 3 level emergency response?

ANNEX 8: KEY INFORMANTS LIST

S.No	Name	Designation	Organization	Method
1	Mia Jeong	CP Cluster Lead	Unicef	Interview
2	Mamadou Wade	Head of Operations	Unicef	Interview
3	Kenji Ohira	Education Unit Chief	Unicef	Interview
4	Stuart Wright	Security Unit Chief	Unicef	Interview
5	Fouzia Shafique	Health Unit Chief	Unicef	Interview
6	Mahboob Ahmad Bajwa	WASH Unit Chief	Unicef	Interview
7	Eithar Kheri	HR Unit Chief	Unicef	Interview
8	Behzad Noubary	Former PME Unit Chief	Unicef	Interview
9	Fatai Adegboye	WFP Regional Office	WFP	Interview
10	Trond Jensen	Head of OCHA	OCHA	Interview
11	Iain Murray	Regional Humanitarian Team	Unicef	Interview
12	Dr. Ahmed Shadoul	WHO Representative	WHO	Interview
13	Belal Abdo	Administrative Officer	Unicef	Interview
14	Micaela Pasini	CP Unit Chief	Unicef	Interview
15	Gamila Haibatllah	Head of UNICEF Aden Field Office	Unicef	Interview
F16	Rajat Madhok	Media & Communication Unit Chief	Unicef	Interview
17	Adnan Abdulfatah	FO Representative	Unicef	Interview
18	Waleed Noman	FO Representative	Unicef	Interview
19	Lisa Piper	Country Director	Danish Refugee Council	Interview
20	Marije Broekhuijsen	WASH Cluster Lead	Unicef	Interview
21	Ghassan Al Ammari	ICT Unit Chief	Unicef	Interview
22	Julien Herneis	Unicef CO Rep	Unicef	Interview
23	Merixtal Relano	Deputy Rep, Yemen	Unicef	Interview
24	Khaled Al Shabani	FO Representative	Unicef	Interview
25	Dr. Mutahir	MOPIC	MoPIC-Government	Interview
26	Adnan Alharazai	Third Party Monitor	Third Party Monitor	Interview
27	Bastian Vegneau	Regional Emergency Advisor	Unicef	Interview
28	Radhya Motawakil	Chairperson	Mwatana Organization	Interview
29	Saif Nemir	FO Saada	Unicef	Interview
30	Dr Fatima Sallam	Executive Director	Soul for Development	Interview
31	Jamal Al Haddi	Country Rep	Islamic Help	Interview

32	Alessio Brocca	Senior Information Analyst	UNDSS	Interview
33	Hisham Al Omaisy	Media-Free Lancer	Media	Interview
34	Salah Ahmed Noman Ahmed	Community Leader TAIZ FO	Community	Interview
35	Marwa Mohammed Al-Dailami	Community Leader TAIZ FO	Community	Interview
36	Sa'ad Ali Yahia Al Hafashi	Community Leader HODAIDAH FO	Community	Interview
37	Fatima Mohammed Hassan Khalil	Community Leader HODAIDAH FO	Community	Interview
38	Samia Qaseem Hassan Al - Kholani	Community Leader SAADA FO	Community	Interview
39	Mukhtar Ateq Hanash Shamlah	Community Leader ADEN FO	Community	Interview
40	Nasser Ali Bin Ali Al Zikri	Community Leader SANA FO	Community	Interview
41	Fawzia Mohammed Al Asham	Community Leader SANA FO	Community	Interview
42	David Samerian	Supply Specialist - Djibouti Hub	UNICEF	Interview
43	Htay Htay	Supply & Logistics Unit Chief	UNICEF	Interview
44	Yasser Al-Azazi	YCO-Logistics Specialist	UNICEF	Interview
45	Ahmed Al-Hakkem	Vendor	Worldlink Int'l	Interview

ANNEX 9: WORK PLAN

S#	Activity	Work Place	June 2016				July 2016				August 2016				September 2016				October 2016				November 2016			
			W1	W2	W3	W4	W1	W2	W3	W4	W1	W2	W3	W4	W1	W2	W3	W4	W1	W2	W3	W4	W1	W2	W3	W4
1	**INCEPTION PHASE**																									
1.1	Initial (skype) meeting with UNICEF to discuss evaluation process, seek information and clarity on key aspects of the EHA.	Remote		▓																						
1.2	Literature review and preparation of the Draft Inception Report	Remote		▓	▓	▓	▓																			
1.3	Workshop/Briefing – to present key elements of IR such as study design, methodology, schedule, key indicators and timeline with UNICEF and others.	Amman						▓																		
1.4	Finalize Inception Report & Toolkit as per feedback received	Remote									▓	▓	▓	▓												
2	**DATA COLLECTION PHASE**																									
2.1	Detailed planning for qualitative data collection and organizing resources	Remote										▓	▓													
2.2	Interviews/data collection	Remote and On site													▓	▓	▓	▓	▓	▓						
2.4	Debriefs	Remote																			▓					
3	**REPORTING & PRESENTATION PHASE**																									
3.1	Data consolidation, processing, entry, editing,	Remo																	▓	▓	▓					

S#	Activity	Work Place	June 2016				July 2016				August 2016				September 2016				October 2016				November 2016			
			W1	W2	W3	W4	W1	W2	W3	W4	W1	W2	W3	W4	W1	W2	W3	W4	W1	W2	W3	W4	W1	W2	W3	W4
	cleaning and preliminary analysis of qualitative data	te																	▓	▓	▓					
3.2	Preparation of presentation with preliminary findings, analysis and Skype meeting to present to UNICEF Yemen team	Remote																			▓					
3.3	Produce draft report and share with UNICEF for feedback	Remote																						▓		
4	**FINALIZATION & DISSEMINATION PHASE**																							▓		
4.1	Composite feedback on draft report and finalization	Remote																	▓					▓	▓	
4.2	Share evaluation findings and recommendations with stakeholders in a dissemination session (to be organized by UNICEF)	Amman																	▓					▓		