



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

Summary Terms of Reference

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

Subject and focus of the evaluation

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

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

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

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

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

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

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

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

Objectives and stakeholders of the evaluation

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

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

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

Key evaluation questions

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

The evaluation will address the following four key questions:

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

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

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

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

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

Scope, methodology and ethical considerations

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

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

Roles and responsibilities

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

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

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

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

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

Communication

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

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

Timing and key milestones

Inception Phase: February-July 2024

Data collection: September 2024

Preliminary findings debriefing: October 2024

Reports: January-April 2025

Stakeholder Workshop: February 2025

Executive Board Presentation: June 2025