



**JORDAN  
TRANSITIONAL INTERIM COUNTRY STRATEGIC PLAN  
(2018)**

<b>Duration</b>	<b>1 January 2018 – 31 December 2018</b>
<b>Total cost to WFP</b>	USD 260,553,964
<b>Gender and Age Marker Code</b>	2A

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## EXECUTIVE SUMMARY



- The Hashemite Kingdom of Jordan has made significant progress in its economic, social and human development in the past decade. Since 2011, Jordan has also shown exceptional solidarity with the 1.3 million refugees fleeing war-torn Syria and has demonstrated impressive resilience in the face of one of the worst humanitarian crises.
- This protracted crisis has nonetheless tested Jordan's absorptive capacity by placing significant strains on its socio-economic foundations and resources, risking to undermine development gains and, with poverty on the rise, to erode the long-term resilience of its vulnerable communities.
- At the same time, a large proportion of the refugees remain highly vulnerable and while humanitarian assistance has acted as a buffer, over 70 percent of Syrian refugee households in host communities continue to be either food insecure or vulnerable to food insecurity.
- This transitional Interim Country Strategic Plan for 2018 is aligned to the Jordan Response Plan (2017-2019), its associated plans, including those of the United Nations and to WFP's Vision 2020. It positions WFP as a partner of the Government of Jordan in its management of the refugee crisis and its implications for the Jordanian population.
- The transitional Interim Country Strategic Plan includes three strategic outcomes to address the ongoing humanitarian crisis and its effect on the most vulnerable Jordanians, while also positioning WFP as a strategic partner of the Government of Jordan towards achieving Sustainable Development Goal 2 (Zero Hunger).
  - Strategic Outcome 1: Food insecure Syrian refugees and Syrians stranded at the Berm have access to safe, adequate and nutritious food throughout the year.
  - Strategic Outcome 2: Vulnerable Jordanians, including school-aged children, are enabled to meet their basic food and nutrition needs all year long.
  - Strategic Outcome 3: Vulnerable women and men in targeted refugee and Jordanian communities sustainably improve their skills, capacities, and livelihood opportunities by 2018.
- WFP will use this transition period to coordinate the conduct of a national Zero Hunger strategic review to assess Jordan's progress towards achieving Sustainable Development Goal 2. This review, as well as consultations with partners, will guide the design of the full Country Strategic Plan expected to be presented to the Executive Board for approval in November 2018 and start in 2019.

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# 1. COUNTRY ANALYSIS

## 1.1. COUNTRY CONTEXT

1. With the Syrian conflict entering its seventh year in 2017, Jordan remains at the forefront of one of the worst humanitarian crises of our time and has shown exceptional commitment and solidarity to people displaced by the war. The Government of Jordan estimates that the country hosts 1.3 million Syrians who have fled the conflict, constituting nearly 20 percent of the Jordanian population. Over 656,000 of them are registered as refugees with the United Nations High Commissioner for Refugees (UNHCR) and live in refugee camps (21 percent) or among their Jordanian hosts in urban and rural areas (79 percent). Fifty percent of these refugees are women.
2. The influx of Syrian refugees has tested Jordan's absorptive capacity by placing significant strains on its socio-economic foundations and local resources, risking to undermine development gains and to erode the long-term resilience of the country's vulnerable communities.
3. Jordan is an upper middle income country, which continues to show progress in all Human Development Index (HDI) indicators. The 2016 HDI value of 0.741 positions the country in the high human development category at 86 out of 188 countries and territories.<sup>1</sup> Yet Jordan is a resource-poor, food-deficit country with limited agricultural land, no energy resources, and scarce water supply.
4. Public services and infrastructure are overstretched, with demand exceeding the capacity of institutions and infrastructure to meet needs: health centers and schools are overcrowded, sanitation and municipal services are overstretched, including water supply, the demand for which increased by 40 percent in areas where most of the Syrian refugees reside.
5. Tensions at the local level have been noted over access to resources and services and perceived competition for jobs. The Syria crisis has exacerbated pre-existing structural challenges within the Jordanian labour market and economy. Public debt, poverty, inflation, and unemployment remain fundamental problems.

## 1.2. PROGRESS TOWARDS SDG 2

- *Progress on SDG 2 targets*
6. *Access to food*

Jordan is ranked low in the Global Hunger Index with a score of 5.7 in 2016.<sup>2</sup> Nationwide, 0.5 percent of Jordanian households are considered food insecure and an additional 13 percent vulnerable to food insecurity.<sup>3</sup> However, these figures mask a worsening trend and stark regional disparities as food insecurity reaches 26 percent in poverty pockets across the country. A small proportion of vulnerable Jordanians receive cash or food assistance from the National Aid Fund (NAF) and local non-governmental organizations (NGOs), but social safety nets coverage that could provide a minimum social protection remains limited, targeting mainly the elderly, disabled, widowed, divorced, and households headed by women.

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<sup>1</sup>United Nations Human Development Indicators. <http://hdr.undp.org/en/countries/profiles/JOR>

<sup>2</sup> 2016 Global Hunger Index. International Food Policy Research Institute (IFPRI). Retrieved from <http://ghi.ifpri.org/countries/LBN/>

<sup>3</sup> The Jordan Response Plan 2017 – 2019.

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7. Over 14 percent of the population lives below the poverty line and a third is considered transient poor.<sup>4</sup> The agricultural and food commodities index increased by 115.1 percent between 2010 and 2015, contributing to weaker purchasing power and an increase in the number of vulnerable Jordanians and Syrian refugees.<sup>5</sup>
  8. Access to food remains a challenge for Syrian refugees and the clear majority of them are highly vulnerable. While humanitarian assistance has acted as a buffer, over 70 percent of Syrian refugee households in host communities continue to be either food insecure or vulnerable to food insecurity<sup>6</sup> and are almost completely dependent on food assistance provided primarily by WFP. Negative coping mechanisms are widespread with a quarter of out-of-camp refugee households depending on income generated by family members in socially-degrading, high risk or illegal temporary jobs to meet their food needs.<sup>7</sup> These negative coping mechanisms impact all members of the household, men, women, boys, and girls.
  9. In host communities, close to 20 percent of households are headed by women: 32 percent of these households are food secure, compared to 28 percent of households headed by men. This is owing notably to the fact that assistance to households headed by women is prioritised by most actors. Debt levels are also higher in households headed by men, with an average debt level of USD 1,050 compared with USD 838 in households headed by women. On the other hand, 93 percent of households headed by women are adopting livelihood coping strategies, compared with 85 percent of those headed by men, and households headed by women are slightly more likely to have poor food consumption scores (FCS).<sup>8</sup>
  10. Employment rates differ significantly between Jordanian and Syrian refugee women with a considerably larger proportion of unemployment among Syrian refugee women (94 percent) than of Jordanian women (80 percent). The high proportion of Syrian refugee women who worked prior to the conflict suggests that the current rate is most likely a product of context rather than of differing attitudes towards work. This is a reflection of the consequences of the prohibitive regulatory framework in place until recently, as well as the broader gendered negative impact of displacement on Syrian women's employment.<sup>9</sup>
  11. *End malnutrition*

With less than 5 percent of people unable to acquire enough food to meet their daily minimum dietary energy requirements between 2014 and 2016, the undernourishment prevalence is low<sup>10</sup> as are chronic and acute malnutrition rates, with stunting at 7.8 percent and wasting at 2 percent.<sup>11</sup>
  12. Jordan faces a double burden of malnutrition, however, marked by the persistence of micronutrient deficiencies and the increase in overweight and obesity. Though existing data pre-dates the crisis, highlighting the need for better monitoring of nutritional indicators at the national level, Iron and vitamin A deficiencies were found to be moderate public health issues with 17 percent of children age 12 to 59 months found to be anaemic and 14 percent iron deficient.<sup>12</sup> In addition, the dietary energy supply was

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<sup>4</sup> World Bank, Jordan Economic Monitor, Spring 2016.

<sup>5</sup> The Consumer Price Index 2015 – Department of Statistics.

<sup>6</sup> 2016 WFP Comprehensive Food Security Monitoring Exercise.

<sup>7</sup> Ibid.

<sup>8</sup> Ibid.

<sup>9</sup> Ibid.

<sup>10</sup> The State of Food Insecurity in the World 2015. FAO. <http://www.fao.org/hunger/en/>

<sup>11</sup> Jordan Population and Family Health Survey, 2012

<sup>12</sup> Jordan Ministry of Health, 2010.

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found to be well above the population energy requirements owing to a diet high in energy, sugar, and fat. Among women of childbearing age, the prevalence of overweight and obesity was widespread pre-crisis, with the prevalence of overweight and obesity above 54.8 percent among Jordanian women aged 15-49 years.<sup>13</sup> Infant and young child feeding practices were similarly inadequate, with exclusive breastfeeding and early initiation of breastfeeding uncommon and complementary feeding introduced too early or too late.<sup>14</sup>

13. Results from various surveys indicate that global acute malnutrition (GAM) is relatively low among the Syrian refugee populations with GAM below 5 percent among children aged 6 to 59 months and women 15 to 49 years of age. Mild or moderate anaemia for girls, boys and non-pregnant women is highly prevalent however, particularly in Za'atri camp. Consequently, interventions focus on activities to address micronutrient deficiencies such as food fortification.

14. *Smallholder productivity and incomes*

The agricultural sector in Jordan constitutes 3 percent of the gross domestic product and in 2011 employed 7.7 percent of the total labour force. The sector faces many challenges including land fragmentation, land degradation, and a high opportunity cost for agricultural investments. Jordan is also one of the most water-stressed countries in the world. Its annual renewable resources of 145 m<sup>3</sup> per capita are far below the threshold of severe water scarcity of 500 m<sup>3</sup>. The competition among water needs for agriculture, industrial and domestic uses continues to pose serious challenges for agriculture production.<sup>15</sup>

15. Women account for a great proportion of the agricultural labour force, particularly in subsistence farming. Women's roles in the agricultural sector remain limited however, with the majority of female labour being informal and unpaid. Moreover, rural women and girls have restricted access to productive resources, such as land, agricultural inputs, finance and credit, extension services, and technology. Women's leadership and participation in producer organizations, decision making and local governance remains low and rural and agricultural policies insufficiently address their needs and priorities.

16. In the past 20 years, agricultural productivity in the Jordan Valley has increased owing to new farming and irrigation technologies. The expansion of the areas planted have resulted in higher agricultural output, though the forces driving these changes have weakened. In 2013 the country started registering negative agricultural growth rates and decline in crop productivity in the Jordan Valley. In addition, cropping patterns have barely changed over the last 20 years.

17. *Sustainable food systems*

Jordan is a net importer of food and animal feed and is among the most vulnerable to the impact of high food prices. Imports account for close to 85 percent of the country's food needs including 90 percent of its cereal requirements, 80 percent of animal feed requirements, and 42 percent of its animal source foods (e.g. meat and dairy) requirements. In monetary terms, the country imports three times what it exports from agricultural products. The deficit is exasperated during years of drought. International food prices fluctuation and high consumption levels linked to population increase are important challenges.<sup>16</sup>

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<sup>13</sup> Jordan Population and Family Health Survey, 2012.

<sup>14</sup> FAO. Retrieved from [http://www.fao.org/ag/agn/nutrition/jor\\_en.stm](http://www.fao.org/ag/agn/nutrition/jor_en.stm)

<sup>15</sup> The Cost of Irrigation Water in the Jordan Valley, World Bank, April 2016.

<sup>16</sup> Assess Economic growth has decelerated since the start of the Arab Spring (AS) in 2011ment of the Agricultural sector in Jordan. 2012. Transtec.

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18. The rural poor, representing a quarter of all poor, rely heavily on agriculture and comprise of livestock keepers, smallholder farm households and landless former agriculturalists. Having strong forward and backward linkages with other sectors and activities, agriculture remains an important sector. As such, the potential to increase food availability and access through sustainable food systems remains high by developing value chains, addressing surpluses in certain commodities, connecting smallholder farmers to markets, and improving the capacity of the retail sector.

➤ ***Macro-economic environment***

19. Economic growth in Jordan has decelerated since the start of the Arab Spring in 2011 and the World Bank estimates that these events and subsequent related ones adversely affected economic activity. Growth per capita averaged - 4.3 percent during the period 2011-2015 down from a 3.1 percent average over the five preceding years.<sup>17</sup>
20. While the Jordanian economy has held up with growth at about 2.3 percent in 2016, it has been subdued and is losing momentum as the regional instability continues to take a toll owing to the closure of trade routes with Iraq and Syria, slower tourism and remittances. Growth forecasts remain in line with the average for the region, though this outlook is subject to downside risks as the effects of higher frequency of security incidents could further depress the economy.<sup>18</sup>
21. Unemployment, which disproportionately affects women and youth, reached 15.8 percent in the last quarter of 2016, a 3 percent increase in one year. The unemployment rates for women were twice those of men and as high as 30 percent among young people.<sup>19</sup> Over 80 percent of all women residing in Jordan are not currently employed, pointing towards structural obstacles as well as cultural and societal pressures.<sup>20</sup>
22. At the 2016 “Supporting Syria and the Region” London conference, the Government signed the Jordan Compact with the aim to transform the refugee crisis into a development opportunity that attracts new investments and opens up the European Union market with simplified rules of origin, thus creating jobs for both Jordanians and Syrians in a complementary, non-competitive manner. By early 2017, 34,000 Syrian refugees had acquired work permits and formal positions but only one percent of these were women.<sup>21</sup>
23. The Government has signalled that improving the economy is a priority for Jordan by approving a number of initiatives to stimulate growth including reforms to improve the functioning of the labour market, improve the investment climate and unlock access to finance. It has also embarked on stringent reforms to contain the fiscal deficit, which could unlock grants and concessional financing but have the potential to generate widespread protests.

➤ ***Key cross-sectorial linkages***

24. Jordan has achieved universal primary education, with net enrolment standing at 96 percent for girls and 98 percent for boys in 2015. Among the Syrian registered refugee

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<sup>17</sup> The Jordan Monitor. Fall 2016. The World Bank.

<sup>18</sup> Ibid.

<sup>19</sup> The Jordan Response Plan 2017 – 2019.

<sup>20</sup> Women working: Jordanian and Syrian refugee women’s labour force participation and attitudes towards employment. UN Women 2017.

<sup>21</sup> Ministry of Labour quoted in the Jordan Response Plan 2017 – 2019.

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population in Jordan, over 236,000 are school-aged children, including 117,000 boys and close to 119,000 girls. However, in 2017, only 170,000 of these children were enrolled in public schools - predominantly located in the northern and eastern regions - as many Syrian children do not have the documentation required for registration or since households cannot cover the cost of education.<sup>22</sup>

25. This heightened demand for education has strained the education sector with reduced quality and availability of public education for both host communities and refugee children. The majority of schools implementing a double shift system or decreasing the length of classes to accommodate the additional students. In 2016, it was estimated that that half of the schools are overcrowded.<sup>23</sup> There is a need to increase pre-primary enrolment overall, which is a strategic target of the 2016-2025 Jordan National Strategy for Human Resource Development as fewer than half of children aged 3 to 5 years of age enrol in pre-school.
26. Jordan ranked 134 out of 144 countries according to the World Economic Forum Global Gender Gap Report 2016. Despite ranking 64 in the Educational Attainment category, which is its best performance on this index, Jordan ranked 138 in the Economic Participation and Opportunity category.
27. Working women are more likely to be member of a household headed by women, than women who do not work. Limited labour force participation and unemployment among educated women are likely to stem from challenges in women's transition from education into the labour market related to societal norms and structural issues preventing women from entering the labour market.<sup>21</sup> About 45 percent of working women are part of a household headed by a woman versus 28 percent of those who do not work. In the absence of a male breadwinner, women may have to work and have greater autonomy in personal decision-making over their access to the labour market.<sup>24</sup>

### **1.3. HUNGER GAPS AND CHALLENGES**

28. In late 2016, the Ministry of Planning and International Cooperation led a Comprehensive Vulnerability Assessment to inform Jordan's continued response to the consequences of the Syrian crisis on the country, identifying vulnerabilities, needs and gaps in assistance to refugees and host communities and seeking to measure the impact of the crisis on key public service sectors and their capacity to cope with the additional demand arising from the refugees' presence.<sup>25</sup>
29. This transitional Interim Country Strategic Plan (ICSP) draws from this analysis with the priority areas detailed below in section 1.4. Government priorities and 2.2. Opportunities for WFP.

### **1.4. KEY COUNTRY PRIORITIES**

#### **➤ Government priorities**

30. The "Jordan 2025" strategy reflects the country's longer term national vision. It emphasizes economic growth; poverty, unemployment, and public debt reduction; and improvement in social services and social protection. Food security priorities include

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<sup>22</sup> The Jordan Response Plan 2017 – 2019.

<sup>23</sup> Ibid

<sup>24</sup> Women working: Jordanian and Syrian refugee women's labour force participation and attitudes towards employment. UN Women 2017.

<sup>25</sup> The Jordan Response Plan 2017 – 2019. Ministry of Planning and International Cooperation.

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the increase of local food production and storage capacities of strategic food commodities and a review of the subsidy reform policy.

31. Following the 2014 National Resilience Plan focused mainly on host communities, the Government instituted the Jordan Response Plan for the Syria crisis (JRP) in 2015 as a three year rolling plan bringing together humanitarian and development programming under a common, nationally-led and resilience-based framework. The 2017-2019 JRP seeks to address the needs and vulnerabilities of Syrian refugees and Jordanian people, communities and institutions affected by the crisis, explicitly recognizing that gender equality is a critical crosscutting issue.<sup>26</sup> It is a key component of the wider national planning process framed under the “Jordan 2025” and its complementary plans.<sup>27</sup>

32. JRP priorities include:

- a) To enhance the food security situation of host communities and Syrian refugees in Jordan (Food security objective);
- b) To ensure dignified, sustainable livelihoods and create opportunities for Jordanians and Syrian refugees, as well as strengthening institutional capacity (JRP livelihoods sector objective);
- c) To enhance national capacity in food and nutrition security analysis, early warning systems and policy development (Food security Res 2.1);
- d) Improved capacities of education authorities for the continuous delivery of quality inclusive education services (Education specific objective 1); and
- e) Improved access to quality social protection services for vulnerable populations (Social protection res. 1.8).

33. Jordan is committed to the Sustainable Development Goals (SDGs) and is part of the Voluntary National Reviews for the SDG implementation. With the support of an Inter-Agency working group, the Government is taking steps to localize the SDGs, including SDG 2, in the “Jordan 2025” strategy and national plans to develop Jordan’s statistical ability to track and measure related indicators.

➤ *United Nations and other partners*

34. The United Nations Partnership Framework (UNPF) represents the collective vision for United Nations support in Jordan for 2018-2022. The UNPF is aligned around outcomes related to People, Prosperity, Planet, Peace and Justice as well as Strong institutions and Partnerships. These provide the implementation framework to support the 2030 agenda in support of national needs and priorities; wherein gender equality is also a transversal area for action. WFP participates in working groups relevant to SDG 2, thus contributing to the United Nations efforts to leverage expertise, capacity and resources in support of national goals.

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## **2. STRATEGIC IMPLICATIONS FOR WFP**

### **2.1. WFP’S EXPERIENCE AND LESSONS LEARNED**

35. WFP, together with United Nations agencies and other partners, has supported the Government of Jordan’s response to the refugee crisis and its implications on Jordan and vulnerable Jordanians since its onset. Partners recognize WFP’s expertise in delivering life-saving food assistance, livelihood support and its long-standing support

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<sup>26</sup> Hashemite Kingdom of Jordan (2016). *The Jordan Response Plan for the Syrian Crisis 2017-2020*, page 16.

<sup>27</sup> These are the Executive Development Programme (EDP) 2016-2018 which is the medium-term development plan prepared under the Vision 2025 development strategy and the Governorates Development Programme (GDP) 2016-2018.



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pre-dating the Syrian crisis to government social safety nets including the national school meals programme. In line with the JRP recommendations, WFP is expected to enhance resilience-building activities since focusing on life-saving assistance alone is no longer sustainable.

36. Critical success factors for WFP in Jordan include: using innovative targeting mechanisms to reach those in need; ensuring rigorous, gender-responsive quarterly outcome monitoring and producing annual comprehensive food security assessments of the Syrian refugees; mainstreaming gender and protection across all stages of the project cycle; partnering with the financial sector for programme design and implementation; building the capacity of the retail sector through a network of contracted shops; providing cash-based assistance in a way that empowers beneficiaries and supports the local economy; supporting the assistance of other humanitarian partners through the sharing of WFP's cash-platform; using programme intelligence from the "triangulation database" to inform its decision-making and detect anomalies; providing internal and external accountability through a clear focus on compliance and risk management approach; providing accountability to affected populations through gender-sensitive beneficiary feedback mechanisms; and innovating in partnership with the Munich innovation accelerator and academic institutions.

## **2.2. OPPORTUNITIES FOR WFP**

37. The following JRP recommendations present opportunities for WFP and serve to guide WFP going forward:
- a) Continuing food assistance for the most vulnerable refugees while gradually increasing self-reliance for refugees following the adoption of the Jordan Compact;
  - b) Supporting the Government in reviewing legislation relevant to natural resources, food security and those with an overlapping mandate;
  - c) Supporting food value-chain activities;
  - d) Expanding the provision of healthy school meals to a wider network of schools in host communities and to children in camps;
  - e) Increasing awareness among Syrian and host communities on good nutritional practices;
  - f) Promoting dietary diversity in camps through enhanced self-reliance and local food production;
  - g) Promoting local agricultural production and marketing channels to provide high-quality food commodities to Syrian refugees and host communities;
  - h) Supporting and expanding the capacity of households to establish family farming activities to improve dietary diversity;
  - i) Promoting climate-smart agricultural technologies and practices, especially the water, food, energy nexus, to improve availability, access, and quality of food;
  - j) Stabilizing livelihoods and supporting self-reliance for both Jordanians and Syrians; and;
  - k) Supporting local economic recovery leading to sustainable livelihoods.

## **2.3. STRATEGIC CHANGES**

38. Programmatically, this one year transitional ICSP is a continuation of the 2017-2018 protracted relief and recovery operation (PRRO) activities currently implemented by WFP in Jordan. This operation, while still largely focused on addressing immediate needs, facilitates a gradual shift towards more resilience building and livelihoods activities in line with the growing demand for a response that mitigates the socioeconomic impacts of the crisis by strategically linking resources which address

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immediate needs with mid to long-term productive and resilience investments. In addition, the transitional ICSP will continue to place greater emphasis on sharing with other partners its systems and technical solutions as well as on capacity strengthening to enhance Jordan's ability to nationally manage the humanitarian crisis while ensuring that system improvements also benefit vulnerable Jordanians in a sustainable way.

39. WFP will use this transition period to further review the contextual evolution and national plans to achieve SDG 2 in order to design a Country Strategic Plan (CSP) to be presented for approval by the Executive Board in November 2018. WFP will facilitate the national implementation of a Zero Hunger Strategic Review<sup>28</sup> to assess Jordan's progress towards achieving SDG 2, highlight remaining gaps, and recommend priority actions. WFP will further conduct a number of supporting assessments and studies, including:
  - A Comprehensive Food Security Monitoring Exercise (CFSME) expanded to also cover Jordanians in addition to Syrian refugees.
  - A gender and livelihoods study to inform the design of safe, gender-transformative livelihoods programmes.
40. Support from technical experts will be sought to enhance the formulation of the future resilience building approach, expected to grow in importance in the CSP in line with JRP recommendations. Inclusive consultations will be held with partners to seek their input and feedback on the design of the CSP.
41. To ease the transition to the CSP starting in 2019, WFP will use the transitional ICSP period to familiarize its staff and partners on WFP's new programmatic framework, its spirit and intentions, as well as on its related tools and systems.

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### 3. WFP STRATEGIC ORIENTATION

#### 3.1. DIRECTION, FOCUS AND INTENDED IMPACTS

42. The transitional ICSP is aligned to the JRP (2017-2019), its associated plans, including those of the United Nations and to WFP's Vision 2020. It is also aligned to the main conclusions and recommendations of a number of relevant WFP and inter-agency evaluations<sup>29</sup> notably on attention to host/refugee populations social tensions, transition programming and contribution to the resilience agenda, as well as provision of technical assistance to national authorities and opportunities to expand common platforms for assistance delivery between assistance actors.
43. This document is informed by WFP's Gender Action Plan for Jordan. In accordance with the WFP Strategic Plan (2017-2021), Gender Policy (2015-2020) and corporate Gender Action Plan, gender is integrated throughout the development, implementation and monitoring of the CSP to ensure gender-transformative programmes and policies for zero hunger. WFP will ensure, *inter alia*, the disaggregation of data by sex and age; the embedding of gender analysis in all assessment, research, technical assistance, knowledge, information management and related work; the mainstreaming of gender

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<sup>28</sup> Given the rights-based and strategic nature of gender equality, and reflecting the current Jordan Response Plan, gender analysis will be integrated in the National Zero Hunger Strategic Review.

<sup>29</sup> These include the 2015 evaluation of the L3 Regional Emergency Response to the Syrian crisis as well as the 2016 Inter-Agency Humanitarian Evaluation Synthesis and Gap Analysis of the Syria Consolidated Accountability and Lessons Learning initiative.

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across programme, policy and capacity-strengthening initiatives; and the engagement of women, men, girls and boys (and their organizations) in a manner that is empowering and fosters equality of outcome.<sup>30</sup>

44. The transitional ICSP positions WFP, together with other agencies, as a partner of the Government of Jordan in its management of the refugee crisis and its implications for the Jordanian population. The transitional ICSP continues to respond to the urgent needs of refugees and vulnerable Jordanians while enhancing resilience support to transform the crisis into an opportunity for everyone, in a way that strengthens social cohesion and builds resilience at local level, particularly in geographic areas that are traditionally left behind and with a high refugee presence. Capacity strengthening of national responders is also considered and is an area likely to grow further in the CSP starting in 2019.
45. The transitional ICSP includes three strategic outcomes contributing to SDG 2 and fully integrating gender in their design, foreseen implementation and results.

### **3.2. STRATEGIC OUTCOMES, FOCUS AREAS, EXPECTED OUTPUTS AND KEY ACTIVITIES**

#### **3.2.1. STRATEGIC OUTCOME 1: FOOD INSECURE SYRIAN REFUGEES AND SYRIANS STRANDED AT THE BERM HAVE ACCESS TO SAFE, ADEQUATE AND NUTRITIOUS FOOD THROUGHOUT THE YEAR.**

➤ *Outcome description*

46. In a context of protracted displacement, the core activities of WFP in Jordan in 2018 will remain focused on providing unconditional food assistance to Syrian refugees and to Syrians stranded at the Berm.
47. Strategic outcome 1 responds to the basic food requirements of the most food insecure refugee households and those of the Syrian stranded at the Berm who rely on WFP food assistance to maintain their food security. It also supports the school attendance of refugee children through the provision of nutrition-sensitive school meals while seeking to improve the nutritional status of girls and boys through nutrition education initiatives.
48. This outcome will emphasize WFP Jordan's role as a contributing force towards achieving programme quality enhancements and innovations that are empowering for women and men, and girls and boys, as well as being made available to other partners, stakeholders and country offices. Specifically considered in this outcome is the sharing of WFP cash-based transfers (CBT) expertise and tools with the wider humanitarian community to enhance coordination and efficiency of humanitarian assistance. Institutional support will seek to improve the national services and systems offered to poor Jordanian households. Such activities are likely to be expanded in the future CSP. WFP will explore potential entry points for nutrition sensitive interventions to be considered as part of CBT.

➤ *Focus Areas*

49. The primary focus of this outcome is crisis response.

➤ *Expected outputs*

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<sup>30</sup> WFP. Gender Policy 2015-2020. Retrieved from <https://www.wfp.org/content/2015-wfp-gender-policy-2015-2020-0>

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50. This outcome will be achieved through the following outputs:

- Syrian Refugees receive unconditional food assistance to meet their basic food and nutrition needs. (Tier 1; Output category A; SR1)
- Customers of WFP-contracted shops and outlets benefit from improved capacity of shops and outlets to offer quality and diverse food at competitive prices. (Tier 2; Output category C; SR1)
- Syrians stranded at the Berm receive unconditional food assistance to meet their basic food and nutrition needs. (Tier 1; Output category A; SR1)
- Refugee school children receive nutrition-sensitive school meals in order to encourage enrolment and attendance at school. (Tier 1; Output category A; SR1; SDG target 4.1);
- Syrians refugees who work in the school meal kitchens receive conditional cash assistance in order to meet their basic needs. (Tier 1; Output category A; SR1)
- Refugee school children and caregivers are sensitized on good practices to enhance nutritional status through nutrition education initiatives. (Tier 1; Output category E; SR1)

➤ **Key activities**

51. **Activity 1:** *Provide unconditional resource transfers to Syrian refugees and Syrians at the Berm.*

Targeted Syrian refugee households with high food insecurity levels will receive CBTs through WFP's electronic food voucher (e-card) system that can be used to purchase food from any of the 200 WFP-contracted shops throughout Jordan, boosting the local economy. In line with WFP's retail strategy, WFP will leverage its partnership with the retail sector to enhance the quality, diversity and price-competitiveness of available food and ensure the provision of fresh produce, dairy products, poultry and meats to refugees. In line with the findings of the 2016 cash comparative study, and in accordance with the particular priorities of the recipient women and men, part of the targeted households will be given the choice to access their transfer either in cash or in the form of food vouchers to be redeemed in WFP-contracted shops. In addition, refugees in camps will continue to receive a daily bread entitlement while newly arrived refugees will receive a ready-to-eat entitlement upon registering in the camp.

52. In implementing this activity, WFP will continue to further strengthen methodologies and tools to enhance programme quality including: vulnerability analysis, targeting, monitoring, review and evaluation, CBT platform, transaction data analysis as well as accountability and feedback mechanisms, across which gender is mainstreamed.

53. With a view to enhance the strategic use and evolution of WFP's cash platform in Jordan, WFP's expertise in CBT will be made available to the wider humanitarian community through the sharing of the OneCard platform and related services. In particular, WFP expects to continue to host United Nations Relief and Works Agency (UNRWA) on its platform for its regular cash assistance to Palestine refugees and will also make it available to national social protection schemes to further enhance their efficiency.

54. In-kind food assistance will be provided to vulnerable Syrians residing in two settlements located on the north-eastern Jordanian border, commonly referred to as "the Berm". Until access to this population resumes, the distribution of individual parcels of mixed food items will likely take place through a third-party contractor.

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55. **Activity 2:** *Provide school meals and nutrition related communication and behavioural change activities to refugee children.*

WFP will provide conditional food assistance for education, in the form of healthy meals to refugee children aged 5 to 17 years who are enrolled in Ministry of Education supported pre-primary, primary and secondary schools in camps, as an additional incentive for regular school attendance and to create a balanced environment for learning. The healthy meals comprise a baked pastry, a piece of fruit and vegetables.

56. The preparation, delivery and distribution of the school meals will be carried out by refugees, both women and men, thus providing a source of income to vulnerable refugees.

57. This activity will include targeted communication and education activities for school children, their parents and caregivers aimed at improving the nutrition of school children and a gender-responsive behavioural change communication strategy will be developed for this purpose that will reach, inform and engage WFP's diverse beneficiaries.

### **3.2.2. STRATEGIC OUTCOME 2: VULNERABLE JORDANIANS, INCLUDING SCHOOL-AGED CHILDREN ARE ENABLED TO MEET THEIR BASIC FOOD AND NUTRITION NEEDS ALL YEAR LONG.**

#### **➤ Outcome description**

58. Under this strategic outcome, WFP supports the Government of Jordan in its assistance targeted at vulnerable Jordanians and will seek to support the capacity of key ministries including to design and implement effective, equitable and efficient programmes and provide advisory services. WFP will increasingly share with national institutions the experience and expertise built while responding to the refugee crisis.

59. Such efforts in 2018 will build the foundation for WFP's expected heightened role moving forward in institutional capacity strengthening. As such, activities under this outcome will serve to provide an entry point towards areas likely to grow in the future CSP, including the sharing of WFP expertise and tools and institutional support notably to the national school meals programme and to broader social protection efforts, grounded in gender equality.

#### **➤ Focus Areas**

60. The primary focus of this outcome is resilience building.

#### **➤ Expected outputs**

61. This outcome will be achieved through the following outputs:

- Vulnerable Jordanians (supported by Takyet Um Ali (TUA)) receive unconditional food assistance to meet their food needs. (Tier 1; Output category A; SR1)
- Populations targeted by national programmes benefit from services provided to national stakeholders to improve coverage and implementation of relevant programmes. (Tier 3; Output category H; SR1; SDG 1.3)
- Targeted school children in host communities receive school snacks/meals in order to increase enrolment and attendance at school. (Tier 1; Output category A; SR1; SDG target 4.1)
- School children and caregivers are sensitized on good practices to enhance nutritional status. (Tier 1; Output category E; SR1)

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- Vulnerable Jordanians participating in the school meal programme receive conditional cash assistance to meet their basic needs. (Tier 1; Output category A; SR1)

- *Key activities*

62. **Activity 3:** *Provide unconditional resource transfers to vulnerable Jordanians.*

WFP will provide unconditional food assistance to vulnerable Jordanians targeted by the TUA safety net in the form of in-kind food assistance through a local NGO. WFP will provide TUA with a number of core commodities making up the TUA food entitlement of 22 food items to complement TUA's efforts towards sustaining the food security of poor Jordanians.

63. WFP will take steps to support national institutions, including the Department of Statistics and the NAF under the Ministry of Social Development to contribute to their efforts to improve the services and systems they offer to poor Jordanian households. Support will be extended to enhance the design and implementation of equitable, effective, and efficient programmes through providing technical support and tailoring tools including the OneCard cash platform to institutional needs and enhanced targeting, registration and sex and age disaggregated data (SADD) collection and use.

64. **Activity 4:** *Provide school meals and nutrition related communication and behavioural change activities to children in host communities.*

Supporting the national school meals programme, WFP will provide conditional food assistance for education, in the form of school snacks and healthy meals to children aged 5-12 enrolled in public pre-primary and primary schools, as an additional incentive for regular school attendance and to create a balanced environment for learning and cohesion between refugees and host communities. This programme, implemented in poverty pockets, is currently the only national social protection scheme targeting children of school age and is also the only one supporting both Jordanians and Syrians indiscriminately.

65. Following the successful pilot by WFP and the Ministry of Education of a "Healthy Kitchen model", the Government has committed to continuing the expansion of this approach through which children will receive healthy meals locally baked and sourced instead of the traditional biscuits. At the same time, WFP will continue to provide biscuits for the school children not yet covered by the Healthy Kitchen programme.

66. Vulnerable Jordanians and refugees – equitably women and men – will be engaged in the preparation, delivery and distribution of the meals, thus providing them with income opportunities and addressing economic inequalities. This activity will also include targeted communication and education activities for school children, their parents and caregivers aimed at improving the nutrition of school children and a gender-responsive behavioural change communication strategy will be developed for this purpose that will reach, inform and engage WFP's diverse beneficiaries.

**3.2.3. STRATEGIC OUTCOME 3: VULNERABLE WOMEN AND MEN IN TARGETED REFUGEE AND JORDANIAN COMMUNITIES SUSTAINABLY IMPROVE THEIR SKILLS, CAPACITIES, AND LIVELIHOOD OPPORTUNITIES BY 2018.**

- *Outcome description*

67. Strategic outcome 3 aims to strengthen the self-reliance of refugees and the resilience of vulnerable Jordanians by investing in their skills, capacities and public asset base in communities and municipalities hosting a large number of refugees.

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68. WFP will use its unique position to leverage conditional food assistance to support the recovery of vulnerable individuals, communities, and systems affected by the Syrian Crisis and to strengthen their resilience in the long term. This strategic outcome invests in the education, training, and assets of vulnerable Jordanians and Syrians to transform the crisis into an opportunity for everyone, in a way that strengthens social cohesion and fosters gender equality at the local level. Activities will take into account gender-specific targets.

➤ **Focus Areas**

69. The primary focus of this outcome is resilience building.

➤ **Expected outputs**

70. This outcome will be achieved through the following outputs:

- Vulnerable Syrian refugees and Jordanians receive conditional food assistance through CBT to meet their basic food and nutrition needs. (Tier 1; Output category A; SR3)
- Vulnerable Syrian refugees and Jordanians receive training to build marketable skills to strengthen their livelihoods in Jordan and upon return to Syria (for refugees), ensuring equitable participation among both male and female participants. (Tier 1; Output category A, C; SR3)
- Community members benefit from rehabilitation of deteriorated public assets to enhance public service delivery. (Tier 2; Output category L; SR3)

➤ **Key activities**

71. **Activity 5:** *Provide asset creation and livelihood support activities including through individual capacity strengthening to vulnerable Syrians and Jordanians.*

WFP will provide conditional food assistance for livelihood support activities including through individual capacity strengthening and economic opportunities for vulnerable Jordanians and Syrians. The assistance is expected to strengthen community cohesion between Syrians and Jordanians and stimulate economic opportunities at the local level ensuring equality of outcome between women and men.

72. WFP will leverage its close partnership with the Ministry of Agriculture notably for public works programmes in the agricultural sector. WFP will seek to engage with agro-food processing cooperatives run by women, traders, and municipalities to establish new markets and outlets for fruit and vegetables notably through the healthy kitchen approach, linking WFP beneficiaries with local producers and exploring potential to enhance agro-food processing cooperatives, with particular emphasis on women cooperatives or those with women and men in leadership positions.

73. WFP will also focus on the rehabilitation of assets such as schools and health centers.

74. WFP will further seek to provide training opportunities to vulnerable Syrian refugees by providing them with opportunities to build skills which are sustainable, forward-looking, transferable (across countries) and marketable in line with the Jordan Compact. Similarly, gender-transformative initiatives to support the establishment of microbusinesses responding to particular market niches will be developed.

### **3.3. TRANSITION AND EXIT STRATEGIES**

75. This transitional ICSP does not foresee a sizeable improvement of the security conditions in Syria nor a significant return of refugees to their home country during 2018. Given the regional political outlook and the continued pressure on national

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institutions and on the most vulnerable Jordanians, unconditional food assistance will likely continue after the transition, albeit at a reduced scale. Moving forward WFP will increasingly be expected to leverage conditional food assistance to support the immediate recovery and resilience of vulnerable individuals, communities and systems. Activities such as investments in training, income opportunities and productive assets, across which gender is integrated, for vulnerable Jordanians will likely continue to grow further in the CSP starting in 2019.

76. WFP's efforts in 2018 will build the foundation for WFP's expected heightened role moving forward in institutional capacity strengthening and in supporting the effectiveness and efficiency of humanitarian actors in Jordan. The transitional ICSP will allow WFP to work towards enhancing the capacity of key ministries to design and implement effective, equitable and efficient programmes and in sharing with the humanitarian community and national institutions the experience and expertise built while responding to the refugee crisis, including common platform and related programme intelligence. Such activities will incorporate sustainable handover mechanisms, for which a precondition is the advancement of gender equality.

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## 4. IMPLEMENTATION ARRANGEMENTS

### 4.1. BENEFICIARY ANALYSIS

77. Under strategic outcome 1, direct beneficiaries include:

- 500,000 Syrian refugees, including 110,000 in camps and 390,000 in host communities (activity one);
- 60,000 Syrians stranded at the "Berm" (desolate area at the North-Eastern border between Syria and Jordan) (activity one);
- 30,000 refugee school children in camps (activity two);
- 2,100 Syrian refugee household members, including 420 participating workers supporting the school meals programme in camps (activity two).

78. In addition, under outcome 1 other vulnerable population groups supported by ministries or other United Nations agencies such as UNRWA may indirectly benefit from WFP's efforts, notably as a result of WFP capacity development efforts or through the use by these agencies of WFP's OneCard platform, a shared CBT platform managed by WFP.

79. Under strategic outcome 2, direct beneficiaries include:

- 140,000 vulnerable Jordanians supported by the TUA safety net (activity 3);
- 350,000 school children in host communities who receive a daily school snack or "healthy meal" (activity 4);
- 4,750 vulnerable people, including 950 participating workers supporting the school meals programme.

80. Under strategic outcome 3, direct beneficiaries include:

- 27,500 vulnerable Syrian refugees and Jordanians (5,500 participants). In line with the Government requirements for such activities, at least half of the beneficiaries will be Jordanians (activity 5).

81. Participatory gender analyses will inform targeting of all activities to ensure that women, men, girls and boys benefit equitably from transfers. In accordance with the 'do no harm' approach, WFP will ensure that its interventions do not create, exacerbate or contribute to gender inequalities or discrimination and risks of gender-based violence are mitigated.



<b>TABLE 1: FOOD &amp; CASH TRANSFER BENEFICIARIES BY STRATEGIC OUTCOME &amp; ACTIVITY</b>				
<b>Strategic Outcome</b>	<b>Activities</b>	<b>In-Kind / CBTs</b>	<b>Number of Beneficiaries</b>	
			<b>2018</b>	<b>% Female</b>
Strategic Outcome 1	Activity 1: Provide unconditional resource transfers to Syrian refugees and Syrians at the Berm.	i) CBT & in-kind ii) In-Kind	i) 500 000	50
	(i) Syrian refugee households (ii) Syrians stranded at the Berm		ii) 60 000	60
Strategic Outcome 1	Activity 2: Provide school meals and nutrition-related communication and behavioural change activities to refugee children.	i) in-kind ii) CBT	i) 30 000	50
	(i) Syrian refugee school children aged 5-17 (ii) Syrian refugees working for school meals programme in camps		ii) 2 100	80
Strategic Outcome 2	Activity 3: Provide unconditional resource transfers to vulnerable Jordanians.	In-kind	140 000	50
	Activity 4: Provide school meals and nutrition related communication and behavioural change activities to children in host communities.	i) in-kind ii) CBT	i) 350 000	50
(i) School children in host communities aged 5-12 (ii) Vulnerable persons working for school meals programme in host communities	ii) 4 750		80	
Strategic Outcome 3	Activity 5: Provide asset creation and livelihood support activities including through individual capacity strengthening and training to vulnerable Syrians and Jordanians.	CBT	27 500	60
<b>TOTAL<sup>31</sup></b>			1 082 250	

82. In Jordan, WFP targets Syrian refugees for assistance using the inter-agency Vulnerability Assessment Framework (VAF) established in 2014. The VAF is used to target humanitarian assistance to Syrian refugee families in communities by all humanitarian actors, including United Nations agencies, international and local NGOs. The VAF enables a standard and coordinated approach to data collection and vulnerability ranking across sectors.

83. The classification of households on food security terms is based on two composite indicators, which reflect the three key dimensions of food security status: i) the current (short-term) food security situation of households, measured by the FCS; ii) the estimated future food security status, determined by the food expenditure share and coping strategies, and; iii) the household social vulnerability (proxy indicators linked to

<sup>31</sup> Beneficiaries supported through various sources (e.g. CBT and school meals in camps) are counted only once.

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food insecurity). Households are classified into four categories accordingly: food secure, mildly food insecure, food insecure and severely food insecure.

84. WFP provides food assistance to the latter two categories, food insecure and severely food insecure households. For refugees living in host communities, WFP provides a tiered level of assistance whereby those that are able to partially fulfil their food needs are classified as vulnerable and receive partial assistance (USD 14 per person per month), while those unable to meet their food needs are classified as extremely vulnerable and receive full assistance (USD 28 per person per month). All refugees in camps receive full assistance. WFP will conduct a targeting review in mid-2017 to ascertain the continued relevance of this approach and reflect on inclusion and exclusion errors.
85. Food assistance at the Berm will be provided to all families following enrolment by UNHCR. Special cases (those without documents, the disabled and elderly) are identified and either a family or community representative is elected to receive the assistance on their behalf.
86. WFP works with the local NGO TUA to target the vulnerable Jordanians to be provided with in-kind food assistance. The targeting criteria used by TUA aligns with the vulnerability criteria used by the Ministry of Social Development's NAF, which provides social protection to vulnerable Jordanian households.
87. For the school meals programme, WFP targets Jordanian and Syrian children enrolled in approximately 1,800 public primary schools in areas referenced as poverty pockets in the 2013-2014 Household Income and Expenditure Survey (HIES). The updated poverty data collected through the 2017-2018 HIES will serve to inform the re-targeting of school meals programmes and to select the areas that should benefit from the healthy kitchen programme which provides a locally-sourced and prepared meal instead of the traditional date bar biscuit. The healthy kitchen programme supports Syrian refugee children enrolled in public primary schools in the refugee camps. The ratio of Syrian to Jordanian students in host community public schools is roughly 1:10.
88. Targeting for the resilience activities will be based on geographic area, seasonality, activity focus, and vulnerability. For example, WFP's food for assets activities will target governorates with agricultural potential that have been prioritized by the Ministry of Agriculture while individual capacity strengthening activities will target municipalities severely impacted by the Syrian crisis.
89. Syrian refugees and vulnerable Jordanians, whether they are recipients of WFP assistance or not, will have an opportunity to enrol in the livelihoods programme. Individual targeting criteria will be developed and favour the participation of women and youth given the high unemployment rate for these groups.

## **4.2. TRANSFERS**

### **4.2.1. FOOD AND CASH-BASED TRANSFERS**

90. Early into the emergency response to the Syrian crisis, humanitarian agencies in Jordan began to shift from in-kind to CBT assistance in order to more effectively meet the needs of refugees. Functioning markets, technical capacity, adequate banking services and infrastructure throughout the country allowed for this change to occur. WFP monitoring data has revealed that since 2012 WFP has directly injected close to USD 750 million into the Jordanian economy through cash-based interventions, stimulating competition and increasing market efficiencies and beneficiaries' purchasing power.

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91. CBT has enabled beneficiaries to meet their most basic needs in the most dignified and empowering manner and will remain the prevailing modality of assistance in 2018, as it aligns with the expressed preferences of the beneficiary women and men. In line with the findings of the 2016 cash comparative study, and taking into consideration gender equality and protection considerations, a portion of the refugee households living in host communities will be given the choice to access their transfer either in cash or in the form of food vouchers redeemable at any of the WFP-contracted shops (over 200) located throughout the country.
  92. Given the prevailing lack of access to Syrians stranded at the Berm, in-kind food assistance remains the only possible means of life-saving support for this population to date.
  93. The support to the TUA programme assisting vulnerable Jordanians will be in-kind given that this is the prevailing modality of this safety net, which serves to complement other social protection schemes run by the National Assistance Fund. WFP will provide a number of core commodities making up the TUA food basket.
  94. WFP will maintain an adequate, quality and competitive network of retailers across the country for the implementation of CBT and will maintain vendor management and competitive local procurement channels for food parcels and fortified biscuits. Specific measures will be taken to ensure the quality and safety of the food items with a special focus on school meals' production.

TABLE 2: FOOD RATION (g/person/day) or CASH-BASED TRANSFER VALUE (US\$/person/day) BY STRATEGIC OUTCOME AND ACTIVITY													
Strategic Outcome	SO 1							SO2				SO3	
Activity	SO1 - Activity 1						SO1 - Activity 2		SO2 - Activity 3	SO2 - Activity 4		SO3 - Activity 5	
Beneficiary type	Syrian Refugees (camps)		Refugees in host comm. (extremely vulnerable.)	Refugees in host comm. (vulnerable.)	Refugees (new arrivals / referrals)	Syrians stranded at the Berm	Refugee children (5 to 17)	Refugee (school meals workers)	Vulnerable Jordanians	Jordanian school children (5 to 12)		School meals workers	Syrian refugees and vulnerable Jordanians
modality	CBT	In-kind	CBT	CBT	In-kind	In-kind	In-kind	CBT	In-kind	In-kind	In-kind	CBT	CBT
Cereals						365			20				
Pulses						132			20				
Oil						33			13				
Salt						10							
Sugar						17			29				
Powdered milk									9				
Date bars										80			
Healthy meal							230				230		
Food parcels					1 unit (2050 grams)*								
Bread		240											
cash (USD/person/month)	28		28	14				120				120	110 **
Cash grant													1 000 USD / participant
Feeding days	365	365	365	365	1	365	177	200	365	100	125	156 or 208***	

\* The food parcel includes ready to eat food items and a bottle of water.

\*\* Total amount of assistance per participant is 21 USD per day of attendance to training and or work. It assumes 5 beneficiaries per participant household and is the total amount of assistance if the participant attends 26 days of training / work per month.

\*\*\* Work days

<b>TABLE 3: TOTAL FOOD/CASH-BASED TRANSFER REQUIREMENTS &amp; VALUE</b>		
<b>Food type / cash-based transfer</b>	<b>Total (mt)</b>	<b>Total (US\$)</b>
Cereals	10 548	5 204 587
Pulses	1 044	1 318 759
Oil and Fats	673	1 121 265
Mixed and Blended Foods	1 085	1 986 079
Other	14 812	18 571 018
<b>TOTAL (food)</b>	<b>28 163</b>	<b>28 201 707</b>
Cash-Based Transfers (US\$)		174 379 254
<b>TOTAL (food and CBT value – US\$)</b>	<b>28 163</b>	<b>202 580 961</b>

#### **4.2.2. CAPACITY STRENGTHENING INCLUDING SOUTH-SOUTH COOPERATION**

95. Capacity strengthening will be mainstreamed across all strategic outcomes supporting key ministries and national stakeholders including United Nations agencies, civil society, NGOs and municipalities. In addition, the school meals programme presents opportunities for knowledge-sharing under the framework of South-South cooperation through the WFP Centre of Excellence against Hunger as well as through the WFP-spearheaded initiative stimulating experience sharing among countries in the Middle-East and North Africa region.

#### **4.3. COUNTRY OFFICE CAPACITY AND PROFILE**

96. The transitional ICSP does not have implications on WFP's structure in Jordan. WFP has the capacity and expertise to implement the strategic outcomes but will review its operational structure as required and conduct needs-based training to optimize the response and assist the Government of Jordan in its priorities. WFP will maintain its field presence through its three sub-offices in Amman, Mafraq and Ruweished.

#### **4.4. PARTNERSHIPS**

97. WFP will partner with the Government of Jordan, United Nations agencies, NGOs, the private sector and other stakeholders to implement the strategic outcomes through a wide range of operational and strategic partnerships to better coordinate and enhance complementarities.

98. Specific partnerships foreseen for each strategic outcome include:

- Strategic Outcome 1: International Organization for Migration (IOM), UNHCR, and United Nations Children's Fund (UNICEF), UNRWA, UNWomen, the Ministry of Interior, Ministry of Planning, Ministry of Trade, the Ministry of Education and Cooperating Partners.
- Strategic Outcome 2: UNICEF, Ministry of Education, Ministry of Health, Ministry of Education, TUA, private sector and Cooperating partners.
- Strategic Outcome 3: Food and Agriculture Organization (FAO), United Nations Development Programme, International Labour Organization, Ministry of

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Agriculture, national NGOs and cooperating partners, private sector partners and WFP's Innovation Accelerator in Munich.

- Across all outcomes, efforts will be made to partner with organizations committed to gender-equality.

99. WFP leads the food security sector working group of the Inter-Agency Task Force, which coordinates food security related activities to enhance the response through information sharing, mapping of interventions and gaps. Regular meetings are held and attended by NGOs, United Nations agencies and other partners.

100. Under the leadership of the Ministry of Agriculture, WFP is secretariat of the food security sector group under the JRP, which constitutes the strategic partnership mechanism for the development of a comprehensive refugee, resilience-strengthening and development response to the impact of the Syria crisis on Jordan. The group provides the needed coordination support under food security and nutrition and facilitates joint activities, communication and reporting.

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## **5. PERFORMANCE MANAGEMENT AND EVALUATION**

### **5.1. MONITORING AND EVALUATION ARRANGEMENTS**

101. WFP will develop a comprehensive gender responsive monitoring and evaluation plan based on WFP's corporate results framework and monitoring guidelines covering each strategic outcome with specific roles and responsibilities for cooperating partners, the country office and the sub-offices.

102. Regular process, output and outcome monitoring will serve to assess the adequacy of implementation; review the achievements against plan and adjust programme planning and implementation accordingly and track progress against the strategic outcomes from the baseline data to be collected for each outcome. Regular internal meetings as well as meetings with government staff, partners and relevant stakeholders will be held for accountability and learning purposes as well as to adjust programmes moving forward.

103. Specific to the CBT-related activities, WFP will continue to produce quarterly Food Security Outcome Monitoring bulletins to report on results and will explore strategic partnerships for data collection and analysis. The fifth WFP annual CFSME will be produced in 2018 and will continue to serve as a key reference on the food security of Syrian refugees and of the impact of the humanitarian assistance at large. The triangulation database will continue to be used as a repository of monitoring and beneficiary feedback data, allowing for the tracking of key performance indicators also linked to other information sources.

104. WFP field monitoring teams will be gender-balanced to capture data relevant to women, men, boys, and girls and WFP will continue to strengthen the capacity of its field monitors, notably to ensure that they adequately consider and report on any potentially arising protection issue. SADD will be collected using corporate data collection software enabling field monitors to electronically upload data in the field. Information will be hosted in the triangulation database. WFP will continue to use its hotline as a means to invite beneficiary feedback and improve accountability to WFP beneficiaries and to those of other OneCard platform users (including UNRWA).

105. Given the lack of access to the population stranded at the Berm, WFP will keep pursuing opportunities for third-party monitoring while also exploring other innovative remote monitoring options.

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106. WFP Jordan will conduct a review of the effectiveness of the “choice” modality and an impact assessment of the Healthy Kitchen activity. Further, in line with the WFP evaluation policy, a Decentralised Evaluation of the resilience activities will be conducted in 2018 following the WFP Evaluation Quality Assurance Standards. Support will be provided to the L3 Evaluation of the Syria Response covering the Syria +5 countries in 2017.

## 5.2. RISK MANAGEMENT

### ➤ *Contextual Risks*

107. Externally, the protracted Syria crisis represents the most significant risk to Jordan’s economic and internal security due to its spill over effect as a higher frequency of security incidents are materializing around Jordan. This may result in increased access problems hampering the implementation of activities. Internally, Jordan is starting to take strict measures to contain its fiscal deficit, which will be challenging as some adjustment measures could be considered socially sensitive possibly resulting in broad discontent or protests. WFP will continue to closely monitor the external and internal developments and take risk mitigation action in line with the WFP Emergency Preparedness and Response Package.

### ➤ *Programmatic Risks*

108. The WFP programme in Jordan is large and diverse and subject to important risks. A number of these were highlighted in the four internal audits of WFP Jordan conducted in late 2016 (countrywide; food quality and safety; retail strategy; and gender) and by April 2017 over half of the related recommendations had been successfully addressed while the remaining will be closed before the start of the transitional ICSP in line with the set timeline. WFP Jordan maintains a comprehensive risk register with recommended mitigation actions, which are tracked overtime.

109. Overall the audits acknowledged quite robust systems in place to mitigate programmatic risks notably in relation to CBT activities, which presents the highest risk as close to USD 182 million in CBT will be provided to beneficiaries in 2018. Key features of these include: 1) comprehensive Standard Operating Procedures; 2) the fact that all registered Syrian refugees are required to be verified annually by UNHCR thus providing census-like information while WFP uses iris-scanning technology to verify the identity of beneficiaries for each transaction. This will be supplemented by a specific validation exercise by WFP of its beneficiaries, which will conclude in mid-2017. 3) The WFP triangulation database which allows for monthly reconciliation of all financial transactions at the individual and aggregate level while also serving to highlight potential anomalies throughout the programme cycle, including potential deviations by retailers. 4) The cross-functional CBT working group ensures oversight of the system and is accountable to address any potential arising issues while the vendor committee makes decisions on shop selection, reviews performance and recommends corrective actions, as required.

110. Another specific risk relates to the lack of access to the Syrians at the Berm. Since June 2016, the area is considered a closed military zone and the United Nations does not have direct access to the affected population for assessment and monitoring purposes. WFP as well as UNHCR, UNICEF and IOM consequently operate through third-party contractors. Recent efforts to secure third party monitoring were not agreed by the authorities. To enhanced internal and external accountability WFP will continue to advocate through the United Nations Humanitarian Coordinator for improved access including for monitoring while also continuing to resort to alternative approaches such as having distributions video-taped or using other innovative remote monitoring means.

➤ *Institutional Risks*

111. In order to address institutional risks such as: reputational risk due to mismanagement of activities; negative media coverage; non-compliance to rules and regulations, etc., which may impact our activities/operation negatively, WFP has established a cross-functional oversight committee to provide the Country Director with: recommendations on way forward in relation to oversight issues; assurance that the required actions stemming from oversight exercises (including audit and compliance missions) are being implemented; assurance that actions are systematically taken to identify potential anomalies and address them; and finally to further embed a compliance mind-set across all functions.

## 6. RESOURCES FOR RESULTS

### 6.1. COUNTRY PORTFOLIO BUDGET

<b>COUNTRY STRATEGIC PLAN INDICATIVE ANNUAL BUDGET REQUIREMENT (USD)</b>		
	<b>2018</b>	<b>Percentage</b>
<b>Strategic Outcome 1</b>	198 464 669	76
<b>Strategic Outcome 2</b>	26 320 505	10
<b>Strategic Outcome 3</b>	35 768 790	14
<b>TOTAL</b>	260 553 964	

112. The transitional ICSP has a total budget of USD **260 553 964** for 2018. About 76 percent (USD close to 198 million) of it is allocated to strategic outcome 1, continuing the provision of direct food assistance through CBT and in-kind assistance in support of highly vulnerable Syrian refugees and Syrians stranded at the Berm.

113. Ten percent of the assistance will be directed to vulnerable Jordanians, including school children and will include capacity building of national stakeholders to enhance service delivery.

114. Strategic outcome three continues to mark an increase from 2017 in line with the gradual shift towards more resilience building and livelihoods activities with a budget of USD 35.8 million.

115. Efforts will be made towards meeting the corporate proportion of all project funds allocated to, and expended on, gender equality activities.

### 6.2. RESOURCING OUTLOOK

116. The forecast for this transitional ICSP is based on the long-term support from traditional donors. On average, WFP operations require USD 16 million per month to continue to provide life-saving assistance to Syrian refugees in Jordan and Syrians stranded at the Berm.

117. The Jordan operation has been funded at an average of 50 percent between 2012 and 2016. However, since September 2015, and following the London Conference in February 2016, donor contributions to WFP's operations in Jordan have increased substantially, also thanks to an extraordinary contribution from Germany, for both relief



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and resilience activities. Based on recent trends, and donor announcements of multi-year commitments, it is estimated that the current Jordan PRRO (2017 -2018) would be funded at a 50 percent level. The estimate for 2018 specifically currently stands at around 62 percent of requirements. The forecast for the I-CSP is based on long-term support from traditional donors.

### **6.3. RESOURCE MOBILIZATION STRATEGY**

118. WFP will continue its open dialogue and consultations with key donors regarding levels and modalities of assistance, including the transition of less vulnerable beneficiaries to conditional assistance and graduation. WFP will consult with donor governments on how to ensure increased flexibility and predictability of resources. While strengthening its relationship with traditional donors, WFP will also seek to broaden its donor base to include non-traditional donors. Additionally, innovative platforms such as “Share the Meal” will continue to be utilized as well as private sector campaigns in support of WFP activities.
119. WFP will review and update as relevant the 2016-2018 partnership strategy. Furthermore as part of the development of the CSP to start in 2019, WFP will conduct a comprehensive mapping of future partnerships and funding opportunities and in line with the strategy will seek to leverage, diversify and strengthen partnership opportunities with the European Union, the World Bank, the private sector and Universities.

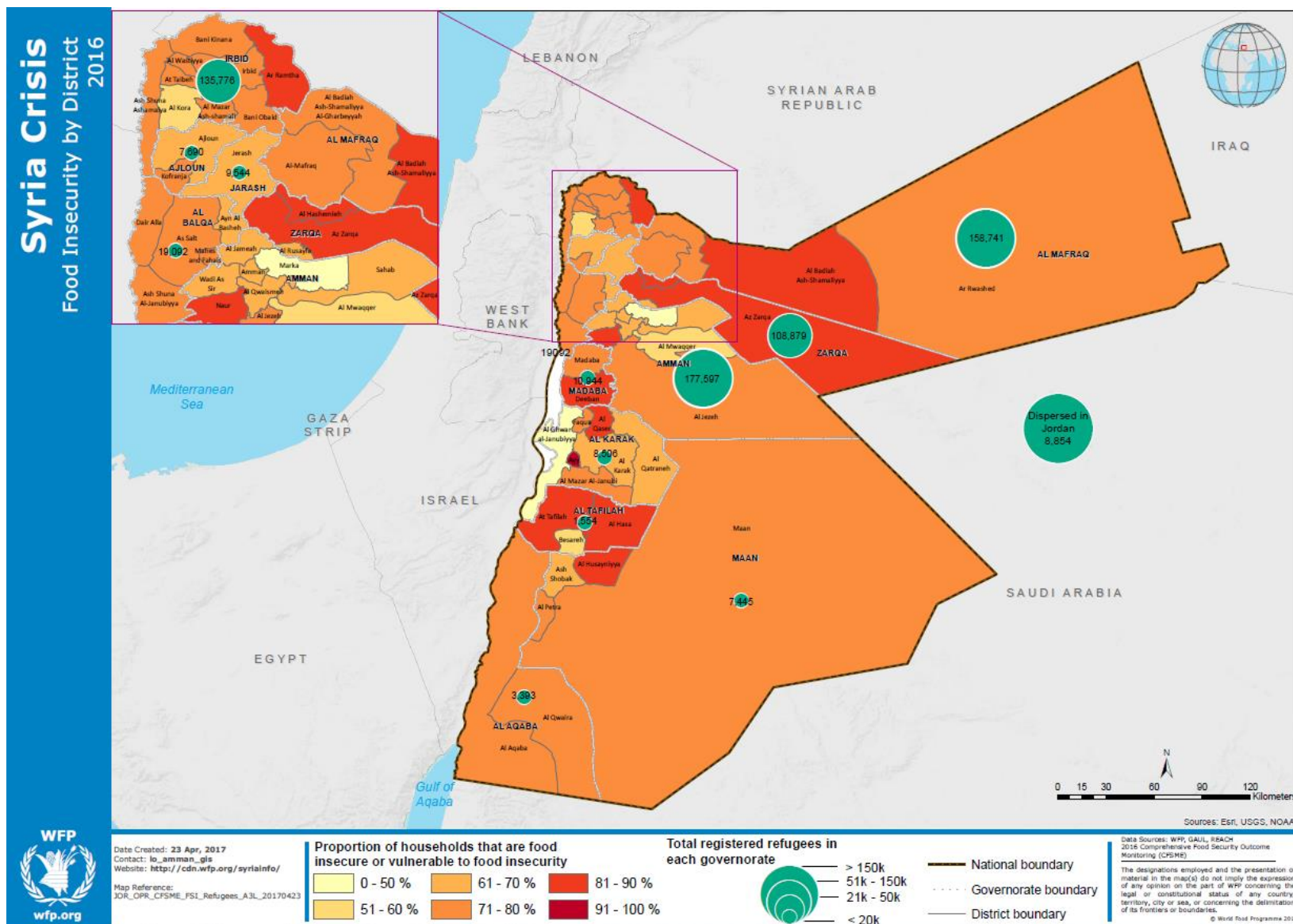
### **6.4. RESOURCE PRIORITIZATION**

120. In the event of funding shortfalls, WFP will focus available resources towards life-saving activities for Syrian refugees in Jordan and Syrians stranded at the Berm, while continuing other transitional ICSP activities in line with available resources. For the Syrian refugees, the WFP tiered targeting approach based on the VAF will allow for the prioritization of assistance towards the most vulnerable households. WFP will also coordinate with other partners to ensure that its assistance is directed to the most vulnerable, also based on the assistance provided by other agencies. WFP continue to exchange with UNHCR and other food and basic assistance actors to ensure that no vulnerable refugees are left behind.

## ANNEX I: INDICATIVE COST BREAKDOWN

<b>INDICATIVE COST BREAKDOWN ALONG STRATEGIC OUTCOME (USD)</b>				
<b>WFP Strategic Results / SDG Targets</b>	<b>SR 1, SDG 2.1</b>	<b>SR 1, SDG 2.1</b>	<b>SR 3, SDG 2.3</b>	<b>Total</b>
<b>WFP Strategic Outcomes</b>	<b>Strategic Outcome 1</b>	<b>Strategic Outcome 2</b>	<b>Strategic Outcome 3</b>	
<b>Transfer</b>	173 806 627	22 856 223	31 422 698	228 085 547
<b>Implementation</b>	7 085 683	1 133 826	1 179 070	9 398 579
<b>Adjusted DSC (%)</b>	4 588 689	608 555	827 008	6 024 251
<b>Sub-total</b>	185 480 999	24 598 603	33 428 776	243 508 378
<b>ISC (7%)</b>	12 983 670	1 721 902	2 340 014	17 045 586
<b>TOTAL</b>	198 464 669	26 320 505	35 768 790	260 553 964

## ANNEX III: MAP



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## ANNEX IV: ACRONYMS

CBT	Cash-based transfers
CFSME	Comprehensive Food Security Monitoring Exercise
FCS	Food Consumption Score
GAM	Global Acute Malnutrition
HDI	Human Development Index
HIES	Household Income and Expenditure Survey
IATF	Inter-Agency Task Force
ICSP	Interim Country Strategic Plan
IOM	International Organization for Migration
JRP	Jordan Response Plan
NAF	National Aid Fund
NGO	Non-Governmental Organization
SADD	Sex and Age Disaggregated Data
SDG	Sustainable Development Goal
TUA	Takyat Um Ali
VAF	Vulnerability Assessment Framework
UNDAF	United Nations Development Assistance Framework
UNHCR	United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
UNPF	United Nations Partnership Framework
UNRWA	United Nations Relief and Works Agency
WFP	World Food Programme

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