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DECENTRALIZED EVALUATION FOR EVIDENCE-BASED DECISION MAKING



Decentralized Evaluation

WFP's General Food Assistance to Syrian Refugees in Jordan 2015 to mid-2018 Evaluation Report - Annexes

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Annex 1: Terms of Reference for the evaluation of the WFP GFA to Syrian refugees in Jordan

Introduction

1. These Terms of Reference (ToR) are for the evaluation of the United Nations World Food Programme's (WFP) General Food Assistance (GFA) to Syrian refugees in Jordan. The evaluation is commissioned by WFP's Jordan Country Office (CO) and will cover the period from 2015 until the Evaluation mission, expected to take place in July 2018. The final report is expected to be delivered by the Evaluation Team in September 2018, and publicly shared along with WFP Jordan CO's management response in October 2018. The purpose of the evaluation is to assess if the GFA activity has been successfully implemented and to draw on learnings for the formulation of the WFP Jordan's strategic and operational direction in the country, as well as to ensure transparency and accountability towards stakeholders.
2. The TOR aims to provide the Evaluation Team with key information that will guide them throughout the evaluation process. The TOR will also inform key stakeholders, including the Evaluation Committee (EC) and the Evaluation Reference Group (ERG), about their roles and responsibilities.
3. The ToR includes in Chapter 1 an introduction to the evaluation, followed by an overview of the rationale, objectives and stakeholders in Chapter 2. Chapter 3 describes the context and subject of the evaluation, and Chapter 4 the approach and methodology. Chapters 5-8 outlines the deliverables, organization, timeline and budget of the evaluation. Additional information is provided in Annexes 1-9.

Reasons for the Evaluation

4. The reasons for the evaluation being commissioned are presented below.

2.1. Rationale

5. The Syrian civil war has entered its eight year and as of March 2018, 659 063 registered refugees live in host communities and refugee camps in Jordan¹. Since the early refugee influx and up until the protracted crisis of today, WFP has provided food assistance under different project types using different transfer modalities. The context and infrastructure in Jordan (further detailed in section 3) have allowed WFP to implement innovative solutions for service delivery at large-scale, both in host community and camp settings. Since 2015, WFP through its OneCard Platform supports around 75 percent of the registered refugees with Cash-Based Transfers (CBT) worth up to USD 150 million per year, making it by far WFP Jordan's largest activity.
6. As a component of a regional response of unprecedented scale, the GFA has been closely monitored on country and regional levels and evaluated as part of the Evaluation of WFP's Regional Response to the Syrian Crisis, 2011-2014². Following the implementation of WFP's Evaluation Policy 2016-2020 and a Decentralized Evaluation (DE) function, COs are required to commission DE's as part of their Country Strategic Plans (CSPs), which operationalizes the strategic shift of the organization known as the Integrated Road Map (IRM). This will be the first evaluation of the GFA activity at country-level.
7. The evaluation will cover the period 2015 – mid-2018 during which the GFA has been implemented as part of regional Emergency Operation (EMOP) 200433 (duration 2012-2016), followed by the regional Protracted Relief and Recovery operation (PRRO) 200987 (2017). In 2018, the Jordan CO is implementing a transitional Interim Country Strategic Plan (t-ICSP).
8. In addition to the DE, a WFP Office of Evaluation (OEV)-commissioned centralized evaluation of WFP's Regional Response to the Syria Crisis 2015-2017 is underway, assessing the range of humanitarian and

¹ UNHCR, Jordan, 13 March 2018, Data on Syrian refugees in Jordan - <http://data.unhcr.org/syrianrefugees/country.php?id=107>

² WFP, 2015. Report number: *OEV/2014/19*

development activities implemented in the so-called Syria +5 countries³. Alongside the on-going independent national Zero Hunger Strategic Review commissioned by WFP Jordan, and previous findings and recommendations from WFP and inter-agency evaluations⁴, these initiatives are forming a solid evidence-base to inform the multi-year WFP Jordan CSP to be implemented from mid-2019, as well as the wider humanitarian community's strategic direction in Jordan.

2.2. Objectives

9. Evaluations in WFP serve the dual and mutually reinforcing objectives of accountability and learning. This evaluation is conducted with the aim to feed into the formulation of WFP's operational and strategic direction in Jordan, and therefore geared more towards the learning objective.
 - **Learning** – The evaluation will determine the reasons why the GFA achieved intended results or not to draw lessons, derive good practices and pointers for learning. Under the GFA, and especially related to CBT, several innovative solutions have been implemented since 2015 when electronic vouchers were rolled out to beneficiaries throughout the country. Looking at the activity in general and its transfer modalities in particular, the evaluation will provide evidence to inform adjustments to programme design, the strategic direction of the GFA and the development of WFP Jordan's CSP to be presented to the WFP Executive Board in June 2019.
 - **Accountability** – The scale of the humanitarian response to the Syria crisis comes with high internal and external demand for information. Publicly shared and actively involving a wide range of stakeholders including donor countries, the evaluation will report on achievements, identify areas of improvement and contribute to the discussion on WFP's strategic and operational direction in the country.

2.3. Stakeholders and Users

10. A number of stakeholders both inside and outside of WFP have interests in the results of the evaluation and some of these will be asked to play a role in the evaluation process. Table 1 below provides a preliminary stakeholder analysis, which should be deepened by the Evaluation Team as part of the inception phase.
11. Accountability to affected populations (AAP), is tied to WFP's commitments to include beneficiaries as key stakeholders in WFP's work. As such, WFP is committed to ensuring gender equality and women's empowerment (GEEW) in the evaluation process, with participation and consultation in the evaluation by women, men, boys and girls from different groups, i.e. female- and male-headed households, in refugee camp and host community settings, and among the groups receiving different levels of assistance (extremely vulnerable, vulnerable, and non-beneficiaries).

Table 1: Preliminary Stakeholders' analysis

Stakeholders	Interest in the evaluation and likely uses of evaluation report to this stakeholder
INTERNAL STAKEHOLDERS	
Jordan CO	Responsible for the country level planning and operations implementation, WFP Jordan has a direct stake in the evaluation and an interest in learning from experience to inform decision-making. The evaluation is for example expected to

³ The Syria+5 countries in addition to Jordan include Turkey, Egypt, Iraq and Lebanon

⁴ These include the 2015 evaluation of the L3 Regional Emergency Response to the Syrian crisis, the 2016 Inter-Agency Humanitarian Evaluation Synthesis and Gap Analysis of the Syria Consolidated Accountability and Lessons Learning initiative, and the 2017 UNHCR/UNICEF evaluation of cash assistance to Syrians in Jordan.

	inform the drafting of the coming multi-year CSP. The CO is also called upon to account internally as well as to its beneficiaries and partners for performance and results of its operation.
Regional Bureau (RB) Cairo	Responsible for both oversight of COs and technical guidance and support, the RB management and technical units such as CBT and Monitoring and Evaluation (M&E) have an interest in an independent/impartial account of the operational performance as well as in learnings from one of WFP's largest CBT operations globally that potentially could be applied to other CO's. The Regional Evaluation Officer will support the Jordan CO to ensure the quality, credibility and usefulness of the DE.
CBT and Programme Policy units in Headquarter (HQ)	WFP HQ technical units are responsible for issuing and overseeing the rollout of normative guidance on corporate programme themes, activities and modalities, as well as of overarching corporate policies and strategies. They also have an interest in the lessons that emerge from evaluations, as many may have relevance beyond the geographical area of focus. The evaluation will be of particular interest to the CBT and Programme Policy units in HQ due to innovations in design, the transfer modalities used and the scale of the activity. These units will be consulted throughout the process, ensuring that key policy, strategic and programmatic considerations are understood from the onset of the evaluation.
OEV	OEV has a stake in ensuring that decentralized evaluations deliver quality, credible and useful evaluations respecting provisions for impartiality as well as roles and accountabilities of various decentralized evaluation stakeholders as identified in the evaluation policy.
Executive Board	The WFP governing body has an interest in being informed about the effectiveness of WFP operations. This evaluation will not be presented to the EB, but its findings may feed into annual syntheses and into corporate learning processes
EXTERNAL STAKEHOLDERS	
Beneficiaries	Approximately 75 percent of registered Syrian refugees in Jordan receive food assistance through the GFA. 79 percent of them live in host communities and 21 percent in refugee camps. Beneficiaries have a stake in WFP determining whether its assistance is appropriate, effective etc. and whether this has changed throughout the course of the activity. As such, the level of participation in the evaluation of women, men, boys and girls from different groups will be determined and their respective perspectives will be sought.
Government	The Government of Jordan – in particular the Ministries of Planning and International Cooperation (MoPIC) and Social Development (MoSD), – has a direct interest in knowing whether the GFA is efficient, effective, aligned with its priorities and harmonized with the action of other partners.
UN Country team (UNCT)	The UNCT's harmonized action should contribute to the realization of the government developmental objectives. It has therefore an interest in ensuring that the GFA, as one of the largest UN activities in the region, is effective in contributing to the UN concerted efforts. On GFA level, WFP is directly cooperating with UNHCR, UNICEF, UNFPA, and UNRWA.
Non-governmental	For the implementation of the GFA, WFP partners with several national and international NGOs, who are also implementing a wider range of activities in the

Organizations (NGOs)	country, to which the results of the evaluation will be of interest (see table of with partners in Annex 8).
Donors	WFP operations are voluntarily funded by a number of donors. They have an interest in knowing whether their funds have been spent efficiently, if WFP's work has been effective and contributed to their own strategies and programmes. An overview of donor contributions to the GFA 2015-2017 is provided in Annex 7.
Private sector	In its current form, the GFA relies on financial and technical services from private sector actors, and its design has been influenced by studies and evaluations carried out by private firms. These would have an interest in the evaluation as findings potentially could impact collaborations and open for new and/or expanded partnerships.
Evaluation firms and networks	The evaluation should be of interest to evaluation professionals in Jordan and the region. WFP has increasingly been engaging with regional evaluation network EvalMENA and the Jordanian Evaluation Association, who will serve as external experts in the Evaluation Reference Group.

12. The primary users of this evaluation will be:

- The WFP Jordan CO will use the evaluation alongside other sources of information to create a solid basis for decision-making with regards to e.g. programme design and the CSP;
- Given the core functions of the RB, it is expected to use the evaluation findings to provide strategic guidance, programme support, and oversight to WFP Jordan and other COs;
- WFP HQ may use evaluations for wider organizational learning and accountability;
- OEV may use the evaluation findings, as appropriate, to feed into evaluation syntheses as well as for annual reporting to the Executive Board.

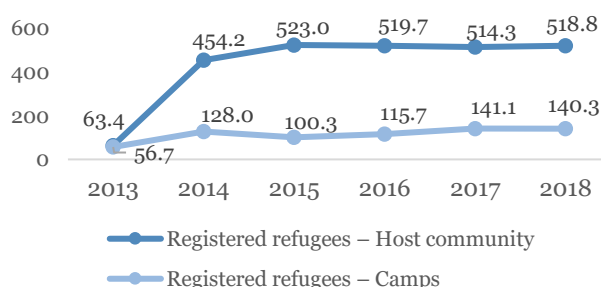
Context and subject of the Evaluation

3.1. Context

13. **Background:** The Government of Jordan estimates that the country hosts 1.3 million Syrians who have fled the civil war since the conflict began in 2011, constituting more than one tenth of the country's total population⁵. Approximately 659 000 – half of which are female and half under 18 – are registered with UNHCR. 21 percent live in refugee camps while the remaining 79 percent reside in host communities⁶.

14. The response from the international community to the Syria crisis is of unprecedented scale, and a wide range of donor countries, international NGOs, and UN agencies remain a strong presence in the Syria +5 countries, including Jordan (see GFA donor overview 2015-2017 in Annex 7). The United Nations Sustainable Development Framework represents the collective vision for UN

Graph 1. Registered Syrian Refugees in Jordan 2013-2018 (1000s)



⁵ Jordan Response Plan 2017-2019, 2016.

⁶ UNHCR, Jordan, 13 March 2018, Data on Syrian refugees in Jordan - <http://data.unhcr.org/syrianrefugees/country.php?id=107>

support to Jordan 2018-2022 and is aligned around outcomes related to People, Prosperity, Planet, Peace and Justice, as well as Strong Institutions and Partnerships.

15. The Syrian conflict and influx of refugees has placed significant strains on the Jordanian economy and public services, with institutions failing to meet demands despite covering a reported USD 8.6 billion in direct costs, including for educational and healthcare services, other subsidies and security⁷. The government has met the progression of the Syria crisis to its current protracted state by implementing the 2014 National Resilience Plan, focused mainly on host communities, followed in 2015 by a rolling three-year Jordan Response Plan for the Syria crisis (JRP) bringing together humanitarian and development programming under a common, nationally-led and resilience-based framework. Priorities include enhancing food security, ensuring dignified and sustainable livelihoods, and strengthened institutions. During the 2016 “Supporting Syria and the Region” conference in London the government signed the Jordan Compact, with the focus to transform the refugee crisis to a development opportunity through job creation, implementation of the JRP and mobilization of sufficient grants and concessionary funding to meet Jordan’s financing needs⁸.
16. For Syrian refugee households, many having depleted savings and other assets long ago, it has become increasingly challenging to make ends meet. Those living in host communities face a situation where many Jordanians too live in increasing economic hardship, following prolonged high unemployment and competition for jobs, inflation and significant real-term increases in housing costs, a few factors further fueled by recent sales tax increases and removal of the subsidy on bread, resulting in increased social tensions and protection risks, such as withdrawing children from school to instead contribute to household income.
17. The Government of Jordan has granted approximately 83,000 formal work permits for Syrian refugees, of which only five percent have been issued for women. Most job opportunities exist in the informal sector however, and 52 percent of Syrian men and six percent of women are estimated to be economically active. This is to be compared with 17 percent of Syrian refugee women reporting to have been working prior to the conflict, suggesting a significant impact of the contextual barriers to enter the labor market in addition to pre-existing obstacles.⁹
18. Access to food remains a challenge for Syrian refugees and a majority 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 and are almost completely dependent on food assistance provided primarily by WFP¹⁰. 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 food needs. These negative coping mechanisms impact all members of the household, men, women, boys, and girls.¹¹
19. In host communities, close to 20 percent of Syrian refugee households are headed by women: 32 percent of these households are food secure, compared to 28 percent of households headed by men. Debts 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.¹²
20. A 2017 Gender Analysis and Programme Review of WFP’s work in Jordan including the GFA pointed out that the roles and responsibilities of women and men, and gender relations, differ within the Syrian refugee population in the country, for example between rural and urban households, or between households living in camp versus non-camp settings, in addition to other interlinked factors such as, age, social class, and

⁷ Jordan Response Plan 2017-2019, 2016.

⁸ Supporting Syria and the Region: Jordan Statement, 2016

⁹ Women working: Jordanian and Syrian refugee women’s labour force participation and attitudes towards employment, UN Women, 2016

¹⁰ A Promise of Tomorrow, UNHCR & UNICEF, 2017.

¹¹ 2016 WFP Comprehensive Food Security Monitoring Exercise.

¹² Ibid

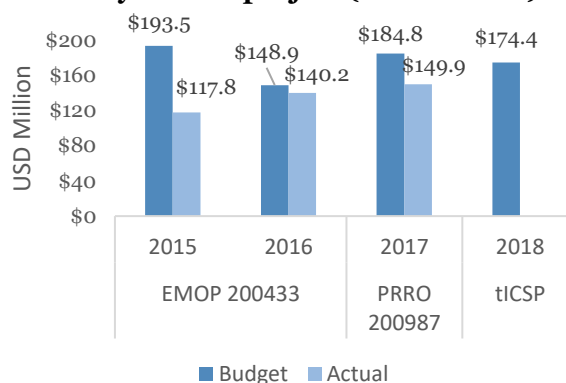
ethnic groups. However, across the board, physically disabled, female widows, single males and/or divorced heads of families are more likely to be food insecure than others. Particularly affecting refugee women, girls and boys, some families are engaging in begging, early marriage, child labor and survival sex, issues that alongside gender-based violence have been reported to increase in relation to cuts in the external assistance that most households are highly reliant on.¹³

3.2. Subject of the evaluation

21. **Background:** With the objective of enhancing/maintaining the food security of the most vulnerable and food insecure Syrian refugee households in Jordan, the GFA provides unconditional food assistance to refugees in camps including Za’atari in Mafraq Governorate, Azraq in Zarqa and King Abdullah Park Transit Centre in Irbid, as well as in host communities throughout the country (see map in Annex 1 and logical frameworks for the GFA under the difference projects in Annex 9).

22. During the time period covered by this activity evaluation, from 2015 to mid-2018, WFP’s GFA to Syrian Refugees in Jordan has been implemented as part of regional EMOP 200433 (duration 2012-2016), followed by the Regional PRRO 200987 (2017). In 2018, WFP Jordan is implementing the t-ICSP, to be replaced by a multi-year CSP starting mid-2019. As shown in table 2, WFP transferred over USD 400 million to beneficiaries through CBT 2015-2017. This evaluation will cover implementation of the GFA activity throughout the programme cycle in camp and community settings across the Kingdom, with a particular focus on transfer modalities. An overview of the caseload as per March 2018 is provided in Annex 8.

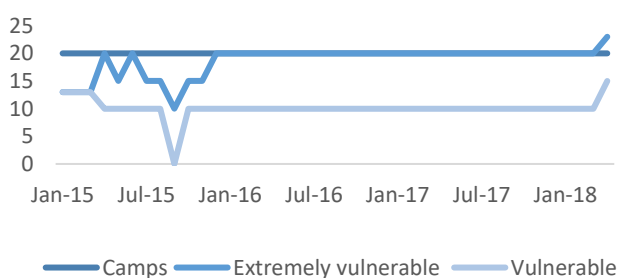
Table 2. Planned vs. actual CBT per year and project (USD million)



23. **Transfer modalities:** Support has been provided mainly through restricted CBT, i.e. value vouchers. The vouchers have been complemented by in-kind distributions, for example welcome meals to new arrivals and daily bread distributions to households living in camps. The projects through which the GFA has been delivered, have also included in-kind distributions in the form of school meals (EMOP, 2015-2016) and food parcels to the stranded population on the Syrian/Jordanian border, the so-called ‘berm’ (EMOP and PRRO, 2015-2017). These activities are not included in the scope of the evaluation; since 2017 School Meals has been delivered as a stand-alone activity, and the population at the ‘berm’ are not registered refugees in Jordan. More recently the food vouchers have been complemented by unrestricted cash through the ‘choice’ modality, allowing beneficiaries to redeem their assistance as food vouchers in WFP-contracted shops, and by cashing out their entitlements in ATMs of financial service provider Jordan Ahli Bank (JAB).

24. **CBT:** In January 2015, WFP Jordan completed the transition from paper to electronic vouchers, using its OneCard platform. The platform was developed to offer a unified means of service delivery for the wider humanitarian community. It is currently also utilized by the United Nations Relief and Works Agency for Palestine Refugees in the Near East (UNRWA) for cash transfers for Palestinian refugees, and for WFP’s Food for Assets and Food for Training activities. Under the GFA, e-cards from service provider JAB are issued to heads of households and topped up monthly with

Graph 2. Actual GFA Transfer Value 2015 - April 2018 (JOD/person/month)

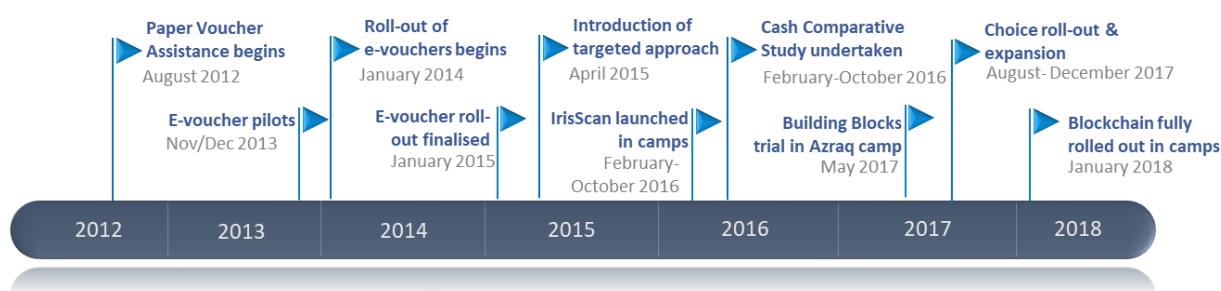


¹³ JRP 2016-2018

entitlements based on household size, which can be used in WFP-contracted shops (available to all) and to withdraw cash from JAB ATMs (available in 'choice' governorates, see caseload as per March 2018 in Annex 8).

25. From the start of the Syrian operation through December 2014, WFP was able to provide the full planned assistance of 24 JOD per household member per month to all registered Syrian refugee households. Following difficulties to mobilize funds, the planned transfer value was revised to 20 JOD of which only 13 JOD per month could be provided to host community residents during January-March 2015. To address the needs of the most vulnerable, WFP shifted from the blanket approach to tiered assistance in April 2015. Based on the inter-agency Vulnerability Assessment Framework, considering parameters such as dependency ratio, marital status and education level, refugee households are classified into four categories. These are matched in WFP's terms as: food secure and mildly food insecure (do not receive assistance), food insecure ("Vulnerable" – 10 JOD per person per month in planned assistance) and severely food insecure ("Extremely vulnerable" – 20 JOD per person per month). However, as shown in graph 2, the actual entitlements continued to fluctuate before stabilizing towards the end of 2015.
26. Following decisions from the Government of Jordan to increase the sales tax on a majority of food commodities and remove a long-standing subsidy on bread, both effective from January 2018, WFP revised transfer values for households living in host communities to 23 JOD per month for extremely vulnerable households, and 15 JOD for the vulnerable in April 2018.
27. In 2016, the regional response to the Syria crisis stood for more than half of WFP's total CBT expenditure¹⁴. The scale of the activity and other enabling factors such as technical infrastructure and private sector capacity, have allowed for an acceleration of transfer modality-related innovation, most notably iris scanning for identification in camp supermarkets, and in host communities the 'choice' modality, allowing beneficiaries to use the e-card in contracted shops and to cash out entitlements in JAB ATMs. Choice was rolled out in a fourth governorate, Amman, with the highest number of beneficiaries in April 2018. In January 2018, what has been coined 'the largest humanitarian pilot using blockchain technology' was expanded to cover all camps, e.g. allowing for significant reductions in i) transaction costs, by removing the intermediate financial service provider, ii) financial risk, as no funds are advanced, and iii) data protection risks, as no beneficiary data is shared outside of WFP. Further utilization of blockchain to enhance efficiency in service delivery – among else through 'mobile money' expected to be trialed in mid-2018 – is being reviewed.

Graph 3. Overview of CBT milestones 2012-2018



28. **Partnerships:** Key partners involved in the implementation of the GFA include JAB, the financial service provider, contracted retailers – currently 190 shops ranging from multinational corporations such as Carrefour and Tazweed to local shopkeepers – IrisScan, other UN agencies, and not least cooperating partners (see table summarizing Field-level Agreements from 2015 to the currently active in Annex 8).
29. **Monitoring and accountability:** In 2016, WFP Jordan established a 'Triangulation Database', allowing for advanced automated analysis of GFA implementation. The system, managed by the Business Analysis Unit, links monitoring data from different internal and external sources, e.g. retailer sales data, price data collection, on-site monitoring of contracted shops, and redemption patterns. An interactive visualization

¹⁴ See WFP CBT Operational Facts and Figures (March 2017) at: <https://docs.wfp.org/api/documents/WFP-0000012939/download/>

function was recently launched, and efforts are underway to further link available information with data at outcome-level. The Triangulation Database also hosts the primary complaints and feedback-mechanism, the hotline.

30. The Jordan CO and its partners monitor the GFA through sex-disaggregated data collection and reporting on three levels:
 - *Outcome* – Results-level monitoring including: i) the annual Comprehensive Food Security Monitoring Exercise (CFSME), an in-depth analysis of food security and factors affecting food security within different groups of the population in Jordan; ii) the quarterly Food Security Outcome Monitoring (FSOM), looking at the development of food security indicators such as Food Consumption Score, Coping Strategy Index and Food Expenditure Share among beneficiaries within the different vulnerability strata (extremely vulnerable, vulnerable, and non-beneficiaries); and iii) a panel survey following a sample of 250 households in the ‘choice’ governorates on quarterly basis over the course of a year.
 - *Output* – Delivery in terms of numbers, such as beneficiaries reached and CBT and metric tons of food distributed. Reported through WFP corporate programme management tool COMET, from where information feeds into monthly Situation Reports and Country Briefs, as well as the annual Standard Project Report (SPRs)¹⁵.
 - *Process* – Monitoring of the implementation of the GFA consisting of two key components: i) Complaints and Feedback mechanisms, most notably the ‘Hotline’ function with eight operators working in two shifts to both receive calls from WFP activity beneficiaries/participants, and supporting remote monitoring activities through outbound calls; and ii) On-site monitoring, including of contracted shops and price levels, surveys and focus group discussions with beneficiaries, conducted by the 20 field staff working under the two sub-offices in Amman and Mafraq, and selected cooperating partners.

Evaluation Approach, Criteria, Questions and Methodology

3.3. Scope

31. The DE of WFP Jordan’s GFA will be limited to time period 2015–mid-2018, and the implementation of the activity under projects EMOP 200433, PRRO 200987 as well as the current t-ICSP. The evaluation will look at the full programme cycle of the GFA with emphasis on the unconditional cash transfers in camp and host community settings across the country.
32. A two-day preliminary evaluability assessment mission was conducted by the Regional Evaluation Officer in January 2018, including an introductory meeting with senior staff and Heads of Units where decisions were made regarding the scope and subject of the DE, i.e. to evaluate the GFA as the largest activity of the Jordan CO with particular focus on CBT, and to ensure coverage of GEEW and AAP. Initial measures were taken for impartiality and independence through the appointment of an Evaluation Manager, the formation of the EC and a list of stakeholders to contact regarding membership in the ERG (detailed in Annexes 3-4). A first EC meeting was organized to develop evaluation questions, which were further refined based on the feedback from the ERG.
33. During the inception phase the Evaluation Team is expected to conduct a critical review of available data and assess if the information is sufficient to – with support of primary data collection – answer the evaluation questions, including if sex-disaggregation and other measures are sufficient to cover gender aspects. The review will inform decisions related to the evaluation phase, including the choice of methods and requirements for data collection requirements. The team should if needed refine the below evaluation questions.

3.4. Evaluation Criteria and Questions

34. **Evaluation Criteria:** As part of the evaluability assessment mission, the Jordan CO with support from the Regional Evaluation Officer decided on a set of evaluation criteria. Given that this is an evaluation of a

¹⁵ Annual Country Reports (ACR) under the IRM framework.

humanitarian activity, and how the crisis and, in response, the GFA has progressed over the years, the following criteria were selected: Relevance/ Appropriateness and Coherence; Efficiency; Effectiveness and Sustainability; and Impact¹⁶.

35. **Evaluation Questions:** Allied to the evaluation criteria, the evaluation will address the below main- and sub-questions, which will be further developed by the evaluation team during the inception phase. Collectively, the questions aim at highlighting the key lessons and performance of the GFA, which could inform future strategic and operational decisions. GEEW and protection aspects should be mainstreamed throughout the evaluation, and be integrated in the analysis linked to all evaluation questions.

Table 5. Evaluation Criteria, questions and sub-questions
<p>Criteria: Relevance/Appropriateness and Coherence</p> <p>Question: Is the design of the GFA activity relevant to the context and contributing to a larger social safety net environment - and can it be improved?</p>
<p style="text-align: center;">Is the GFA and its transfer modalities appropriate to the context, and has it been adequately adjusted over time?</p> <p style="text-align: center;">Are the targeting, transfer modality choices and value of the assistance based on sound analyses and being implemented accordingly?</p> <ul style="list-style-type: none"> • Is the GFA aligned with national strategies and priorities, including the Jordan Response Platform for the Syria Crisis? • Did WFP adequately engage and coordinate with collective decision-making within the UN system to promote a principled and coherent approach to the humanitarian response? • How did WFP analyze and manage strategic, programmatic and operational risks and opportunities, e.g. linked to contextual changes, donor strategies, protection and gender? • Are WFP's mechanisms for accountability towards affected populations appropriate, accessible and safe, and accountability towards other stakeholders adequate?
<p>Criteria: Efficiency</p> <p>Question: Is the implementation of the GFA efficient from the perspectives of different stakeholders?</p>
<ul style="list-style-type: none"> • Has WFP efficiently implemented the GFA in terms of delivering timely and reliable services to beneficiaries while sufficiently managing costs, suppliers, partnerships etc.? • Have innovations linked to CBT increased WFP's efficiency in delivering the GFA?
<p>Criteria: Effectiveness/Sustainability</p> <p>Question: Is the GFA achieving its intended results, and are they lasting?</p>
<ul style="list-style-type: none"> • What are the internal and external factors affecting the results? • Are the objectives of the GFA realistic and sufficiently ambitious? • Have innovations linked to CBT increased WFP's capacity to deliver results? • Are there any unintended positive and/or negative short-, medium- and/or longer-term effects of the GFA on the targeted population, non-beneficiaries and host communities?

¹⁶ For more detail see: <http://www.oecd.org/dac/evaluation/daccriteriaforevaluatingdevelopmentassistance.htm> and <http://www.alnap.org/what-we-do/evaluation/eha>

<ul style="list-style-type: none"> • Has the GFA positively contributed to prevent or mitigate any protection risks occurring for the affected population?
<p>Criteria: Impact</p> <p>Question: How has the GFA affected, and been affected by, the collective response to the Syrian crisis and what are its wider effects on the targeted population?</p>
<ul style="list-style-type: none"> • What social and economic effects has the GFA had on the lives of the targeted population? • How has the GFA affected, and been affected by, the response to the Syrian refugee crisis from the Government and other humanitarian/development organizations?

3.5. Data Availability

36. In addition to publicly disseminated reports, such as the annual SPRs and the CFSME, the Evaluation Team will have access to comprehensive monitoring data on outcome, output and process levels of the GFA, including the Triangulation Database. Other CO-produced or commissioned sources of information, such as project documents and budgets, Standard Operating Procedures, the 2017 Gender Analysis and Programme review, and the 2016 Cash Comparative Study will be made available.
37. WFP will also gather and share key corporate documents relevant to the implementation of the GFA, as well as plans, strategies and studies from other key entities, such as the Government, other UN agencies, protection specialized partners and cooperating partners. A full library list is included in Annex 6. Concerning the quality of data and information, the evaluation team should:
 - a. assess data availability, reliability and limitations as part of the inception phase expanding on the information provided in section 4.3. This assessment will inform the primary data collection plan
 - b. systematically check accuracy, consistency and validity of collected data and information and acknowledge any limitations/caveats in drawing conclusions using the data.

3.6. Methodology

38. The Evaluation Report is expected to adhere to DEQAS guidelines, including sufficient coverage of GEEW. To achieve this, the methodology will be designed by the evaluation team during the inception phase, in line with the following criteria:
 - Employ the relevant evaluation criteria – Relevance/Appropriateness and Coherence; Efficiency; Effectiveness and Sustainability; and Impact – to evaluate the GFA and the transfer modalities utilized, with a focus on CBT.
 - Demonstrate impartiality and lack of biases by relying on a cross-section of information sources (stakeholder groups, including beneficiaries, etc.) The selection of field visit sites will also need to demonstrate impartiality.
 - Take into account the Humanitarian Principles of Humanity, Neutrality, Independence, and Impartiality in WFP's delivery of the GFA.
 - Using mixed methods (quantitative, qualitative, participatory etc.) to ensure triangulation of information through a variety of means.
 - Apply an evaluation matrix geared towards addressing the key evaluation questions taking into account the data availability challenges, the budget and timing constraints;
 - Ensure through the use of mixed methods and systematic disaggregation by sex in data collection and analysis that women, girls, men and boys from different stakeholder groups and representing relevant factors of diversity participate and that their different voices are heard and used;
 - Mainstream gender equality and women's empowerment, as above;
 - Take into account WFP's approach to protection and AAP, as per, respectively, WFP's Policy on Humanitarian Protection and WFP strategy on AAP.
39. **Impartiality and independence:** Mechanisms to ensure the independence and impartiality of the decentralized evaluation include the hiring of a third-party Evaluation Team without any linkages to the

design or implementation of the GFA and with full access to information, as well as the formation of the EC and the ERG. The EC members hold key competencies relevant to the GFA, including the Gender focal point and the Head of CBT, while the ERG will include internal and external experts, primarily in the fields of Evaluation and CBT. The two groups will review and comment on the key deliverables throughout the evaluation; the TOR, the inception report and the evaluation report.

40. **Risks:** Risks related to the methodology include any major unforeseen political and/or security development, the availability of key competencies required for the Evaluation Team, availability and competing interests of EC and ERG members, and potential gaps in data that cannot be covered through primary data collection during the evaluation mission. In order to mitigate these risks, some flexibility with regards to the timeline and means of data collection including remote solutions is accounted for. Regular online meetings between the Evaluation Manager and representatives of the Evaluation Team will be held throughout the process, to address potential challenges at an early stage.

3.7. Quality Assurance and Quality Assessment

41. WFP's Decentralized Evaluation Quality Assurance System (DEQAS) defines the quality standards expected from this evaluation and sets out processes with in-built steps for Quality Assurance, Templates for evaluation products and Checklists for their review. DEQAS is closely aligned to the WFP's evaluation quality assurance system (EQAS) and is based on the UNEG norms and standards and good practice of the international evaluation community and aims to ensure that the evaluation process and products conform to best practice. Given the context and refugee population in focus of the evaluation, it will be of particular importance for the Evaluation Team to adhere to obligations to participants stated in the UNEG Code of Conduct with regards to Respect for Dignity and Diversity, and Confidentiality.
42. DEQAS will be systematically applied to this evaluation. The WFP Evaluation Manager will be responsible for ensuring that the evaluation progresses as per the [DEQAS Process Guide](#) and for conducting a rigorous quality control of the evaluation products ahead of their finalization.
43. WFP has developed a set of [Quality Assurance Checklists](#) for its decentralized evaluations. This includes Checklists for feedback on quality for each of the evaluation products. The relevant Checklist will be applied at each stage, to ensure the quality of the evaluation process and outputs.
44. To enhance the quality and credibility of this evaluation, an outsourced quality support service (QS) directly managed by WFP's OEV in HQ provides review of the draft inception and evaluation report (in addition to the same provided on draft TOR), and provide:
 - a. systematic feedback from an evaluation perspective, on the quality of the draft inception and evaluation report;
 - b. recommendations on how to improve the quality of the final inception/evaluation report.
45. The evaluation manager will review the feedback and recommendations from QS and share with the team leader, who is expected to use them to finalize the inception/evaluation report. To ensure transparency and credibility of the process in line with the [UNEG norms and standards](#)¹⁷, a rationale should be provided for any recommendations that the team does not take into account when finalizing the report.
46. This quality assurance process as outline above does not interfere with the views and independence of the evaluation team, but ensures the report provides the necessary evidence in a clear and convincing way and draws its conclusions on that basis.
47. The evaluation team will be required to ensure the quality of data (validity, consistency and accuracy) throughout the analytical and reporting phases. The evaluation team should be assured of the accessibility of all relevant documentation within the provisions of the directive on disclosure of information. This is available in [WFP's Directive CP2010/001](#) on Information Disclosure.

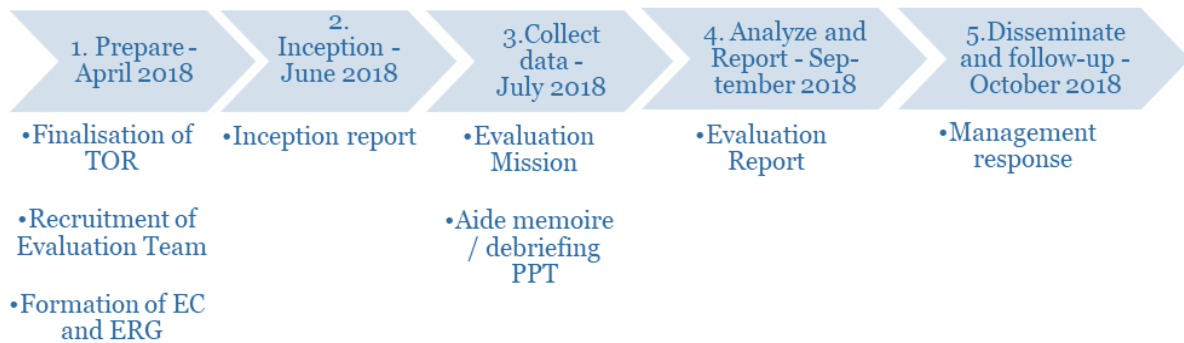
¹⁷ [UNEG](#) Norm #7 states "that transparency is an essential element that establishes trust and builds confidence, enhances stakeholder ownership and increases public accountability"

48. All final evaluation reports will be subjected to a post hoc quality assessment by an independent entity through a process that is managed by OEV. The overall rating category of the reports will be made public alongside the evaluation reports.

Phases and Deliverables

49. The evaluation will proceed through the following phases. The deliverables and deadlines for each phase are as follows:

Figure 1: Summary Process Map



50. **Preparatory phase:** The Evaluation Manager is responsible for deliverables in the preparatory phase, which includes finalization of the TOR including external quality assurance mechanisms, the recruitment of an Evaluation Team and the formation of the EC and ERG. This phase is expected to be completed by May 2018, although revisions to the TOR may take place as a result of the inception phase.
51. **Inception phase:** The Evaluation Team is responsible for conducting a comprehensive desk review of available data. The team should timely inform the Evaluation Manager about any identified information gaps to be addressed. Based on the overall assessment, the team should suggest revisions to the TOR if needed, and prepare a draft inception report detailing the method and plan for the evaluation mission. Upon completed quality assurance mechanisms, the team will finalize the inception report, which is expected to be delivered in Microsoft Word-format in early July 2018.
52. **Evaluation phase:** The Evaluation Team will conduct field-level data collection, expected to take place during the first two weeks of August 2018. The team will communicate regularly with the Evaluation Manager to prepare for the mission, including site visits, meetings with internal and external stakeholders, and a debriefing session at the WFP Jordan CO at end of the mission to present preliminary findings.
53. **Data analysis and reporting:** The Evaluation Team is expected to deliver a final evaluation report in October 2018, based on the draft version feedback received following completion of the quality assurance protocol.
54. **Dissemination and follow-up:** The Evaluation Team should be available to present the final report, either on-site in Amman or through a conference call. Within the month following delivery of the final report, WFP Jordan CO is responsible to prepare their management response, to be made publicly available along with the report on WFP's external website.

Organization of the Evaluation

3.8. Evaluation Conduct

55. The evaluation team will conduct the evaluation under the direction of its team leader and in close communication with WFP's Evaluation Manager. The team will be hired following agreement with WFP on its composition.
56. The evaluation team will not have been involved in the design or implementation of the GFA or have any other conflicts of interest. Further, they will act impartially and respect the [code of conduct of the evaluation profession](#).

57. The evaluation will be conducted during period May–September 2018, see detailed schedule in Annex 2.

3.9. Team composition and competencies

58. The evaluation team is expected to consist of 3-4 external consultants, including an experienced team leader, a senior evaluator, one evaluator and/or a data analyst. To the extent possible, the evaluation will be conducted by a gender-balanced, geographically and culturally diverse team with appropriate skills to assess components such as CBT modalities and gender dimensions of the GFA as specified above in sections on the scope, approach and methodology of the evaluation.
59. The team will be multi-disciplinary and include members who together include an appropriate balance of expertise and practical knowledge in the following areas:
- Food assistance in humanitarian context
 - CBT modalities to deliver food assistance
 - Expertise within areas of GEEW, monitoring and AAP
 - All team members should have strong analytical and communication skills, evaluation experience and familiarity with the Syria crisis
 - At least one of the team members should be fluent in Arabic to ensure quality in primary data collection.
60. The team leader should have experience from working with WFP and CBT, preferably in combination, as well as expertise in designing methodology and data collection tools, and demonstrated experience in leading similar evaluations. She/he will also have leadership, analytical and communication skills, including a track record of excellent English writing and presentation skills.
61. Her/his primary responsibilities will be: i) defining the evaluation approach and methodology; ii) guiding and managing the team; iii) leading the evaluation mission and representing the evaluation team; iv) drafting and revising, as required, the inception report, the end of field work (i.e. exit) debriefing presentation and evaluation report in line with DEQAS.
62. The team members will bring together a complementary combination of the technical expertise required and have a track record of written work on similar assignments.
63. Team members will: i) contribute to the methodology in their area of expertise based on a document review; ii) conduct field work; iii) participate in team meetings and meetings with stakeholders; iv) contribute to the drafting and revision of the evaluation products in their technical area(s).

3.10. Security Considerations

64. Security clearance where required is to be obtained from the Jordan CO Security unit.
- As an 'independent supplier' of evaluation services to WFP, the evaluation company is responsible for ensuring the security of all persons contracted, including adequate arrangements for evacuation for medical or situational reasons. Consultants contracted by the evaluation company do not fall under the UN Department of Safety & Security (UNDSS) system for UN personnel.
 - Consultants hired independently are covered by the UN Department of Safety & Security (UNDSS) system for UN personnel which cover WFP staff and consultants contracted directly by WFP. Independent consultants must obtain UNDSS security clearance for travelling to be obtained from designated duty station and complete the UN system's Basic and Advance Security in the Field courses in advance, print out their certificates and take them with them.¹⁸
65. However, to avoid any security incidents, the Evaluation Manager is requested to ensure that:

¹⁸ Field Courses: [Basic](#); [Advanced](#)

- The WFP Jordan CO registers the team members with the Security Officer on arrival in country and arranges a security briefing for them to gain an understanding of the security situation on the ground.
- The team members observe applicable UN security rules and regulations.
- Required approval from relevant authorities is timely organized e.g. for field visits to the refugee camps.

Roles and Responsibilities of Stakeholders

66. A wide range of internal and external stakeholder stakeholders will play a role in the evaluation. In the WFP Jordan CO:

a- The **Jordan CO Deputy Director** will take responsibility to:

- Assign an Evaluation Manager for the evaluation: Oscar Lindow, M&E Officer.
- Approve the final TOR, inception and evaluation reports.
- Ensure the independence and impartiality of the evaluation at all stages, including establishment of an internal EC and of the ERG (see below and [TN on Independence and Impartiality](#)).
- Participate in discussions with the evaluation team on the evaluation design and the evaluation subject, its performance and results with the Evaluation Manager and the evaluation team
- Organize and participate in two separate debriefings, one internal and one with external stakeholders
- Oversee dissemination and follow-up processes, including the preparation of the Management Response to the evaluation recommendations

b- The **Evaluation Manager**:

- Manages the evaluation process through all phases including drafting this TOR
 - Ensures quality assurance mechanisms are operational
 - Consolidates and shares comments on draft TOR, inception and evaluation reports with the evaluation team
 - Ensures expected use of quality assurance mechanisms
 - Ensures that the team has access to all documentation and information necessary to the evaluation; facilitates the team's contacts with local stakeholders; sets up meetings, field visits; provides logistic support during the fieldwork; and arranges for interpretation, if required.
 - Organizes security briefings for the evaluation team and provides any materials as required
- An **internal EC** (see members in Annex 3) has been formed as part of ensuring the independence and impartiality of the evaluation. The EC guided the choice of evaluation type, subject and scope, and will review key documents including TOR, inception report and evaluation report.

67. An **Evaluation Reference Group** has been formed with representation from WFP internal experts from relevant programmatic and technical units, and external experts in the fields of CBT and Evaluation. The ERG members will also review and comment on the draft evaluation products, and act as key informants in order to further safeguard against bias and influence.

68. The **Regional Bureau Cairo**, mainly through Regional Evaluation Officer Luca Molinas, will take responsibility to:

- Advise the Evaluation Manager and provide support to the evaluation process where appropriate.
 - Participate in discussions with the evaluation team on the evaluation design and on the evaluation subject as relevant, as required.
 - Provide comments on the draft TOR, Inception and Evaluation report
- Support the Management Response to the evaluation and track the implementation of the recommendations.

69. The **CBT and Programme Policy units** in HQ will take responsibility to:

- Discuss WFP strategies, policies or systems in their area of responsibility and subject of evaluation.
- Comment on the evaluation TOR, inception and evaluation reports, as required as members of the ERG.

70. **OEV**, through the Regional Evaluation Officer, will advise the Evaluation Manager and provide support to the evaluation process when required. It is responsible for providing access to the outsourced quality support service reviewing draft ToR, inception and evaluation reports from an evaluation perspective. It also ensures a help desk function upon request.

71. **Syrian refugees living in Jordan**, both GFA beneficiaries and non-beneficiaries and including women and men in different contexts, will act as key informants for the Evaluation Team during the evaluation mission.
72. **Other stakeholders** including the Government of Jordan, UN agencies in particular UNHCR, NGOs and other organizations will act as key informants, stay informed throughout the process of the DE and take part of the publicly shared Evaluation Report.

Communication and budget

3.11. Communication

73. To ensure a smooth and efficient process and enhance the learning from this evaluation, the Evaluation Team should place emphasis on transparent and open communication with key stakeholders in all phases. The team is encouraged to meet with as many internal and external stakeholders on-site as the evaluation mission timing and schedule allows, and will facilitate a debrief to present preliminary findings at the end of the mission.
74. The team will communicate remotely on a regular basis with the Evaluation Manager who also will support requests for remote meetings with stakeholders outside of the data collection phase. The TOR and inception report will be shared internally and externally as per the membership of the EC and the ERG. The final evaluation report will be made publicly available on WFP's external website along with the management response. A communication plan will be developed by the Evaluation team and the Evaluation Manager to share learnings in the most efficient and relevant way.

3.12. Budget

75. The evaluation will be financed by the WFP Jordan CO and the budget will cover the costs of hiring an external Evaluation Team utilizing the Long-term Agreement option and their related costs including travel, per diem, and field trips. The budget will be determined upon the contracting of an Evaluation Team and depend on factor such as the number and daily rates of the team members, the extent of primary data collection required etc. The final evaluation budget is expected to be within the range of USD 130,000 – 175,000.
76. The budget covers any costs related to production of communication materials etc. The final report is not foreseen to be translated. Costs for internal WFP participation, e.g. the Regional Evaluation Officer mission in January 2018, are not included.

Please send any queries to Evaluation Manager Oscar Lindow, at oscar.lindow@wfp.org

Annex 2: Evaluation Matrix

Criteria	Evaluation Questions	ToR Ser	New Ser	Sub-questions	Indicator / Measure of Progress	Data Sources	Data Collection Methods	Data Analysis Methods / Triangulation	Evidence Availability / Reliability
Relevance / Appropriateness and Coherence	Is the design of the GFA activity relevant to the context and contributing to a larger social safety net environment?	1.2	1.1	Are the targeting, transfer modality choices and value of the assistance based on sound analysis and being implemented accordingly?	<ol style="list-style-type: none"> Extent of efforts to estimate and mitigate against inclusion and exclusion errors Soundness of vulnerability / means assessment analysis (CFSME, Comprehensive Vulnerability Assessment) Frequency and thoroughness of needs, market and sectoral assessments Adherence to C&V Manual modality selection process and standards Frequency and accuracy of targeting and programme adjustments Reported use of assessments and analysis to inform overall approach and programmatic decision-making Vulnerability indicators (including gender disaggregated analysis) at baseline justified need for programme as designed. 	Triangulation database review (3, 4, 9), FSOM (8), WFP C&V Manual, Project documents, ICSP Key informants	Document and records review KI Interviews	Quantitative and narrative analysis of secondary data Analysis of primary data sources (interviews)	
		1.3	1.2	Is the GFA aligned with national strategies and priorities, including the Jordan Response Platform for the Syria Crisis?	<ol style="list-style-type: none"> Positive/negative stakeholder perspectives on alignment Degree of alignment of documented objectives and approaches Reported and documented evidence of joint assessment and analysis with Government and other national actors 	Government of Jordan and Jordan Response Platform strategies and vulnerability assessments, GFA programme documents Key informants	Document and records review KI Interviews	Narrative analysis of secondary data Analysis of primary data sources (interviews)	
		1.4	1.3	Did WFP adequately engage and coordinate with collective decision-making within the UN system to promote a principled and coherent approach to the humanitarian and development response?	<ol style="list-style-type: none"> Documented evidence of engagement and coordination Stakeholder perspectives on degree of engagement and coordination Degree to which other agencies and actors have been able to build on the foundation established by the GFA to ensure minimum food needs are met (including long-term social protection measures). 	Meeting minutes and reports Key informants	Document and records review KI Interviews	Narrative analysis of secondary data Analysis of primary data sources (interviews)	
		1.5	1.4	How did WFP analyse and manage risks and opportunities related to donor strategies, priorities and resource allocation?	<ol style="list-style-type: none"> Coverage of documented risks and opportunities Increased funding from growing # of donors Increased quality of funding (predictable, multi-year, non-earmarked) Perceptions of the adequacy and effectiveness of internal monitoring and reporting mechanisms 	Resource Situation Reports, SPRs, WINGS data, Triangulation Database Key informants	Document and records review KI Interviews	Quantitative and narrative analysis of secondary data Analysis of primary data sources (interviews)	
		1.5	1.5	To what extent has the GFA adequately and effectively promoted Gender Equality and Empowerment of Women	<ol style="list-style-type: none"> Coverage of HH gender dynamics in analysis and programme adjustments Increased decision-making power of women in HH receiving GFA 	SPRs, Triangulation Database, BCG comp study, Jordan CO Gender Analysis and Programme Review Key informants	Document and records review KI Interviews	Quantitative and narrative analysis of secondary data Analysis of primary data sources (interviews)	
		1.6	1.6	Are WFP's mechanisms for accountability towards affected populations appropriate, accessible and safe, and adequate?	<ol style="list-style-type: none"> # of consultations with affected populations about programme design, including men and women, over time and perceptions of effectiveness Reported accessibility and safety of complaints and feedback mechanisms disaggregated by gender Perceptions of the adequacy and appropriateness of WFP's mechanisms to ensure accountability to affected populations WFP staff awareness of responsibilities and mechanisms to ensure accountability to affected populations Quality and use of data protection and privacy policies 	Triangulation Database, SoPs and Policies Key informants Programme beneficiaries	Document and records review KI Interviews Focus Group Discussions with beneficiaries	Quantitative and narrative analysis of secondary data Analysis of primary data sources (interviews and FGDs)	

Criteria	Evaluation Questions	ToR Ser	New Ser	Sub-questions	Indicator / Measure of Progress	Data Sources	Data Collection Methods	Data Analysis Methods / Triangulation	Evidence Availability / Reliability
Efficiency	Is the implementation of the GFA efficient from the perspective of different stakeholders?	2.1	2.1	Has WFP efficiently implemented the GFA in terms of delivering timely and reliable services to beneficiaries while sufficiently managing costs, suppliers, partnerships, etc.?	1. % of planned transfers delivered on time 2. Change in costs to deliver transfers over time 3. # of exceptions/anomalies identified and % resolved over time 4. Hotline performance: % answered calls; % tickets closed; % tickets regarding "Difficulties/Technical Issue using the card" closed; % tickets regarding "Activate E-card" closed; % tickets regarding "Distribution clarifications" closed	Triangulation Database, SPRs, WINGS Reports, Call center data Key informants Programme beneficiaries	Document and records review KI Interviews Focus Group Discussions with beneficiaries	Quantitative and narrative analysis of secondary data Analysis of primary data sources (interviews and FGDs)	Cost data not disaggregatable by specific modality / innovation
		2.2	2.2	Have innovations linked to CBT increased WFP's efficiency in delivering the GFA?	1. Ratio of overheads and delivery to direct cost by modality / mechanism over time 2. Time taken to resolve identified anomalies/exceptions over time 3. Improvements in timeliness due to innovations	Triangulation Database, SPRs, WINGS reports, Blockchain cost reports Key informants	Document and records review KI Interviews	Quantitative and narrative analysis of secondary data Analysis of primary data sources (interviews and FGDs)	Cost data not disaggregatable by specific modality / innovatointy / innovation
Effectiveness / Sustainability	Is the GFA achieving its intended results, and are they lasting?	3.1	3.1	What intended results did the GFA achieve or not achieve?	1. Planned vs. actual activities 2. Planned vs. actual outputs, including disaggregated gender targets 3. Planned vs. actual outcomes disaggregated by gender 4. Beneficiary perceptions of results, disaggregated by gender 5. Other stakeholder perceptions of results	Triangulation Database, FSOM reports, SPRs, Monitoring briefs and SitReps Key informants Programme beneficiaries	Document and records review KI Interviews Focus Group	Quantitative and narrative analysis of secondary data Analysis of primary data sources (interviews and FGDs)	
		3.1	3.2	What are the internal and external factors affecting the results?	1. Economic factors 2. Socio-political factors (including gender norms) 3. Internal process factors 4. Internal capacity factors 5. WFP management and leadership factors 6. Partnership factors	External contextual reports on country/regional/Syria crisis, VAM data, SPRs, Monitoring briefs and SitReps, triangulation database (Price monitoring data) Key informants	Document and records review KI Interviews	Narrative analysis of secondary data Analysis of primary data sources (interviews)	
		3.2	3.3	Are the objectives of the GFA realistic and sufficiently ambitious?	1. Ability of intended objectives to stabilize, sustain and promote livelihoods and prevent negative coping strategies, among female and male headed households 2. Degree to which programme plus other actors' actions meet refugee needs 3. Degree to which beneficiaries save money that they receive through the GFA, disaggregated by gender	Key informants, strategic and project documents, Government of Jordan strategic documents, UN and other partner (including donor) documents Programme beneficiaries	KI Interviews Focus Group Discussions with beneficiaries	Analysis of primary data sources (interviews and FGDs)	
		3.3	3.4	Have innovations linked to CBT increased WFP's capacity to deliver results?	1. Changes in target population satisfaction/needs coverage attributed to innovations disaggregated by gender 2. Reduction in exceptions/anomalies attributed to innovations 3. Changes in stakeholder perspectives of performance over time 4. Changes in staffing and resource base	Triangulation Database, 'Choice' reports, Human Resources records Key informants	Document and records review KI Interviews	Quantitative and narrative analysis of secondary data Analysis of primary data sources (interviews)	Difficultly attributing positive or negative changes to particular innovations.
		3.4	3.5	Are there any unintended positive and/or negative short-, medium-, and/or longer-term effects of the GFA on the targeted population, non-beneficiaries and host communities?	1. Changes in consumption patterns over time disaggregated by gender 2. Stakeholder perceptions of positive and/or negative effects including household gender dynamics (including recipient and non-recipient perceptions) disaggregated by gender 3. -Noticeable changes to indicators for different population groups: beneficiaries, non-beneficiaries and host communities disaggregated by gender	Triangulation Database, reports from field monitors Key informants Programme beneficiaries	Document and records review KI Interviews Focus Group Discussions with beneficiaries Interviews with non-	Quantitative and narrative analysis of secondary data Analysis of primary data sources (interviews and FGDs)	Reliant on issues that have been recorded and recognized. Longer-term effects not measurable except through later longitudinal study linked to choice beneficiaries. Data on purchases, not on
		3.5	3.6	Has the GFA positively contributed to prevent or mitigate any protection risks occurring for the affected population?	1. Quality and use of formal and ad-hoc mechanisms to identify and respond to protection cases, including GBV 2. Evidence of ongoing assessment of protection risks and identification of particularly vulnerable groups 3. Reported actions taken to mitigate protection risks 4. Identification of potential protection risks created by the GFA	Reports from field monitors Key informants Programme beneficiaries	Document and records review KI Interviews Focus Group Discussions with beneficiaries	Quantitative and narrative analysis of secondary data Analysis of primary data sources (interviews and FGDs)	Limited data/information on protection issues
Impact	How has the GFA affected, and been affected by, the collective response to the Syrian crisis and what are its wider effects on the targeted population?	4.1	4.1	What social and economic effects has the GFA had on the lives of the targeted population?	1. % of recipients reporting reduced stigmatisation disaggregated by gender 2. % of recipients with increased savings disaggregated by gender 3. % of recipients reporting increased financial literacy disaggregated by gender 4. % of recipients with increased food consumption disaggregated by gender 5. % of recipients employing fewer negative coping strategies disaggregated by gender 6. Reported effect of the GFA on household and community dynamics (including gender)	CFSME and FSOM data Programme beneficiaries	Document and records review Focus Group Discussions with beneficiaries	Quantitative and narrative analysis of secondary data Analysis of primary data sources (FGDs)	Limited data/information on savings, financial literacy.
		4.2	4.2	To what extent do the innovations introduced under the GFA offer potential long-term benefits for the wider humanitarian and development community?	1. # of instances where WFP innovations have been adopted by other WFP COS 2. # of instances where WFP innovations have been adopted by other organizations 3. Reported evidence in evaluations and reporting of the scalability of innovations 4. # of examples of knowledge sharing events and products created to build awareness of WFP innovations among other actors and parts of WFP	Other evaluation reports, studies and research, programme reporting Key informants	Document and records review KI Interviews	Quantitative and narrative analysis of secondary data Analysis of primary data sources (interviews)	

Annex 3: Main GFA stakeholders

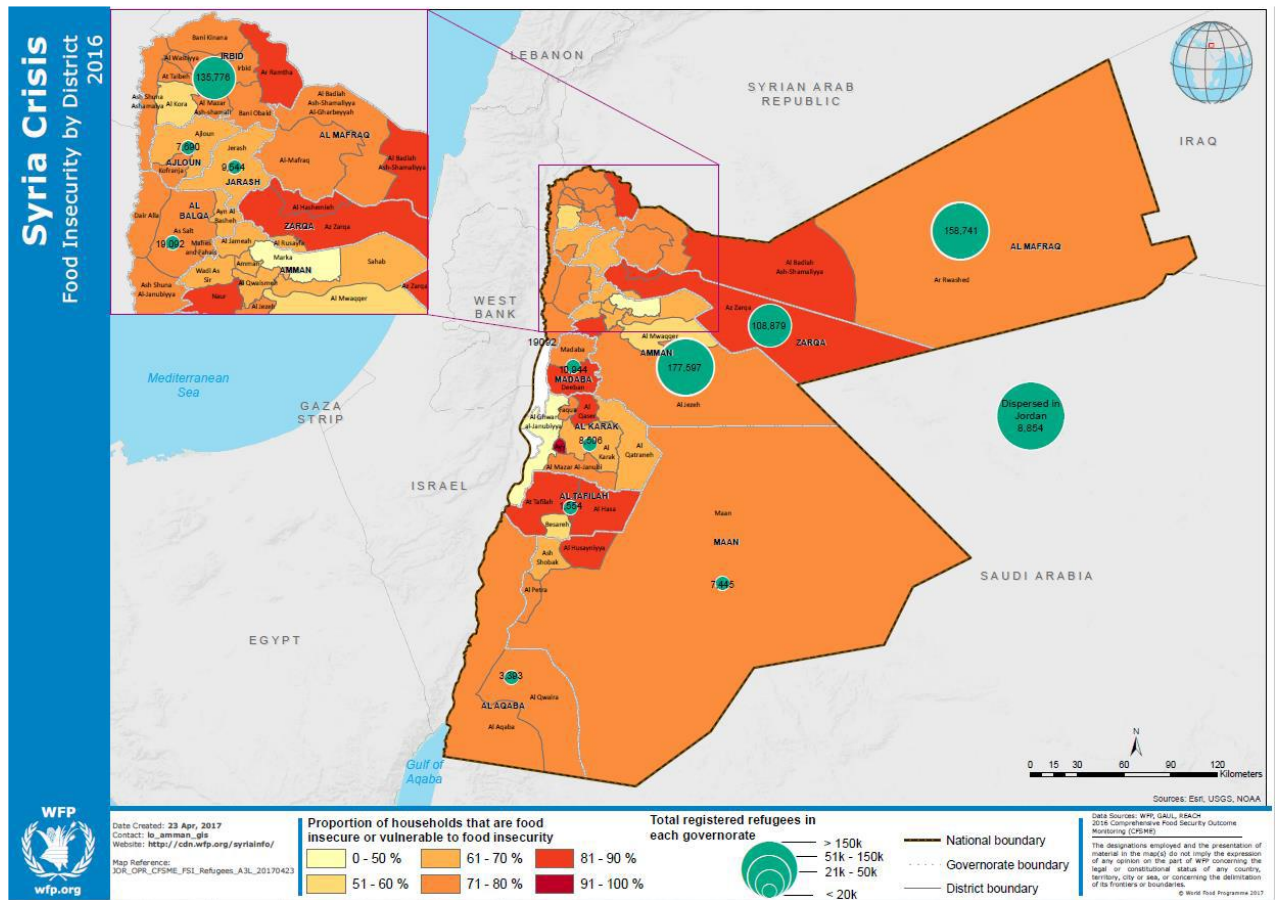
Stakeholder	Interest in the GFA to Syrian refugees in Jordan	Involvement in Evaluation and likely use	Who (for the Evaluation)
Internal (WFP) stakeholders			
Jordan CO	Responsible for the country level planning and operations implementation. The CO is called upon to account internally as well as to its beneficiaries and partners for performance and results of its operation.	WFP Jordan has a direct stake in the evaluation and an interest in learning from experience to inform decision-making. The evaluation is for example expected to inform programme design and the drafting of the coming multi-year CSP.	<ul style="list-style-type: none"> Country Director Deputy Country Director Head of Programme Head of Supply Chain Head of VAM/M&E M&E Officer Head of CBT Prog Officer CBT Protection Adviser Business Analysis Unit Prog Officer GFA Compliance and Risk Management Officer Govt and Private Sector Partnership Officer Sr. Procurement Associate (Retailer Mgt) FLA Management Finance Officer Heads of Field Offices Field Office Programme staff Others TBD
Regional Bureau Cairo	Responsible for both oversight of COs and technical guidance and support.	The RB management and technical units such as CBT and Monitoring and Evaluation (M&E) have an interest in an independent/ impartial account of the operational performance and in learnings from one of WFP's largest CBT operations globally that potentially could be applied to other COs. The Regional Evaluation Officer will support the Jordan CO to ensure the quality, credibility and usefulness of the DE.	<ul style="list-style-type: none"> Deputy Regional Director CBT Officer(s) Programme Officer Regional Evaluation Officer Monitoring Unit
CBT and Programme Policy units in HQ	WFP HQ technical units are responsible for issuing and overseeing the rollout of normative guidance on corporate programme themes, activities and modalities, and of overarching corporate policies and strategies. They also have an interest in the lessons that emerge from evaluations, as many may have relevance beyond the geographical area of focus.	The evaluation will be of particular interest to the CBT and Programme Policy units in HQ due to innovations in design, the transfer modalities used and the scale of the activity. Learning from the evaluation can inform wider organizational learning and accountability. These units will be consulted throughout the process, ensuring that key policy, strategic and programmatic considerations are understood from the onset of the evaluation.	<ul style="list-style-type: none"> Global Coordinator, Cash Transfers Director, Market Access Programmes Global Advisor on Protection and Accountability to Affected Populations
OEV	OEV has a stake in ensuring that decentralized evaluations deliver quality, credible and useful evaluations respecting provisions for impartiality as well as roles and accountabilities of various decentralized evaluation stakeholders as identified in the evaluation policy.	Findings and recommendations from the evaluation may feed into evaluation syntheses as well as annual reporting to the Executive Board.	<ul style="list-style-type: none"> Senior Evaluation Officer (DE) (as part of reference group)
Executive Board	The WFP governing body has an interest in being informed about the effectiveness of WFP operations.	This evaluation will not be presented to the EB, but its findings may feed into annual syntheses and into corporate learning processes	<ul style="list-style-type: none"> Not applicable
External stakeholders			
Bene-ficiaries	Approximately 75 percent of registered Syrian refugees in Jordan receive food assistance through the GFA. 79 percent of them live in host communities and 21 percent in refugee camps. Beneficiaries have a stake in WFP determining whether its assistance is appropriate, effective etc. and whether this has changed during implementation.	The level of participation in the evaluation of women, men, boys and girls from different groups will be determined and their respective perspectives will be sought throughout the process.	<ul style="list-style-type: none"> Beneficiaries (including men and women) randomly selected in sampled sites Non-beneficiaries (including men and women) randomly selected through shop intercept targeting Other beneficiaries by means of existing data previously collected

Stakeholder	Interest in the GFA to Syrian refugees in Jordan	Involvement in Evaluation and likely use	Who (for the Evaluation)
Government	The Government of Jordan – in particular the Ministries of Planning and International Cooperation (MoPIC) and Social Development (MoSD), – has a direct interest in knowing whether the GFA is efficient, effective, aligned with its priorities and harmonized with the action of other partners.	Government stakeholders will be key sources of information during the evaluation process. They will be interested in learning from the findings in terms of informing their own assistance to vulnerable populations in Jordan and strengthening their partnership with WFP.	<ul style="list-style-type: none"> Ministry of Planning and International Cooperation Ministry of Social Development
Host communities	Host communities are interested in whether Syrian refugees have adequate means to meet their needs and the economic effects of the programme on their communities and markets. Equity and employment issues in particular can cause tensions in host communities.	Host communities will primarily be involved in the evaluation through the input of shop owners (see below) and review of secondary data examining contextual factors affecting the programme.	<ul style="list-style-type: none"> NA
Commercial sector (WFP shops)	WFP contracted shop owners have a direct interest in the GFA programme and its effects on their businesses and the economy of the surrounding area.	Shop owners will provide data through interviews in selected sites to inform the evaluation about working relationships with WFP and their experience with the GFA.	<ul style="list-style-type: none"> WFP contracted shop owners in selected sites
UN Country team (UNCT)	The UNCT's harmonized action should contribute to the realization of the government developmental objectives. It has therefore an interest in ensuring that the GFA, as one of the largest UN activities in the region, is effective in contributing to the UN concerted efforts. For GFA, WFP is cooperating with UNHCR, UNICEF, UNFPA, and UNRWA.	Individuals from other UN agencies will be key sources of information during the evaluation process. Learning from the evaluation may be applicable to CBT assistance provided by other UN agencies in Jordan.	<ul style="list-style-type: none"> UNHCR UNICEF UNFPA UNRWA ILO UNDP
Non-governmental Organizations (NGOs)	For the implementation of the GFA, WFP partners with several national and international NGOs, who are also implementing a wider range of activities in country.	The results of the evaluation will be of interest to WFP's partners and other NGOs.	<ul style="list-style-type: none"> ACTED REACH Save the Children Jordan Norwegian Refugee Council World Vision
Donors	WFP operations are voluntarily funded by a number of donors.	Several key donors will be consulted during the data collection phase. Donors have an interest in knowing whether their funds have been spent efficiently, if WFP's work has been effective and has contributed to their own strategies and programmes.	<ul style="list-style-type: none"> Germany US France Canada Netherlands Australia Japan
Private sector	In its current form, the GFA relies on financial and technical services from private sector actors.	Certain private sector actors will have an interest in evaluation findings that may impact collaborations and provide opportunities for new and/or expanded partnerships.	<ul style="list-style-type: none"> Jordan Ahli Bank
Evaluation firms and networks	The GFA design has been influenced by studies and evaluations carried out by private firms and the good practices espoused by global networks.	The evaluation should be of interest to evaluation professionals in Jordan and the region. WFP has increasingly been engaging with regional evaluation network EvalMENA and the Jordanian Evaluation Association, who will serve as external experts in the Evaluation Reference Group.	<ul style="list-style-type: none"> CALP ODI BCG Team Leader from Syria +5 evaluation EvalMENA Jordanian Evaluation Association

Source: Inception Report

Annex 4: GFA map - Caseload/governorate; locations of shops and camps

Source: ToR



Annex 5: GFA summary tables and charts

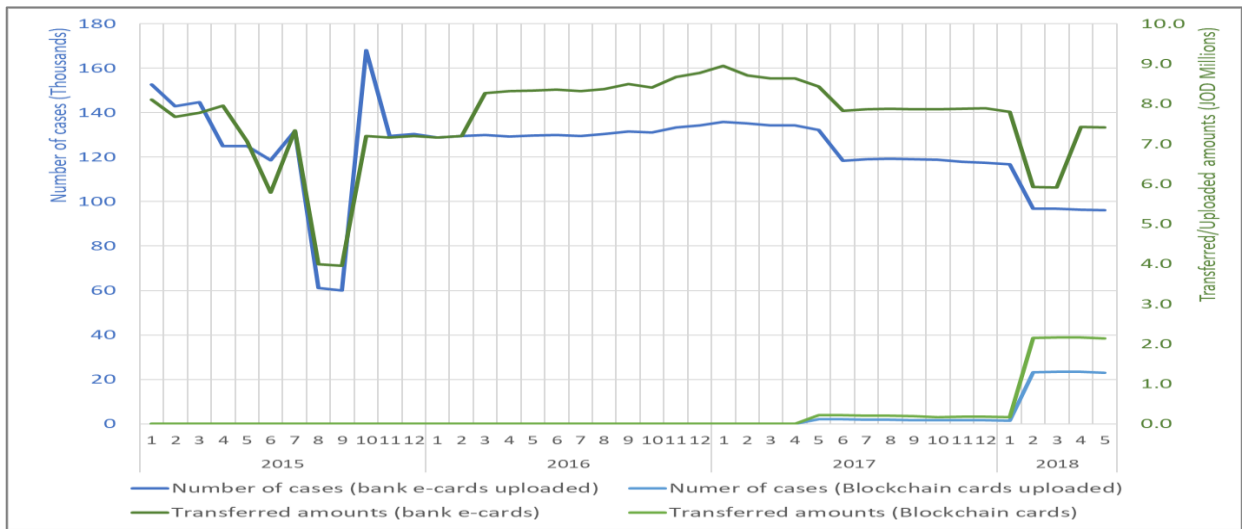
Table 3. Jordan CO projects and plans covering GFA to Syrian refugees

Project / plan	Initial approval date	Duration	Budget revisions
EMOP 200433	June 2012	July 2012 – December 2016	18 budget revisions (4 pertaining to Jordan for 2015 and 2016)
PRRO 200987	November 2016	January 2017 – December 2018	3 budget revisions
T-ICSP	November 2017	January 2018 – December 2019	Ongoing budget revision

Table 4. Logical frameworks for GFA projects and proposed evaluation logic

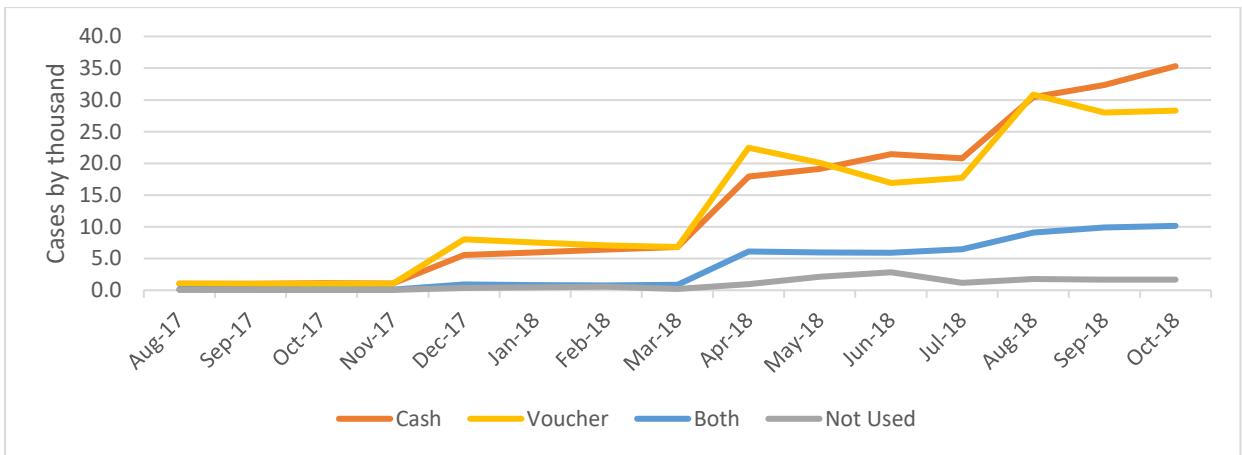
	EMOP 200433	PRRO 200987	T-ICSP	Proposed logic model
Objectives	Save lives and protect livelihoods in emergencies	End hunger, improve nutrition and achieve food security	End hunger by protecting access to food	End hunger and build food security
Outcomes	Improved food consumption for targeted Syrian refugee households	Maintained/enhanced household access to adequate food	Food insecure Syrian refugees having access to safe, adequate and nutritious food throughout the year	Maintained/increased access to safe, adequate and nutritious food for targeted Syrian refugee households
Outputs	Distribute food and vouchers in sufficient quantity and quality to target groups of refugees	Transfer unconditional resources through the GFA	Syrian Refugees receive unconditional food assistance to meet their basic food and nutrition needs; Customers of WFP- shops and outlets benefit from improved capacity to offer quality and diverse food at modest prices.	Food and CBT distributed to vulnerable and extremely vulnerable Syrian refugee households WFP contracted shops have increased capacity

Figure 10. Evolution of cases assisted and funds transferred through CBTs



Source: WFP Jordan Triangulation Database

Figure 11: Choice Modality Statistics, redemption trends over time



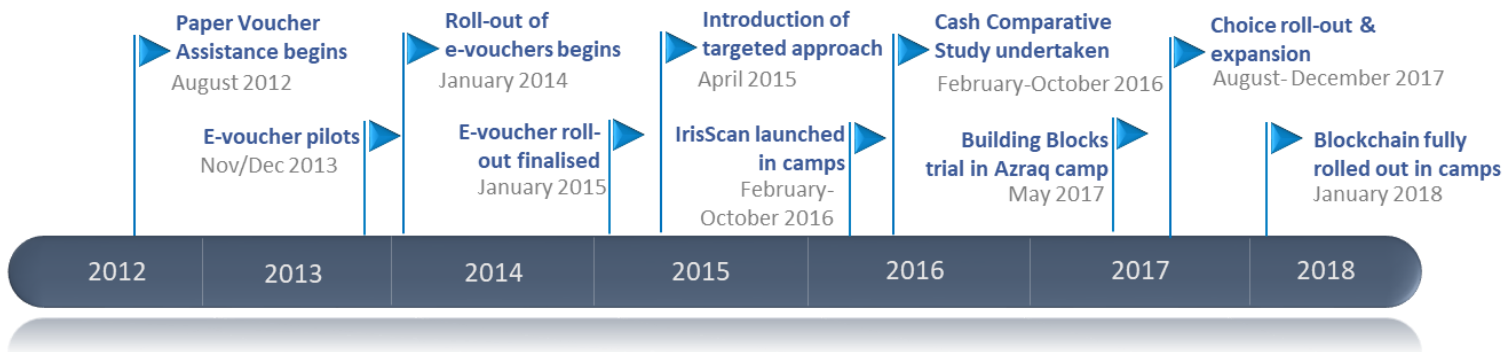
Source: WFP Jordan Triangulation Database

Annex 6: Timeline of GFA evolution

Table 5. Programme Characteristics and Changes

2015	2016	2017	2018 (until June)
REG EMOP 200433 (since end 2012)	REG EMOP 200433	REG PRRO 200987	I-CSP
Within Evaluation Scope	Within Evaluation Scope	Within Evaluation Scope	Within Evaluation Scope
<p>January:</p> <ul style="list-style-type: none"> - Transition from paper to e-voucher (OneCard Platform) complete (after 1 year). Previously paper vouchers had been distributed since end 2012. - Monthly voucher value reduced (Jan-March) due to financial constraints: <ul style="list-style-type: none"> - > 20 JOD per HH member to camp residents - > 13 JOD per HH member to host community residents - ((It had been 24 JOD to Dec 2014)) <p>April:</p> <ul style="list-style-type: none"> - Transition from blanket approach to tiered assistance [4 refugee categories determined by the inter-agency Vulnerability Assessment Framework, based on variables such as dependency ratio, marital status, education level. <ul style="list-style-type: none"> - Food secure (no assistance) - Mildly food insecure (no assistance) - Food insecure (“Vulnerable” – 10 JOD per person per month in planned assistance) - Severely food insecure (“Extremely vulnerable” – 20 JOD per person per month). 	<p>INNOVATIONS TAKE PLACE (enabling factors: the scale of the activity, technical infrastructure and private sector capacity) (For every innovation, a pilot is conducted and then it is scaled up)</p> <p><u>Implementation in Camps:</u></p> <p>(Innovation 1) iris scanning for identification in camp supermarkets (King Abdallah Park refugee camp, Irbid - February 2016; Za'atari camp December 2016)</p> <p><u>Monitoring:</u></p> <p>(Innovation 2) Triangulation database allowing to track and analyze beneficiary spending, food availability in markets and beneficiary feedback, (through receiving / merging/consolidating/cross-validating data from different sources, such as retailer sales data, price data collection, on-site monitoring of contracted shops, and redemption patterns, hotline (feedback mechanism))</p> <p><u>Monitoring:</u></p> <p>(Innovation 3) Transition from monthly PDM to quarterly food security outcome monitoring in 4 representative strata, including 1 of non-beneficiaries.</p>	<p>INNOVATIONS CONTINUE:</p> <p><u>Implementation in Camps:</u></p> <p>(Innovation 4) Building blocks (May, in Azraq camp; next January everywhere)</p> <p><u>Implementation in Host communities:</u></p> <p>(Innovation 5) ‘choice’ modality (August Governate of Madaba; Dec. Governate of Balqa and Zarqa; previously a Cash comparative study undertaken by BCG in February to August); ‘choice’ program <u>monitoring</u> includes a pre-post longitudinal survey following a sample of 250 households in the ‘choice’ governorates in July and November 2018.</p>	<p>January: Blockchain fully rolled out in all 3 camps.</p> <p>GoJ decisions:</p> <ul style="list-style-type: none"> ➔ increase the sales tax on a majority of food commodities ➔ and remove a long-standing subsidy on bread <p>April:</p> <p>As a consequence of the above, WFP increased assistance value:</p> <ul style="list-style-type: none"> ➔ 23 JOD per month for extremely vulnerable households in host communities. 20 JOD if in camps (+ bread supplement equivalent to 3 JOD) ➔ and 15 JOD for the vulnerable <p>Choice modality implemented in Amman in April 2018</p> <p>Triangulation database included a data visualization tool and logbook of monitoring activities and findings (building on hotline platform) in May 2018.</p>

Figure 12. GFA timeline of key events



Source: ToR

Annex 7: Donor Funding – Top 10 GFA Donors

Table 6.

Top 10 donors	2015-2017 GFA contributions (USD)
Germany	\$263,019,131
USA	\$111,200,000
France	\$15,837,811
Canada	\$15,348,348
Netherlands	\$14,016,766
Kuwait	\$13,483,352
Japan	\$10,740,000
European Commission	\$10,719,553
Norway	\$8,795,305
Multilateral	\$7,264,801

Annex 8: Documents Reviewed

Folder/File name	Produced/ commissioned	Year
1. WFP corporate documents		
1.1 Evaluation policy, strategy and quality assurance guidelines		
Evaluation Policy	WFP	2016
Evaluation Strategy	WFP	2016
DEQAS	WFP	2017
1.2 Other corporate policies, strategies and directives		
WFP Humanitarian Principles	WFP	2004
Policy on Humanitarian Access & Access Guidance	WFP	2016-2017
WFP Integrated Roadmap to Zero Hunger package: WFP Strategic Plan 2017-2021; Corporate Results Framework; Financial Framework; and Policy for Country Strategic Plans	WFP	2016
WFP Strategic Plan 2014-2017	WFP	2013
WFP Strategic Results Framework 2014-2017	WFP	2013
WFP Strategic Plan 2017-2021	WFP	2016
Gender Policy 2015-2020 and Update	WFP	2015 & 2017
Protection Policy and Update	WFP	2012 & 2014
Guide to Personal Data Protection and Privacy	WFP	2015
Accountability to Affected Populations Guidance Manual	WFP	2017
CBT Manual	WFP	2014
CBT Terminology	WFP	2017
Cash & Voucher Policy and Update	WFP	2008 & 2011
CBT Joint Directive	WFP	2013
CBT Business Process Model	WFP	2016
Memorandum of Understanding	WFP/UNHCR	2011
Global Cash Addendum	WFP/UNHCR	2017
Corporate M&E strategy 2014-2016	WFP	2014
Corporate Partnership Strategy	WFP	2014
Corporate Risk Register	WFP	2017
Joint Principles for Targeting Assistance	WFP/UNHCR	2018
WFP Social Safety Nets Policy – Update	WFP	2012
WFP Safety Net Guidance	WFP	2014
1.3 Monitoring, Evaluations, Reviews, Audits		
Cash and Voucher Policy Evaluation	WFP	2014
Jordan - Economic Impact Study	WFP	2014
Internal Audit on Cash & Voucher modalities in the field	WFP	2015
Internal Audit of WFP CBT Retailer Implementation in Jordan and Lebanon	WFP	2017

Folder/File name	Produced/ commissioned	Year
WFP Indicator compendiums (for 2014-2016 strategy and Corporate Results Framework 2017-2021)	WFP	2015 & 2018
Third-party Monitoring Guidelines	WFP	2014
Draft report: Policy Evaluation of the WFP Corporate Partnership Strategy (2014-2017)	WFP	2017
The Gendered Nature of Intra-household Decision-making in Cambodia	WFP	undated
Evaluation of the WFP Humanitarian Protection Policy	WFP	2018
2.WFP Jordan/Regional documents		
2.1 CO/RBC projects and plans		
EMOP 200433 2012-2016	Jordan CO	2012
PRRO 200987 2017-2018	RBC	2016
Transitional Interim Country Strategic Plan 2018	Jordan CO	2017
Vision 2020	RBC	2017
2.2 Evaluations		
TOR GFA Decentralized Evaluation	Jordan CO	2018
TOR Centralized Evaluation of Regional Response to the Syria Crisis (Syria +5) 2015-2017	OEV	2017
Draft report: Centralized Evaluation of the Regional Response to the Syria Crisis (Syria +5)	OEV	2018
Evaluation of Regional Response to the Syria Crisis (Syria +5) 2011-2014	OEV	2014
2.3 CBT		
Jordan CBT Concept Note	Jordan CO	2017
Cash Comparative Study (conducted by the Boston Consulting Group)	WFP	2016
Refugee Choices for Food Security and Financial Inclusion (conducted by the Boston Consulting Group)	WFP	2018
Jordan CBT Standard Operating Procedures	WFP Jordan	2018
Jordan CBT Risk Register	Jordan CO	2017
'Choice' report	Jordan CO	2018
Blockchain SOPs and scale-up plan	Jordan CO	2017
Blockchain report	Jordan CO	2018
CBT Working Group Memo	Jordan CO	2017
CBT Workshop – meeting note	Jordan CO	2017
Report – Joint Donor Mission Report on cash programming	WFP, UNHCR, Norway and Germany	2018
NAF/WFP collaboration to support NAF's expansion and improvement	Jordan CO	2018
2.4 Assessments, Monitoring & Reporting		
Standard Project Reports 2015-2017	Jordan CO/RBC	2015-2017
CFSME 2014-2016, and preliminary findings of the CFSVA 2018	Jordan CO	2015-2018
FSOM 2015-2017	Jordan CO	2015-2018

Folder/File name	Produced/ commissioned	Year
Jordan CO Gender Analysis and Programme Review	Jordan CO	2017
WFP Jordan CO Gender Action Plan	Jordan CO	undated
WFP Regional Gender Policy 2015-2020 Implementation Strategy - Middle East, North Africa, Eastern Europe and Central Asia	RBC	2014
Country Briefs & Situation reports (sample)	Jordan CO	2018
Triangulation database reports (sample)	Jordan CO	2018
Monitoring Briefs (sample)	Jordan CO	2018
Rapid Survey of Assistance Cuts	Jordan CO	2015
Effect of Assistance Cuts on Food Security Indicators	Jordan CO	2015
The Potential of Cash-Based Interventions to Promote Gender Equality and Women's Empowerment. Jordan Case-study	WFP	2018
Review of the World Food Programme Targeting approach to select Syrian Refugees living in Jordan for its Cash Based Transfer Programme	Independent (commissioned by Jordan CO)	2017
2.5 Partnerships		
Data sharing agreement and Update	WFP/UNHCR	2013 & 2018
Letter of Agreement – Biometric authentication	WFP/UNHCR	2016
Field level agreements with cooperating partners	WFP Jordan	2015-present
Retailers needs assessment	WFP Jordan	2017
2.6 Coordination		
TOR Food Security Cluster	WFP	2017
TOR Basic needs working group	UNHCR	2015
2.7 CO Structure		
WFP Jordan CO Organograms 2014-2018	WFP Jordan	2014-2018
Telephone directory	WFP Jordan	2018

Folder/File name	Produced/ commissioned	Year
3. External documents		
3.1 Government of Jordan & National Institutions		
Jordan Response Plans to the Syria Crisis (rolling three-year plans) 2016-2020	MoPIC	2015-2018
Jordan 2025 – A National Vision and Strategy	MoPIC	2015
Regional Refugee and Resilience Plan in Response to the Syria Crisis - 2017 Progress Report	3RP	2017
Terms of Reference, Jordan Zero Hunger Strategic Review	National Centre for Research and Development	2017
3.2 UN agencies		
United Nations Sustainable Development Framework 2018-2022	UN Country Team Jordan	2017
A promise of tomorrow: The effects of UNHCR and UNICEF cash assistance on Syrian refugees in Jordan	UNHCR/UNICEF	2017
Review of the Common Cash Facility	UNHCR/The Cash Learning Partnership	2017
UNCHR Common Cash Facility Introduction	UNHCR	2017
Women working: Jordanian and Syrian refugee women's labor force participation and attitudes towards employment	UN Women	2017
Setting the Stage: 'What we know (and don't know) about the effects of cash-based interventions on gender outcomes in humanitarian settings'	UN Women	2018
Examining Protection and Gender in Cash and Voucher Transfers	WFP and UNHCR	2013
Work permits regulations and employment outcomes of Syrian refugees in Jordan: towards the formalization of Syrian refugees' employment	ILO	2017
Protection Outcomes in Cash-based Interventions: A literature review	UNHCR, DRC, ECHO	2015
3.3 Donors, NGOs, INGOs and other organizations		
Evaluation Synthesis and Gap Analysis. Syria Coordinated Accountability and Lessons Learning (CALL) Initiative	Steering Group for Inter-Agency Humanitarian Evaluations	2016
Policy Briefing: the Jordan Compact	Overseas Development Institute	2018
Jordan Statement	Supporting Syria and the Region (London conf.)	
Supporting Syria and the region: Post-Brussels conference financial tracking	European Union	2017
Social Protection and Safety Nets in Jordan	Institute of Development Studies	2015
Informing Refugees: Communication to and for Syrians in Jordan's host communities	REACH	2017

Folder/File name	Produced/ commissioned	Year
The Jordan Compact Lessons learnt and implications for future refugee compacts	ODI	2017
The long road to interoperability in Jordan: Lessons for the wider industry	GSMA	2016
Striking the Match: Digital Financial Inclusion for Jordan's Refugees	Tufts University	2017
Syrian Refugees in Jordan: Demographics, Livelihoods, Education and Health	Economic Research Forum	2018
The Financial Journey of Refugees: Evidence from Greece, Jordan and Turkey	Institute for Human Security	2017
Global Mapping of Technology for Transparency and Accountability	Open Society Foundation	2010

Annex 9: Stakeholders Interviewed

WFP Jordan CO

Ahmad Aldwairi	FLA Management
Ali Al-Hebshi	Head of Sub-office - Mafraq
Boster Sibande	Application developer BAU Unit
Cinzia Cruciani	Head of Sub-office - Amman
Claire Conan	Deputy Country Director
Erin Carey	M&E Officer (Head of VAM & M&E, / Evaluation)
Faten Al-Hindi	Donors & Private Sector Partnerships Officer
Ghazi Juma	Head of Security -Security Officer
Haitham Al-Taweel	Finance Officer
Jacqueline De Groot	Head of Programme
John Sarangwa	Finance Officer
Kanwal Kazmi	Senior Procurement Officer, Supply Chain
Linda Fakhouri	Supply Chain
Lindita Bare	Head of Support Services Unit
Manal Al Khateeb	Hotline Manager
Mahmoud Al Froukh	Supply Chain
Mohammed Ismail	Head of Programme Planning and Implementation
Natasha Frosina	Programme Officer CBT
Nicole Carn	Former Head of Programme
Omar Al-Khalidi	Business Analyst - Business Analysis Unit
Oscar Lindow	Programme Officer VAM / M&E
Rawan Souidi	Reporting Officer (Gender Focal Point)
Sarah Gordon-Gibson	Country Director
Stefano Santoro	Head of CBT

WFP RB Cairo

Carl Paulsen	Regional Senior Programme Policy Adviser
Edgar Luce	Regional M&E Officer
Khatuna Epremidze	Regional Programme Policy Officer (CBT)
Luca Molinas	Regional Evaluation Officer
Rana Sallam	Regional Evaluation Officer

WFP HQ

Jacqueline Paul	Senior Gender Adviser
Kenn Crossley	Global Coordinator, Cash Transfers
Lorenza Trulli	Advisor on Protection and Accountability to Affected Populations
Michela Bonsignorio	Advisor on Protection and Accountability to Affected Populations

External Stakeholders

Ahmad Aqrabawi	Project Manager, Save the Children
(Col. Dr.) Ali Sheyyab	Head of Security Affairs, Ministry of Interior SRAD
Alia Al-Khatat-Williams	Assistant Representative Protection, UNHCR Jordan
Amr R. Ahmad	Financial Inclusion Division, Central Bank of Jordan
Anders Pedersen	UN Resident Coord/Humanitarian Coord UNDP Resident Representative, UNRC/HC

Anne Johnstone	(Former) Humanitarian Adviser, UK Government Department for International Development, Amman
Barbara Ratusznik	Second Secretary, Australian Embassy
Bobby Cram	Food for Peace Officer, USAID, Washington D.C.
Brianna White-Gaynor	Food for Peace Officer, USAID, Amman
Byoung-Hwa Hwang	Technical Advisor, Improving Access to Remittances and other Financial Services through Digital Solutions, GIZ
Carlo Gherardi	Country Director, NRC
Cecilia Pietrobono	Regional Food Security, Cash and Markets Adviser, ECHO
Douglas Disalvo	Senior Protection Officer, UNHCR Jordan
Elizabeth Barnhart	Senior CBI Coordinator, UNHCR Jordan
Fadi Al-Mua'qat	Humanitarian Officer, Australian Embassy
Feda Faleh Gharaibeh	Director of International Cooperation, Ministry of Planning and International Cooperation
Francesco Teo Ficarelli	Assessment Officer, REACH
Dr Gabriela Schutz	First Secretary Head of Refugees and Migration, Embassy of the Federal Republic of Germany Amman
George Tannous	Project Owner, Jordan Ali Bank
Haneen H. AlMuhaissen	Financial Inclusion Division, Central Bank of Jordan
Hajeej	Field Coordinator, ACTED
Julia Betts	Independent Consultant
Kamini Karlekar	Registration Officer, UNHCR Jordan
Khalid Ahmed Ali Moheyddeen	Social Protection Specialist, World Bank, Jordan
Maha al Rantisi	Chief Field Relief and Social Services, UNRWA Jordan
Manuel Rodriguez Pumarol	Chief of Social Protection, UNICEF Jordan
Marion Mouton	Area Coordinator, ACTED
Marta Garbarino	Partnerships Advocacy Analyst, UN Women, Amman
Matteo Paoltroni	Technical Adviser, ECHO
Mays Albaddawi	Social Protection Unit, UNICEF Jordan
Maysa Alsuradi	Shelter Associate, UNHCR Jordan
Mohamad El Amain	Associate Field Officer, UNHCR Jordan
Nana Watanabe	First Secretary, Econ and Dev Cooperation, Embassy of Japan
Najwan Aldorgham	Livelihoods Associate, UNHCR Jordan
Osman Ishag	Associate Field Officer, UNHCR Jordan
Rada Naji	Social Protection Unit, UNICEF Jordan
Rana Nassar	Humanitarian Programme Manager, UK Government Department for International Development, Amman
Sara Ferera Olivella	Country Director, UNDP Jordan
Susana Boudon	Senior Inter-Agency Coordination Officer, UNHCR Jordan
Will Helyar	Humanitarian Team Leader, UK Government Department for International Development, Amman

Annex 10: FGD Sampling Approach

Table 7. Selected locations for field data collection through FGDs, shop observation and personal interviews with clients

	Level 1 Location	Criteria for its inclusion	% of refugee population	Level 2 location	Redemption Points (number of cases in April 2018 ¹⁹)
Camp residents					
1	Za'atari camp	<ul style="list-style-type: none"> - Extremely vulnerable population - Harsh living conditions/protection issues 	14% of total assisted HH, 68% of beneficiary HH in refugee camps	In camp	<ul style="list-style-type: none"> - Tazweed (8,025) - Safeway (7,009)
Host community residents					
2	Irbid	<ul style="list-style-type: none"> - E-voucher modality until recently, now Choice modality - High # of beneficiary HH in the governorate - High level of food insecurity - High # of beneficiary HH per WFP contracted shop (above 700) 	21% of total, 26% of beneficiary HH in host communities	Governorate capital: Irbid	<ul style="list-style-type: none"> - Carrefour Irbid, WFP (3,249) - Altakafol Supermarket Dower Al Kubeh (1,258)
3	Karak	<ul style="list-style-type: none"> - E-voucher modality - Low # of beneficiary HH in the governorate - High level of food insecurity - Low # of beneficiary HH per WFP contracted shop (177) 	1% of total, 1.6% of beneficiary HH in host communities	Outskirts/Town close to Governorate capital	<ul style="list-style-type: none"> - Bait Hanoon CO (634)
4	Zarqa	<ul style="list-style-type: none"> - Governorate where Azraq camp is located - Choice modality - Mid-range number of assisted beneficiaries - Very high level of food insecurity 	8% of total, 10% of beneficiary HH in host communities	Not in governorate capital. Al Rusayfeh, town located between gov. capital and Amman. Redemption points	<ul style="list-style-type: none"> - Shops: JCSCC Alrusaifeh (45) - Carrefour Alrusaifeh Amman (369) - ATM: Al Rusaifeh Branch (801)

¹⁹ FGD participants will be drawn from these cases, randomly.

	Level 1 Location	Criteria for its inclusion	% of refugee population	Level 2 location	Redemption Points (number of cases in April 2018 ¹⁹)
				will be two WFP shops and one ATM ²⁰	
5	Mafraq	<ul style="list-style-type: none"> - Governorate where Za'atari camp is located - E-voucher modality - High # of beneficiary HH in the governorate²¹ - High levels of food insecurity - High number of beneficiary HH per WFP contracted shop (above 700) 	<p>13% of total assisted HH,</p> <p>17% of beneficiary HH in the host community</p>	Not in gov. capital. Small town of Khaldeya	- JCSCC Mafraq Khaldeya (369)
57% of total assisted HH, 68% of beneficiary HH in refugee camps, 55% of beneficiary HH in host communities					

²⁰ This will ensure that beneficiaries choosing both options of the choice modality (e-voucher and cash) participate in FGDs.

²¹ Number of beneficiary households per governorate is classified as follows: Low, below 2,000 households; mid-range, between 2,000 and 10,000; high, 15,000 and above.

Annex 11: Ethical Standards for the Evaluation

The following ethical standards, drawn from work by the OECD, will be carefully followed during the evaluation:

- **Informed consent:** Stakeholders participating in the evaluation will be fully informed about the evaluation's purpose, who is conducting it, how the findings will be used and how to access them. Based on this information, the stakeholder can make an informed decision on whether or not to participate.
- **Voluntary participation:** All participants are free to withdraw their participation from the evaluation at any time without negative impact. It is the right of participants to leave the evaluation, without pressure or coercion on those who choose not to engage.
- **Do no harm:** The evaluation process is designed to not harm participants or people potentially affected by the evaluation. Every effort will be made to avoid pain, stress, anxiety and invasion of privacy for participants. The evaluation will avoid assessments of individuals and present facts of easily traceable cases in an abstract form to protect participants.
- **Anonymity and confidentiality:** The evaluation team will treat information from participants as confidential and will take steps to ensure that confidential information cannot be traced back to the source.
- **Recognition of universal values:** Although team members should in principle show respect for other cultures, they will not ignore the effect of certain cultural values on gender relations or minorities and other specific groups.

Annex 12: Analysis of data from WFP Hotline

Table 8. Percentage of tickets created each year by purpose of the call

Purpose of calls	2015	2016	2017	2018	Grand Total
Loading Inquiry	17%	17%	12%	17%	15%
Remove from Assistance calling for re-inclusion	8%	10%	10%	10%	10%
SMS Inquiries	0%	0%	12%	11%	8%
Dissatisfaction with Assistance Value	0%	13%	8%	3%	8%
Difficulties/Technical Issue using the card	2%	3%	11%	4%	7%
Update HH information (phone #, moves, Family Size)	10%	6%	8%	3%	6%
Validation Inquiries	0%	0%	4%	15%	6%
Distribution clarifications	3%	5%	6%	7%	5%
Missed distribution	9%	9%	4%	2%	5%
Replacement Inquiry	7%	4%	3%	8%	5%
Checking Balance	2%	3%	5%	5%	5%
Activate E-card	5%	6%	3%	5%	4%
Appeals Issues/Inquiries and Results	14%	7%	2%	0%	3%
Pin Code Issues (lost, forgot, etc.)	5%	5%	2%	1%	3%
Lost/Stolen E-Card	4%	4%	2%	2%	2%
Registration Issue	4%	3%	1%	2%	2%
Damaged E-Card	1%	2%	2%	2%	2%
Vulnerable Case	1%	1%	1%	0%	1%
Other	2%	1%	1%	0%	1%
Card Swallowed by ATM	0%	0%	0%	2%	1%

Source: Call center data, as downloaded from the visualization portal of the triangulation database on 16 July 2018 (data related to project coded as "GFA" or left blank)

Table 9: Percentage of tickets by purpose, per year and residence

	2015		2016		2017		2018		Total
	Camp	Host comm.	Camp	Host comm.	Camp	Host comm.	Camp	Host comm.	
Loading Inquiry	9%	20%	29%	16%	18%	12%	45%	16%	15%
Remove from Assistance calling for re-inclusion	0%	11%	0%	12%	0%	11%	0%	10%	10%
SMS Inquiries	0%	0%	0%	0%	0%	13%	0%	12%	8%
Dissatisfaction with Assistance Value	0%	0%	0%	15%	0%	8%	0%	3%	8%
Difficulties/Technical Issue using the card	7%	1%	6%	3%	42%	9%	17%	3%	6%
Update HH information	19%	8%	17%	5%	10%	7%	8%	3%	6%
Validation Inquiries	0%	0%	0%	0%	1%	5%	0%	15%	6%
Distribution clarifications	1%	3%	0%	5%	1%	6%	1%	7%	6%
Missed distribution	1%	11%	1%	10%	1%	5%	0%	2%	5%
Replacement Inquiry	9%	7%	3%	4%	1%	4%	1%	8%	5%
Checking Balance	4%	2%	6%	3%	13%	5%	12%	5%	5%
Activate E-card	10%	3%	13%	5%	5%	3%	6%	5%	4%
Appeals Issues/Inquiries and Results	0%	18%	0%	8%	0%	2%	0%	0%	3%
Pin Code Issues (lost, forgot, etc.)	5%	5%	6%	4%	1%	2%	1%	2%	3%
Lost/Stolen E-Card	3%	4%	6%	3%	3%	2%	3%	2%	2%
Registration Issue	4%	4%	7%	3%	3%	1%	3%	1%	2%
Damaged E-Card	2%	1%	2%	2%	1%	2%	0%	2%	2%
Vulnerable Case	0%	1%	0%	1%	0%	1%	0%	0%	1%
Other	8%	1%	2%	1%	0%	1%	0%	0%	1%
Card Swallowed by ATM	0%	0%	0%	0%	0%	0%	0%	2%	1%
Dissatisfaction with Voucher Modality	0%	0%	0%	0%	0%	0%	0%	1%	0%
Other sectorial concern (WASH, Health, NFI)	17%	0%	1%	0%	0%	0%	0%	0%	0%
Issues using card in ATMs	0%	0%	0%	0%	0%	0%	0%	1%	0%
Grand Total	100%	100%	100%	100%	100%	100%	100%	100%	100%
Number of tickets	1,612	4,944	6,628	47,426	5,949	76,423	1,653	56,293	200,928
Perc. of tickets from camp	25%		12%		7%		3%		

Table 10. Most common purposes of created tickets per year by sex of caller (bold font indicates important differences per sex)

2016				2017			
Purpose of call	#Tickets	% Female	% Male	Purpose of call	#Tickets	% Female	% Male
Loading Inquiry	9,642	51%	49%	Loading Inquiry	10,604	52%	48%

Dissatisfaction with Assistance Value	7,356	62%	38%	SMS Inquiries	10,410	48%	52%
Remove from Assistance calling for re-inclusion	5,701	48%	52%	Difficulties/Technical Issue using the card	9,710	46%	54%
Missed distribution	4,868	42%	58%	Remove from Assistance calling for re-inclusion	8,903	49%	51%
Appeals Issues/Inquiries and Results	4,079	54%	46%	Dissatisfaction with Assistance Value	6,868	61%	39%

2018			
Purpose of call	#Tickets	% Female	% Male
Loading Inquiry	10,297	49%	51%
Validation Inquiries	8,801	46%	54%
SMS Inquiries	6,719	48%	52%
Remove from Assistance calling for re-inclusion	6,042	49%	51%
Replacement Inquiry	4,560	50%	50%

Source: Call center data, as downloaded from the visualization portal of the triangulation database on July 16th, 2018 (data related to Project coded as "GFA" or left blank only)

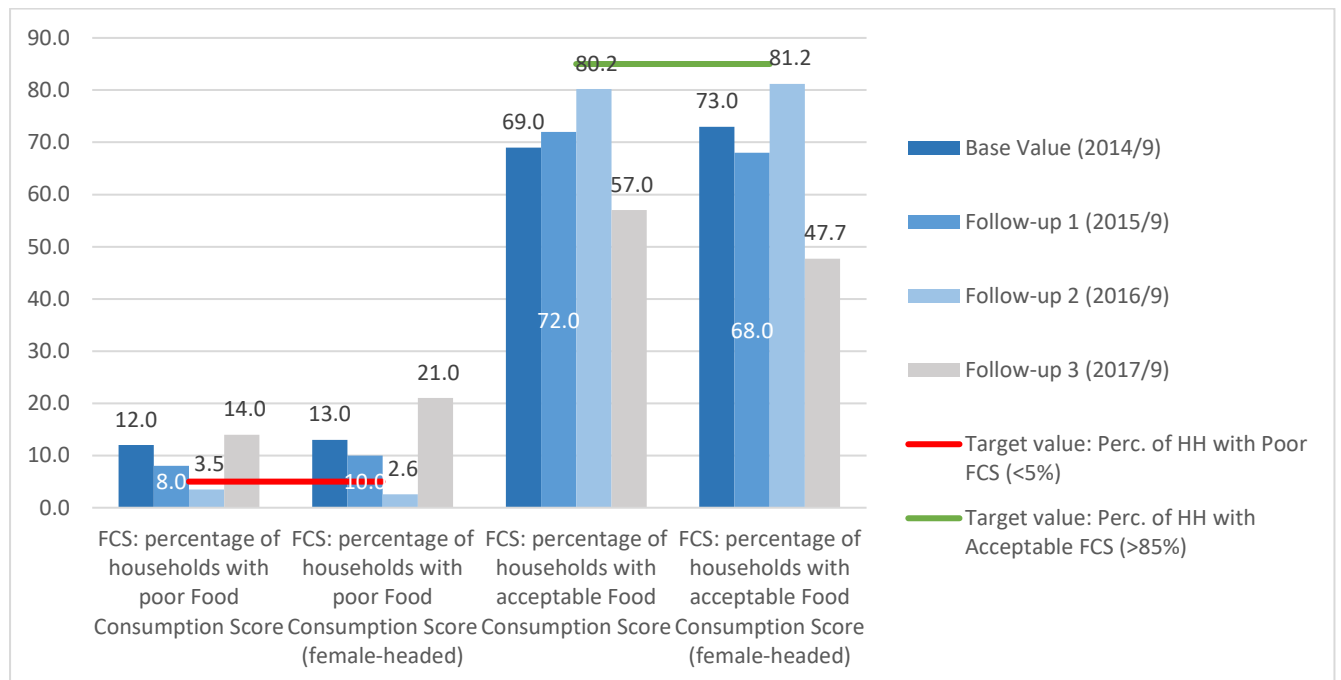
Table 11: Average number of days to close hotline tickets, by purpose of call

Purpose of Call	Average of days to close
Difficulties/Technical Issue using the card	61.5
Fraud/Alarming Issue	52.5
Protection Issues	49.1
Complaint about Cooperating Partner	36.7
Problems with the shops	28.2
Card Swallowed by ATM	24.5
Validation Inquiries	23.0
Update HH information (phone #, moves, Family Size)	22.7
Other	20.7
Checking Balance	19.5
Lost/Stolen E-Card	17.6
Loading Inquiry	17.3
Issues using card at ATMs	16.7
Dissatisfaction with Assistance Value	11.3
Replacement Inquiry	10.5
Activate E-card	10.2
Vulnerable Case	5.8
Future funding inquiries	5.5
Missed distribution	0.7
Distribution clarifications	0.6
Registration Issue	0.5
Remove from Assistance calling for re-inclusion	0.4
Appeals Issues/Inquiries and Results	0.4
Dissatisfaction with Voucher Modality	0.1
Grand Total	26.8

Source: WFP Jordan Hotline

Annex 13: Additional Analysis of GFA Results

Figure 13: FCS of GFA recipients and target values, 2014-2017



Source: FSOM data

Annex 14: Tool for Scenario Planning

Scenarios are a planning tool to enable conversations about complex issues. In this instance, scenarios are used as a vehicle to highlight challenging areas so that they can be addressed - allowing those involved to take a step back from a reactionary mode and explore the various assumptions and pathways required to create transformative realities.

The following scenarios have been developed to inform CO's strategic planning. They have been designed to balance technical desirability – what the CO operationally wants to achieve – with political feasibility. They should be considered as a starting point – an initial input to be discussed and developed within the CO and through a consultative process with partners.

The evaluation did not recommend one option over another and nothing should be implied by either the order of scenarios or the level of detail provided. The Evaluation Team is aware of semantic sensitivities and the political dimensions of some of the terminology used. However, for ease of reading, the overall descriptions of scenarios and terminology have been simplified and a certain amount of short-hand has been used.

Scenarios

Title	Scenario 1: Status quo	Scenario 2: Reduced food security caseload	Scenario 3: Basic needs ecosystem	Scenario 4: Basic needs WFP model	Scenario 5: Safety net for refugees
Overall description	Caseload and food security outcome continue unchanged. Cash-out expenditures in non-food items tolerated as food security is multi-dimensional.	Revised targeting based on food security criteria produces a reduction in caseload. Food security objective continues with emphasis on behavior change. Cash-out expenditures in non-food items become diversion and should be avoided.	Revised targeting based on economic and social vulnerability produces a reduction in caseload. WFP focuses on a cash for food security outcome. Cash-out expenditures in non-food items become an asset as other partners in the ecosystem monitor the related non-food security outcomes and complement them with their own programming.	Revised targeting based on economic and social vulnerability produces a reduction in caseload. WFP looks at food security from a basic needs lens, focuses on depth and moves into the multipurpose arena where non-food expenditures are followed and reported on by the agency as part of a broader understanding of food security and poverty reduction.	Revised targeting for Syrians that resonates with NAF expansion targeting. If the review produces a reduction in caseload, WFP can increase the amount of the grant. If it doesn't, the amount remains the same. The objective is not to cover basic needs but to reduce negative coping mechanisms, the systems and processes are aligned to NAF (even if parallel) and in line with discussions on a more durable solution for refugees in Jordan.
Trends that would support the scenario	Expected continuation of funding from 2 large donors. Government interest in WFP continuing same caseload. Refugees unlikely to return in significant numbers in foreseeable future. UNHCR continues to provide its cash assistance to same or greater	Drastic reduction in funding; donor shift towards development focus or key WFP donors shift GFA funding to UNHCR or Government / NAF. Expected end to hostilities in Syria. Evidence of worsening food security among non-beneficiaries and female headed households. UNHCR continues to provide its	In general, donors support ecosystem and coherent/ aligned/less fragmented approach. Population's needs are not limited to food (rent top expenditure, debt increasing). Few other cash actors operating at scale. Limited or no refugee returns so population likely to stay in Jordan for long-	Opportunities for WFP to address population's needs more widely, supports ecosystem and coherent/less fragmented approach. Population's needs are not limited to food (rent top expenditure, debt increasing). WFP globally committed to monitor and report on its contributions to	Major investment in Government NAF. Collaborative approach among UN agencies to support national systems. Global commitments to aligning with national systems and strategies (most recently through SDGs). Broad interest in WFP's role in and

Title	Scenario 1: Status quo	Scenario 2: Reduced food security caseload	Scenario 3: Basic needs ecosystem	Scenario 4: Basic needs WFP model	Scenario 5: Safety net for refugees
	population with same transfer value.	cash assistance to same or greater population with same transfer value.	term. UNHCR continues to provide its cash assistance to same or greater population with same transfer value. Blockchain enables creation of ecosystem for assistance in Jordan.	collective action in support of national actors and other SDGs. Some donors would support shift to basic needs. Few other actors covering other sector needs for coordination and partnership opportunities. Few other cash actors operating at scale. Limited or no refugee returns so population likely to stay in Jordan for long-term. UNHCR continues to provide its cash assistance to same or greater population with same transfer value.	ability to link to / handover to national social protection systems.
Unknowns/ uncertainties (changes in context that could affect feasibility)	Extent to which assistance goes to non-food expenditures. Amount of waste / loss of transfer value due to sale of food. Institutional and enabling environment willing to shift beyond food security. When / how situation in Syria will change and the effect on funding for +5 countries. Attribution post-Choice of WFP assistance.	Knowledge of non-beneficiary food security situation. Ability to accurately assess / access HH food security data for targeting. Ability of WFP to influence behavior change (nutrition) against competing non-food needs.	Whether WFP sees itself and has external capital to take on implied coordination role. Who else is doing what and will continue to have the capacity to do it. Whether donors accept that assistance is complementary or consider it as duplication. Appetite among donors to fund all sectors and related actors.	Whether WFP has capacity to monitor multi-sector outcomes and if they see this as strategic value added. Whether donors accept that assistance is complementary or consider it duplication. Appetite to fund WFP for full range of sectors' needs and monitoring.	Respective roles in NAF among partners and ability to align approaches and advice. Timeline for NAF to build capacity and thus open the 'window' for Syrian refugees. Donor willingness to use bilateral funds to support the technical assistance to NAF expansion and conditions attached to funding. Long-term prospects for funding national NAF coverage of Syrian refugees.
Programme Design Factors					
Programme purpose	Multi-dimensional approach to food security.	Food security and nutrition.	Basic needs.	Basic needs.	Prevent negative coping mechanisms.
Measurable outcomes	Food consumption, dietary diversity, household dynamics, coping strategies.	Food consumption, dietary diversity, household dynamics, coping strategies.	WFP: Food consumption, dietary diversity, household dynamics, coping strategies. Others: water, sanitation, shelter, education, health care, energy, transport, communication.	WFP: Food consumption, dietary diversity, household dynamics, coping strategies, water, sanitation, shelter, education, health care, energy, transport, communication.	Food consumption, dietary diversity, household dynamics - move towards household economic assessment approach to measuring coping mechanisms. Potentially including financial inclusion.
Main activities	GFA through restricted cash.	GFA through restricted cash + nutrition.	GFA through restricted cash + nutrition in collaboration with others.	Unrestricted cash assistance.	Unrestricted cash assistance.

Title	Scenario 1: Status quo	Scenario 2: Reduced food security caseload	Scenario 3: Basic needs ecosystem	Scenario 4: Basic needs WFP model	Scenario 5: Safety net for refugees
Delivery mechanisms	Cash and e-voucher, future mobile money.	Cash and e-voucher, future mobile money + behavior change communications and potential in-kind top ups (e.g. for pregnant & lactating women).	Cash and e-voucher, future mobile money + behavior change communications and potential in-kind top ups (e.g. for pregnant & lactating women) - all in coordination / collaboration with others and encouraging joint programming.	Cash and e-voucher, future mobile money.	Cash and e-voucher, future mobile money.
Targeting approach	Unified single targeting approach social / demographic and food security indicators - develop effective beneficiary communications strategy to explain.	Unified single targeting approach social / demographic and food security indicators - develop effective beneficiary communications strategy to explain.	Original VAF concept - same base of economic vulnerability criteria with sector specific assessments done by agencies involved.	Original VAF concept - same base of economic vulnerability criteria with sector specific assessments.	Targeting that resonates with NAF expansion, targeting criteria tailored to Syrian refugees.
Scale / reach assumptions	No dramatic reduction in caseload.	Likely reduction in caseload.	Likely reduction in caseload.	Likely reduction in caseload.	No dramatic reduction in caseload.
M&E approach	Continue quarterly FSOM, annual CFSME, expand longitudinal study, ID ways to use shop purchase data (compare with FCS and dietary diversity), adjust process monitoring based on information usage patterns.	Continue quarterly FSOM, annual CFSME, expand longitudinal study, ID ways to use shop purchase data (compare with FCS and dietary diversity), adjust process monitoring based on information usage patterns - Add 'Knowledge, Attitude and Practice' monitoring for behavior change.	Continue quarterly FSOM, annual CFSME, expand longitudinal study, ID ways to use shop purchase data (compare with FCS and dietary diversity), adjust process monitoring based on information usage patterns - Add M&E that is interoperable and ideally integrated within one exercise to minimize burden and cost.	Expand quarterly FSOM, annual CFSME and longitudinal study to over all sectors and full range of humanitarian outcomes and coping mechanisms, adjust process monitoring based on information usage patterns.	Align to extent possible with NAF, possibly focusing on household economic assessment outcomes.
Retail management approach	Shop strategy reduced to just POS, reduce price monitoring and other shop visits.	Shop strategy reduced to just POS, stop price monitoring and other shop visits.	Align/integrate UNHCR/WFP POS and expand to more shops - mobile money potentially overtakes POS but WFP will need to sell idea to shops.	Work with PSPs, such as MEPS, to grow shop network with dedicated POS in shops, potentially accessing a wider range of information on purchases.	Best practice would be to piggy-back on NAF payment mechanism.
Implications					
Beneficiary implications	Maximum number of people receive a protective level of assistance. Minimized anxiety over programme change.	Fewer people served, greater restrictions (even behavior change focused vs. shop regulations) at odds with population's current preferences. Increased anxiety due to programme change. More food	Fewer people served better. One coordinated package of assistance, single integrated hotline, single targeting / validation. Multiple points of contact for specific services or forms of assistance.	Significantly fewer people receiving holistic assistance from single agency. People know how to access holistic assistance (less anxiety) but also higher likelihood of not qualifying (more anxiety).	Refugees feel less 'in limbo' - likely to be seen as long-term commitment to predictable assistance. More systematic and sustainable. Opportunity to regularize situation of refugees.

Title	Scenario 1: Status quo	Scenario 2: Reduced food security caseload	Scenario 3: Basic needs ecosystem	Scenario 4: Basic needs WFP model	Scenario 5: Safety net for refugees
		secure people that have been receiving assistance could become food insecure again without complementary assistance.			
Government implications	Content but may not resolve questions about coverage.	Satisfies some Government concerns about better targeting and mandate focus but cutting caseload has potentially competing effects - push factor for returns while undercutting case for international support.	Covers a comprehensive set of needs for fewer refugees. Could increase disparities between poor Jordanians and Syrian refugees. Many actors for government to coordinate with but they are better aligned and organized.	Comprehensively covers fewer refugees, some disparity between poor Jordanians and Syrian refugees. Only 2 actors for government to coordinate with.	Ends need for parallel emergency systems. Creates potentially long-term costs. Integration likely to have economic benefits.
UN partner implications	Generally content, some suspicion about Choice, doesn't on its own resolve tensions with UNHCR.	Potential criticism of WFP, given dependence on GFA at scale to allow smaller complementary interventions. Some satisfaction with WFP focusing on its mandate.	Others either have to step up and lead coordination with outsized WFP operational role or accept coordination by WFP.	UNHCR and WFP have to decide how to avoid duplication, share caseload and align assistance. Others can top up.	Forced coordination mechanism - opportunity to overcome fragile relationships. UN/NGO focus could shift to developmental / livelihoods.
CP implications	Partners continue current functions but engaged for help with AAP, protection and gender.	Partners continue current functions but engaged for help with AAP, protection and gender. Additional CP role in behavior change communication and monitoring.	Partners continue current functions with increased responsibility to communicate and monitor restrictions - some potential for engagement with AAP, protection and gender depending on WFP will to fund. Opportunity to work with partners with livelihoods capacities to provide combination of assistance with promotive potential.	Partners become very important to ensure WFP can strategically understand and design a holistic programming approach, effectively cover and address other sector needs and monitor outcomes. Requires serious change in attitude and approach towards CPs.	Similar to current model, ideally with a more strategic role. Role likely diminish over time if government can take over.
Donor implications	Two major donors satisfied, others continue to advocate for programme change in anticipation of refugee returns.	Likely to resonate with current donors who want WFP to stay focused on mandate (even if there are other benefits that others monitor).	Likely to resonate with current donors who want WFP to stay focused on mandate (even if there are other benefits that others monitor).	Varies: few prefer single agency, most favor coherent approach, others less keen.	Donor support for integration and coverage of population by NAF - partly as an exit strategy even if premature.
WFP global implications	Choice for food security requires ability to communicate more developed programmatic rationale and approach to multi-dimensional food security.	Could conflict with global WFP direction to embrace multi-dimensional food security.	If WFP convenes ecosystem, could be considered as way of ensuring coverage of multi-dimensional nature of food security. If not, could be considered unacceptable.	Establishes precedent for WFP to serve as provider of choice.	Supports WFP Strategic Plan and guidance on social protection and sets good precedent for alignment and potential handover. Opportunity to innovate at scale in social protection arena.
Feasibility					

Title	Scenario 1: Status quo	Scenario 2: Reduced food security caseload	Scenario 3: Basic needs ecosystem	Scenario 4: Basic needs WFP model	Scenario 5: Safety net for refugees
Political feasibility	<p>LOW</p> <p>Some donors urging WFP to adapt to the protracted nature of the crisis and move away from quasi-blanket targeting. Needs of population are changing and the situation in Syria will bring about more change.</p>	<p>MEDIUM</p> <p>WFP would not be seen as going beyond its mandate by UNHCR and others. Reduced caseload could cause backlash. Might undermine corporate direction.</p>	<p>LOW</p> <p>The relationship with UNHCR works at an operational level but there are challenges at the strategic level that seem unsurmountable for the moment. Currently no coordination structure in place to support and difficult relationships could prevent one from functioning effectively.</p>	<p>MEDIUM</p> <p>WFP would be seen as going beyond its mandate by some stakeholders. It would also require an increase in funding or trade-off on scale at a challenging time.</p>	<p>MEDIUM</p> <p>The NAF reform is a defining step for the definition of the cash programming ecosystem in Jordan going forward. To maintain the viability of the business model in Jordan (high tech payment platform at scale), WFP would need to position itself as NAF's partner of choice. However, competition for this role from others is likely.</p>
Technical feasibility	<p>LOW</p> <p>Targeting too complicated to communicate and still based on outdated / incomplete UNHCR data, doesn't seem to produce accurate outcomes. Dichotomy seen by some in move to Choice vs food security emphasis. Lack of coherence in overall programme design (strategic guiding thread) that is responsive to environment, incremental adjustments to some dimensions (monitoring).</p>	<p>MEDIUM</p> <p>Additional capacity for nutrition needed in CO and through engaged partners. Accuracy of HH food security assessment for targeting would require significant effort and budget given outdated inaccessible RAIS data.</p>	<p>HIGH</p> <p>This would allow WFP to provide full accessibility at cash points for refugees while at the same time looking at their needs holistically through broader measures of well-being. It would also build the capacity of other actors as an exit strategy for WFP. This would allow WFP to work with others to increase program quality and depth of engagement.</p>	<p>HIGH</p> <p>This would allow WFP to provide full accessibility at cash points for refugees while at the same time looking at their needs holistically through broader measures of well-being. It would also allow WFP to continue to test and build its payment platform. If designed and managed well, this would allow WFP to work with partners to increase program quality and depth of engagement.</p>	<p>HIGH</p> <p>The construction of the program objective would need to be based on coping strategies rather than a holistic approach that would tilt the balance towards depth. But, advising the Government on developing a parallel safety net for refugees could open many opportunities for innovation and learning.</p>
Critical risks	<p>Potential pipeline breaks or funding reductions. Uncertainty regarding number of refugees in Jordan. Dependency on two large donors.</p>	<p>Uncertainty regarding number of refugees in Jordan. Potential pipeline breaks or funding reductions.</p>	<p>Uncertainty regarding number of refugees in Jordan. Potential pipeline breaks or funding reductions.</p>	<p>Uncertainty regarding number of refugees in Jordan. Potential pipeline breaks or funding reductions.</p>	<p>Uncertainty regarding number of refugees in Jordan. Potential pipeline breaks or funding reductions. Stability at risk if funding not available.</p>

Annex 15: Summary Cluster Analysis

The evaluation team conducted a statistical profiling exercise to identify main types/groups of beneficiary households according to purchases made with their GFA transfer in May 2018.²² The target population was comprised of households assisted through both the 'Choice' and the e-voucher modality. The objective was to identify the main profiles of beneficiary households based on the way they spend their transfer in WFP contracted shops. These profiles were analyzed against demographic characteristics of households, namely – size, sex of household head, residence (in terms of both camp vs. host community and governorate of residence) – to determine whether any of the characteristics were conditioning factors of GFA transfer spending patterns. For this purpose, a Principal Components Analysis (PCA) followed by a k-means cluster applied on the issued household PCA coordinates were applied.

Four main profiles of beneficiary households were identified. Group 1 (42% of the population), is considered the standard group. Group 1 households present average patterns of consumption and are similar to the overall population in terms of demographic characteristics. Households classified under the other three groups present specific purchasing behaviors that differentiate them from Group 1. They also present some specific demographic differences. The groups can be described as follows:

Group 1 (42% of the population) households spend average amounts on all products

Group 1 households spend 98% of their transfer in food products (18 JOD per household member per month). Over 1 JOD per household member was spent simultaneously on rice, dairy products, hot beverages, fresh chicken meat and chilled packaged cheese; on the analyzed month. Likewise, about 0.80 JOD per member were spent on powder milk and fresh chicken meat, about 0.60 JOD in sugar, sunflower oil, eggs, canned fish and meat, canned vegetables, baby food and nuts, seeds and dried fruits. They follow overall demographic patterns.

Group 2 (34%) households spend less than the average (a relatively important percentage of them are host community resident households)

Group 2 households spend only around 51% of their transfer on food products (9 JOD per member per month). They are characterized by living in the host community. They seem to have a subgroup within them that do spend important amounts of JOD on fresh meat.

Group 3 (13%) households spend more than the average on basic staples (a relatively important percentage of them are extremely vulnerable camp resident households)

²² This analysis was conducted in July 2018 using purchase data from the Triangulation Database. A cluster analysis was then applied to determine beneficiary groups as defined by their typical basket. The analysis was limited for two main reasons: 1) the sales dataset which served as the basis for the analysis is not complete; and 2) there is no visibility of purchases for Choice beneficiaries. As a consequence, purchases for nearly 75 percent of beneficiary households were unavailable and the analysis only covered approximately 13 percent of all transferred funds. The results should therefore be treated with caution.

Group 3 households spend around 111% of their transfer on food products (21 JOD per member per month), characteristically basic staples (rice, powder milk, sugar and sunflower oil). They are characterized by living in camps and being extremely vulnerable.

Group 4 (10%) households spend more than the average on more nutritious foods (a relatively important percentage of them are extremely vulnerable host community resident households and female headed households)

Group 4 households spend around 130% of their transfer on food products (26 JOD per member per month), mainly more nutritious food (dairy products, eggs, canned meat and vegetables and nuts, seeds and dried fruits). They are characterized by having more female-headed households than the overall population, living in the host community, and being extremely vulnerable.

Figure 14: Projection of qualitative variable centroids on PCA plane (sex of head of household, residence and level of vulnerability)

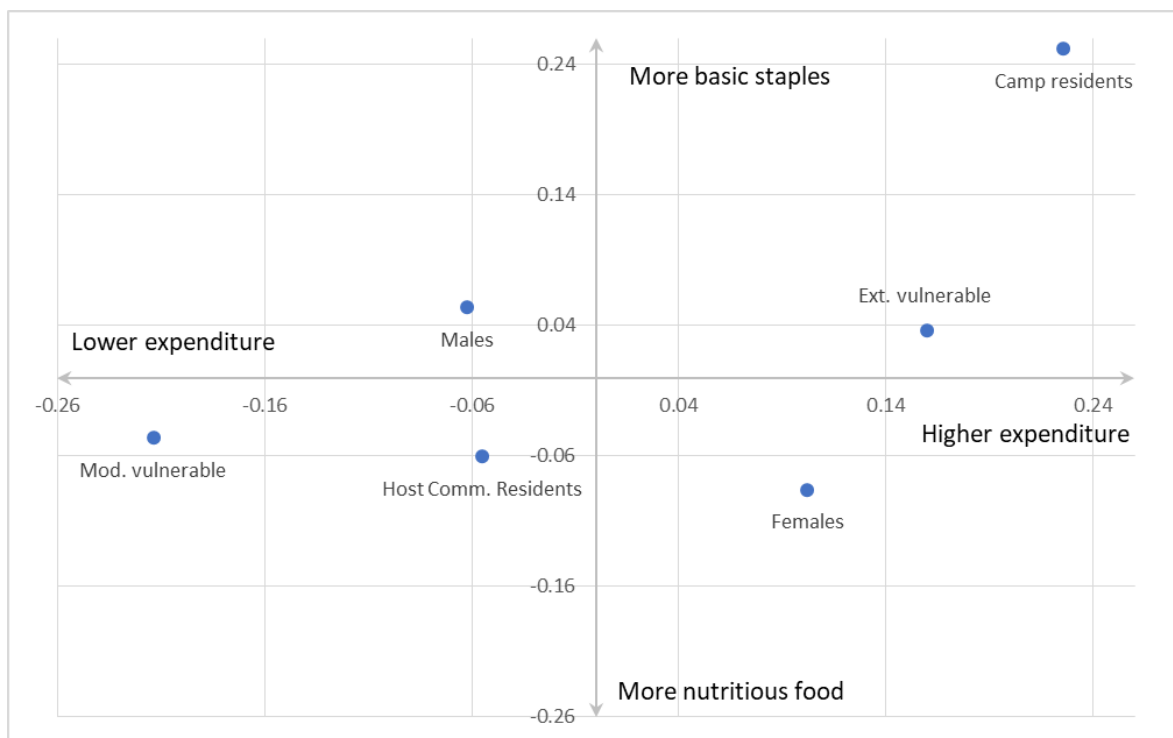
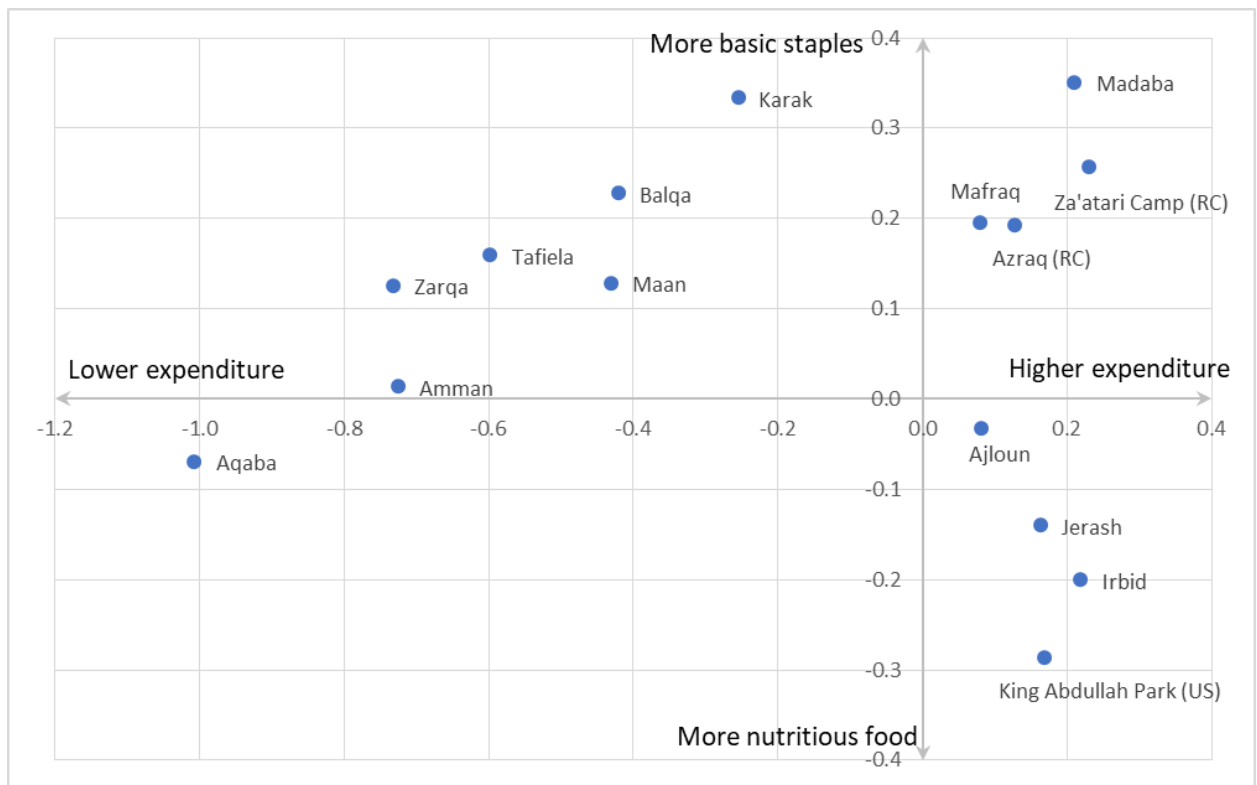


Figure 15: Projection of qualitative variable centroids on PCA plane (geographic location)



Annex 16: Retail and ATM data

Table 12: Responses to on-site shop monitoring survey. "How do you rate the prices of essential commodities at this shop?"

Response	Amman	Balqa	Karak	Zarqa	Total
Very Low (5)	9%	0%	20%	1%	3%
Low (4)	27%	0%	40%	1%	7%
Average (3)	27%	75%	40%	16%	21%
High (2)	18%	25%	0%	79%	64%
Very High (1)	18%	0%	0%	3%	4%
Total	100%	100%	100%	100%	100%
n available	11	4	5	70	90
n missing	169	29	40	47	285
n total	180	33	45	117	375
Missing data (%)	94%	88%	89%	40%	76%

Source: Special portals / on-site shop monitoring data; data collected by Amman SO, during the period from August to October 2017, both included. In governorates of Aqaba, Ma'an and Tafeeleh this data is not being collected.

Table 13: Percentage of WFP contracted shops without fruits and vegetables per governorate

Governorate	Num. Of WFP shops (July 2018)	% of shops with all products	% of shops without fruits and vegetables
Ajloun	5	0%	100%
Amman	62	87%	13%
Aqaba	5	40%	60%
Balqa	14	7%	93%
Irbid	43	12%	88%
Jarash	4	50%	50%
Karak	11	0%	100%
Ma'an	10	0%	100%
Madaba	5	20%	80%
Mafraq	18	44%	56%
Tafeelah	4	0%	100%
Zarqa	15	53%	47%
Grand Total	196	41%	59%

Source: Triangulation database, shop profiles, July 2018

Table 14: Responses to on-site shop monitoring survey. "How far is the closest WFP Contracted Shop from your home?"

	Amman	Balqa	Karak	Zarqa	Total
Very far(1)	9%	0%	0%	5%	5%

Far (2)	18%	17%	0%	53%	41%
Not so far (3)	27%	17%	0%	30%	27%
Near (4)	18%	50%	67%	9%	17%
Very near(5)	27%	17%	33%	2%	10%
Grand Total	100%	100%	100%	100%	100%
n available	11	6	3	43	63
n missing	40	9	12	14	75
n total	51	15	15	57	138
Missing data (%)	78%	60%	80%	25%	54%

Source: Special portals / on-site shop monitoring data; data collected by Amman SO, during the period from August to October 2017, both included. In governorates of Aqaba, Ma'an and Tafeelah this data is not being collected. Note that we could extend this analysis to include a longer time period (although before Oct 2017) and other WFP offices.

Table 15: Ratios HHs/shop and HHs/ATM by governorate (HHs include those of vulnerable and extremely vulnerable beneficiaries)

Governorate	Num. Of HH	Number of shops	Ratio HH/shop	Number of ATMs	Ratio HH/ATM
Ajloun	812	5	162	0	-
Amman	32,799	52	631	70	469
Aqaba	571	5	114	3	190
Balqa	3,065	13	236	6	511
Irbid	26,521	39	680	9	2,947
Jarash	1,722	4	431	1	1,722
Karak	1,625	10	163	2	813
Ma'an	1,315	9	146	1	1,315
Madaba	1,462	5	292	2	731
Mafraq	14,799	23	643	1	14,799
Tafeelah	221	2	111	1	221
Zarqa	13,853	17	815	7	1,979
Grand Total	98,765	184	369	103	2,336

Source: Triangulation Report, April 2018. 'Choice' governorates in bold

Annex 17: Background on the country context and the national and international response to the Syria crisis in Jordan

Context

5. The Kingdom of Jordan is classified as a middle-income country and has a population of 9.5 million people.²³ The outbreak of civil war in neighboring Syria in 2011 resulted in large numbers of Syrians seeking refuge in Jordan. The country is now host to 671,428²⁴ Syrians that have registered with UNHCR, and as many as 1,375,715 Syrians in total.²⁵ In addition, Jordan hosts registered refugees from Iraq, Yemen, Sudan, Somalia and other countries,²⁶ as well as more than 2 million Palestinian refugees.²⁷ Approximately 79 percent of registered Syrian refugees in Jordan live in host communities and 21 percent in refugee camps.²⁸
1. As of 2010, an estimated 14.4 percent of people in Jordan were living below the national poverty line.²⁹ Since then, the Jordanian economy and public services have suffered from successive shocks – including the Syrian crisis, financial crises and political turmoil.
2. Nationwide, 6.2 percent of Jordanian households are considered food insecure or vulnerable to food insecurity (though with pockets of food insecurity of up to 26 percent in some places, particularly host communities).³⁰ As of 2018, however, 78 percent of Syrian refugee households living within host communities are considered to be food insecure or vulnerable to food insecurity (an increase from 2016 when 72 percent were categorized as such).³¹
3. In February 2018, to address economic constraints and promote fiscal stability with support from the International Monetary Fund, the Government of Jordan raised taxes to 20 percent from 10 percent on 164 essential food and non-food items and eliminated a long-standing subsidy on bread.³² This abrupt set of changes has further increased the cost of living and challenged coping mechanisms for all vulnerable populations.
4. A wide range of protection challenges also affect Syrian refugee families including sexual and gender-based violence (especially for women and girls), violence against children, child

²³ WFP (2018) Jordan Country Brief, April 2018.

²⁴ UNHCR Operational Portal, <https://data2.unhcr.org/en/situations/syria/location/36>, accessed 2 October 2018, data last updated 24 September 2018.

²⁵ Hashemite Kingdom of Jordan, Ministry of Planning and International Cooperation, The Jordan Response Plan for the Syria Crisis 2018-2020, accessed at: <http://www.jrpdc.org/> on 2 October 2018.

²⁶ IBID.

²⁷ UNRWA, Where We Work, Jordan – accessed at: <https://www.unrwa.org/where-we-work/jordan> on 2 October 2018.

²⁸ Hashemite Kingdom of Jordan, Ministry of Planning and International Cooperation, The Jordan Response Plan for the Syria Crisis 2018-2020, accessed at: <http://www.jrpdc.org/> on 2 October 2018.

²⁹ World Bank poverty data – accessed at: <https://data.worldbank.org/country/jordan> on 2 October 2018. This predates the Syria crisis and does not take into account more recent shocks to the Jordanian economy.

³⁰ Hashemite Kingdom of Jordan, Ministry of Planning and International Cooperation, The Jordan Response Plan for the Syria Crisis 2018-2020, accessed at: <http://www.jrpdc.org/> on 2 October 2018.

³¹ WFP (2018) Draft Comprehensive Food Security Vulnerability Assessment (CFSVA) 2018, preliminary presentation July 2018.

³² USDA Foreign Agricultural Service (2018) GAIN Report. Note that vulnerable Jordanians were compensated by the Government for the lifting of bread subsidy, while foreigners, including Syrian refugees, were not.

labor, limited services for persons with disabilities and tensions with host communities.³³ According to the Jordan Gender Analysis and Programme Review conducted by the Jordan CO in December 2017, gender inequalities are increasing in Jordan.³⁴ Female labor force participation continues to rank among the lowest in the world, with Jordan's score on economic participation and opportunity for women decreasing with 23 percent between 2008 and 2015.³⁵ Displacement of Syrian refugees has both compounded pre-existing negative gender norms and created new vulnerabilities with negative effects on food security.

National and international response to the Syria crisis in Jordan

5. The Government of Jordan has taken a proactive role in responding to the impact of the Syria crisis and has put in place the necessary institutional capacity, structures and processes to effectively lead the response in collaboration with the international community. However, the influx of Syrian refugees has put a strain on the Government and the Jordanian population more broadly – threatening, in the words of the t-ICSP, “to undermine development gains and to erode the long-term resilience of the country's vulnerable communities”.³⁶
6. The 2018-2020 Jordan Response Plan³⁷ represents the fourth iteration of government-led strategy for addressing the Syria crisis in Jordan and calls for over USD 7.3 billion in funding across sectors for the three-year period, of which almost USD 598 million is requested for food security. In addition, during the 2016 “Supporting Syria and the Region” conference in London, the government signed the Jordan Compact, with the aim of transforming the refugee crisis into a development opportunity through job creation, implementation of the JRP and mobilization of sufficient grants and concessionary funding to meet Jordan's financing needs.³⁸ UN agencies are also working with the Government of Jordan to support its development of a national food security strategy.
7. The international community has mobilized a strong response to the Syrian refugee crisis in Jordan, though funding has not kept pace with needs. According to the Jordan Response Platform,³⁹ international funding for Jordan in 2017 reached 65 percent of requirements (USD 1.7 billion received, including budget support); and funding for food security components that same year received 78 percent of requested funding (over USD 163 million).
8. A wide array of UN agencies, international NGOs and national NGOs have been active in responding to the Syria crisis in Jordan. UNHCR coordinates the international refugee

³³ Hashemite Kingdom of Jordan, Ministry of Planning and International Cooperation, The Jordan Response Plan for the Syria Crisis 2017-2019.

³⁴ WFP Jordan CO (2017) Jordan Gender Analysis and Programme Review.

³⁵ Ibid.

³⁶ WFP (2018) Jordan t-ICSP 2018, January to December 2018.

³⁷ Hashemite Kingdom of Jordan, Ministry of Planning and International Cooperation, The Jordan Response Plan for the Syria Crisis 2018-2020, accessed at: <http://www.jrpdc.org/> on 2 October 2018.

³⁸ Supporting Syria and the Region (2016) Jordan Statement

³⁹ Latest funding updates accessed at: <http://www.jrpdc.org/> on 2 October 2018.

response, under the leadership of the Government of Jordan; and is responsible for refugee registration, which it does using biometric technology. They also provide access to services, unrestricted cash assistance and winterization assistance to vulnerable Syrian refugee cases every year, totaling approximately 30,000 families in 2018.⁴⁰ In addition, UNHCR runs the Common Cash Facility (CCF) serving 24 organizations providing unrestricted cash assistance in Jordan (but not the electronic vouchers provided by WFP). UNICEF distributes an unconditional Child Cash Grant (CCG) to Syrian refugee families living in host communities with children under 18 years of age.⁴¹

9. In addition to the GFA, WFP's t-ICSP in Jordan (2018-2019) includes plans for: school meals and nutrition education to refugee children; school meals and nutrition education to children in host communities; unconditional resource transfers to vulnerable Jordanians; and asset creation and livelihood support activities to vulnerable Syrians and Jordanians.
10. OCHA's Financial Tracking Service (FTS) shows that WFP and UNICEF have received the largest direct contributions against the Jordan component of the 2018 3RP, each with commitments and contributions of 37 percent of the total. UNHCR has received 6 percent of total contributions so far in 2018.
11. The top ten government donors to the Jordan component of the 2018 Regional Refugee and Resilience Plan (3RP) according to FTS data were (from most to least): The US, Germany, European Commission's Humanitarian Aid and Civil Protection Department, Canada, Norway, the United Kingdom, Australia, Japan, Switzerland and Italy, comprising 76 percent of the total committed and contributed.

⁴⁰ UNHCR (2018) Jordan Factsheet, June 2018. Available online at: <http://reporting.unhcr.org/sites/default/files/UNHCR%20Jordan%20Fact%20Sheet%20-%20June%202018.pdf>

⁴¹ Note that UNICEF CCG programme was severely reduced in mid-2018 due to funding constraints.

Annex 18: Other relevant evaluations, audits and studies

Table 16: Relevant findings from other recent evaluations, audits and studies

Publication	Date	Relevant findings for this evaluation
WFP Cash and Voucher Policy Evaluation	2015	<p>Short duration of funding, low transfer value and conditionality limit potential to make meaningful and longer-term change.</p> <p>The focus on food assistance/single sector is a significant difference between WFP's C&V assistance and that of other organizations.</p> <p>Measuring the linkages between inputs, activities, outputs and outcomes, and demonstrating cost efficiency by modality, are critical for WFP's competitiveness.</p>
Internal Audit of WFP CBT Retailer Implementation in Jordan and Lebanon	2017	<p>There have been improvements to monitoring of retail operations e.g. through analysis of sales data and price monitoring.</p> <p>A gap exists between monitoring and decision-making.</p> <p>Cost efficiencies have been brought about by beneficiary identification through iris scanning.</p>
Internal Audit on Cash & Voucher modalities in the field	2015	<p>C&V affords WFP greater flexibility, rapid scale-up and leveraging of organizational skills/capacities.</p> <p>Strong corporate capacity in C&V exists but there are gaps in supply chain and IT capacity to implement.</p> <p>Recommends investing in greater capacity for assessment, risk analysis and monitoring.</p> <p>Recommends using framework to assess acceptable risk in delivering food via C&V, triggering the review of transfer modality.</p>
Study by the Boston Consulting Group on comparing the impact of different delivery modalities in Jordan and Lebanon	2016	<p>Unrestricted cash boosts food security compared with in-kind assistance; beneficiaries gain purchasing power from cash by shifting retail channels.</p> <p>People express a preference for cash.</p> <p>Cash does not demonstrably harm family dynamics or cause other negative consequences.</p>
Jordan case-study for the internal study 'The Potential of Cash-Based Interventions to Promote Gender Equality and Women's Empowerment	2018	<p>The GFA is neither promotive nor transformative from the perspective of GEEW; its transformative potential comes from the way that assistance is provided and links with development-oriented or resilience-building initiatives.</p> <p>GFA allows beneficiaries to better meet basic needs being, which then opens up opportunities to pursue promotive and transformative opportunities.</p> <p>GFA can create space for more equitable gender norms and increased agency of women, particularly through the provision</p>

Publication	Date	Relevant findings for this evaluation
		<p>of information. Additional social and behavior change communication could be beneficial.</p> <p>No clear evidence that the 'choice' modality reinforces discriminatory gender roles, but the CO should monitor closely.</p>
<p>Evaluation of the WFP Regional Response to the Syrian Crisis (Syria +5) 2011-2014</p>	<p>2014</p>	<p>Efficiency was affected by the conversion of WFP assistance into cash.</p> <p>Gender analysis not well integrated into programme design, implementation, M&E and risk analysis. Little evidence of gender analysis being used to adapt programmes.</p> <p>The protracted nature of the crisis should lead WFP to increase its attention to strategic issues, including: targeting assistance to a refugee population with higher food-security levels than normally seen in humanitarian emergencies; and transition planning to ensure sustained assistance for the most vulnerable Syrians.</p>
<p>Evaluation of the WFP Regional Response to the Syrian Crisis (Syria +5) 2015-2018</p>	<p>2018</p>	<p>WFP is seen as an effective and generous actor in the collective humanitarian response.</p> <p>WFP's assistance has prevented food insecurity and reduced the use of coping strategies.</p> <p>Resilience activities have suffered from weak design and short timeframes, and opportunities to link different WFP programmes have not been exploited.</p> <p>Technological innovations have improved the time and cost-efficiency of the response.</p> <p>The scale of the response has crowded out some demand-side concerns, including gender, protection and AAP.</p>

Annex 19: Methodology

1. The evaluation criteria outlined in the ToR were reviewed and confirmed by the evaluation team. They are summarized below in table 17. It should be noted that this evaluation did not follow an impact evaluation design, so the impact criteria is interpreted in this case to mean the outcomes and effects of the programme.

Table 17: Evaluation criteria

Criteria	Interpretation for this evaluation
Relevance/Appropriateness and Coherence	Is the design of the GFA activity relevant to the context and contributing to a larger social safety net environment - and can it be improved?
Efficiency	Is the implementation of the GFA efficient from the perspectives of different stakeholders?
Effectiveness/Sustainability	Is the GFA achieving its intended results, and are they lasting?
Impact	How has the GFA affected, and been affected by, the collective response to the Syrian crisis and what are its wider effects on the targeted population?

2. The evaluation matrix served as the overarching analytical framework for the evaluation (see Annex 2). The evaluation employed a mixed-methods approach by collecting and analyzing qualitative and quantitative data from primary and secondary sources and referring back to the evaluation matrix throughout. A non-experimental theory-based approach was used to assess the implementation and results of the GFA and its various innovative approaches over time against the log frames in place since 2015 and the logic model in table 4, Annex 5. Plausible WFP contributions to outcomes were examined based on documented results and by soliciting further information from key stakeholders.
3. Key sources of data included the Triangulation Database, Food Security Outcome Monitoring and Comprehensive Food Security and Vulnerability Analysis data sets, and data related to the Hotline. New primary data was collected from key stakeholders, with an emphasis on staff, partners and beneficiaries, to establish a deeper understanding of the effects of the GFA assistance on Syrian refugees and the factors that explain these results.
4. Threats to internal content validity were minimized based on the principle of aggregation, using the extensive list of indicators and measures of progress within the evaluation matrix to construct composite measures. Construct validity issues were minimized by using indicators and related data collection approaches that have been tested in other similar evaluations.
5. Measurement reliability issues were minimized by checking the consistency of responses across sites and days with similar groups (test-retest), consistency of responses to similar questions and measures (internal consistency) and ensuring inter-rater reliability by having more than one evaluator present during interviews and focus groups to check agreement on ratings and coding checks on quantitative and document analysis.
6. The credibility and transparency of evaluation analysis and findings was ensured by presenting the results of triangulated analysis across measures and data sources and tracing the rationale from data points to findings, conclusions and recommendations in the final report. Internal and external quality assurance mechanisms also enhanced the credibility of the evaluation's outputs.
7. Gender dimensions were explicitly incorporated into the evaluation approach with indicators associated most evaluation sub-questions. Wherever feasible, analysis of quantitative and narrative analysis of primary and secondary data was disaggregated by the gender of the

head of household and in some cases the gender of individual beneficiaries. The effects of the GFA on social norms and household gender dynamics was also specifically incorporated into the evaluation design. Focus group discussions were held separately with men and women in all locations. The evaluation team was gender balanced and was deployed for data collection with respect to the primary gender of the groups to be engaged. Evaluation team members also have appropriate skills and experience with conducting analysis of gender issues in programme design and implementation.

8. Accountability to affected populations (AAP) was directly addressed by the evaluation in terms of the significance and substance of engagement during the design and implementation stages, the quality and utility of mechanisms put in place to ensure resolution of beneficiary complaints and inquiries and the efficiency and effectiveness of WFP efforts to address beneficiary feedback.

Site mapping

9. WFP GFA program beneficiaries are diverse in terms of the following conditions, which may influence their needs and access to food.
 - They reside in different settings (refugee camps and host communities).
 - They live in different contexts (governorates with lower and higher levels of food security, and different numbers of assisted households around them).
 - They receive food assistance through different modalities ('choice' or e-voucher depending on the governorate, the level of accessibility to shops and ATMs per governorate varies as well).
 - They have different demographic characteristics (household size, sex of household head and level of vulnerability, for instance⁴²).
10. Table 18 summarizes the diversity of the target population as implied by the mentioned conditions, classifies beneficiary households into groups, and presents a quantification of each group. Based on this classification, sites were sampled purposely (purposive sampling) to sufficiently cover the different beneficiary groups. This enabled the provision of responses to the evaluation questions in a way that was sensitive to the diversity of contexts and realities in which the GFA interventions takes place.

⁴² Other demographic characteristics are also relevant (dependency ratio, occupation of household head). However, the Evaluation Team did not have the necessary information to stratify according to them and relied on random selection of participants to bring about a proportionate representation of these characteristics.

Table 18. Selected locations for field data collection through FGDs, shop observation and personal interviews with clients

	Level 1 Location	Criteria for its inclusion	% of refugee population	Level 2 location	Redemption Points (number of cases in April 2018 ⁴³)
Camp residents					
1	Za'atari camp	<ul style="list-style-type: none"> - Extremely vulnerable population - Harsh living conditions/protection issues 	14% of total assisted HH, 68% of beneficiary HH in refugee camps	In camp	<ul style="list-style-type: none"> - Tazweed (8,025) - Safeway (7,009)
Host community residents					
2	Irbid	<ul style="list-style-type: none"> - E-voucher modality until recently, now Choice modality - High # of beneficiary HH in the governorate - High level of food insecurity - High # of beneficiary HH per WFP contracted shop (above 700) 	21% of total, 26% of beneficiary HH in host communities	Governorate capital: Irbid	<ul style="list-style-type: none"> - Carrefour Irbid, WFP (3,249) - Altakafol Supermarket Dower Al Kubeh (1,258)
3	Karak	<ul style="list-style-type: none"> - E-voucher modality - Low # of beneficiary HH in the governorate - High level of food insecurity - Low # of beneficiary HH per WFP contracted shop (177) 	1% of total, 1.6% of beneficiary HH in host communities	Outskirts/Town close to Governorate capital	<ul style="list-style-type: none"> - Bait Hanoon CO (634)
4	Zarqa	<ul style="list-style-type: none"> - Governorate where Azraq camp is located - Choice modality - Mid-range number of assisted beneficiaries - Very high level of food insecurity 	8% of total, 10% of beneficiary HH in host communities	Not in governorate capital. Al Rusayfeh, town located between gov. capital and Amman. Redemption points will be two WFP shops and one ATM ⁴⁴	<ul style="list-style-type: none"> - Shops: JSCC Alrusaifeh (45) Carrefour Alrusaifeh Amman (369) - ATM: Al Rusaifeh Branch (801)
5	Mafraq	<ul style="list-style-type: none"> - Governorate where Za'atari camp is located - E-voucher modality 	13% of total assisted HH,	Not in gov. capital. Small town of Khaldeya	<ul style="list-style-type: none"> - JSCC Mafraq Khaldeya (369)

⁴³ FGD participants were randomly drawn from these cases.

⁴⁴ This ensured that beneficiaries choosing both options of the choice modality (e-voucher and cash) participated in FGDs.

	Level 1 Location	Criteria for its inclusion	% of refugee population	Level 2 location	Redemption Points (number of cases in April 2018 ⁴³)
		<ul style="list-style-type: none"> - High # of beneficiary HH in the governorate⁴⁵ - High levels of food insecurity - High number of beneficiary HH per WFP contracted shop (above 700) 	17% of beneficiary HH in the host community		
57% of total assisted HH, 68% of beneficiary HH in refugee camps, 55% of beneficiary HH in host communities					

⁴⁵ Number of beneficiary households per governorate is classified as follows: Low, below 2,000 households; mid-range, between 2,000 and 10,000; high, 15,000 and above.

Data Collection Methods and Tools

11. Qualitative and quantitative data collection methods were aligned to the Evaluation Matrix in Annex 2. For most sub-questions and indicators, at least two methods were used to collect data and allow for triangulated analysis.

Qualitative data collection

12. Semi-structured key informant interviews, document and literature review and focus group discussions were used to collect qualitative data.
13. Interviews were conducted with WFP Jordan staff and management, partner organizations (UN agencies, cooperating partner NGOs), relevant national ministry staff, WFP contracted shop owners and other shop owners in nearby locations, donors and key WFP Regional Bureau and Headquarters staff. Individuals were selected based on their knowledge of the evaluation subject and their perceived ability to represent different representative stakeholder groups. Interviews followed a semi-structured format using questions drawn from the Evaluation Matrix questions, sub-questions and indicators. In total, the evaluation team conducted approximately 80 interviews for the evaluation.
14. FGDs were held with Syrian refugee beneficiaries and non-beneficiaries as described in the site mapping explained above. In total, 168 people took part in Focus Group Discussions (FGDs) in and out of camp settings: 87 females (of which 41 were female heads of household and 46 from male headed households), and 81 males; including two groups of non-recipients of GFA assistance. FGDs allowed the evaluators to collect information on the adequacy, predictability and utility of GFA transfers, coping strategies, household dynamics, WFP communications quality and frequency, satisfaction with WFP contracted shops, transaction costs to beneficiaries (fees, transport costs, time) and - in locations where Choice has been deployed - their modality preferences, and the reasons why beneficiaries have chosen to use the value vouchers or cash out their benefits at ATMs. FGDs were split by gender and at least one evaluator of the same gender participated in facilitation of the FGDs to ensure gender sensitivity.

Quantitative data collection

15. The evaluation team used the Triangulation Database to produce analysis to inform the evaluation matrix⁴⁶ and contrast that with evidence extracted from other data sources. This evidence was summarized in an interim analysis report to identify gaps, and to allow the Evaluation Team to contrast interim secondary evidence with field realities. For example, interim analysis linked to evaluation question 1 on relevance, adequacy and coherence included:
 - Chronological analyses of evolution of program outputs, food prices⁴⁷, food availability (linked to evaluation question 1),
 - Spatial analysis of retailers' data to understand the geographic spread of access to WFP shops, and
 - Cluster analysis of purchase data to identify typical food baskets.

⁴⁶ Some data was directly extracted from the Triangulation Database portals/interface, while other was specially requested and extracted by the Business Analysis Unit, in charge of the system.

⁴⁷ VAM price monitoring database will be used to contrast prices from the Triangulation Database.

16. In addition to the Triangulation Database data, other quantitative data was analyzed to build pieces of evidence. For example, FSOM data was used to respond to the evaluation question 4 on program effects. One of the main comparative advantages of this dataset is that it informed the outcome level of the evaluation matrix and that it included assessments for outcome indicators in the non-beneficiary population, allowing for analysis at the level of programme attribution. CFSME and CFVSA data may be even more robust and are expected to be available by the time evaluation field work is conducted.

Analysis

17. Using the evaluation matrix as a guiding reference, the Evaluation Team consolidated all the evidence and cross-referenced the available information and data against the various evaluation questions and indicators. Common patterns, anomalies and gaps were thus identified and followed up with further enquiry and analysis. Overall findings, conclusions and recommendations were identified and rigorously tested and questioned within the team.
18. A significant amount of time was also spent on considering the ramifications of findings and recommendations for the future of the programme, much of which is captured in Annex 14 (scenario planning).

Quality Assurance

19. The evaluation followed the procedures and quality assurance checks established within WFP's Decentralized Evaluation Quality Assurance system. In addition, Avenir Analytics' own quality assurance measures were applied to each step within the evaluation process.
20. The Evaluation Manager established an Evaluation Reference Group composed of both internal and external experts. The Reference Group was involved at various stages of the evaluation process – from evaluation design through to the final report – and provided a diverse set of comments from different perspectives. The evaluation deliverables were also subject to scrutiny by WFP's outsourced Decentralized Evaluation Quality Support Service.

Annex 20: Summary of prioritized recommendations

No.	Recommendation	Description	Importance and Urgency ⁴⁸	Recommended strategy
Strategic-1	Clarity of ambition	The CO, with the support of the RB and HQ, should clarify the parameters of the GFA going forward. This requires a fundamental review of the GFA's purpose and its measurable outcomes, and should take into account changes in the context and funding forecasts.	Important and urgent	Do first: This requires immediate action. The CO should develop a plan to implement the recommendations within the next 3 months.
Strategic -2	Stronger relationships	Re-invest where necessary in relationships with key partners. This applies primarily to the CO, but also to the RB and HQ.	Important but less urgent	Plan: This requires action in the medium term. The CO should develop a plan to implement the recommendations within the next 6 – 9 months.
Strategic -3	Adequate and sustained resources	The CO should capitalize on its already strong relations with donors by engaging them now in discussions about the future of the GFA	Less important and urgent	Collaborate: This requires action in the medium to long term. The CO should develop a plan with others to implement the recommendations within the next 9 - 12 months.
Operational-4	Quality of programming	The CO needs to balance its already strong performance on the GFA payment system with increased investment in the quality of the programme overall. This includes aspects related to AAP, gender and protection; as well as links with other elements of the Jordan CO portfolio.	Important but less urgent	Plan: This requires action in the medium term. The CO should develop a plan to implement the recommendations within the next 6 – 9 months.
Operational-4	Strengthened accountability to affected populations	The CO should take immediate steps to strengthen AAP aspects of the GFA. This entails strengthening of existing AAP mechanisms, and introducing additional ways of listening to and communicating with beneficiaries	Important and urgent	Do first: This requires immediate action. The CO should develop a plan to implement the recommendations within the next 3 months.
Operational-4	Better understanding of and responses to gender	Strengthened in-house capacity on gender would enable the CO to develop a better understanding of the GFA from a gender perspective and adapt its program design and implementation	Important but less urgent	Plan: This requires action in the medium term. The CO should develop a plan to implement the recommendations within the next 6 – 9 months.

⁴⁸ The matrix prioritises the recommendations based on the importance and urgency of the tasks. Important recommendations have an outcome that leads to WFP achieving its mission and goals. Urgent recommendations demand immediate attention. A combination of urgency and importance should allow WFP to define different work strategies for the recommendations. More information on the Eisenhower Matrix used for inspiration can be found [here](#).

No.	Recommendation	Description	Importance and Urgency ⁴⁸	Recommended strategy
Operational-4	Recalibration of the GFA post-Choice	The CO should extend and expand the longitudinal study already underway to continue monitoring perceptions and the potential impact of the Choice modality for the GFA. The study can inform learning on the impact on household dynamics and gender relations; other gender-related issues such as women's access to and use of ATMs; changing purchasing patterns with the lifting of the food restriction; and any unintended positive or negative effects of the shift in modality.	Important and urgent	Do first: This requires immediate action. The CO should develop a plan to implement the recommendations within the next 3-6 months.
Operational-4	Knowledge sharing	The RB should invest in greater knowledge sharing between comparable contexts in the region. This will allow others to learn from innovations by the Jordan CO; and to facilitate the transfer of knowledge on other aspects of quality programming for the benefit of the Jordan CO.	Less important and urgent	Collaborate: This requires action in the medium to long term. The RB should develop a plan with others to implement the recommendations within the next 9 - 12 months.

[Name of commissioning Office]
[Link to the website]



