

**Management Response: WFP's General Food Assistance to Syrian Refugees in Jordan 2015 – mid-2018**

The evaluation was commissioned by the WFP Jordan Country Office and conducted by Avenir Analytics Ltd.

July 2019

**Strategic recommendations** (see full versions of recommendations in the [Evaluation Report](#), from p. 47)

<b>Rec 1</b>	The CO, with the support of the RB and HQ, should clarify the parameters of the GFA going forward. This means reviewing the GFA's purpose and its measurable outcomes, and taking into account changes in the context and funding forecasts. Depending on the outcome of this exercise, a recalibration of the programme design may be required, including approaches to assessment and analysis, targeting and monitoring.	
<b>Response</b>	<p>Recommendation accepted. Since the evaluation mission in September 2018 the CO has through numerous consultations with internal and external stakeholders, e.g. donors, government counterparts and other humanitarian and development actors formulated a draft Concept Note for the 2020-2022 Country Strategic Plan (CSP). The potential scenarios for the GFA design moving forward, presented by the evaluation team in Annex 14 to the DE, informed discussions during these consultations.</p> <p>As plans for the GFA activity 2020 onwards takes shape, a 2019 work plan and governance structure will be developed to oversee and support the strategic and operational shifts required, e.g. related to targeting and reviewing transfer values and mechanisms, as well as arrangements for assessments, monitoring and evaluation and transitional linkages to livelihood activities.</p> <p>Regarding the related CO support to the Government for the scaling up of the National Aid Fund (NAF), building on learnings acquired through implementation of the GFA, the CO has since the end of the evaluation initiated a task force in addition to interagency working groups. WFP supports the scale-up on three main workstreams; payment systems, validation and the establishment of a grievance redress mechanism. Support will be provided throughout the scale-up with the ambition of establishing a long-term partnership with the Government of Jordan (GoJ) around design and delivery of social protection schemes.</p>	
<b>Actions</b>	<b>Action 1:</b> GFA work plan and governance structure to be developed building off the CO direction outlined in the CSP concept note	<b>Action 2:</b> Continued support to NAF and GoJ broadly in design and implementation of social protection schemes
<b>Timeframe</b>	Q1 2019	Continuously through 2019
<b>Responsible</b>	GFA Working group (see proposed action under operational recommendation 4) led by DCD	CO NAF Task Force led by DCD
<b>Status</b>	Completed	Completed

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<b>Rec 2</b>	The CO, with support from RB and HQ, should re-invest where necessary in relationships with key partners. Priority relationships include: UNHCR, particularly in order to gain full access to vulnerability data for targeting and for the sake of better overall cooperation and coordination; CPs, with a view to building more collaborative relationships that improve the overall quality of the programme; and with other cash-oriented actors in the country, ideally through the re-establishment of an inter-sectoral cash working group.
<b>Response</b>	<p>Recommendation accepted. Since the field work of the evaluation team, WFP has continuously worked to strengthen key partnerships, notably with:</p> <p><b>UNCHR:</b> Fine-tuning the implementation of the data-sharing agreement, initiation of the Blockchain task force, and discussions on a joint vulnerability assessment in 2019.</p> <p><b>Government:</b> Agreement signed regarding WFP’s role in for the scale up of NAF.</p> <p><b>CPs:</b> Comprehensive training packages delivered to partners for the implementation of GFA in 2019 (NRC, ACTED, Save the Children Jordan)</p>
<b>Actions</b>	<p><b>Action 3:</b> Maintain and strengthen working relationships with:</p> <p><b>UNHCR</b> through establishing regular meetings at management/strategic level, addressing logistical issues with data sharing, further exploring arenas for collaboration such as joint assessments and monitoring.</p> <p><b>CPs</b> through establishing strong ties beyond operational level, e.g. regular management-level meetings, joint capacity strengthening activities, and plans for how to utilise corporate comparative advantages (e.g. NRC for Protection) at local level to the benefit of GFA programme quality.</p> <p><b>Government</b> through regular consultations on WFP’s portfolio, building on existing practices for information sharing around programmatic changes and consultations held for the CSP.</p> <p><b>Humanitarian/Development partners in general</b> through the establishment of an inter-agency cash working group.</p>
<b>Timeframe</b>	Continuously throughout 2019
<b>Responsible</b>	CO Management with support from heads of functional units including CBT and VAM/M&E, SOs and focal points/advisers for gender and protection
<b>Status</b>	Completed

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<b>Rec 3</b>	The CO should capitalize on its already strong relations with donors by engaging them now in discussions about the future of the GFA. This should include identifying ways to diversify the funding base as a priority part of medium-term planning.
<b>Response</b>	Recommendation accepted. As mentioned under Rec 1 a large number of consultations have been held with members of the donor community in Jordan, including those that currently do not fund WFP at country-level such as ECHO and DFID. The discussions about WFP’s current portfolio and direction in the future have informed the planning around the GFA as formulated in the CSP concept note.
<b>Actions</b>	<b>Action 4:</b> Continue to engage with donors throughout CSP process and through the quarterly donor meetings. Work to attract funding from a broader donor base for GFA as well as other activities that are or will be directly linked, such as support to the design and implementation of national social safety nets and livelihood activities (as per GFA work plan – see Rec 1).
<b>Timeframe</b>	Continuously throughout 2019
<b>Responsible</b>	CO Management with support from donor relations and functional units
<b>Status</b>	In progress

**Operational recommendations**

<b>Rec 4</b>	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. The evaluation recommends reviewing the staffing structure and identifying a dedicated programme lead for the GFA.
<b>Response</b>	Recommendation accepted. The CO recognises the gaps highlighted by the Evaluation Team in terms of overall coordination. At operational level these have partially been addressed since the end of the evaluation through appointments of a Protection Adviser (seconded from NRC) and a manager for NGO partnerships, but the lack of an overall function for coordination at both strategic and operational level remains.
<b>Actions</b>	<b>Action 5:</b> In the interim, i.e. while allowing the CSP and related staffing review process inform decision-making, the CO will form a GFA working group chaired by DCD that meets bi-weekly and serves as a forum for programmatic coordination. The GFA WG will complement existing GFA-related working groups, e.g. CBT-, Gender-, Protection- and M&E/VAM-specific forums for discussion.
<b>Timeframe</b>	By Q1 2019
<b>Responsible</b>	DCD as chair of working group with heads of units as members and Head of CBT as secretary
<b>Status</b>	Completed

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<b>Rec 5</b>	The CO should take immediate steps to strengthen AAP aspects of the GFA. This entails: a) bolstering of existing AAP mechanisms, including the hotline; and b) introducing additional ways of listening to and communicating with beneficiaries, including additional technical and social media channels to communicate more effectively, and exploiting every opportunity to interact face-to-face with recipients of GFA support.	
<b>Response</b>	Recommendation accepted. Shortly after the evaluation mission in September 2018 a Protection Adviser seconded from NRC joined the CO and a Protection Committee chaired by the DCD has been established. One of the main objectives of the committee is to identify and address gaps in communication with affected populations. The Hotline response rate is monitored monthly to inform staffing needs, and focal points for communication with functional units have been assigned. 2019 partnerships for the implementation of the GFA better outlines the roles of beneficiary ‘help desks’ in community and camps in terms of information provision and referral pathways.	
<b>Actions</b>	<b>Action 6:</b> Review targeting model and implement changes in line with strategic direction (CSP, GFA work plan) of the GFA, to enable communication around selection for assistance.	<b>Action 7:</b> Building on available corporate guidance, develop Protection and AAP strategies and related materials (SOPs, field staff trainings, FAQs, leaflets, beneficiary information sessions with relevant partners etc.) for enhanced protection risk mitigation and improved communication with affected populations, with focus on particularly vulnerable segments such as the elderly and disabled.
<b>Timeframe</b>	By Q4 2019	By Q2 2019
<b>Responsible</b>	CO management with support from VAM	Protection Adviser
<b>Status</b>	In progress	Completed
<b>Actions</b>	<b>Action 8:</b> Review potential technical solutions for improved AAP and reflect in Communications strategy (Action 7).	<b>Action 9:</b> Assess how household visits for monitoring purposes can best be utilised to share information with beneficiaries, e.g. to improve awareness around existence and how to reach Hotline – also to be included in communications strategy.
<b>Timeframe</b>	By Q2 2019	By Q4 2019
<b>Responsible</b>	Protection Adviser with support from BAU, M&E/VAM, Hotline and CBT	M&E with support from Protection Adviser
<b>Status</b>	Completed	In progress

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<b>Rec 6</b>	The CO is recommended to strengthen its in-house capacity on gender to develop a better understanding of the GFA from a gender perspective and adapt the programme accordingly. This should result in complementary programming and awareness raising to strengthen the gender transformative potential of the GFA, such as financial literacy activities targeted specifically at women; and the identification of concrete areas of collaboration with gender- and protection-specialist organizations.	
<b>Response</b>	Recommendation accepted. The CO recognises that not having a fully allocated Gender Adviser/focal point is sub-optimal. A solid base of data, findings and recommendations from reviews and studies – and now the decentralized evaluation – is available to inform the CSP formulation and operational gender-related priorities of the CO, including additional programmatic components for the GFA.	
<b>Actions</b>	<b>Action 10:</b> Bring recommendation to attention of staffing review mission, and assess in the context of CSP development to ensure gender capacity needs for GFA and other activities are met	<b>Action 11:</b> Reinforce Gender Review Network at country-level through review of membership and ensuring regular meetings, where the GFA activity from a gender lens and based on findings and recommendations from regular monitoring, evaluations, mission reports etc. is discussed.
<b>Timeframe</b>	Q1 2019	Q1 2019
<b>Responsible</b>	CO management	Gender focal point
<b>Status</b>	Completed	Completed
<b>Actions</b>	<b>Action 12:</b> Form partnerships with specialist organisations (e.g. UN Women and research institutions) around identified priority areas, e.g. gender-transformative components of the programme and joint monitoring exercises.	<b>Action 13:</b> Work internally and with partners to strengthen gender component of monitoring/assessment, including the longitudinal survey, to inform programmatic decision-making.
<b>Timeframe</b>	Q4 2019	Q1 2019
<b>Responsible</b>	CO management with support from CBT, Gender focal point and M&E	M&E/VAM
<b>Status</b>	In progress	Completed

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<b>Rec 7</b>	The CO is encouraged to extend and expand the parameters of the longitudinal study already underway to continue monitoring perceptions and the potential impact of the Choice modality for the GFA. Thereafter, they should review particular aspects of the programme and make necessary adjustments – for example, to their requirements of the Financial Service Provider (FSP), the added value of current levels of investment in retail management, and the ongoing evolution of innovations within the programme.	
<b>Response</b>	Recommendation accepted. During and after the evaluation, the CO has invested significant time and financial resources in its partnership with iMMAP, enhancing its monitoring capacity for the GFA. The recommendation to extend and expand the longitudinal survey (conducted in partnership with iMMAP) is reflected in the recently signed partnership for 2019, however the details of the study will depend on the future of the GFA, e.g. whether changes in targeting and/or transfer values will take place during the year.	
<b>Actions</b>	<b>Action 14:</b> Based on CSP and GFA work plan, prioritise information needs, plan and conduct additional rounds of longitudinal study with support from iMMAP.	<b>Action 15:</b> Recommendation regarding the review of certain programmatic aspects - the Financial Service Provider, the retail management strategy, the Triangulation Database and Blockchain – will be considered in the light of the formulation of the CSP and the GFA work plan.
<b>Timeframe</b>	Q2 2019	Q4 2019
<b>Responsible</b>	M&E/VAM unit	CO management with support from relevant functional units
<b>Status</b>	Completed	In progress

<b>Rec 8</b>	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 facilitate the transfer of knowledge on other aspects of quality programming for the benefit of the Jordan CO.	
<b>Response</b>	Recommendation accepted.	
<b>Actions</b>	<b>Action 16:</b> RBC has taken steps to improve knowledge sharing, including through the initiation of a cross-functional Innovation Working Group, which will facilitate greater sharing of knowledge, including best practices, between countries and the Regional Bureau. The group will also work to showcase innovations in the region and support their integration into similar contexts in other countries where they may be useful.	
<b>Timeframe</b>	RD-endorsement of working group TOR by September 2019	
<b>Responsible</b>	WFP Regional Bureau in Cairo	
<b>Status</b>	In progress	