



**WFP EVALUATION**



**World Food Programme**

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# **Evaluation of Jordan WFP Country Strategic Plan 2020-2022**

Centralized Evaluation Report

OEV/2020/019  
Office of Evaluation

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# Acknowledgements

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## Photocredits

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# Key personnel for the evaluation

## OFFICE OF EVALUATION

Andrea Cook	Director of Evaluation
Julie Thoulouzan	Senior Evaluation Officer
Mari Honjo	Evaluation Manager
Sameera Ashraf	Monitoring and Evaluation Officer

## EXTERNAL EVALUATION TEAM

Martine Van de Velde	Team Leader
Gabrielle Smith	Senior Evaluator
Hubert Cathala	Senior Evaluator
Deema Al Hamdan	Intermediate Evaluator
Diya Al Salah	Junior Evaluator
Estelle Picandet	Project Manager and Researcher
Tino Smail	Quality Assurance Director

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# Executive summary

## EVALUATION FEATURES

1. An evaluation of the Jordan country strategic plan (CSP) for 2020–2022 was conducted between May 2021 and March 2022. Combining accountability and learning objectives, it was timed to inform the design of the next CSP for Jordan, with fieldwork conducted in August and September 2021. The main users of the evaluation are the WFP country office, the Regional Bureau for the Middle East, Northern Africa and Eastern Europe, headquarters divisions and other stakeholders.
2. The evaluation covers WFP activities implemented under the transitional interim CSP for 2018–2019 and under the CSP between 2020 and mid-2021, assessing WFP's strategic positioning and the extent to which WFP made the shift expected under the CSP, WFP's effectiveness in contributing to the CSP strategic outcomes, the efficiency with which the CSP was implemented, and factors explaining WFP's performance.
3. An independent external team undertook the evaluation using mixed methods, drawing on monitoring data, document review, an e-survey, semi-structured interviews with 128 individuals representing a range of stakeholders at the national and local levels and focus group discussions with 70 people from the communities targeted for assistance under the CSP. The evaluation paid particular attention to addressing social protection and sustainable livelihoods for Jordanians and refugees in order to inform future opportunities and the way forward in these areas. Equality and women's empowerment, inclusion, accountability to affected populations and ethical issues were duly considered.
4. The evaluation methodology and schedule were developed taking into consideration possible limitations related to evaluability, travel challenges and ongoing events in Jordan. To validate the findings, information was triangulated with various sources.

## CONTEXT

5. Jordan is an upper-middle-income country directly affected by the Syrian refugee crisis and hosting the second highest number of refugees per capita globally. While the Office of the United Nations High Commissioner for Refugees (UNHCR) counts 675,433 registered Syrian refugees in Jordan,<sup>1</sup> the Government of Jordan estimates that the country has hosted more than 1.36 million Syrians since 2011.<sup>2</sup>

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<sup>1</sup> Office of the United Nations High Commissioner for Refugees. 2021. [Operational Data Portal – Refugee Situations: Jordan](#).

<sup>2</sup> Ministry of Planning and International Cooperation. 2020. [Jordan Response Plan for the Syria Crisis 2020–2022](#).

JORDAN SOCIOECONOMIC INDICATORS		
Indicator	Value	Year
Total population (1)	10 million	2020
Non-Jordanian residents (2)	3 million	2017
Life expectancy (1)	75 years	2020
Gross domestic product growth (1)	-1.6 %	2020
Human Development Index score (4)	0.729	2020
Gini coefficient (3)	33.7	2017
Gender inequality index score (4)	0.450	2019
Prevalence of stunting in children under 5 (1)	7.3%	2020
Global Hunger Index score (5)	8.3 (low)	2021

Sources: (1) World Bank. 2020. [Data: Jordan](#). (2) United Nations. 2017. [United Nations sustainable development framework in Jordan 2018–2022](#). (3) United Nations Development Programme. 2018. [Human Development Indices and Indicators, 2018 Statistical Update](#). (4) United Nations Development Programme. 2020. [Human Development Report 2020. The next frontier: Human development and the Anthropocene](#). (5) Welt hunger hilfe and Concern Worldwide. 2021. [2021 Global Hunger Index: Hunger and food systems in conflict settings](#).

6. The absolute poverty rate for Jordanians stood at 15.7 percent in 2019, meaning that more than 1 million Jordanians were living below the poverty line.<sup>3</sup> Owing to the economic downturn from the coronavirus disease 2019 (COVID-19) pandemic, the poverty rate is expected to increase by 11 percentage points.<sup>4</sup> High rates of unemployment persist, especially among young people and women, and COVID-19 has had a disproportionate impact on women. The agriculture sector, which has been affected by climate change, provides a critical source of sustenance and income, particularly for the poorest households.

7. The prevalence of food insecurity varies among refugees and Jordanians (table 2). Despite the Government's efforts to ensure food availability and access, the COVID-19 pandemic increased the pressure on food security in both rural and urban areas, including for refugees in camps and host communities. In 2020, the National Aid Fund (NAF), the main implementer of the national safety net, provided cash-based assistance to 270,000 vulnerable Jordanian households affected by the COVID-19 pandemic.<sup>5</sup>

<sup>3</sup> World Bank. 2021. [Macro Poverty Outlook: Country-by-country Analysis and Projections for the Developing World. Spring meetings 2021: Jordan](#).

<sup>4</sup> World Bank. 2020. [Jordan's Economic Update](#).

<sup>5</sup> Government of Jordan National Aid Fund. 2020. [Jordan Emergency Cash Transfer Project Rapid Social Assessment](#).



FOOD CONSUMPTION ADEQUACY, BY POPULATION GROUP			
Population group	Percentage of households in each population group with acceptable, borderline and poor consumption		
	Acceptable	Borderline	Poor
Syrian refugees in host communities	73.5	20.8	5.6
All refugees in host communities	74.4	20.9	4.6
All refugees in camps	86	11	3
Vulnerable Jordanians	89.6	8.3	2.1

Sources: WFP. 2021. [Jordan: WFP Mobile Vulnerability Analysis and Mapping Dashboard: June and March 2021](#); and [Food Security Outcome Monitoring \(Camps\)](#).

8. Jordan achieved universal primary education for boys and girls in 2005.<sup>6</sup> Of the children enrolled in government educational institutions, 78 percent are Jordanians and 22 percent are non-Jordanians.<sup>7</sup> While Jordanian girls are more likely to complete grades 7–12 than Jordanian boys, the opposite is the case for Syrian refugees.<sup>8</sup>

9. The Government has outlined its strategy for achieving the Sustainable Development Goals (SDGs) in several documents, including Jordan 2025, executive development programmes and the Jordan economic growth plan for 2018–2022. The Jordan response plan for the Syrian crisis<sup>9</sup> provides a framework for the provision of humanitarian and resilience support to Syrian refugees and Jordanians.

## WFP COUNTRY STRATEGIC PLAN

10. The CSP continued the shift towards the building of resilience and livelihoods and the development of common delivery platforms with other actors that started under the transitional interim CSP, introducing technological innovations to increase the efficiency, equity and effectiveness of assistance. The CSP expanded capacity strengthening support for the Government in addressing food security and social protection challenges and provided large-scale humanitarian assistance for Syrian refugees and other population groups (figure 1).<sup>10</sup>

<sup>6</sup> Government of Jordan. 2017. [Jordan's Way to Sustainable Development: First National Voluntary Review on the Implementation of the 2030 Agenda](#).

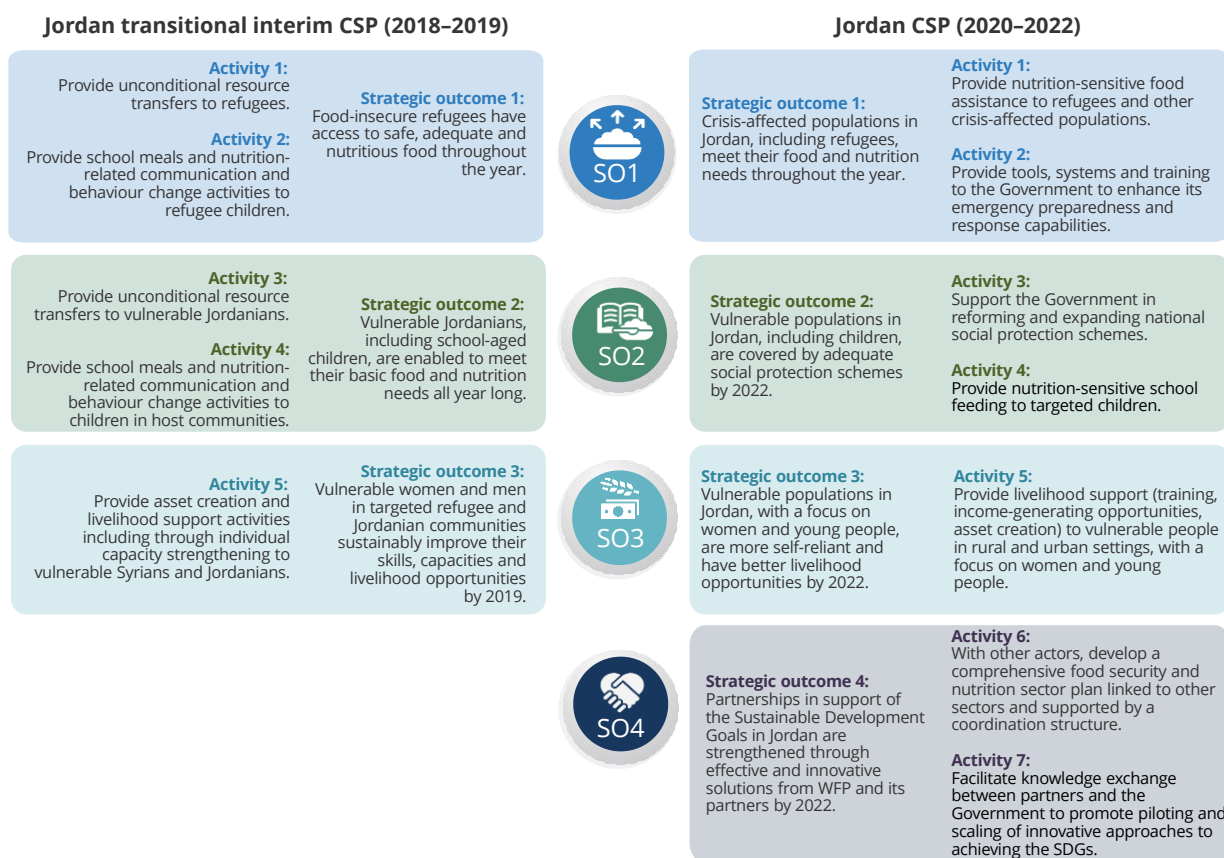
<sup>7</sup> Government of Jordan Department of Statistics. 2015. [Jordan General Population and Housing Census 2015: Main results](#).

<sup>8</sup> *Ibid.*

<sup>9</sup> Ministry of Planning and International Cooperation. 2020. [Jordan Response Plan for the Syria Crisis 2020–2022](#).

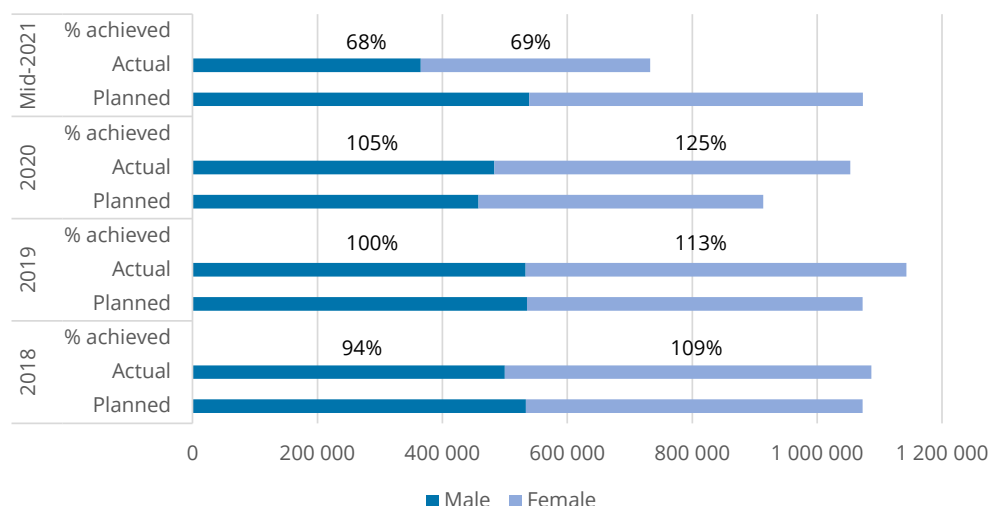
<sup>10</sup> CSP revision 2, which was approved after the evaluation report had been drafted in November 2021, includes an activity 8, “Provide on-demand cash-based transfer services to partners”.

**Figure 1: Overview of transitional interim country strategic plan and country strategic plan strategic outcomes and related activities**



11. WFP has consistently supported women, men, girls and boys. Between 2018 and mid-2021, the proportion of female beneficiaries remained relatively constant at about 53–54 percent (figure 2).

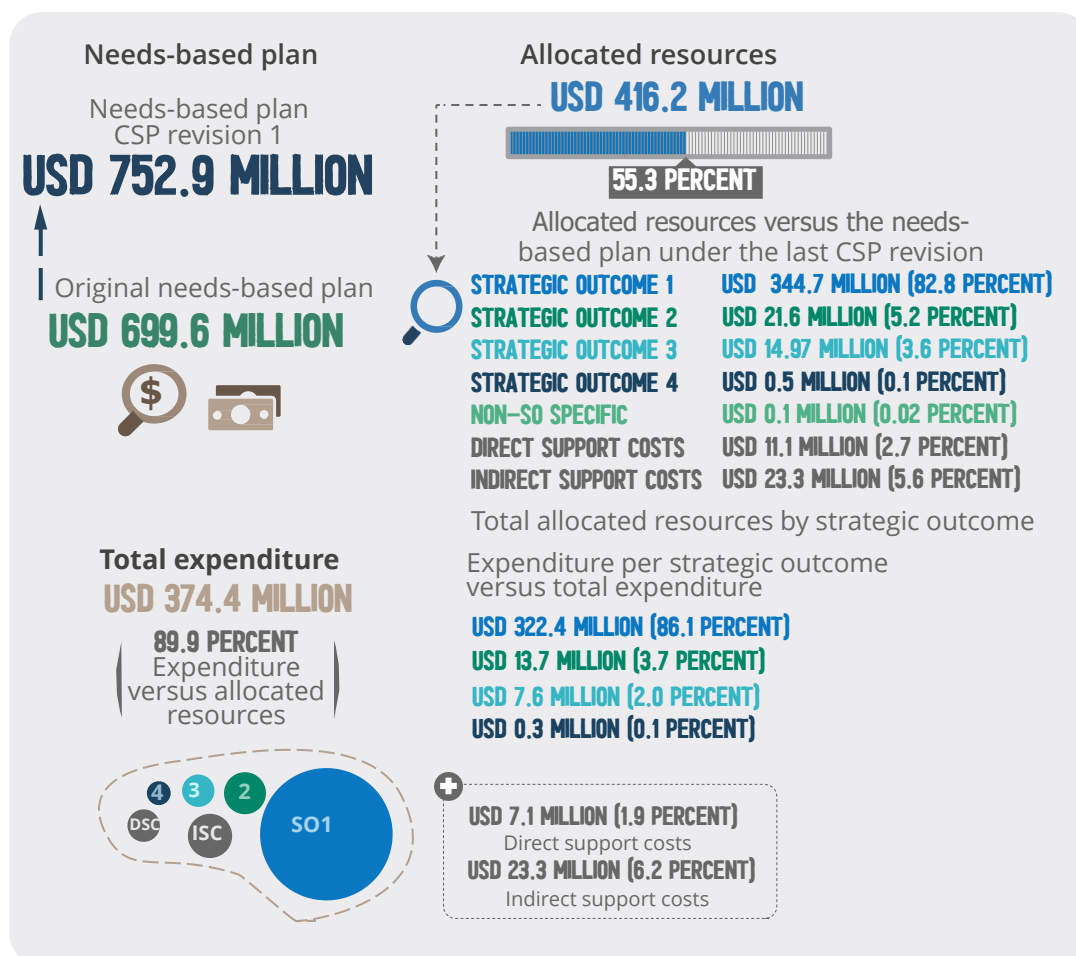
**Figure 2: Actual versus planned beneficiaries by gender, 2018-mid-2021**



Sources: [Jordan annual country reports for 2018–2020](#). Jordan country office data for January-June 2021 at 28 October 2021.

12. By October 2021 WFP had been able to mobilize 55 percent of the funding it needed to implement the CSP, which was set at USD 753 million under the first CSP revision (figure 3).<sup>11</sup>

**Figure 3: Jordan country strategic plan resource overview for 2020–2022**



Source: Standard country report cumulative for CSP, integrated road map analytics at 18 October 2021.

Abbreviations: DSC = direct support costs; ISC = indirect support costs; SO = strategic outcome.

## EVALUATION FINDINGS

### To what extent are WFP’s strategic position, role and specific contributions based on country priorities, people’s needs and WFP’s strengths?

#### Relevance to national policies, plans and strategies

13. The CSP facilitated a rebalancing of WFP’s portfolio towards the provision of capacity strengthening support for Jordan, which was coherent with national priorities and strategies including the Government’s integrated economic and social framework, Jordan 2025.<sup>12</sup> In addition to supporting the achievement of SDG 2 (zero hunger), the CSP also supported education (SDG 4), gender equality (SDG 5), climate change adaptation (SDG 13) and partnerships (SDG 17) and was aligned with the Government’s commitments to strengthening the agriculture sector in accordance with the national strategy for agricultural development and to developing a social protection system in accordance with the national social protection strategy. WFP also supported the objectives of the Jordan response plan through the provision of food assistance

<sup>11</sup> The total budget for the CSP budget revision 2 approved in November 2021 is USD 766.8 million.

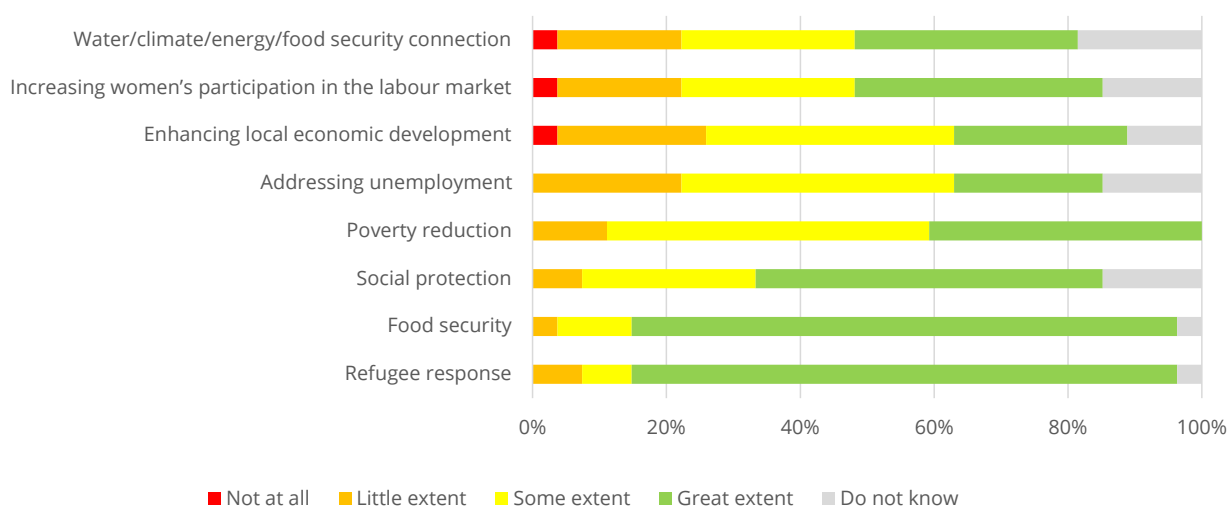
<sup>12</sup> Government of Jordan. 2015. [Jordan 2025: A National Vision and Strategy](#).

targeting vulnerable Jordanian and refugee families, the promotion of sustainable livelihoods and the strengthening of national capacity in social protection and services.

14. While those alignments were recognized by external stakeholders, respondents to an e-survey saw WFP’s relevance most clearly in the context of humanitarian response (figure 4). In addition, some donors indicated that the CSP did not sufficiently lay out WFP’s overall strategic vision for its refugee response and its support for national capacity strengthening and that the implementation of CSP activities was siloed and thus limited their relevance and effectiveness.

**Figure 4: Alignment of WFP assistance with country policies and systems, 2018–2020**

**Based on your own experience, to what extent has WFP assistance been aligned with country policies and country systems in its main areas of interventions during the period 2018–2020?**



Source: Evaluation team 2021 e-survey of WFP partners (results based on answers provided by 27 individuals, out of 63 contacted).

**Addressing the needs of the most vulnerable people and communities**

15. To inform its activities WFP made systematic efforts to collect data on the needs of vulnerable Jordanian and refugee families. Multiple stakeholders commented on the high quality of WFP’s data collection and analysis. In collaboration with UNHCR, WFP used a bottom up econometric approach to identify and target the most vulnerable refugees for general food assistance (GFA) under strategic outcome 1 but was unable to support all severely vulnerable households owing to funding limitations, especially from 2021 onwards. The appropriateness of the targeting of the most vulnerable households for social protection (strategic outcome 2) and livelihoods activities (strategic outcome 3) was mixed.

16. While the differing needs of vulnerable populations, including those related to gender and protection issues, were considered to some degree, the overall design of the CSP was based on a “one size fits all” approach. The CSP recognized gender inequality but was less clear on the operationalization of effective strategies for addressing it. A major intended change under the CSP was for WFP, the United Nations Children’s Fund and UNHCR to work with the Government to establish a comprehensive vulnerability assessment framework. This was a positive step, but further engagement with the Government will be required.

## **Adaptation**

17. WFP demonstrated a clear ability to adapt to evolving needs, particularly during the COVID-19 pandemic. A major adaptation was the expansion of GFA in 2020–2021 in response to new needs arising from the COVID-19 pandemic. WFP also seized the opportunity to engage further with the NAF through the provision of technical assistance for the NAF's COVID-19 cash assistance programme.

## **United Nations partnerships**

18. WFP is among the leading members of the United Nations country team and sectoral working groups. There was a high degree of coherence between the CSP and the United Nations sustainable development framework for Jordan for 2018–2022.<sup>13</sup> Key external stakeholders consider WFP to be an important player in the humanitarian response. WFP's engagement with other United Nations entities, including UNHCR, the United Nations Entity for Gender Equality and the Empowerment of Women, the Food and Agriculture Organization of the United Nations and the United Nations Development Programme, provided positive examples of collective efforts to support vulnerable Syrian refugees. Drawing on its comparative advantage in supporting the NAF's operational systems and processes, WFP collaborated with the World Bank, the United Nations Children's Fund and other partners to provide technical assistance to the NAF with a view to enhancing the efficiency, equity and effectiveness of social protection systems.

## **What are the extent and quality of WFP's specific contribution to country strategic plan outcomes in Jordan?**

### **Delivery of outputs and contribution to outcomes**

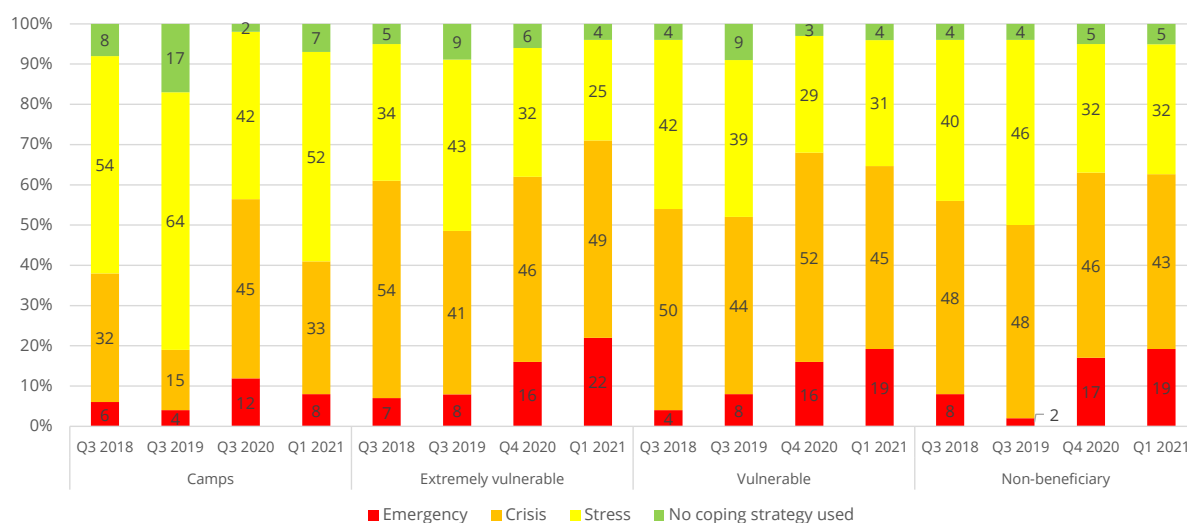
19. WFP systematically exceeded the planned number of beneficiaries for both refugees and vulnerable Jordanians, even during the COVID-19 pandemic. It also maintained gender parity.

20. **Strategic outcome 1:** GFA was a vital source of life-saving support for the most vulnerable refugees, preventing a steeper deterioration of their food security and minimizing the increase in their adoption of negative coping strategies in the face of increasing shocks including inflation and the impact of COVID-19 (figure 5). Rigorous programme processes and systems refined over the years led to high-quality implementation of cash-based transfer programmes, although the planned transition from vouchers to cash distributions in camps was not achieved. While not ideal, that failure helped WFP to secure funding earmarked for vouchers to meet escalating needs in a difficult funding environment. Achievements at the outcome level were undermined by the various stressors affecting food security as well as the limited availability of funding and donor conditions that constrained the value of transfers and the choice of transfer modality. In late 2021, WFP started to support the strengthening of the disaster preparedness and response capacity of the Government.

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<sup>13</sup> United Nations. 2017. [United Nations sustainable development framework in Jordan 2018–2022](#).

**Figure 5: Trends in the livelihood coping strategy index, 2018–mid-2021**



Source: Country office food security outcome monitoring 2018–2021.

Abbreviations: Q1 = first quarter; Q3 = third quarter; Q4 = fourth quarter.

21. **Strategic outcome 2:** Social protection is a small but significant area of work under the CSP. WFP leveraged its expertise in beneficiary data management, complaint management and payment delivery to provide capacity strengthening support to the NAF. Early indications suggest that the support contributed to the enhancement of NAF systems and staff capacity, improving the quality of social protection for vulnerable Jordanians. Although external stakeholders indicated that WFP’s support enabled a systemic transformation in the NAF in a short period, evidence demonstrating results and changes achieved was not collected in a systematic manner. Beyond the NAF, WFP entered into a new partnership with the Ministry of Social Development in 2021 following a capacity needs mapping exercise. The partnership was found to be valuable but will require a cohesive approach involving other agencies and the exploration of potential synergies between the strengthening of government capacity in social protection and wider activities under the CSP.

22. Under strategic outcome 2, WFP distributed fortified date bars to schoolchildren, which according to parents contributed to improved concentration and participation in class. As part of a pilot project with the World Bank, WFP plans to generate evidence on the effects of healthy snacks on school retention and attendance and nutrition. WFP expanded its partnership with the Ministry of Education by providing technical assistance for the development of a national school feeding strategy, which was published in 2021. The work included, among other things, the designing of new school feeding models.

23. **Strategic outcome 3:** WFP provided livelihood support to vulnerable people in rural and urban settings through food assistance for assets and food assistance for training activities. WFP provided infrastructure subsidies and start-up equipment for self-employment in activities that included afforestation and rangeland management, water harvesting and land rehabilitation as well as employment support. Owing to significant funding shortfalls and the COVID-19 pandemic, however, WFP reached only 30 percent of the targeted beneficiaries. Overall, contributions to self-reliance and livelihood opportunities and to addressing the needs of the most vulnerable populations, including through building their resilience to climate change, were limited in scale. Results were strongest for wage employment and self-employment activities. It was found that the pursuit of a community-based food assistance for assets approach is challenging in Jordan.



24. **Strategic outcome 4:** In partnership with the Ministry of Agriculture and the Food and Agriculture Organization of the United Nations, WFP co-led the development of a national food security strategy. The strategy defines a multidimensional vision of food security that integrates food production, availability, access and use. Through this work, WFP has positioned itself as a partner of choice for the promotion of food security in Jordan. Moving forward, governance modalities for the strategy's implementation will require greater clarity and the implementation capacity of Jordanian actors will need to be strengthened. WFP laid a good foundation for the introduction of innovative approaches throughout its operations by, for example, supporting the local start-up Decapolis – an innovative blockchain-based platform for work on food safety and quality assurance.

### ***Gender, humanitarian principles, protection and accountability to affected populations***

25. WFP contributed to food security in a complex protracted crisis while respecting humanitarian principles. Beneficiaries were targeted based on need. Progress was made in the mainstreaming of protection and accountability to affected populations. The country office acted on previous evaluation recommendations by, for example, strengthening partners' protection capacity and enhancing complaint and feedback mechanisms. However, there is scope for further improvement. WFP's field presence was found to be insufficient for direct communication with communities.

26. The CSP monitoring system complies with WFP corporate requirements for gender equality and women's empowerment. The number of women beneficiaries reached through each of the activities under the CSP was equal to or greater than the number of men. However, the reported indicators provide limited information on how women's empowerment and progress in moving from a gender-sensitive to a gender-transformative approach varied across activities. Action is being taken to tackle barriers to women's empowerment, notably by participating in WFP's gender transformation programme and a digital financial inclusion initiative with the Bill & Melinda Gates Foundation.

### ***Sustainability***

27. National capacity strengthening through technical assistance and the building of delivery systems will leave a legacy of national capacity to independently operate an effective national social protection system. Capacity strengthening support for the development of the national food security and school feeding strategies has resulted in two strong national frameworks that provide future direction for the Government, WFP and other actors. As there are gaps in the capacity of the Government to sustain certain country capacity strengthening outputs, WFP is renewing its focus on sustainability with a view to making up for the delays caused by COVID-19.

28. The sustainability of food assistance is not viable in a setting where the regulatory environment, which is beyond WFP's control, curtails refugees' ability to meet food and other basic needs by their own means.

### ***Linkages between humanitarian, development and peace work***

29. Bridging the humanitarian–development divide to focus on self-reliance and resilience is becoming increasingly important because of the protracted nature of the Syrian refugee crisis and the increased poverty and vulnerability among Jordanian nationals. WFP's resilience agenda in Jordan has been strengthened by the reinforcement of the livelihoods portfolio under the CSP and the development of a more coherent vision and the necessary expertise. The targeting of both vulnerable Jordanian and refugee households under strategic outcomes 2 and 3 has contributed to social cohesion.

30. There is increased cooperation among humanitarian actors on the implementation of a sustainable refugee response plan, as exemplified by the collaboration between WFP and UNHCR in 2021 on coordinated action to balance the meeting of immediate needs with the development of a long-term action strategy.

## **To what extent has WFP used its resources efficiently in contributing to the country strategic plan outputs and strategic outcomes?**

### ***Timeliness of delivery***

31. WFP's contingency measures minimized disruption during the COVID-19 crisis. However, some activities, including school feeding and livelihood activities, had to be suspended because of national COVID-19 prevention measures. Through GFA, WFP was able to respond quickly to the increased needs of refugees caused by the pandemic. The use of appropriate technology, such as EyePay phones and expanded networks of automated teller machines, maintained access to services. WFP continued to provide technical support that improved the NAF's COVID-19 emergency assistance through the full digitization of the cash delivery management information system.

### ***Coverage***

32. Full coverage of vulnerable households was hampered by funding limitations. Over the years WFP refined its targeting methods for GFA and harmonized them with those of other actors. The latest targeting exercise, based on economic vulnerability, was found to be rigorous in identifying and prioritizing vulnerable and severely vulnerable refugees, and informed the first re-targeting exercise in several years. However, the timing of the re-targeting exercise coincided with the formulation of a prioritization plan responding to funding shortfalls in a setting of deteriorating food security in 2021, contributing to dissatisfaction and distress among refugees. Where poverty is widespread, with little discernible difference between eligible and ineligible households, refugees sometimes fail to understand why some are included in assistance programmes and others excluded. The re-targeting exercise was not supported by sufficient consultation or communication with refugees, partly owing to national COVID-19 restrictions.

33. Targeting of livelihood activities was less rigorous, and was undertaken by WFP cooperating partners, some of which were more successful than others in selecting vulnerable households owing to having closer contact with beneficiaries and greater access to robust vulnerability data.

### ***Cost-efficiency and cost-effectiveness***

34. In 2020, the Jordan country office set up a resource management committee to foster sound fund management and financial efficiency. Based on a cost-efficiency analysis that it conducted, the country office took action that included reviewing its "healthy kitchens" approach to school feeding. Smallholder farmer activities, and some food assistance for assets or training activities for creating jobs and promoting small businesses, were not always cost-effective owing to differences in their designs and strategies and a choice of partners that did not lead to the most efficient implementation. The country office was aware of these challenges and is already taking the necessary steps to address them.

35. Cost to transfer ratios, especially for activity 1, were kept at a reasonable level, in line with typical ratios observed for other large-scale refugee responses (table 3).

CSP COST BREAKDOWN BY STRATEGIC OUTCOME, UNDER THE FIRST CSP REVISION (USD)					
	Strategic outcome 1	Strategic outcome 2	Strategic outcome 3	Strategic outcome 4	Total
<b>Focus area</b>	<b>Crisis response</b>	<b>Resilience building</b>			
Transfer cost	527 783 102	45 484 035	89 819 343	4 740 334	<b>667 826 815</b>
Implementation cost	12 473 804	4 113 437	2 846 918	193 200	<b>19 627 359</b>
<b>Total</b>	<b>591 674 512</b>	<b>54 318 288</b>	<b>101 494 146</b>	<b>5 402 830</b>	<b>752 889 775</b>
<b>Transfer to total cost ratio (percentage)</b>	89.2	83.7	88.5	87.7	<b>88.7</b>

Source: First CSP revision.

36. WFP's investment in technology innovation and digital solutions contributed greatly to increased cost-efficiency, and the switch from voucher to cash distributions in host communities facilitated timely and efficient delivery. The use of blockchain technology in camps brought benefits and limitations that influenced cost-effectiveness. Other innovations that WFP plans to introduce, such as mobile money, offer more options to beneficiaries while potentially contributing to cost efficiency and effectiveness.

### What factors explain WFP's performance and the extent to which it has made the strategic shift expected under the country strategic plan?

#### *Use of existing evidence*

37. The CSP is based on an analysis and understanding of the needs of Jordanians and Syrian refugees in Jordan, drawing from the comprehensive country strategic review and other studies, including a 2019 integrated context analysis, a WFP/Renewed Efforts Against Child Hunger and Undernutrition comprehensive food security and vulnerability assessment and the Jordan response plan.

#### *Resource mobilization*

38. Domestic pressures resulting from COVID-19, combined with increased demands on humanitarian donors, resulted in significant financial pressure on WFP's operations in Jordan in 2021, which hindered WFP's ability to operate at full capacity. Responding to the growing risks of unstable funding, the country office implemented a fundraising strategy, maintaining regular virtual engagement with donors and other stakeholders during the COVID-19 pandemic, mobilizing existing donors and engaging new ones. Donors highlighted WFP's responsiveness and flexibility in addressing the Syrian refugee crisis, particularly the growing vulnerability of Jordanians. As a result, WFP attracted additional funding, thus minimizing the impact of unstable funding on refugee beneficiaries.

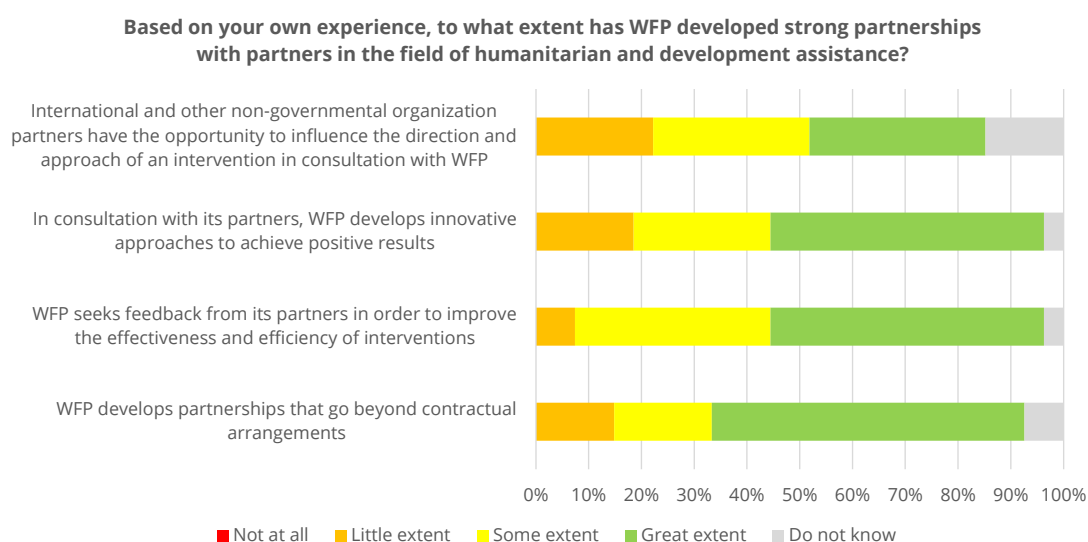
39. Most funding at the CSP activity level is earmarked for GFA, including by modality (vouchers versus cash). Another challenge is that most donors consider WFP to be a humanitarian agency, with only a few donors recently providing development funding. The current lack of multi-year funding hinders the achievement of tangible results in areas requiring long-term support in response to the changing needs of Jordanians and Jordan-based refugees.

## Partnerships

40. WFP directed significant attention to partnerships with the Government, donors, other United Nations entities, the World Bank, civil society and innovative parts of the private sector, which have strong potential.

41. WFP has also developed partnerships with several cooperating partners, primarily for GFA and livelihoods activities. Partner non-governmental organizations highlighted that their relationships with WFP go beyond contractual arrangements (figure 6), but there are still areas for further improvement, including in leveraging the expertise of non-governmental organization partners, particularly in livelihood activities.

**Figure 6: Extent to which WFP developed strong partnerships, 2018–2020**



Source: Evaluation team 2021 e-survey.

## Flexibility of the country strategic plan

42. The CSP was revised in response to the deteriorating food security caused by the COVID-19 pandemic and to promote financial inclusion. Key informants did not find that the revision approval process became more efficient than it was before the CSP. In the light of funding constraints, WFP developed a prioritization strategy that could be flexibly implemented in response to various funding scenarios.

## The other factors that explain WFP's performance and strategic shift

### Use of technology

43. WFP's use of technology in Jordan strengthened its ability to respond to the needs of beneficiaries in a timely and efficient manner. Technology provided beneficiaries with choice, dignity and autonomy. However, some beneficiaries expressed grievances regarding hotlines and helpdesks, despite efforts to improve complaint and feedback mechanisms.

### Results-based management

44. Internal and external stakeholders recognized the high quality of WFP vulnerability analysis and mapping, monitoring and evaluation data, surveys and reports. However, the data generated did not always support evidence-based programming, other than for GFA, partly because of limited staffing in the vulnerability analysis and mapping, and monitoring and evaluation units and a limited sense of ownership of monitoring and evaluation processes in other units. Limited analysis was made at the outcome level for certain activities such as capacity strengthening and resilience and livelihood support, reflecting gaps at the corporate level.

## ***Human resources management***

45. The Jordan country office volunteered to pilot strategic workforce planning in 2021 with a view to understanding the workforce capacity and capability required to support the implementation of the next CSP. The country office aims to refine and integrate its programming work to reflect the changing situations of refugees and Jordanians, and has taken steps to make such a transition.

## **CONCLUSIONS**

46. Under the CSP, WFP maintained an essential humanitarian response during the protracted Syrian refugee crisis as the vulnerabilities of both refugee and Jordanian communities deepened. WFP provided capacity strengthening for national institutions and worked to harmonize its approach with national systems in order to bridge the humanitarian-development divide.

47. WFP responded to the challenges associated with the protracted refugee crisis by making a strategic shift in the CSP, increasing the focus on resilience, climate issues, livelihoods and capacity strengthening while maintaining a strong humanitarian response for refugees. WFP's strategic shift was gradual and challenging owing to obstacles such as staffing and partnership issues and the availability of long-term funding. The country office took steps to increase its in-house expertise in several areas.

48. During the COVID-19 pandemic, WFP adapted its delivery processes to ensure the continuation of assistance despite reduced direct contact with beneficiaries.

49. The key strength of WFP's humanitarian operations was its sustained provision of general food assistance at scale and its success in reaching the most vulnerable refugee households. Such assistance provided a buffer against declining food security in a worsening economic situation with increasing vulnerability. However, there were shortcomings in communicating with beneficiaries regarding the targeting methodology used.

50. Overall, WFP's GFA proved to be effective. WFP's position as the largest provider of cash-based transfers for refugees is relevant to efforts to address refugees' immediate food security needs. The implementation of GFA as a stand-alone programme mitigated some dimensions of food insecurity.

51. However, the introduction of cash assistance to replace vouchers in refugee camps has not been achieved because of administrative hurdles. The financial resources for maintaining unconditional assistance for large numbers of refugees are not sustainable, and GFA's contribution to improved nutrition is not sustainable.

52. WFP reviewed its targeting system regularly. However, there were shortcomings in that some beneficiaries did not understand the targeting criteria. While refugees used the hotlines and helpdesks, areas for improvement remain. The use of cooperating partners to implement CSP activities does not always increase efficiency and effectiveness and requires more quality control, engagement and capacity strengthening. The country office has taken steps to assess the added value of that approach.

53. Gender and protection considerations were mainstreamed in GFA activities and, to a lesser degree, in livelihoods programmes. Moving forward, the country office has the capacity to strengthen gender-transformative approaches.

54. Under the CSP, WFP evolved further in the transition from the use of unconditional cash-based assistance to resilience, livelihoods and self-reliance activities and the development of more predictable social safety nets for vulnerable refugee and Jordanian households in partnership with the Government and other actors.

55. The building of self-reliance and financial inclusion is critical to the transition from unconditional assistance. However, the absence of a systematic link between WFP GFA and livelihoods support limited the opportunities for households to develop pathways to self-reliance. WFP is engaging across the humanitarian–development nexus to find ways to strategically link GFA beneficiaries with activities and services that improve their ability to become self-reliant.

56. WFP developed a good strategy for supporting national social protection systems. While challenges remain, stakeholders acknowledge that there is a need to work towards some form of harmonization between systems and support for a nationally-driven approach to self-reliance. Emerging evidence suggests that WFP’s capacity strengthening work with the NAF is making a significant contribution to social protection for vulnerable Jordanians. Within the United Nations, WFP has shown a comparative advantage in leading capacity strengthening in the operational aspects of social transfer delivery systems. While WFP quickly developed its social protection expertise, there is room for further strengthening of the skills of WFP staff.

57. WFP did not perform strongly in livelihoods programming in support of resilience. The design of activities and the targeting of beneficiaries did not reflect a comprehensive understanding of livelihoods strategies. The absence of a well-researched long-term coherent strategy for the humanitarian–development nexus covering food security, water and climate change issues limited WFP’s capacity to develop a strong livelihoods portfolio.

58. WFP took steps to increase the efficiency, effectiveness and sustainability of its operations, but monitoring and learning were not carried out systematically during CSP implementation.

59. The country office had a strong focus on improving operational efficiency through the introduction of technology throughout its operations. Supporting innovative approaches and establishing new partnerships with private sector actors provided WFP with a good platform for further engagement.

60. Comprehensive monitoring data were promptly generated as a tool for results-based management. While the data was of good quality it did not seem to inform programming systematically. To assess the CSP’s contributions to strategic objectives, greater analysis at the outcome level will be needed.

61. Overall, WFP is recognized as a humanitarian organization that has adjusted its programmes in a timely manner in response to deepening vulnerability in Jordanian and refugee communities. WFP carried out the organizational adjustments required to strengthen its nexus implementation and took steps to assess the necessary expertise to respond to Jordan’s development objectives. In all of this, WFP needs to stay true to its core humanitarian mandate centred on humanity, protection and accountability



## RECOMMENDATIONS

#	Recommendation	Level/nature	Responsibility	Other contributing entities	Priority	Action deadline
1	<p><b>Develop the next country strategic plan and monitor its performance based on a more integrated framework with a clearer and more realistic focus on selected transformative dimensions. Building on the foundation that has been established:</b></p> <p>1.1 develop a theory of change with realistic pathways and mutually reinforcing strategic outcomes;</p> <p>1.2 ensure that the new line of sight is based on clearly identified added value and comparative advantages;</p> <p>1.3 identify meaningful and realistic strategies for supporting gender transformation across the strategic outcomes, especially for livelihood interventions;</p> <p>1.4 develop and measure performance indicators covering all strategic outcomes;</p> <p>1.5 assess the cost-efficiency and cost-effectiveness of various modalities and approaches;</p> <p>1.6 strengthen existing monitoring and evaluation and reporting activities further by clearly defining responsibilities and ensuring that all units have a role in performance measurement;</p> <p>1.7 ensure that the monitoring and evaluation, and vulnerability analysis and mapping units have the necessary capacity and resources to provide capacity support; and</p> <p>1.8 enhance the country office’s knowledge management approach, basing it on the generation of evidence that facilitates learning within the country office, effective transitions and better presentation of results to stakeholders.</p>	Strategic	Country office	Regional bureau; headquarters (Research, Assessment and Monitoring Division, Programme – Humanitarian and Development Division, Corporate Planning and Performance Division Government of Jordan Other United Nations entities	High	Third quarter 2022

#	Recommendation	Level/nature	Responsibility	Other contributing entities	Priority	Action deadline
2	<p><b>Ensure that WFP has the necessary in-country expertise to match the ambitions of its planned transition and in growth areas.</b></p> <p>2.1 Identify the additional key capabilities and skills required for strategy execution and the workforce required to implement the new country strategic plan and line of sight.</p> <p>2.2 Employ staff with experience working on the humanitarian-development nexus, climate change issues, livelihoods and capacity strengthening and build expertise in those growth areas.</p> <p>2.3 Provide the mentoring, orientation and professional development necessary for staff to respond to changes in direction.</p> <p>2.4 Ensure the necessary expertise to support further the development and use of innovative technology in areas of growth.</p> <p>2.5 Identify gaps in expertise to be filled through partnerships with national or international agencies, with the selection of partners based on a thorough assessment and agreement on performance targets and reviews and partners engaged strategically rather than simply as implementers.</p> <p>2.6 Ensure that the management of change in the country office is based on an inclusive internal communication strategy.</p>	Strategic	Country office	Regional bureau; headquarters (Programme – Humanitarian and Development Division: Climate and Disaster Risk Reduction Programmes Unit, Food Systems and Smallholder Support Unit, Country Capacity Strengthening Unit; Human Resources Division)	High	First quarter 2023
3	<p><b>Use the platform that has been built to develop a coherent strategy for addressing, in partnership with other entities, the external barriers to harmonization and transition and thus to strengthen the relevance of the country strategic plan to beneficiary needs and achieve greater effectiveness.</b></p> <p>3.1 Initiate and engage in joint advocacy at senior government levels to address the restrictive regulatory environment for refugees seeking access to the labour market and the</p>	Strategic	Country office	Regional bureau; headquarters (Partnerships and Advocacy Department; Emergencies and Transitions Service)	High	First quarter 2023

#	Recommendation	Level/nature	Responsibility	Other contributing entities	Priority	Action deadline
	<p>ownership of productive assets.</p> <p>3.2 Shift from the use of blockchain technology to allow the use of e-wallets in refugee camps (while maintaining the flexibility to provide assistance in the form of vouchers to maximize funding opportunities at times of critical need). Use a common message to engage donors and United Nations entities in advocating such a shift with senior actors in the Government.</p> <p>3.3 Continue to strengthen the resource mobilization strategy to facilitate access to diversified, flexible and multi-year financing that supports changes in strategic direction.</p> <p>3.4 Continue to work with donors to raise awareness of the funding required to support both the humanitarian response and the transition strategy, sharing evidence that increases donor awareness of the cost-effectiveness of cash versus vouchers.</p>					
4	<p><b>Enhance accountability to affected populations</b></p> <p><b><i>Inclusive community engagement</i></b></p> <p>4.1 Continue to strengthen the presence of WFP staff and their direct interaction with people and communities assisted.</p> <p>4.2 Build on and expand new initiatives, using social media.</p> <p>4.3 Enhance communication on selection criteria and targeting methodology for refugees, particularly by clarifying messaging and communication channels.</p> <p>4.4 Further strengthen the inclusion of women, older persons and persons with disabilities, gender equality and women's empowerment in technology development.</p> <p>4.5 Provide cooperating partners with capacity strengthening in humanitarian principles, gender, accountability to affected populations and protection.</p>	Operational	Country office	Regional bureau; headquarters (Emergencies and Transitions Service; Nutrition Division; School-based Programmes Division; Gender Office; Cash-based Transfers Division	High	First quarter 2023

#	Recommendation	Level/nature	Responsibility	Other contributing entities	Priority	Action deadline
	<p><b><i>Complaint and feedback mechanisms</i></b></p> <p>4.6 Adjust mechanisms for accountability to affected populations based on direct consultation between WFP and refugees and ensure that feedback from targeted communities is used to enhance programme design and implementation modalities.</p> <p>4.7 Enhance the capacity of staff working on hotlines and helpdesks.</p> <p>4.8 Assess whether the helpdesks provided by cooperating partners apply the most cost-effective format for supporting refugees seeking assistance.</p>					
5	<p><b>Support increased capacity strengthening for a national social protection system for vulnerable population groups in Jordan. Work further to harmonize general food assistance and the services of the National Aid Fund.</b></p> <p>5.2 Consolidate the progress made on capacity strengthening of the National Aid Fund and ensure the sustainability of outcomes.</p> <p>5.3 Refine and strengthen WFP’s broader work on capacity strengthening in social protection and, where possible, explore opportunities to harmonize the building blocks of the various existing social safety nets.</p> <p>5.4 Continue to review and update school feeding interventions in line with the Government’s school feeding strategy developed jointly by the Ministry of Education and WFP.</p> <p>5.5 Develop specific performance targets and indicators for WFP’s country capacity strengthening work in support of the four domains.</p>	Operational	Country office	Regional bureau; headquarters (Social Protection Unit; School-based Programmes Division); social protection/social safety nets Government entities, including the Ministry of Social Development and the Ministry of Education	High	Ongoing – country strategic plan duration

#	Recommendation	Level/nature	Responsibility	Other contributing entities	Priority	Action deadline
6	<p><b>Building on learning from earlier phases of livelihoods support activities, continue the development of a dual livelihoods approach that works across the food security–water–climate change nexus and supports the transition of refugees from unconditional assistance to self-reliance.</b></p> <p><b><i>With regard to the food security–water–climate change nexus:</i></b></p> <p>6.1 Identify the areas in the national food security strategy action plan where WFP has the greatest comparative advantage.</p> <p>6.2 Identify the most suitable and experienced national actors in respect of the food security–water–climate change nexus.</p> <p>6.3 Develop and implement a monitoring and evaluation strategy for assessing long-term sustainable results.</p> <p><b><i>With regard to the transition from unconditional assistance to self-reliance:</i></b></p> <p>6.4 Implement the joint Office of the United Nations High Commissioner for Refugees-WFP action plan and move towards a sector-wide strategy for building refugee self-reliance and more sustainable funding options and develop a joint strategy with the Office of the United Nations High Commissioner for Refugees in which cash assistance is designed to support basic needs while refugees are engaged in skills development and livelihood opportunities.</p> <p>6.5 Clarify WFP’s strategic positioning and comparative advantage on the humanitarian–development nexus and work towards more integrated programming and implementation.</p> <p>6.6 Be a knowledge and learning hub for the transition of refugees to self-reliance.</p>	Operational	Country office	Regional bureau; headquarters (Livelihoods, Asset Creation and Resilience Unit; Emergencies and Transitions Service; Climate and Disaster Risk Reduction Programmes Unit, Food Systems and Smallholder Support Unit) Government and other United Nations entities Other national and international stakeholders.	High	Ongoing – country strategic plan duration

# 1. Introduction

## 1.1. EVALUATION FEATURES

1. The Evaluation of the Jordan World Food Programme (WFP) Country Strategic Plan (CSP) 2020-2022 mandated by the Office of Evaluation was conducted between May 2021 and March 2022 to provide evaluation evidence and learning on the performance of WFP in Jordan, as well as accountability for results to WFP stakeholders (see Summary Terms of Reference in Annex I).
2. The evaluation covered all WFP activities — including cross-cutting results — under the Transitional Interim Country Strategic Plan (T-ICSP 2018-2019) and the Country Strategic Plan (CSP 2020-2022)<sup>14</sup> in Jordan, and includes interventions implemented between January 2018 and June 2021 (hereafter referred to as 'mid-2021').<sup>15</sup>
3. The evaluation had a forward-looking lens, paying particular attention to assessing social protection and sustainable livelihoods for both Jordanians and refugees to inform future opportunities and the way forward in these areas.
4. Attention was given to cross-cutting issues reported on in the Annual Country Reports (ACRs) including gender equality and empowerment of women, inclusion of youth and persons with disabilities, Environment, and Accountability to Affected Populations (AAP). Other cross-cutting issues considered included protection, humanitarian and development nexus, humanitarian principles and access, social cohesion and capacity strengthening. It adopted appropriate gender- and age-responsive methodologies in data collection, analysis and reporting.
5. The Evaluation Team used a mix of methods, including documentary review, remote and in-person Key Informant Interviews (KIIs), Focus Group Discussions (FGDs), and an e-survey (Section 1.4, Annex III and Annex IV). Fieldwork took place from 22 August to 8 September 2021. The team visited projects, performed FGDs with beneficiaries and conducted KIIs with the Country Office, Government of Jordan, donors, United Nations agencies, private sector and cooperating partners (CPs). The e-survey captured additional views from WFP partners on the relevance and comparative advantage of WFP and the quality of their relationship with WFP.
6. The main users of the evaluation include WFP CO, Regional Bureau in Cairo (RBC), Headquarters technical units and senior management, Executive Board, the United Nations Country Team (UNCT), Government of Jordan, donors, other United Nations agencies, CPs, private sector, non-governmental organizations (NGOs) and Civil Society Organizations (CSOs). A matrix of stakeholders is found in Annex VIII.
7. The evaluation was timed so that the evidence and lessons learned would inform the development of the next CSP, to be presented for approval at the Executive Board in November 2022.

## 1.2. CONTEXT

### General overview

8. The Hashemite Kingdom of Jordan is a constitutional monarchy located on the East Bank of the Jordan River (Annex IX). Approximately 10 million people (49.38 percent women)<sup>16</sup> live in 12 governorates. Around 33.2 percent of the population were aged under 18 years old at the end of 2020,<sup>17</sup> and some 3 million are

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<sup>14</sup> The CSP was approved by WFP Executive Board in November 2019.

<sup>15</sup> 2021 data available at the time of the analysis and reporting phase was preliminary and had not been subject to end-year data validation.

<sup>16</sup> WB. 2020. World Bank Open Data. (Accessed June 2022).

<sup>17</sup> Department of Statistics (DoS) Jordan. 2021. Population Estimates.



non-Jordanian.<sup>18</sup> The average life expectancy is 75 years (76 for women; 73 for men).<sup>19</sup> The fertility rate is 2.6 and adolescent birth rate is 26.0.<sup>20</sup> Over 91 percent of the population resides in urban areas.<sup>21</sup>

9. Jordan is ranked as an upper middle income country. Its real Gross Domestic Product (GDP) growth is projected to recover to 1.4 percent in 2021 from an estimated contraction of 1.6 percent in 2020.<sup>22</sup> It is one of the countries most affected by the Syrian refugee crisis, hosting the second highest share of refugees per capita globally. United Nations High Commissioner for Refugees (UNHCR) data counts 672,952 registered Syrian refugees in Jordan (see breakdown in Table 1),<sup>23</sup> which is the figure used for WFP refugee assistance. Since the beginning of the Syrian refugee crisis in 2011, the Government of Jordan estimates that the country has hosted more than 1.36 million Syrians.<sup>24</sup> The cost related to the Syrian crisis on the Government's budget was estimated at USD 1.99 billion in 2015 and USD 932 million in 2020.<sup>25</sup>

**Table 1: Registered Syrian refugee and Jordanian population breakdown by governorate**

Governorate	Refugee population	Refugee population (% of total)	Jordanian population
Amman	199,204	29.6%	2,817,200
Mafrq	168,792	25.1%	346,400
Irbid	136,279	20.3%	1,451,800
Zarqa	98,483	14.6%	1,018,300
Balqa	17,978	2.7%	437,700
Madaba	13,438	2.0%	172,900
Jerash	9,295	1.4%	185,000
Karak	8,532	1.3%	300,400
Ma'an	8,352	1.2%	154,800
Ajlun	6,435	1.0%	173,300
Aqaba	3,814	0.6%	149,000
Tafilah	1,705	0.3%	99,400

Source: UNHCR Operational Data Portal Refugee Situations Jordan, (accessed on 20 January 2022); Department of Statistics Jordan.

10. The United Nations Development Programme (UNDP) Human Development Report of 2020 puts Jordan's Human Development Index (HDI) at 0.729 (Figure 1), positioning it as High Human Development and ranking it 102 of 189 countries.<sup>26</sup>

<sup>18</sup> UN. 2017. UNSDF Jordan 2018–2022.

<sup>19</sup> WB. 2020. World Bank (WB) Open Data. (Accessed June 2022).

<sup>20</sup> Ibid.

<sup>21</sup> Ibid.

<sup>22</sup> WB. Open Data Jordan. (Accessed 6 June 2022).

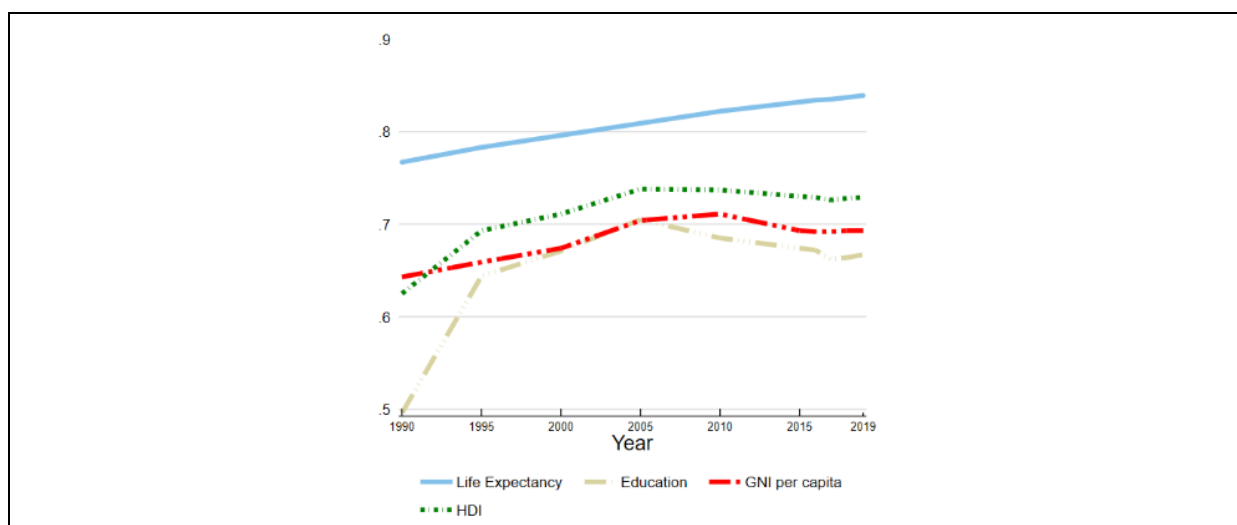
<sup>23</sup> UNHCR. 2021. Operational Data Portal. Jordan. (Accessed 13 January 2022).

<sup>24</sup> MoPIC. 2016. Jordan Response Plan for the Syria Crisis 2020-2022.

<sup>25</sup> Ibid.

<sup>26</sup> UNDP. 2020. Briefing note for countries on the 2020 HDR Jordan.

**Figure 1: Trends in Jordan's HDI component indices 1990-2019**



Source: UNDP. 2020. Briefing note for countries on the 2020 Human Development Report Jordan

11. The absolute poverty rate for Jordanians stood at 15.7 percent in 2019, meaning that more than 1 million Jordanians live below the poverty line.<sup>27</sup> Geographical disparities are wide and the Gini coefficient was 33.7 in 2017.<sup>28</sup> About 80 percent of refugees live below the national poverty line of 68 JOD per capita.<sup>29</sup> The 2019 Vulnerability Assessment Framework (VAF) population study shows that 76 percent of respondents did not meet the Minimum Expenditure Basket (MEB) requirements.<sup>30</sup> Due to the consequences of the economic downturn from the COVID-19 pandemic, poverty is expected to increase by 11 percentage points.<sup>31</sup>

12. With a growing population, high rates of unemployment persist, especially among youth and women.<sup>32</sup> Unemployment in the third quarter of 2021 edged up to 23.2 percent, 4.1 percentage points higher than in the third quarter of 2019.<sup>33</sup>

### National policies and the Sustainable Development Goals (SDGs)

13. Major frameworks for Jordan to achieve the 2030 Agenda and SDGs include:

- **The Jordan Vision 2025** is a national vision and strategy providing a 10-year framework to address key social and economic issues.<sup>34</sup>
- Multi-year **Executive Development Programmes (EDP)** operationalise Vision 2025.<sup>35</sup>
- The **Jordan Economic Growth Plan 2018-2022** refocuses efforts on an inclusive growth agenda.<sup>36</sup>
- **Governorate development programmes** prepared for each of the 12 governorates translate national priorities at the sub-national level to local contexts.<sup>37</sup>

<sup>27</sup> WB. 2020. [Jordan's Economic Update](#).

<sup>28</sup> UNDP. 2020. Human Development Indices and Indicators.

<sup>29</sup> National poverty line of 68 JOD per person per month; UNHCR. 2015. *Vulnerability Assessment Framework Baseline Survey*.

<sup>30</sup> UNHCR, ILO, AAF. 2019. Vulnerability Assessment Framework. Population Study 2019.

<sup>31</sup> WB. 2020. Jordan's Economic Update.

<sup>32</sup> UNCT. 2017. Common Country Assessment Jordan.

<sup>33</sup> DoS Jordan. 2021. Unemployment Rate.

<sup>34</sup> UNCT. 2017. Common Country Assessment of the Hashemite Kingdom of Jordan.

<sup>35</sup> GoJ. 2017. Jordan's way to Sustainable Development: First National Voluntary Review of the Implementation of the 2030 Agenda.

<sup>36</sup> Ibid.

<sup>37</sup> Ibid.

- **The Jordan Response Plan for the Syria Crisis (JRP)**<sup>38</sup> provides a framework for humanitarian and resilience support to Syrian refugees and Jordanians.<sup>39</sup>

14. In July 2017, **the first national voluntary review on the implementation of the 2030 Agenda for Sustainable Development** highlighted the priority goals in national planning frameworks – including climate change, and ending poverty and hunger.<sup>40</sup>

15. **The National Social Protection Strategy (NSPS) for 2019-2025** is organized around three pillars: i) decent work conditions and social security; ii) access to high-quality basic services; and iii) social assistance to citizens who are unable to be economically self-sufficient. The Ministry of Social Development (MoSD) is developing a shock-responsive social protection with technical support from the United Nations Children's Fund (UNICEF), the World Bank (WB) and WFP. The strategy does not include refugees or asylum seekers in plans for social assistance.<sup>41</sup>

16. Jordan seeks to achieve food security by 2030 **through the 2021 National Food Security Strategy (NFSS)**, developed by the Ministry of Agriculture (MoA), with the support of WFP and other agencies.<sup>42</sup>

17. **The National School Feeding Strategy (NSFS)** developed by the Ministry of Education (MoE), with the support of WFP, will support access to education for all and improve nutrition for vulnerable children.

## Refugees and migrant workers

18. Of the 672,952 Syrian refugees registered by UNHCR, approximately 70.5 percent of refugees live within the community in Amman and the northern governorates, and around 19.5 percent live in Zaatari Camp (80,708),<sup>43</sup> Azraq Camp (43,934)<sup>44</sup> and the Emirati-Jordanian Camp (6,667).<sup>45</sup> An estimated 10 percent of refugees live in the impoverished low income governorates such as Karak and Ma'an, in the south.

19. More than 90,000 asylum seekers from other countries – including Iraq (66,760), Yemen (13,902), Sudan (6,024) and Somalia (718) – reside in Jordan.<sup>46</sup> About 2.2 million Palestine refugees in Jordan are registered by the United Nations Relief and Works Agency for Palestine Refugees (UNRWA).<sup>47</sup> There are approximately 341,041 foreign workers.<sup>48</sup>

## Food and nutrition security

20. The factors affecting food insecurity include limited purchasing power, and constrained physical and economic access to markets whose underlying factors include large family size, low education levels, gender of heads of household, and poverty.

21. Jordan is almost self-sufficient in high-value crops (mainly vegetables), but highly dependent on imports of staple foods, with imports of around \$4 billion and a cereal import dependency ratio of around 90 percent.<sup>49</sup> The cost of food increased by 3 percent in 2021 since 2018.<sup>50</sup>

<sup>38</sup> MoPIC. 2020. Jordan Response Plan for the Syria Crisis 2020-2022.

<sup>39</sup> GoJ. 2017. First National Voluntary Review on the Implementation of the 2030 Agenda.

<sup>40</sup> Ibid.

<sup>41</sup> The Hashemite Kingdom of Jordan. 2019. National Social Protection Strategy 2019-2025.

<sup>42</sup> The Hashemite Kingdom of Jordan. 2021. Ministry of Agriculture. *National Food Security Strategy*.

<sup>43</sup> UNHCR. 2021. Operational Data Portal – Refugee Situations. Jordan – *Zaatari Refugee Camp Fact Sheet*.

<sup>44</sup> UNHCR. 2021. Operational Data Portal – Refugee Situations. Jordan – *Azraq Refugee Camp Fact Sheet*.

<sup>45</sup> UNHCR. 2021. Operational Data Portal – Refugee Situations. Jordan – *Emirati-Jordanian Camp Fact Sheet*.

<sup>46</sup> UNHCR. 2021. *Jordan Fact Sheet*.

<sup>47</sup> UNRWA. 2018. Protection in Jordan.

<sup>48</sup> National Center for Human Resources Development & DoS. 2018. Human Resources Information System (AI MANAR). Annual Distributions of Registered Foreign Workers (2016-2017). However, according to United Nations Sustainable Development Framework (UNSD) Jordan 2018-2022, there are 675,000 foreign workers.

<sup>49</sup> FAO, IFAD, WB and WFP. 2020. *Jordan Food Security Update Implications of COVID-19 May-June 2020*.

<sup>50</sup> DoS Jordan. Price Indices 2018 and 2021.

22. Jordan has significantly reduced food insecurity in the last two decades and ranks 38th in the Global Hunger Index out of 116 countries in 2021, indicating a 'low' level of hunger with a score of 8.3.<sup>51</sup> However, food insecurity varies significantly among refugees and residents.

23. **Syrian refugees:** In June 2021, the proportion of refugee households in host communities consuming acceptable amounts of food was 73.5 percent and the proportion consuming borderline or poor amounts of food was 26.4 percent (Table 2).<sup>52</sup> There was a significant increase in the proportion of resources spent on food. In June 2021, food expenditure represented 47.5 percent of total household expenditure, with an average expenditure on food of JOD30 per month per capita<sup>53</sup> – an increase of 7.5 percent since 2018 when the average expenditure was JOD25.<sup>54</sup>

24. Refugees' food security in camps and communities has deteriorated due to the impact of the COVID-19 pandemic, with widespread loss of income.<sup>55</sup> In camps, as well as in the host communities, female-headed households showed disproportionately high losses in income and food consumption.<sup>56</sup> In general, refugees are not eligible for government social assistance schemes.<sup>57</sup> Social security is not restricted by nationality, however, workers need to be formally registered to qualify, and this requires a work permit – something that is challenging for refugees to obtain.

25. **Non-Syrian refugees:** Food security is generally low, with particularly high food insecurity levels among Sudanese and Somali refugees due to the lack of access to work permits, legal work and social security, underscoring the economic vulnerability of these populations.<sup>58</sup>

26. **Vulnerable Jordanians:** In 2020, the National Aid Fund (NAF), the main national safety net implementer, provided more than 147,000 households with cash-based transfers (CBTs)<sup>59</sup> and then expanded its reach to provide cash support to 270,000 vulnerable households affected by the COVID-19 pandemic (reaching over 10 percent of the Jordanian population).<sup>60</sup>

**Table 2: Food consumption groups – percent of households**

Residence category	Acceptable	Borderline	Poor
Syrian refugees in host communities	73.5	20.8	5.6
All refugees in host communities	74.4	20.9	4.6
All refugees in camps	86	11	3
Vulnerable Jordanians	89.6	8.3	2.1

Source: Jordan: WFP Mobile Vulnerability Analysis and Mapping (mVAM) Dashboard, June and March 2021; WFP Food Security Outcome Monitoring (FSOM Camps), March 2021.

27. **Nutrition:** Prevalence of growth stunting in Jordan was reduced from 9.8 percent in 2001 to 7.3 percent in 2020.<sup>61</sup> Rates have stagnated as some groups lack access to quality food, knowledge on care practices and adequate hygiene.<sup>62</sup> There are geographical disparities in the prevalence of stunting reaching

<sup>51</sup> Global Hunger Index. 2021. Global Hunger Index 2021: Jordan.

<sup>52</sup> WFP. 2021. Jordan mVAM Dashboard, June 2021.

<sup>53</sup> Ibid.

<sup>54</sup> WFP and REACH. 2019. *Jordan – Comprehensive Food Security and Vulnerability Assessment, 2018*.

<sup>55</sup> WFP. 2021. Jordan Food Security Outcome Monitoring (Camps).

<sup>56</sup> Ibid.; WFP. 2021. Mobile Vulnerability Analysis and Mapping (mVAM) – Refugees in Jordan.

<sup>57</sup> National Aid Fund directs assistance towards only two categories of non-Jordanians: non-Jordanian children of Jordanian mothers, and Gazan refugees; UNICEF. 2020. *Jordan's National Social Protection Response during COVID-19*.

<sup>58</sup> WFP and REACH. 2019. *Jordan – Comprehensive Food Security and Vulnerability Assessment, 2018*.

<sup>59</sup> UNICEF. 2020. *Jordan's National Social Protection Response During COVID-19*.

<sup>60</sup> National Aid Fund. 2020. Jordan Emergency Cash Transfer Project Rapid Social Assessment.

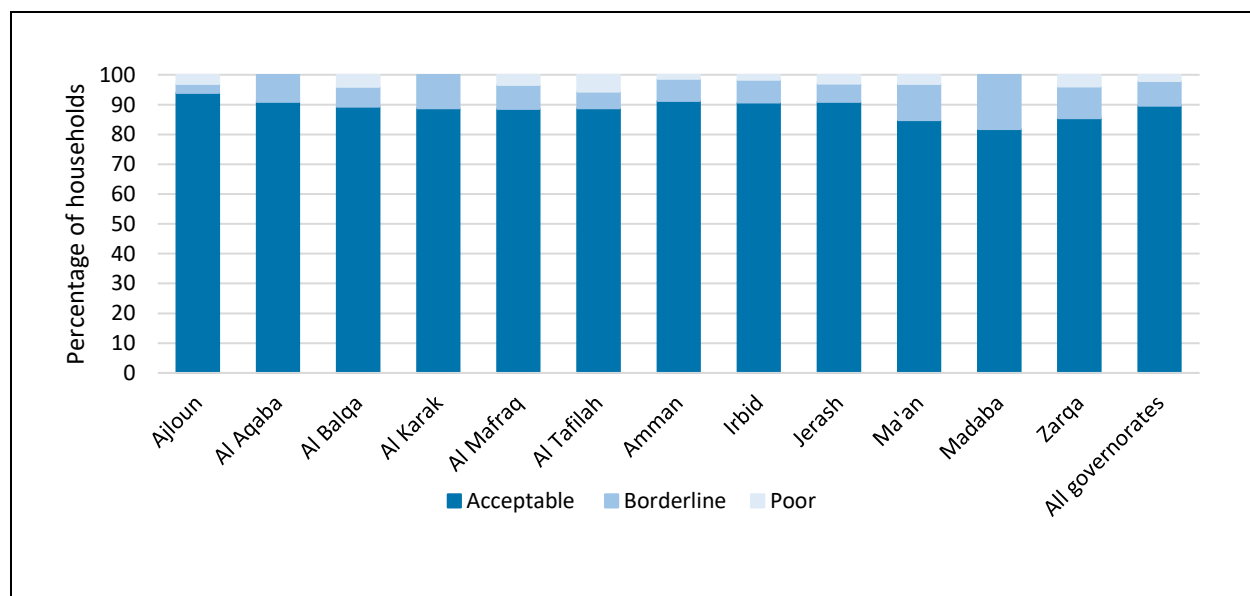
<sup>61</sup> WB. 2020. Prevalence of stunting, height for age (modelled estimate, percentage of children under 5) – Jordan. (Accessed 15 November 2021).

<sup>62</sup> UNICEF Jordan. (nd). Health and Nutrition.

19 percent in areas such as Ma'an and 12 percent in southern areas and in Badiah lands.<sup>63</sup> As a country going through 'nutrition transition' (i.e. evolving from undernutrition to adequate or over-nutrition), Jordan experiences the increasing problem of the double burden of malnutrition – where a population experiences undernutrition and overnutrition at the same time. Micronutrient deficiencies – especially iron-deficiency anaemia, vitamin D and A deficiencies – require attention among all population groups. Overweight and obesity in children increases with age, reaching 25 percent in school-aged children. It is alarmingly high (over 60 percent) in women in reproductive age,<sup>64</sup> and reaches 92 percent in women aged 45-69.<sup>65</sup>

28. **COVID-19 and food security:** During the pandemic, Government of Jordan has been active to ensure adequate food availability and short-term access through support to food supply chains. Food staples markets were well supplied, and food consumer price indices showed only slight increases in some items (including vegetables, legumes and meat) during lockdown.<sup>66</sup> Despite Government efforts, the impact of COVID-19 has increased pressure on food security in both rural and urban areas. Southern governorates are most susceptible to food insecurity<sup>67</sup> and consume poor amounts of food (Figure 2). COVID-19 has increased refugees' vulnerabilities and affected their food security due to income loss (see Section 2.2 for details).<sup>68</sup> Women-headed households are more likely to have an insufficient food consumption (poor and borderline, 15.2 percent) and revert to food-based coping strategies, indicating their higher vulnerability to food insecurity (Figure 3).<sup>69</sup>

**Figure 2: Food consumption groups by governorate, Jordanians, March 2021**



Source: Jordan: WFP mVAM Dashboard, March 2021.

<sup>63</sup> The Hashemite Fund for Development of Jordan Badia. Jordan Badia.

<sup>64</sup> MoH, WFP, UNICEF. 2019. National Micronutrient and Nutrition Survey.

<sup>65</sup> MoH. 2020. Jordan National Stepwise Survey (STEPS) for Noncommunicable Diseases Risk Factors 2019.

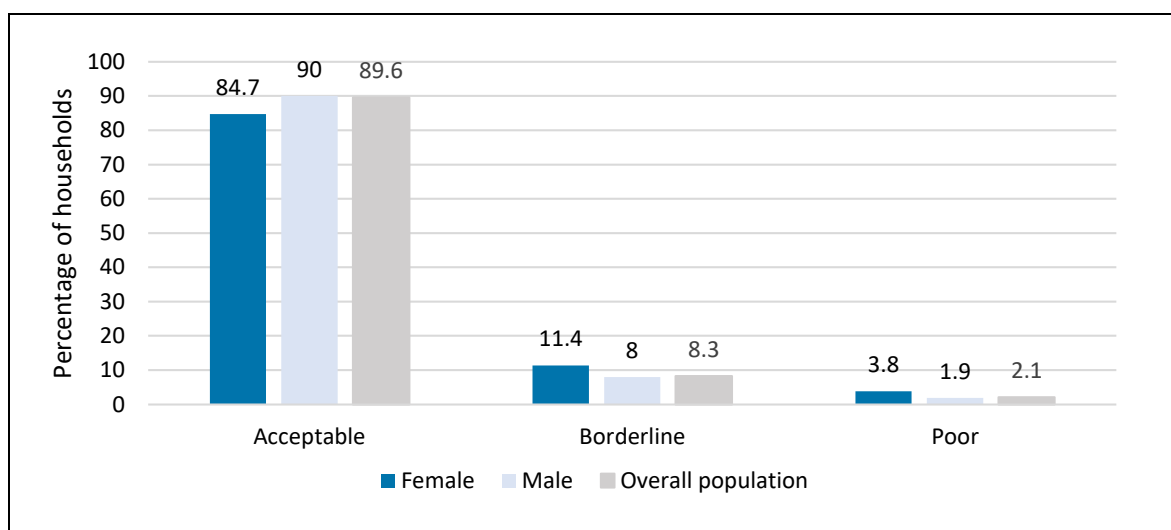
<sup>66</sup> FAO, IFAD, WB and WFP. 2020. *Jordan Food Security Update Implications of COVID19 May-June 2020*.

<sup>67</sup> WFP Jordan mVAM Dashboard, March 2021.

<sup>68</sup> ACR. 2020.

<sup>69</sup> FAO, IFAD, WB and WFP. 2020. *Jordan Food Security Update Implications of COVID-19 July-August 2020*.

**Figure 3: Food consumption groups by gender, Jordanians, March 2021**



Source: Jordan: WFP mVAM Dashboard, March 2021.

## Agriculture

29. The agriculture, hunting, forestry and fishing sectors contributed to 5.2 percent of GDP in 2020.<sup>70</sup> The Syrian civil war has severely affected the formal trade that occurs between Syria and Jordan. Food and agriculture exports from Jordan to Syria dropped from around USD89 million in 2010 to USD27 million in 2016, and imports dropped from around USD272 million to USD 64 million over the same period.<sup>71</sup>

30. The Jordanian agriculture sector provides a critical source of sustenance and income, particularly for the poorest and marginalized segments of society – including women. About 52 percent of rural Jordanian women are employed in the agriculture sector, compared with 9 percent of men.<sup>72</sup> Although domestic demand has largely driven growth, the overall share of Jordanian labour in this sector has declined over the last decade with foreign labour increasing.<sup>73</sup> According to data on Jordanians employed by economic activity, 3 percent were involved in agriculture in 2007 versus 1.7 percent in 2020.<sup>74</sup>

## Climate change and vulnerability

31. Climate change in Jordan has serious impacts on water resources and food insecurity. Besides the rapid population growth, the impact of climate change is likely to further exacerbate the problem. Temperatures and trends for drought are increasing, and the total annual precipitation is unpredictable and likely to decrease. Irregular rainfall distributions are limiting factors affecting agricultural production.<sup>75</sup>

32. Jordan is the third most water-scarce country in the world<sup>76</sup> and periodically suffers from devastating flash floods (Figure 4).<sup>77</sup> Recent projections of global climate change include warming in Jordan from about +2.5°C to +5°C by the end of the century and a reduction in annual precipitation from 10 percent to about 37 percent.<sup>78</sup> These projections highlight the extreme vulnerability of Jordan to climate change and the effects this will have on food security.

<sup>70</sup> WB. 2020 Agriculture, forestry and fishing, value added (percent of GDP) – Jordan. (Accessed 14 November 2021).

<sup>71</sup> The Cairo Review. 2019. Syria and Regional Food Security.

<sup>72</sup> WB. 2018. *The role of food and agriculture for job creation and poverty reduction in Jordan and Lebanon Agricultural Sector Note (P166455)*.

<sup>73</sup> ILO. 2018. Decent Work and the Agriculture Sector in Jordan.

<sup>74</sup> DoS Jordan. 2022. Unemployment Rates.

<sup>75</sup> WB. (nd). Climate Change Knowledge Portal. Jordan.

<https://climateknowledgeportal.worldbank.org/jordan/vulnerability>

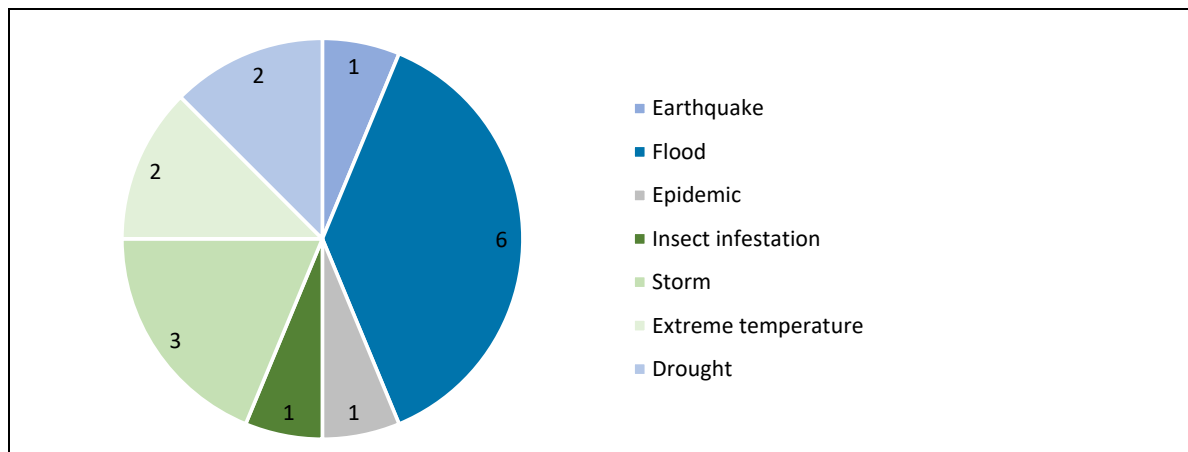
<sup>76</sup> USAID Jordan. 2018. Water Management Initiative: Review of Water Scarcity Ranking Methodologies.

<sup>77</sup> Badran, I. et al. 2018. Strategic Review: Achieving Sustainable Development Goal 2 (Zero Hunger) in Jordan by 2030.

<sup>78</sup> Fayez, A. 2020. 21st Century Climate Change Projections of Precipitation and Temperature in Jordan.



**Figure 4: Average number of annual natural hazard occurrence in Jordan, 1990-2018**



Source: WB Climate Change Knowledge Portal Jordan, (accessed on 7 August 2021).

## Education

33. Jordan achieved universal primary education for boys and girls in 2005.<sup>79</sup> Since 2015, the majority of Jordanian children (6-15 years) were enrolled in schools at similar ratios (boys 91.4 percent; girls 90.5 percent). Of the school-aged cohort enrolled in governmental educational institutions, 78 percent are Jordanians and 22 percent are non-Jordanians.<sup>80</sup>

34. Gross enrolment rates are close to 100 percent in Grades 1-6, 95 percent in Grades 7-10, but fall considerably in Grades 11-12. The main barriers include infrastructure and quality of education, accessibility and inclusive education, violence in schools, the perceived value of education and low returns from education, economic barriers, gendered negative coping strategies and social norms.<sup>81</sup> While Jordanian girls are more likely to complete Grades 7-12 than boys, it is the opposite for Syrian refugees.<sup>82</sup>

35. The national out-of-school rate for primary-school aged children (6-11 years) has not increased since 2014. However, recent data shows that disparities by gender, geography and nationality remain persistent in access to basic education.

<sup>79</sup> The Hashemite Kingdom of Jordan. 2017. Jordan's Way to Sustainable Development – First National Voluntary Review on the Implementation of the 2030 Agenda.

<sup>80</sup> DoS Jordan. 2015. Jordan General Population and Housing Census.

<sup>81</sup> UNICEF. 2020. Jordan Country Report on Out-of-School Children.

<sup>82</sup> Ibid.

**Table 3: Numbers and rates of out-of-school children by nationality in Jordan**

	Out of school (%)			Number of out of school		
	Female	Male	Total	Female	Male	Total
Syrian (Age 6–11)	19.6%	19.8%	19.7%	11,692	12,440	24,132
Syrian (Age 12–15)	40.9%	45.3%	43.2%	12,280	14,230	26,510
Syrian (Age 6–15)	30.5%	32.5%	31.4%	23,972	26,670	50,642
Jordanian (Age 6–11)	2.3%	1.6%	1.9%	10,984	7,948	18,932
Jordanian (Age 12–15)	3.6%	4.1%	3.8%	9,562	11,344	20,906
Jordanian (Age 6–15)	2.9%	2.8%	2.9%	20,546	19,292	39,838
Other nationalities (Age 6–11)	16.0%	18.9%	17.5%	5,035	6,662	11,697
Other nationalities (Age 12–15)	21.8%	30.1%	26.2%	3,873	5,966	9,839
Other nationalities (Age 6–15)	18.9%	24.5%	21.9%	8,908	12,628	21,536
<b>Total</b>	<b>6.0%</b>	<b>6.3%</b>	<b>6.2%</b>	<b>53,426</b>	<b>58,590</b>	<b>112,016</b>

Source: UNICEF & Ministry of Education. 2020. *Jordan Country Report on Out-of-School Children*.

### Gender, equity and wider inclusion considerations

36. Over the past decade in Jordan, women’s participation in society has steadily improved<sup>83</sup> despite the Gender Inequality Index of 0.450, ranking at 109 among 162 countries in 2019.<sup>84</sup> Jordanian women’s economic participation was 14.6 percent in 2019,<sup>85</sup> representing one of the lowest rates globally.

37. The improvement towards gender parity in educational levels among youth has not yet translated to better labour market outcomes for women. The formal labour market is segmented along gendered lines, and women are disproportionately represented in the informal labour market, indicating that they often receive lower wages and work without security and social protection. On average, they earn 88.3 piasters for every one JOD<sup>86</sup> a man earns.<sup>87</sup>

38. Young men have been increasingly affected by economic vulnerability and unemployment. Jordan has one of the highest unemployment rates in the Middle East and North Africa (MENA) region and youth are disproportionately unemployed and underemployed. In 2019, 34.3 percent of the male labour force aged 15-24 and 50.7 percent of the female labour force were unemployed.<sup>88</sup> In 2021, youth unemployment reached an unprecedented 50 percent largely due to the impact of COVID-19.<sup>89</sup>

39. COVID-19 disproportionately impacted women due to job-related lockdowns, reduced access to sexual and reproductive health and Gender-Based Violence (GBV) health and care services.<sup>90</sup> Women’s economic participation also decreased due to COVID-19, given their high representation in the informal economy and in small and medium-sized businesses.<sup>91</sup>

<sup>83</sup> The Hashemite Kingdom of Jordan. 2017. *Jordan’s Way to Sustainable Development – First National Voluntary Review on the Implementation of the 2030 Agenda*.

<sup>84</sup> UNDP. 2020. Briefing note for countries on the 2020 Human Development Report Jordan.

<sup>85</sup> WB. 2019. Labor force participation rate, female – Jordan. (Accessed 16 November 2021).

<sup>86</sup> 1 Jordanian Dinar (JOD) = 1.41 US dollar (rate of February 2021).

<sup>87</sup> UNCT. 2017. *Common Country Assessment of the Hashemite Kingdom of Jordan*

<sup>88</sup> WB. 2019. Unemployment, youth male and female – Jordan. (Accessed 16 November 2021).

<sup>89</sup> WB. 2021. *Jordan: The World Bank Group Adapts its Strategy to Support COVID-19 Response, Inclusive and Resilient Recovery, and Continued Reforms*.

<sup>90</sup> UN Women. 2021 and 2020. *Assessment of the Impact of COVID-19 on Vulnerable Women in Jordan*.

<sup>91</sup> UN. 2020. *Socio-Economic Framework for COVID-19 Response in Jordan*.

## Humanitarian protection

40. **Refugee protection:** The main protection challenges faced by Syrian refugees include: meeting the most basic needs for survival; child labour; Sexual and Gender-Based Violence (SGBV);<sup>92</sup> violence against children; inclusion of persons with disabilities and the elderly; and risks of lack of security of tenure.<sup>93</sup> With limited access to sustainable livelihoods and dependence on humanitarian assistance, many refugees enter a cycle of asset and savings depletion, resulting in debt.<sup>94</sup>

41. Syrian refugees used to work only in the informal labour sector. In 2016, after the London Conference on Syria and the Jordan Compact, the Government committed to allowing refugees access to formal work opportunities, permitting them to obtain work permits in several sectors already open to foreign workers – agriculture, construction, manufacturing – in Jordanian special economic zones. Additionally, the Government waived work permit fees for Syrian refugees and eased documentation requirements. Between January 2016 and 31 December 2020, 215,666 work permits were issued.<sup>95</sup>

42. During initial COVID-19 measures, access to refugee camps was highly controlled. Leave and work permits were no longer being granted to refugees, particularly after an increase in COVID-19 cases in Azraq and Zaatari camps.<sup>96</sup> Following the declining second COVID-19 wave, the Government started to lift restrictions.<sup>97</sup>

43. **Child Protection:** 85 percent of registered Syrian refugee children, residing in host communities, are living below the poverty line. More than 5 percent of refugee children were identified as working children, with 77.4 percent engaged in hazardous forms of child labour. Boys are more likely to be involved in child labour than girls, however, the involvement of girls may be less visible and therefore under-reported.<sup>98</sup>

## International development assistance

44. Between 2017 and 2019 Jordan received a yearly average USD 2,768 million net Official Development Assistance (ODA). The proportion of net ODA per Gross National Income (GNI) decreased from 7.4 percent in 2017 to 6.4 percent in 2019.<sup>99</sup> ODA disbursements to Jordan are equivalent to ODA contributions to Iraq, Syria and Yemen.<sup>100</sup> Jordan is also ranked twelfth based on ODA received per capita.<sup>101</sup> The top five donors of ODA are the United States of America (USA), Germany, United Kingdom (UK), United Arab Emirates and European Union (EU) Institutions (Figure 5).

45. The most funded sector in 2018-2019 is Social Infrastructure and Services followed by Humanitarian Aid and Education (Figure 6 and Figure 7) presents the trend in humanitarian funding to Jordan since 2015, with a notable decrease over the years.

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<sup>92</sup> Jordan GBV IMS Task Force. 2020. *Annual Report*.

<sup>93</sup> MoPIC. 2020. Jordan Response Plan for the Syria Crisis 2020-2022.

<sup>94</sup> UNHCR. 2019. Vulnerability Assessment Framework – Population Study 2019.

<sup>95</sup> The Hashemite Kingdom of Jordan. 2021. Work Permits Progress Report December and annual 2020.

<sup>96</sup> ECHO. March 2021. *Jordan Fact Sheet*.

<sup>97</sup> ECHO. September 2021. *Jordan Fact Sheet*

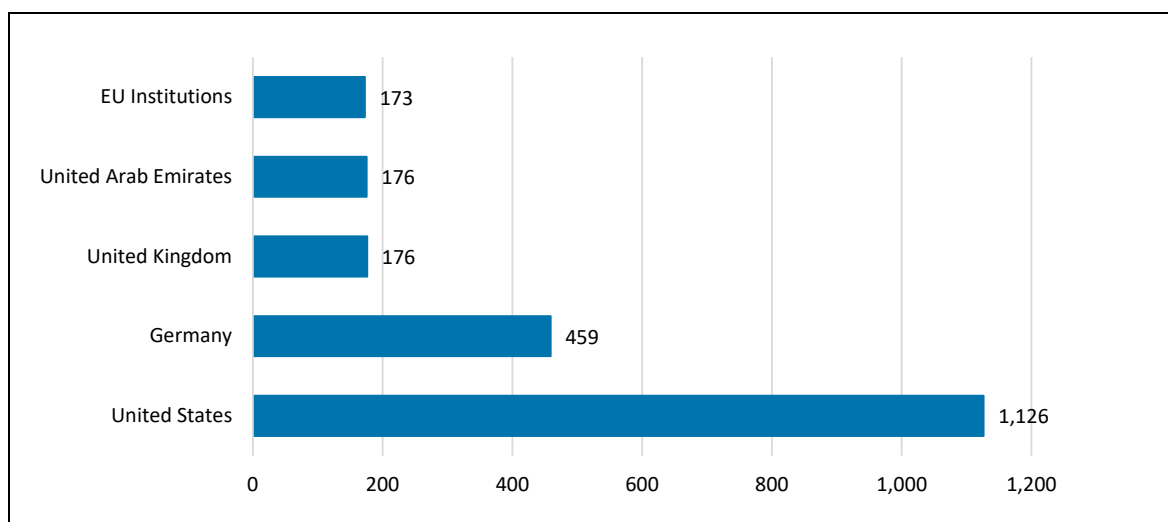
<sup>98</sup> UNHCR. 2019. Vulnerability Assessment Framework – Population Study 2019.

<sup>99</sup> OECD data website, (accessed 14 November 2021).

<sup>100</sup> OECD. n.d. Aid (ODA) disbursements to countries and regions [DAC2a].

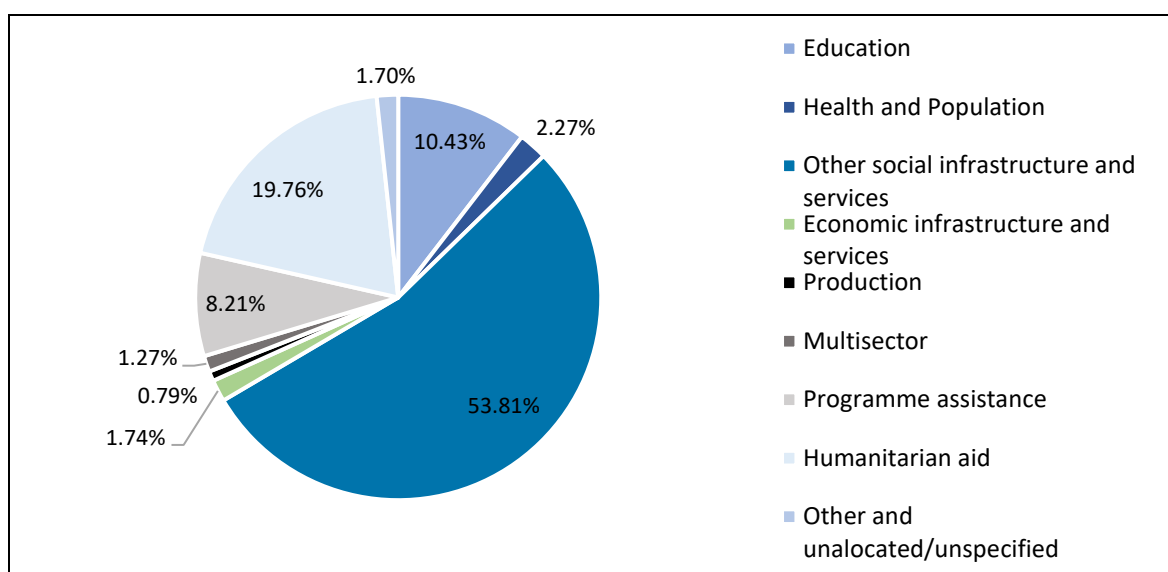
<sup>101</sup> Index mundi. n.d. Net ODA received per capita – Country ranking.

**Figure 5: Top five donors of gross ODA for Jordan, 2018-2019 average, USD million**



Source: Organisation for Economic Co-operation and Development (OECD) Development Assistance Committee (DAC) Aid at a glance website, (accessed on June 2022).

**Figure 6: ODA disbursements to Jordan over the main sectors, 2018-2019**

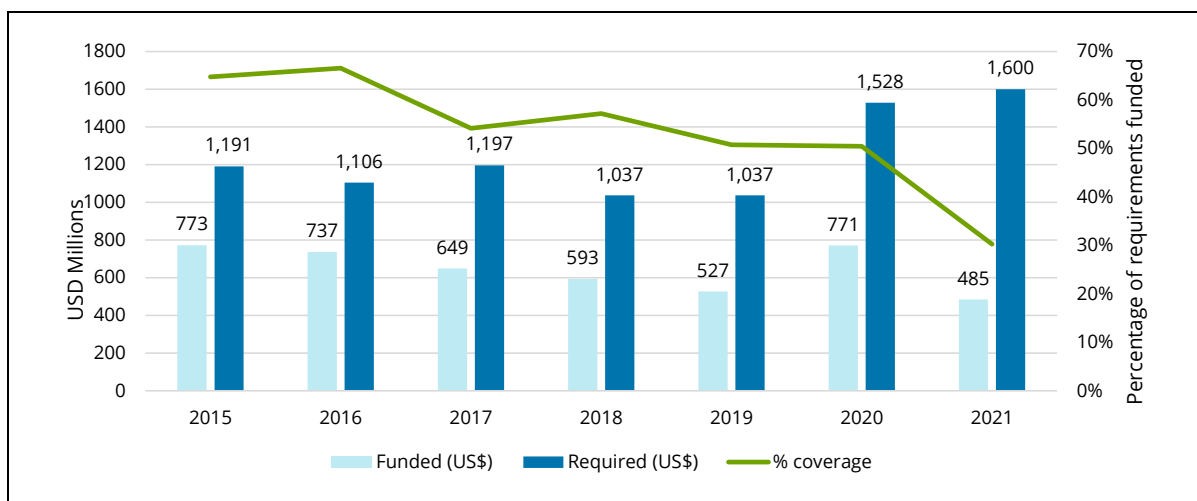


Source: OECD DAC Aid at a glance website, (accessed on June 2022).

46. The Regional Refugee and Resilience Plan (3RP) has brought together over 270 partners from the United Nations system, NGOs and the private sector to coordinate support to countries neighbouring Syria since 2015. The Jordan Response Plan (JRP) is part of the 3RP and has appealed for an average USD 1.23 billion annually between 2015 and 2021. During the same period, the yearly average of funding reported was USD 632 million.

47. The *Jordan Intersectoral COVID-19 Response Plan 2020* was launched in 2020. It appealed for USD 52.8 million, and according to the latest funding figures from 2020, USD 18.3 million (34.6 percent) has been funded. The appeal complements the Jordan Response Plan (Figure 7).

**Figure 7: Funding against the Jordan Response Plan and appeals 2015-2021**



Source: United Nations Office for the Coordination of Humanitarian Affairs (OCHA) Financial Tracking Service website (accessed on 15 June 2022). Note: Required funds for 2020 include those needed under the Intersectoral COVID-19 Response Plan. For 2021, the COVID-19 Response Plan data is not available.

## United Nations in Jordan

48. The United Nations Sustainable Development Framework (UNSDF) covers the period 2018-2022<sup>102</sup> with a total budget of USD 3.9 billion. The UNSDF focuses on three outcomes: i) institutions at national and local levels are more responsive and accountable; ii) improved human security and resilience for vulnerable people; and iii) enhanced opportunities for inclusive engagement.<sup>103</sup> The UNSDF fully aligns with the Government of Jordan’s overall strategy and key development frameworks.<sup>104</sup>

49. In July 2020, the United Nations launched the Socio-Economic Framework (SEF) to respond to multi-layered needs associated with the COVID-19 crisis, complementing Jordan’s national COVID-19 response plan until the end of 2021.<sup>105</sup> WFP is contributing to two of the five pillars of the COVID-19 response, including social protection and basic services and economic recovery.<sup>106</sup>

### 1.3. SUBJECT BEING EVALUATED

#### Evolution of strategic focus

50. **Engagement prior to the Country Strategy.** WFP has been operating in Jordan since 1964. Since the start of the Syrian crisis in 2011, WFP responded to the needs of Syrian refugees through regional Emergency Operation (EMOP) 200433 (2012-2016) and Protracted Relief and Recovery Operation (PRRO) 200987 (2017), which provided the foundations for the T-ICSP and CSP.

51. The EMOP and PRRO documents reflect operational aims rather than strategic goals. The WFP Vision 2020 did not provide an explicit Theory of Change (ToC) for the regional response either. However, it reflects a shift from lifesaving interventions to longer-term approaches, including support to resilience and national capacity strengthening.

52. **T-ICSP (2018-2019):** In 2018, a two-year Jordan T-ICSP, superseded the regional PRRO 200987. The T-ICSP includes three Strategic Outcomes to address the ongoing Syrian refugee humanitarian crisis and its effect on vulnerable Jordanians (Figure 8), while also positioning WFP as a strategic partner of the Government towards achieving SDG 2.

<sup>102</sup> UN. 2017. United Nations Sustainable Development Framework 2018-2022.

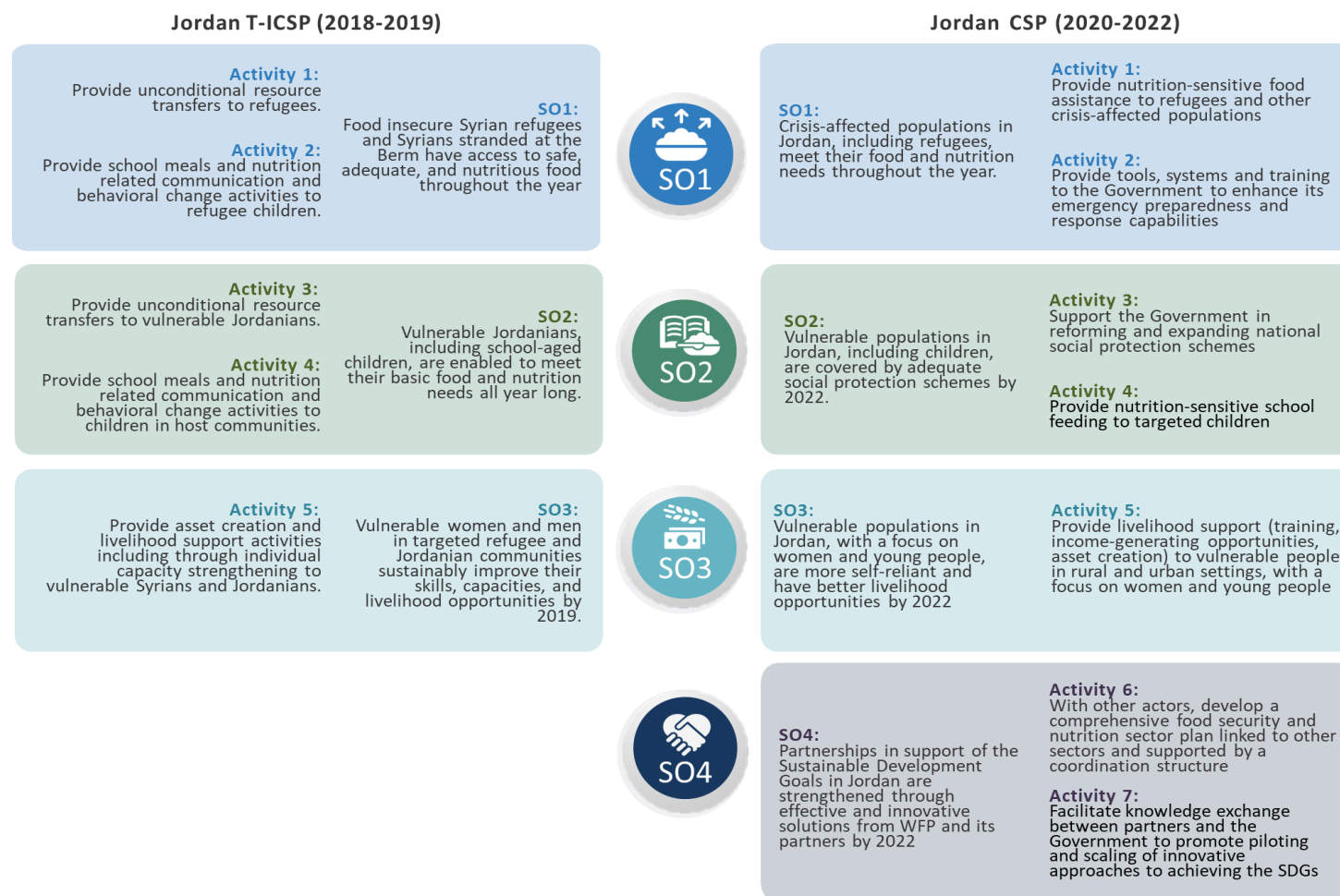
<sup>103</sup> Ibid.

<sup>104</sup> See paragraph 13.

<sup>105</sup> United Nations Jordan. 2020. Socio-Economic Framework for Covid-19 Response in Jordan.

<sup>106</sup> United Nations Jordan. 2021. Socio-Economic Framework for COVID-19 Response. Updated January 2021.

Figure 8: Overview of T-ICSP and CSP Strategic Outcomes (SOs) and related activities<sup>107</sup>



Source: Evaluation Team.

<sup>107</sup> As the CSP Budget Revision 02 was not approved at the time of writing, Activity 8 is not reflected in this figure.

53. The T-ICSP considered the recommendations of relevant evaluations<sup>108</sup> in addressing social tensions, transitioning to programmes contributing to the resilience agenda, providing technical assistance to national authorities and opportunities to expand common delivery platforms with other actors.

54. **CSP (2020–2022) design:** The CSP continued the shift towards resilience, livelihoods, developing common delivery platforms with other actors and introducing technological innovations to increase the efficiency, equity and effectiveness of assistance. The CSP expanded the capacity-strengthening support (included under CSP Activities 2, 3, 6, and 7) for the Government to address food security and social protection challenges. WFP committed to allocating 15 percent of all project funds to gender-equality activities.

55. Through the CSP, WFP provides humanitarian assistance, with a broader scope than solely Syrian refugees, in line with national priorities, and with an emphasis on empowering women and young people. Upstream work is prioritized to strengthen national capacity to deliver transformative results for residents of Jordan.

56. The 2018 country strategic review to achieve SDG 2<sup>109</sup> recommended addressing gaps in the institutional set-up for food security through the development of an action-oriented food security sector plan. It also called for strengthened poverty reduction measures, including social policies and programmes, and consideration of the water-climate-energy-food security nexus, as well as social inclusion.

57. **CSP (2020–2022):** The three-year CSP was launched in January 2020, supporting Jordan in achieving Zero Hunger (SDG 2) and strengthening its partnerships (SDG 17). The CSP supports WFP Strategic Results (SR) Access to Food (SR1) and Sharing of Knowledge, Expertise and Technology (SR8) in line with WFP's Strategic Plan (2017-2021). The CSP supports other SDGs, notably SDGs 1 (No Poverty), 5 (Gender Equality), 8 (Decent Work and Economic Growth) and 13 (Climate Action). Under two focus areas (crisis response and resilience building), the CSP aimed to contribute to four Strategic Outcomes, which are supported by seven activities (Figure 8 and Annex X). For a detailed description of the CSP and its main shifts from the T-ICSP, see Annex XI.

58. The CSP, through Budget Revision (BR) 01, increased the number of targeted beneficiaries under Activity 1 to respond to the deteriorating food security due to the COVID-19 pandemic. The second budget revision (BR02) which was not yet approved at the time of the report drafting, created a standalone activity (8) under SO4 to provide on-demand cash transfer services to other humanitarian and development actors (not a new activity but it needed to be clearly distinguished from WFP's own programmatic activities).

59. Figure 9 presents a general overview of WFP policies and operations in Jordan and key events that occurred in the country prior to and during the evaluation period.

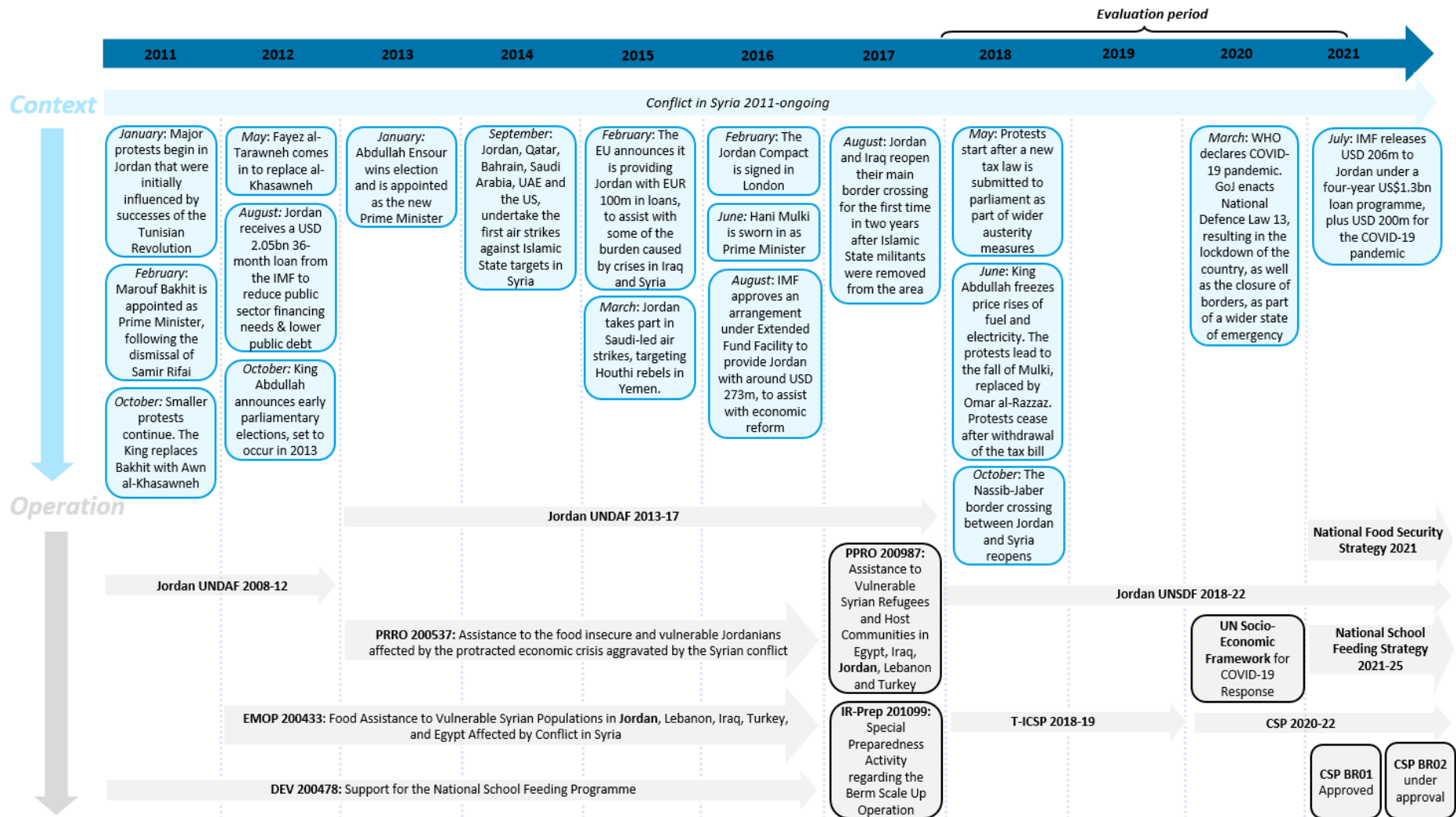
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<sup>108</sup> WFP. 2015. An Evaluation of WFP's Regional Response to the Syrian Crisis, 2011-2014 and 2016 Inter-Agency Humanitarian Evaluation Synthesis and Gap Analysis of the Syria Consolidated.

<sup>109</sup> Badran, I et al. 2018. Strategic Review: Achieving Sustainable Development Goal 2 (Zero Hunger) in Jordan by 2030.



Figure 9: Timeline of significant events in Jordan relevant to the evaluation period

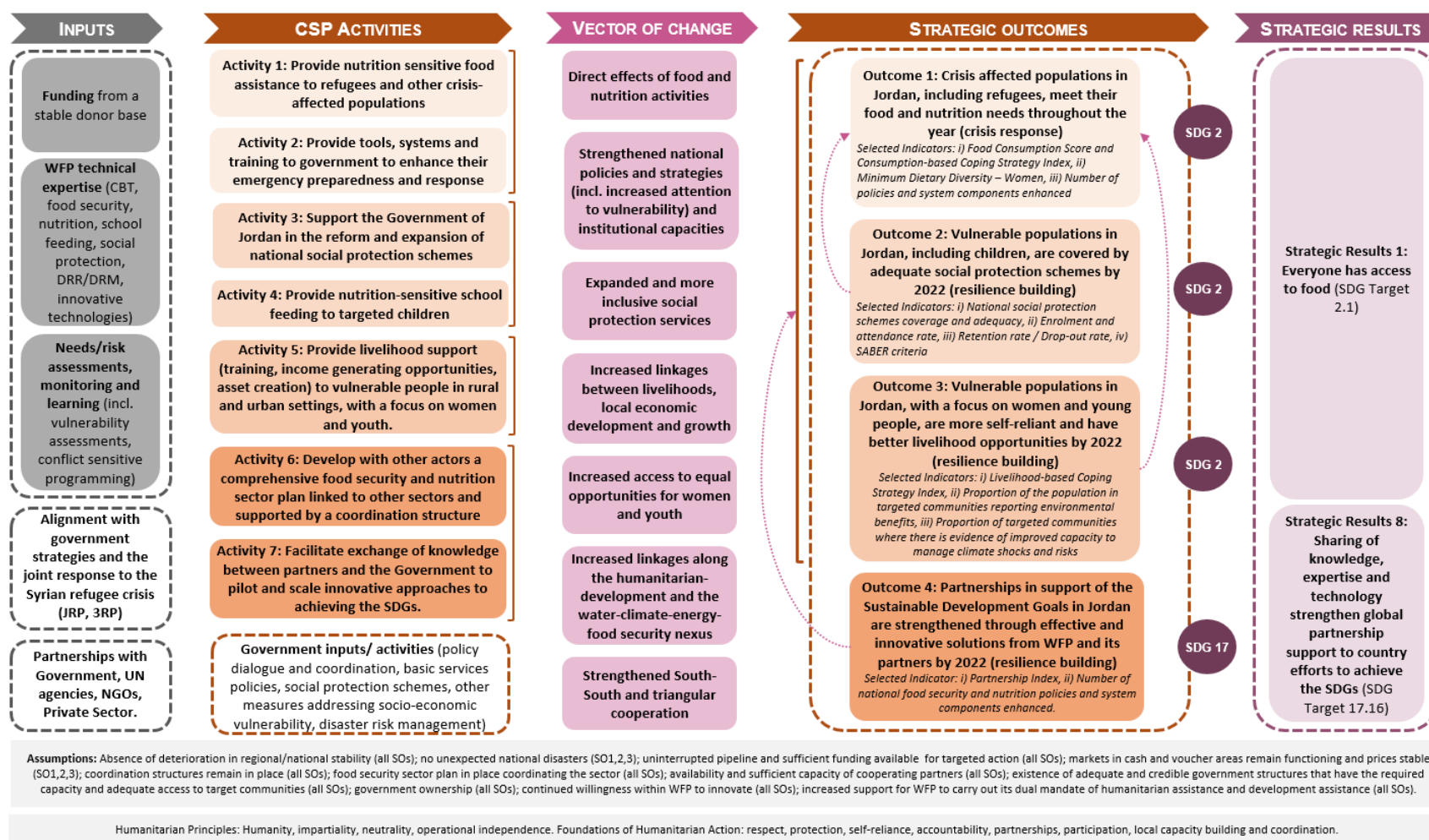


Source: Evaluation Team.



60. The intervention logic is captured in the results framework in Annex X. No overarching ToC was developed at the time of the CSP design as this was not a corporate requirement. However, the Evaluation Team reconstructed a ToC for the CSP – validated by the Country Office during the inception phase – drawing from the Line of Sight (LoS) and the various activity-specific ToCs developed by the Country Office (Figure 10).

Figure 10: Reconstructed Toc<sup>110</sup>



Source: ET. Note: 'Vector of Change' captures the outputs and describes cross-cutting issues facilitating change.

<sup>110</sup>Corresponding CSP activities under each Strategic Outcome are shown using a colour scheme.

## Crosscutting issues

61. The CSP was designed to address cross-cutting issues of gender equality and empowerment of women and gender transformation, protection, AAP and disability.

62. **Gender equality and empowerment of women:** The CSP was informed by a Gender Analysis and Programme Review conducted in 2017. The CSP's Gender and Age Marker design code was 4. The Country Office works toward a gender-transformative approach to programming and operations and joined WFP's corporate gender transformative programme.<sup>111</sup> Under its cash assistance programme, WFP supports gender equality and empowerment of women activities, with a focus on increasing financial literacy.<sup>112</sup>

63. **Protection:** A protection committee at Country Office level was set up to mainstream protection and AAP.<sup>113</sup> The CSP planned for regular training on protection, especially at field level.

64. **AAP:** WFP set up a number of complaints and feedback mechanisms for beneficiaries, including hotlines, helpdesks and social media pages. The CSP planned for adequate referral mechanisms, and to strengthen referral pathways with partner agencies.

## Engagement modalities

65. For delivering food assistance, WFP used CBTs (vouchers and cash) and in-kind food assistance. Beneficiaries received electronic cards for cash withdrawals or to purchase food items in WFP-contracted shops. 'Choice modality' is the name WFP Jordan Country Office has given to the use of unrestricted cash assistance. Camp residents benefited from food-restricted electronic vouchers operated via blockchain technology/iris scanning (Annex XII). As for in-kind food for Activity 1/Strategic Outcome 1 and Activity 4/ Strategic Outcome 2, WFP distributed welcome meals and in-kind rations for camp residents in quarantine/isolation due to COVID-19. Under its school feeding (SF) programme, WFP distributed date bars. The healthy school kitchens were counted as CBTs given that this was paid via cash.

66. WFP uses partnership engagements to deliver support to beneficiaries. The CSP documents states that partnerships are critical to the success of the CSP because of the focus on supporting larger, jointly owned SDGs.

67. Another engagement method is capacity strengthening, which is central to the CSP, included under Activity 2/ Strategic Outcome 1, Activity 3/ Strategic Outcome 2, Activity 4/ Strategic Outcome 2, Activity 6/ Strategic Outcome 4 and Activity 7/ Strategic Outcome 4.

## Resource mobilization

68. Table 4 provides an overview of WFP Jordan's portfolio under the EMOP, PRRO, T-ICSP and CSP. The analysis covers the period from 2018 to 2021. As of 2021, funding shortfalls are apparent, largely due to a combination of factors, including donor fatigue with the protracted Syrian refugee crisis, competition from an increasing number of global crises and domestic demands in donor countries following the economic effects of COVID-19.

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<sup>111</sup> WFP. 2019. Jordan CSP.

<sup>112</sup> Ibid.

<sup>113</sup> Ibid.

**Table 4: Jordan portfolio overview, Needs-Based Plan (NBP) versus actual funding**

Operation type (n°)	Title	Timeframe	NBP (USD)	Allocated resources (USD)	% Funded
PRRO 2000537	Assistance to the food insecure and vulnerable Jordanians affected by the protracted economic crisis aggravated by the Syrian conflict	Aug 2013- Dec 2016	62,025,367	14,330,101	23.1%
DEV 200478	Jordan Development Operation to Support for the National School Feeding Programme	Dec 2012- Dec 2016	24,189,303	17,873,986	73.9%
EMOP 200433*	Food Assistance to Vulnerable Syrian Populations in Jordan, Lebanon, Iraq, Turkey, and Egypt affected by Conflict in Syria	July 2012 - Dec 2016	N/A	N/A	N/A
PRRO 200987*	Assistance to Vulnerable Syrian Refugees and Host Communities in Egypt, Iraq, Jordan, Lebanon and Turkey	Jan-Dec 2017	N/A	N/A	N/A
T-ICSP	Jordan Transitional Interim Country Strategic Plan	2018-2019	505,367,850	408,604,642	80.9%
CSP Original	Jordan Country Strategic Plan		699,563,116	362,476,817	51.8%
CSP BR01		2020-2022	752, 889, 775	416,249,192	55%

Source: Standard Country Report Cumulative for JO01 (accessed on 15 June 2021) and JO02 (accessed on 18 October 2021) from IRM Analytics. Resource for PRRO 200537 and DEV 200478 (accessed on 23 May 2017 and 2 August 2017 respectively).

\* EMOP 200433 and PRRO 200987 were regional projects, therefore figures are N/A.

69. As shown in Table 4, the original Jordan CSP total Needs Based Plan (NBP) was USD 699.56 million. Following the BR01, the NBP of October 2021 was USD 752.89 million, and as of October 2021, was funded 55 percent for the whole CSP duration. The largest share of this budget is allocated to SO1, followed by SO3, SO2 and SO4 (Table 5). The first BR increased the requirements for Activity1. Approved in November 2021, BR02 increased the requirements under SO4 by USD 13.9 million for service provision to other agencies, resulting in an NBP of USD 766.77 million.<sup>114</sup>

70. Funding at outcome and activity level varied substantially – both under the CSP (Table 5) and T-ICSP (Table 20 in Annex XI).

<sup>114</sup> Draft CSP BR02, shared by Country Office in October 2021. Not reflected in Table 4 as BR was not yet approved at the time of writing.

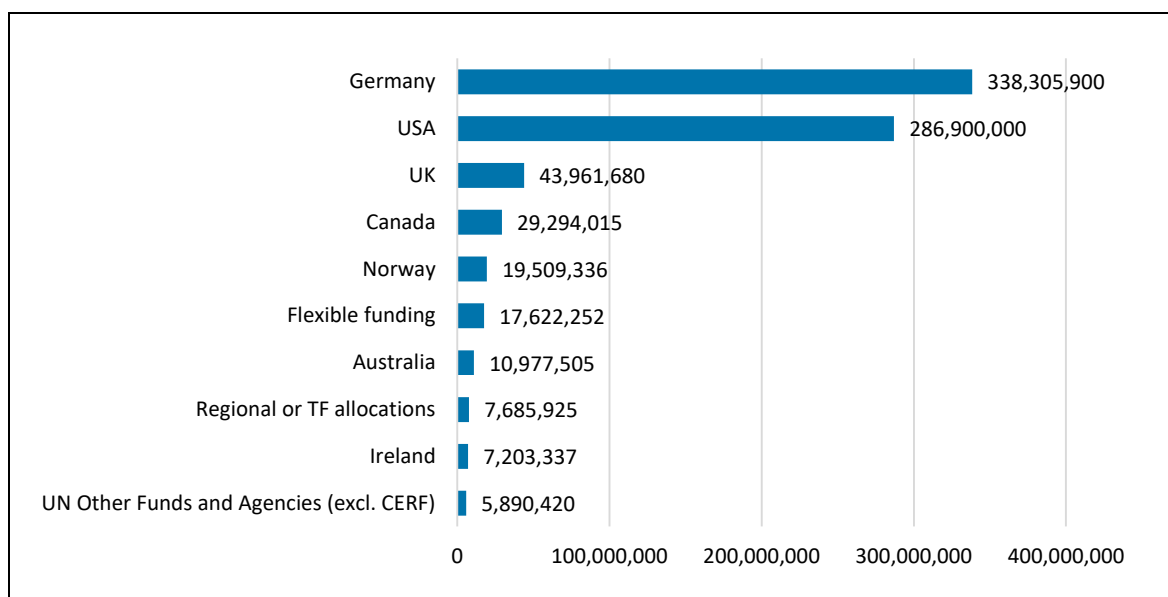
**Table 5: CSP Country Portfolio Budget (CPB) cumulative financial overview by Strategic Outcome (SO) and activity**

SO	Activity	NBP (USD)	Allocated Resources (USD)	Allocated Resources / NBP (%)	Expenditure (USD)	Expenditure / Allocated Resources (%)
SO1	Act 1	537,354,475	343,977,819	64.0%	322,206,472	93.7%
	Act 2	2,902,432	715,220	24.6%	168,508	23.6%
	Non-activity specific	0	2,728	-	0	0.0%
	<b>Sub-total</b>	<b>540,256,907</b>	<b>344,695,767</b>	<b>63.8%</b>	<b>322,374,980</b>	<b>93.5%</b>
SO2	Act 3	10,571,723	9,085,655	85.9%	6,157,728	67.8%
	Act 4	39,025,749	12,342,114	31.6%	7,514,007	60.9%
	Non-activity specific	0	129,806	-	0	0.0%
	<b>Sub-total</b>	<b>49,597,472</b>	<b>21,557,575</b>	<b>43.5%</b>	<b>13,671,735</b>	<b>63.4%</b>
SO3	Act 5	92,666,261	14,643,799	15.8%	7,640,712	52.2%
	Non-activity specific	0	325,653	-	0	0.0%
	<b>Sub-total</b>	<b>92,666,261</b>	<b>14,969,452</b>	<b>16.2%</b>	<b>7,640,712</b>	<b>51.0%</b>
SO4	Act 6	1,609,136	255,225	15.9%	193,424	75.8%
	Act 7	3,324,398	280,403	8.4%	114,356	40.8%
	<b>Sub-total</b>	<b>4,933,534</b>	<b>535,628</b>	<b>10.9%</b>	<b>307,780</b>	<b>57.5%</b>
Non-SO specific	Non-activity specific	0	102,634	-	0	0.0%
Total direct operational cost		687,454,174	381,861,057	55.5%	343,995,208	90.1%
Direct support cost (DSC)		19,484,582	11,104,998	57.0%	7,112,290	64.0%
Total direct costs		706,938,756	392,966,055	55.6%	351,107,497	89.3%
Indirect support cost (ISC)		45,951,019	23,283,138	50.7%	23,283,138	100.0%
<b>Grand total</b>		<b>752,889,775</b>	<b>416,249,192</b>	<b>55.3%</b>	<b>374,390,635</b>	<b>89.9%</b>

Source: ACR1-A Standard Country Report Cumulative for JO02 (accessed on 18 October 2021 from IRM Analytics). NBP after BR01.

71. Figure 11 shows Germany as the largest donor since 2018 with over USD 338.3 million, followed by the USA (USD 286.9 million), the UK (USD 43.9 million), Canada (USD 29.3 million) and Norway (USD 19.5 million).

Figure 11: Top 10 WFP Jordan donors, 2018-2021 (USD)<sup>115</sup>

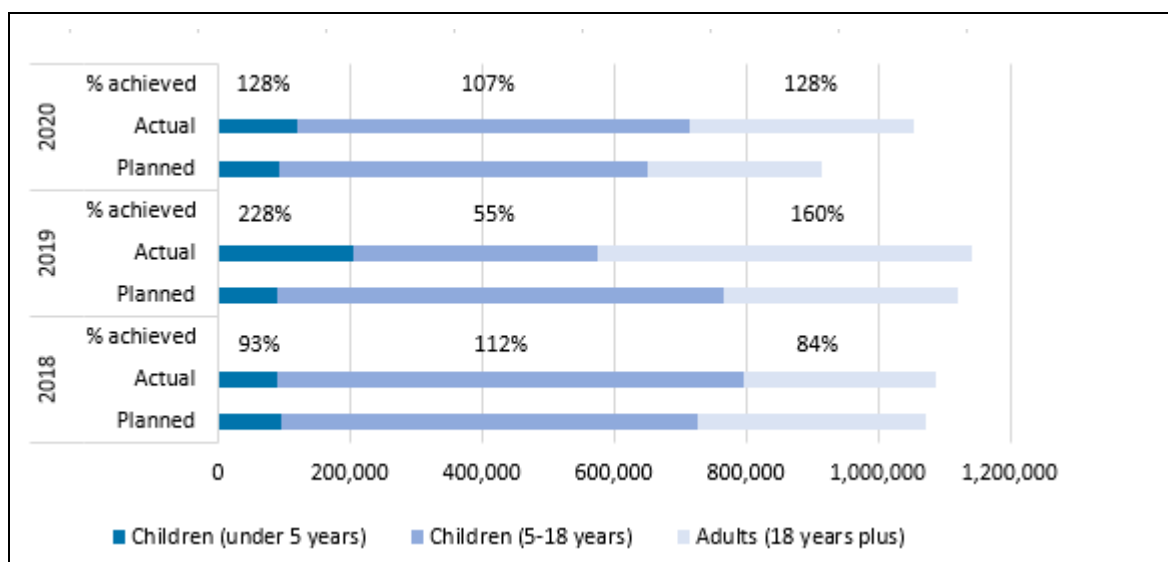


Source: Jordan Resource Situation for TICSP and CSP (accessed from Factory on 13 January 2020 and 27 October 2021 respectively).

### Performance overview

72. WFP assisted more than 1 million beneficiaries annually in 2018, 2019 and 2020 (Figure 12) as well as more than 730,000 beneficiaries in the first half of 2021 (Figure 13). For the latter, it is important to note that school closures due to COVID-19 affected the final numbers.

Figure 12: Actual versus planned beneficiaries by age in Jordan, 2018-2020<sup>116</sup>



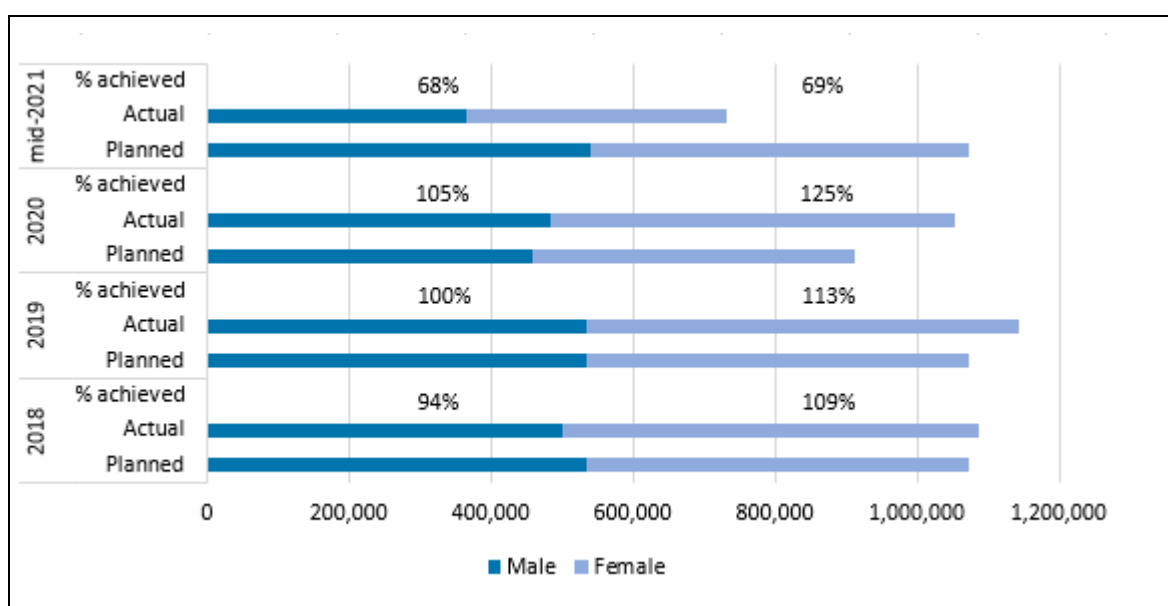
Source: CSPE ToR and ACR 2020.

73. Figure 13 demonstrates that, over the evaluation period, WFP consistently supported women and men, girls and boys. Between 2018 and mid-2021, the proportion of female beneficiaries remained relatively constant around 53-54 percent.

<sup>115</sup> Data is indicative.

<sup>116</sup> 2021 beneficiary data by age was not available at the time of writing.

**Figure 13: Actual versus planned beneficiaries by gender, 2018-mid-2021**



Source: ACR 2018-2020. Jordan Country Office shared data for January-June 2021 (at 28 October 2021).

## 1.4. EVALUATION METHODOLOGY, LIMITATIONS AND ETHICAL CONSIDERATIONS

### Methodological approach

74. The scope of the Country Strategic Plan Evaluation (CSPE) is reflected in Section 1.1. For this evaluation, outcome data until end of 2020 were used for analysis<sup>117</sup> (with 2021 data considered when available) and financial contributions as of end of October 2021. While not assessed under this evaluation, the team considered EMOP 200433 and PRRO 200987, where relevant.

75. The general methodological approach followed WFP's Evaluation Quality Assurance System for CSPEs aligned with the OECD-DAC framework and quality standards for evaluation. A non-experimental, theory-based approach relying on contribution analysis principles was applied. The ToC developed by the Evaluation Team enabled the team to place the logic of the CSP outcomes and activities within a broader context. The methodological approach was also gender-sensitive.

76. The evaluation used a mix of quantitative and qualitative approaches for data collection (Annexes III and V). The team analysed secondary data through a comprehensive desk review of existing documents and quantitative data sets (Annex XIX). The desk review was complemented by primary data collection which included semi-structured KIIs during the inception and data collection phases with 128 persons (49 F; 79 M) from Government departments, CPs, United Nations agencies, donor representatives, the private sector, and WFP staff members at country, regional, and headquarters level (Annexes VI and VII). FGDs (43 F; 27 M) were held with WFP's beneficiaries, supported by General Food Assistance (GFA) and livelihoods interventions. The KIIs and FGDs were complemented with an e-survey<sup>118</sup> and direct observations during site visits. The site visit locations were purposively selected in consultation with the Country Office and covered interventions targeting both refugees and vulnerable Jordanian communities.

<sup>117</sup> This cut-off date is based on a joint decision between the Country Office, Office of Evaluation and Evaluation Team based on the data available at the end of the data collection.

<sup>118</sup> Although the e-survey sample size (27 complete responses (9 F; 18 M) out of 63 individuals contacted) is too small to be statistically significant, it remains a valuable data source for providing structured and comparable qualitative/quantitative data across stakeholders (I/NGOs, United Nations agencies, GoJ ministries and private sector) and is useful in triangulating evidence.

77. Information was triangulated across the various sources to validate findings by comparing patterns of responses across data sources and data collection methods. Evaluation Team members substantiated the findings and developed the conclusions and recommendations based on the evaluation matrix (Annex II).

78. At the request of the CO, the Evaluation Team paid particular attention to assessing social protection and sustainable livelihoods for Jordanians and refugees to inform future opportunities and the way forward in these areas.

79. The Evaluation Team discussed preliminary findings, conclusions, and recommendations with the CO, RBC, and headquarters during a debrief on 6 October 2021 (Annex II). The Evaluation Team also held a remote internal stakeholder workshop on 9 February 2022 with the CO, RBC and headquarters as well as an external stakeholder workshop with government, United Nations and donor partners on 20-21 April 2022. The Team Leader presented the preliminary findings in person, with other Evaluation Team members connected remotely.

## Limitations

80. The start of the evaluation coincided with the CO's retargeting and validation exercises for WFP's GFA interventions. While this meant there were increased demands on staff, close coordination between the Country Office and Evaluation Team ensured schedules were adjusted to accommodate staff availability.

81. One of the evaluators responsible for the CBT and social protection portfolio was not able to travel because of COVID-19 travel restrictions. This was accommodated through the participation of the Particip Project Manager during the field mission. Remote links were set up with the international team member to allow full participation in interviews.

82. The evaluation was conducted during the penultimate year of a three-year CSP, and a large part the CSP implementation was impacted by the COVID-19 pandemic. Existing documentation and an extensive consultation process allowed the Evaluation Team to form an opinion of the strengths and challenges during the implementation period. The temporal scope of the evaluation also covers the previous T-ICSP.

## Ethical considerations

83. The evaluation conformed to the 2020 United Nations Evaluation Group (UNEG) ethical guidelines. Particip and the ET:

- Obtained informed consent of interviewees
- Protected the privacy, confidentiality, and anonymity of interviewees
- Ensured compliance with the General Data Protection Regulation
- Considered cultural sensitivity
- Ensured equity in the selection of participants (including women and socially excluded groups)
- Ensured that the evaluation resulted in no harm to participants or their communities.

84. All team members were independent of WFP operations in Jordan and free from conflicts of interest. All interviews were confidential and used for the sole purpose of this evaluation. Presence of other persons was avoided where it might make interviewees feel uncomfortable or threaten confidentiality.

## Evaluation matrix

85. The evaluation matrix (Annex IV) is the result of a thorough examination of:

- Evaluation Questions (EQs) provided in the ToR
- The CSP LoS and Intervention Logic
- Consultations with staff in WFP CO, RBC, and headquarters
- Secondary data and document review undertaken during the inception phase.

86. The EQs reflect the OECD-DAC criteria of relevance, coherence, effectiveness, efficiency and sustainability. The EQs and sub-questions were further extrapolated into sub-questions within the strategic Semi-Structured Questionnaire and completed using sector-specific questions. Cross-cutting issues such as gender, protection, AAP, and adherence to humanitarian principles were incorporated into the evaluation matrix, and the impact of COVID-19 was also considered.



## 2. Evaluation findings

### 2.1. EQ1: TO WHAT EXTENT IS WFP'S STRATEGIC POSITION, ROLE AND SPECIFIC CONTRIBUTION BASED ON COUNTRY PRIORITIES AND PEOPLE'S NEEDS AS WELL AS WFP'S STRENGTHS?

To strengthen the relevance of its operations, WFP has increasingly supported resilience, livelihoods, social protection, and Country Capacity Strengthening (CCS). This evolving approach reflects the changing priorities in a protracted refugee crisis and deepening national vulnerabilities in the face of new and overlaying shocks, including the COVID-19 pandemic.

#### EQ1.1 To what extent is the Country Strategic Plan (CSP) relevant to national policies, plans, strategies, and goals, including achievement of the national Sustainable Development Goals (SDGs)?

87. **The CSP facilitated a rebalancing of the WFP portfolio toward supporting capacity strengthening for Jordan.** The CSP supported the development of a strategic direction which was contextually relevant and coherent with the Government of Jordan's national policies and priorities. The CSP is aligned with: i) the Government of Jordan's vision for Jordan outlined in *Jordan 2025. A National Vision and Strategy*<sup>119</sup> through its support for food security, social protection and livelihoods; ii) the National Strategy for Agricultural Development (2016-2025 – with an update in 2020) of the Ministry of Agriculture (MoA); and iii) the National Social Protection Strategy (NSPS) (2019-2025) of the Ministry of Social Development (MoSD). WFP collaboration with the National Center for Security and Crises Management (NCSCM) supports the 2019 Jordan National Natural Disaster Risk Reduction Strategy which addresses climate change, including drought and natural disasters.

88. **The CSP aligns with Government of Jordan commitments to strengthen the agricultural sector.** Ministry of Agriculture updated its strategy for 2020-2025 focusing on digitization, structural reforms, boosting productivity, and creating jobs. WFP's activities under Strategic Outcomes 3 and 4 (SO3 and SO4) support these objectives through creating employment in the agricultural sector, introducing innovative techniques supporting farmers' productivity, water efficient irrigation, and private sector partnerships. WFP's increased focus on targeting and mainstreaming climate change and other environmental concerns is in line with the Ministry of Agriculture's strategy. WFP also played a leading role in supporting the Government of Jordan's development of a National Food Security Sector Plan.

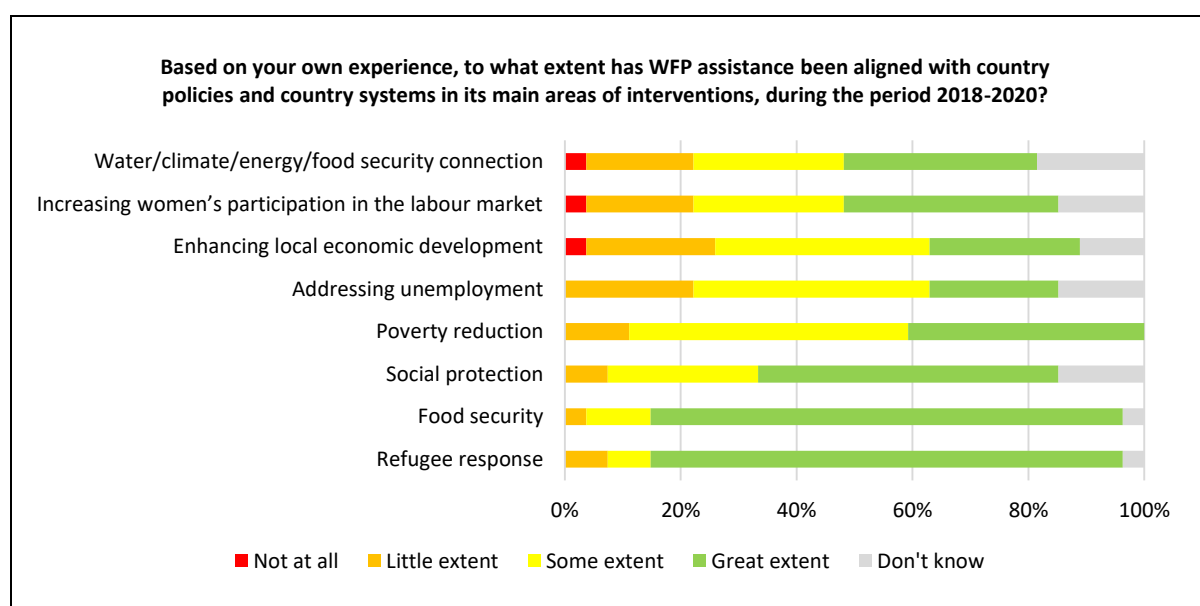
89. **The CSP aligns with Government of Jordan commitments to develop a social protection system.** WFP's activities under SO2 directly support the NSPS 2019-2025, which is organized around three strategic pillars: decent work and social security; social assistance for the most vulnerable; and access to social services. The NSPS has positioned the National Aid Fund (NAF) as a central social assistance programme. Under the CSP, WFP provides national capacity strengthening support to two Government of Jordan programmes, including the National Aid Fund and the National School Feeding Programme.<sup>120</sup> WFP was recognized by Government and other United Nations agencies for providing essential expertise and support to respond to Government priorities in this sector.

90. The e-survey conducted by the Evaluation Team broadly reflects the way WFP assistance from 2018 to 2020 was aligned with Jordanian policies and systems (Figure 14). It highlights good alignment in the areas of food security and refugee response, with more limited impact in the areas of unemployment and economic development.

<sup>119</sup> GoJ. 2014. Jordan 2025: A national vision and strategy.

<sup>120</sup> Ministry of Social Development. 2019. National Social Protection Strategy 2019-2025.

**Figure 14: Alignment of WFP assistance with country policies and systems, 2018-2020**



Source: Evaluation Team e-survey, August-October 2021.

91. **The CSP aligns with the national commitment to SDG2 (Zero Hunger).** The CSP also supports SDGs relating to education (SDG4), gender equality (SDG5), climate change (SDG13), and partnerships (SDG17). The Government of Jordan submitted its Voluntary National Review of SDGs in 2017.<sup>121</sup> Because of the absence of a national monitoring system, it is not possible to assess the areas where the Government made most progress. The efforts of WFP in enhancing national food systems are aligned with the SDG of achieving zero hunger.

92. The design of the CSP's Strategic Outcomes and activities was aligned with the objectives set out in the Jordan Response Plan (JRP) for the Syrian crisis in 2017-2019.<sup>122</sup> The JRP 2020-2022 highlights the deepening vulnerability of Syrian refugees and Jordanians facing long-term poverty as support from the international donor community decreases. The JRP called for humanitarian and development programming to come together under a nationally led resilience-based framework supporting durable solutions that are aligned with Jordan's policies and the Global Compact on Refugees.<sup>123</sup> WFP supported this ambition through food security assistance, targeting vulnerable Jordanian and refugee families, promoting sustainable livelihoods, and strengthening national capacities in social protection and services. In collaboration with UNHCR, the WFP supported a joint strategy for gradual transitioning from humanitarian to sustainable solutions in the refugee response, in line with nexus commitments included in the JRP.<sup>124</sup>

93. **WFP's alignment with national priorities and the JRP is recognized by the Government of Jordan, donors, and other United Nations agencies.** However, the view expressed by a few donor agencies is that the current CSP is very activity-specific and does not sufficiently lay out WFP's overall strategic vision for its refugee response and support for national capacity strengthening. The Evaluation Team supports the observations made by donor interlocutors and found that the siloed implementation of activities reduced the relevance and effectiveness of WFP's interventions.

94. Overall **WFP's relevance was mostly recognized by the Government of Jordan and United Nations agencies in the humanitarian response.** The evaluation e-survey confirmed WFP's relevance in responding to the needs of vulnerable refugees and Jordanian households (Figure 15). WFP is recognized for its humanitarian assistance, but is seen as a less influential actor in the area of livelihoods. Similarly, the

<sup>121</sup> GoJ. 2017. First National Voluntary Review on the Implementation of the 2030 Agenda.

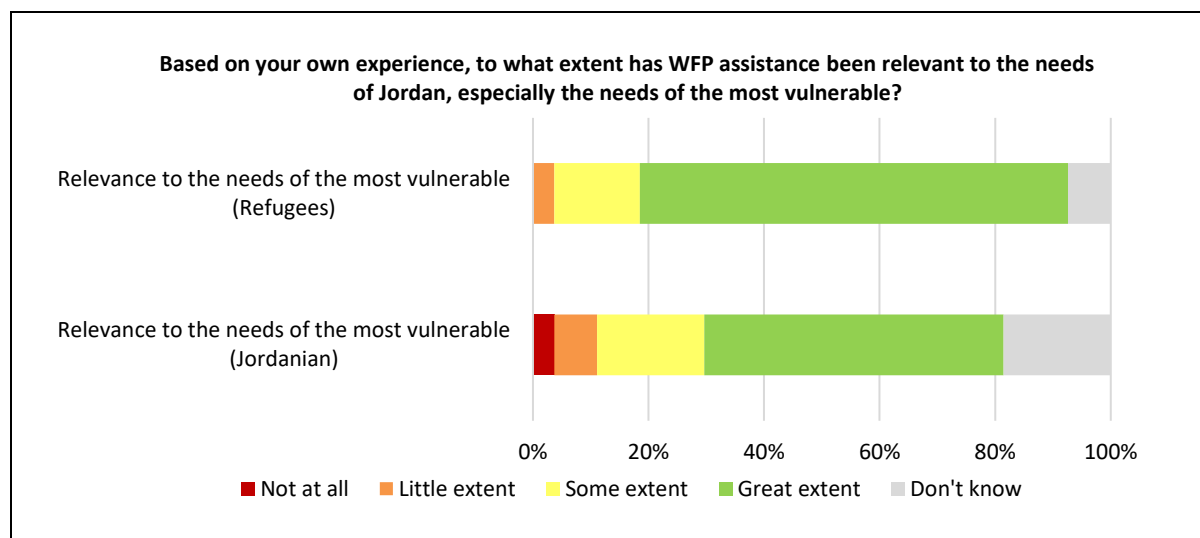
<sup>122</sup> MoPIC. 2016. The Jordan Response Plan for the Syria Crisis. 2017-2019.

<sup>123</sup> MoPIC. 2020. The Jordan Response Plan for the Syria Crisis. 2020-2022.

<sup>124</sup> WFP & UNHCR. 2021. Concept Note. Response and Sustainability in Refugee Response in Jordan 2021-2023.

work of WFP in the area of social protection is less known among wider audiences such as non-governmental organizations (NGOs) that took part in the e-survey.

**Figure 15: Relevance of WFP assistance to the needs of the most vulnerable, 2018-2020**



Source: Evaluation Team e-survey, August-October 2021.

### EQ1.2 To what extent did the CSP address the needs of the most vulnerable people in the country to ensure that no one is left behind?

95. WFP made systematic efforts to collect sophisticated data on the needs of vulnerable Jordanian and refugee families to inform its response. In April 2015, WFP moved from universal assistance with a set transfer value to targeting and tiered values of assistance based on vulnerability. WFP used a range of rigorous tools to assess the vulnerability of Syrian refugees to target assistance, including a Comprehensive Food Security Vulnerability Assessment in 2018. Multiple external key stakeholders, including donor agencies and Government, commented on the high quality of WFP's data collection and analysis.

96. **The CSP focused on the most vulnerable in its targeting process for General Food Assistance (GFA) under SO1.** An econometric approach to identifying and targeting the most vulnerable refugees in need of assistance is used by the United Nations High Commissioner for Refugees (UNHCR) and WFP. WFP applies a nationwide, bottom-up approach to target its assistance to those with the lowest score (see EQ3.2 in Section 2.3). However, funding limitations meant that WFP and UNHCR were unable to support all severely vulnerable households falling below the Survival Minimum Expenditure Basket (SMEB).

97. **Appropriateness of targeting the most vulnerable under social protection (SO2) and livelihoods (SO3) was mixed.** Under SO2, the World Bank (WB) and United Nations Children's Fund (UNICEF) were responsible for providing technical support on the National Aid Fund targeting approach. Although WFP's capacity strengthening support to National Aid Fund did not cover targeting, WFP did share with Ministry of Social Development its approach for reaching the most vulnerable under its food assistance programme (see EQ 2.1). WFP focused its school feeding (SF) interventions on public schools located in specific geographic areas classified by the Government as 'poverty pockets'. However, based on Ministry of Education (MoE) instructions, these were limited to the morning shift and did not target afternoon shifts attended by Syrian refugee children. Under SO3, the proportion of Syrian refugee beneficiaries was reduced to 30 percent after 2020 when the Government set a 70:30 Jordanian-Syrian ratio. No evidence was found that the three-pronged approach designed in 2019 and the identification of the most vulnerable districts informed WFP's targeting of its resilience activities.<sup>125</sup> The absence of formalized WFP selection criteria across the livelihoods' interventions, and the fact that Jordan does not have a nationally adopted

<sup>125</sup> ACR 2019, 2020.

definition of a 'smallholder farmer' have not helped targeting.<sup>126</sup> Actors indicate that working on water harvesting and land rehabilitation with vulnerable people is difficult, as people with land and capacity to invest in required infrastructure are not the most vulnerable. This suggests that the design of the livelihoods activities was not always conducive to target the most vulnerable. Beneficiary targeting as part of the CSP implementation is further discussed under EQ3.2.

**98. Differentiated needs of vulnerable populations have been somewhat considered in the response design**, including those relating to gender and protection issues. The design is based on an approach of 'one-size-fits-all' which is not tailored to vulnerable people's differing needs. For example, monitoring data repeatedly indicated that female-headed households are among the most vulnerable households, but the design of cash-based transfers (CBTs) was not adapted to these more acute needs. This echoed an observation made during the 2018 evaluation of WFP's response in the Syrian refugee crisis.<sup>127</sup> The Evaluation Team found that direct communication with affected populations was not sufficient, and feedback received through the hotlines was not sufficiently analysed. Vulnerable groups expressed high levels of dissatisfaction with the transfer value through the hotlines, and there was confusion related to changing transfer values.<sup>128</sup> Of course, some level of dissatisfaction can be expected, given the rising cost of living and deteriorating situation in Jordan during the evaluation period. Combined with funding constraints, this meant the transfer value could not meet all intended needs. However, an analysis was not undertaken to determine whether the specific needs of these groups warranted a different approach. This influences how relevant the assistance is to the beneficiaries' needs. In 2021, WFP's retargeting exercise attempted to increase the focus of the GFA on vulnerable groups (see EQ3.2 on targeting). The programme design itself though is not tailored to these vulnerabilities (being a single transfer value, and single design for delivery). This can be considered a pragmatic approach to address the problem of scale or breadth of need and that, with limited funds, any adaptation to increase transfer value to meet greater depth of need for a vulnerable group could be at the expense of reduced breadth of coverage.

**99. A major intended change under the CSP was for WFP, UNICEF, and UNHCR to collectively work with the Government of Jordan** to establish a Comprehensive Vulnerability Assessment Framework that provides standardized characterizations of the most vulnerable groups, regardless of status or nationality. The goal of the framework was to apply a more equitable approach to social services resource distribution to beneficiaries in the medium term, and ultimately build coherence across support provided to refugees and Jordanians. As a result of efforts from different agencies, including WFP, the Department of Statistics agreed to include a representational sample of refugees for comparative purposes. This is a positive step, but further engagement with the Government will be required.

**100. The CSP recognizes the presence of deeply rooted gender inequalities** but is less clear on how to operationalize effective strategies to address these inequalities. The CSP analysed women's economic position and acknowledges that the gender-based division of labour restricts women's opportunities for economic participation and empowerment. A Gender and Age Marker of 4 was given for the CSP design, indicating a full integration of gender and age. However, the CSP was less clear on how gender transformative approaches will be integrated in the implementation of the different activities.

**101. The CSP is supported by a Gender Framework (2020-2022) setting the strategic direction of WFP Jordan's priorities on gender equality.**<sup>129</sup> The Framework calls for integration of gender into all WFP operations and an equitable response to the particular needs and priorities of women, men, girls and boys. To respond better to the needs of women, the Country Office implemented a number of surveys and studies – such as the 2019 beneficiary perception study – to assess the potential impact of introducing cash on beneficiaries of WFP's food assistance. Despite these efforts, effective integration of gender-transformative approaches in WFP's operations was found not to be fully understood by WFP staff and cooperating partners (CPs) (see Section 2.2).

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<sup>126</sup> WFP and FAO are jointly supporting the Ministry of Agriculture under Project Madad to address the lack of a national definition and develop a registry of farmers for more effective targeting for upcoming projects.

<sup>127</sup> WFP. 2018. Corporate Emergency Evaluation of the WFP Regional Response to the Syrian Crisis.

<sup>128</sup> WFP Hotline data.

<sup>129</sup> WFP Jordan. 2020. Gender Framework and Action Plan 2020-2022.

### EQ1.3 To what extent has WFP’s strategic positioning remained relevant throughout the implementation of the CSP considering changing context, national capacities and needs?

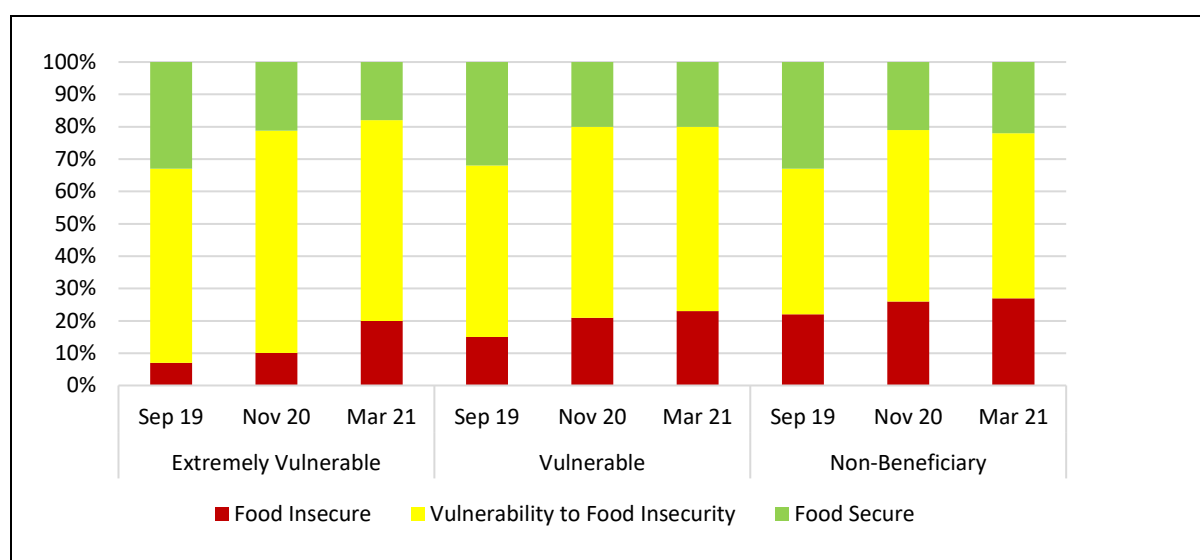
102. **WFP Country Office demonstrated its clear ability to adapt to evolving needs, particularly during the COVID-19 pandemic.** When the CSP was designed and developed, there was optimism that, over the CSP period, the situation in the region for the Syrian refugees would stabilize and improve. The CSP even forecast the possible return of refugees to Syria. During the course of the CSP implementation, it became apparent that Syrian refugees will not be returning to Syria in the foreseeable future, and that the protracted refugee crisis will continue. The ongoing refugee crisis combined with the COVID-19 pandemic to deepened existing vulnerabilities. WFP is working to maintain and adapt its food assistance to the refugee population, and is focusing on National Aid Fund capacity strengthening.

103. WFP made good attempts to adapt the CBT processes to meet changing needs, constraints, and restrictions presented by the COVID-19 pandemic, which seems to have ensured the continuity of critical CBT assistance (see EQ2.1, SO1 and EQ3.1). WFP also continued to closely monitor market functionality and food prices so it could make timely adjustments to the programme if necessary.<sup>130</sup>

104. **A major adaptation was the change in coverage of beneficiaries to address emerging needs and vulnerabilities due to COVID-19.** In 2020 and 2021, WFP significantly increased GFA coverage in response to new needs caused by COVID-19 (see EQ2.1 for details). WFP also seized the opportunity to engage further with the National Aid Fund as frontline responder for the Jordanian population. WFP’s technical support to National Aid Fund’s COVID-19 emergency cash assistance programme improved National Aid Fund operations, enabling significant expansion of National Aid Fund cash assistance (see EQ2.1). On the humanitarian side, joint rapid needs assessment with UNHCR and UNICEF during COVID-19 informed WFP’s expansion plan in response to the pandemic.

105. An example of informing decisions with a solid evidence base is the research and assessment done to inform the targeting and prioritization of Syrian refugees in 2021. To adapt WFP programming where needed, WFP examined how the COVID-19 pandemic had impacted on the food security of beneficiaries. This analysis triggered the decision to re-validate the Socio-Demographic Vulnerability Model for targeting.<sup>131</sup> Analysis showed that both beneficiaries and non-beneficiaries were becoming increasingly vulnerable during the COVID-19 pandemic (Figure 16).

**Figure 16: Food Security Index by beneficiary status, September 2019-March 2021**



Source: WFP. 2021. *Adapting food security programming to the COVID-19 pandemic.*

<sup>130</sup> ACR 2020.

<sup>131</sup> WFP. 2021. *Adapting food security programming to the Covid-19 pandemic.*

106. WFP's COVID-19 response strategy is in line with the *White Paper on Jordan Response Plan 2021 Update* shared by the Ministry of Planning and International Cooperation (MoPIC). The White Paper confirmed that the Government of Jordan had updated the JRP 2021 to include COVID-19 factors and cover priority areas such as food security, social protection, and livelihoods.

#### **EQ1.4 To what extent is the CSP coherent and aligned with the wider United Nations and include appropriate strategic partnerships based on the comparative advantage of WFP in Jordan?**

107. **WFP is among the leading agencies within the United Nations Country Team (UNCT) and sectoral working groups.** There was a high degree of coherence between the CSP and the United Nations Sustainable Development Framework (UNSDF). The CSP aims to contribute to the UNSDF's core priorities, with emphasis on strengthening national institutions and supporting access to services and economic opportunities. WFP aligned its timeframe for the next CSP with the new United Nations Cooperation Framework (UNCF).

108. Multiple key stakeholders, including donors and Government of Jordan, consider WFP to be an important and positive player in the humanitarian response. WFP's GFA is the largest humanitarian programme for Syrian refugees (with more than 525,000 refugees reached every month).<sup>132</sup> WFP's engagement with United Nations agencies – including UNHCR, United Nations Entity for Gender Equality and the Empowerment of Women (UN Women), Food and Agriculture Organization (FAO), and United Nations Development Programme (UNDP) – were cited as positive examples of WFP's collaborative approach and willingness to support the UNCT's collective efforts to improve the lives of vulnerable Syrian refugees. WFP is not part of the Common Cash Facility (CCF)<sup>133</sup> because it has rolled out its own Choice initiative. WFP and UNHCR have a data-sharing agreement and are developing a joint strategy to find sustainable solutions for the protracted refugee crisis.

109. WFP collaborated with the WB, UNICEF, and other partners to provide technical assistance to National Aid Fund to enhance efficiency, equity, and effectiveness. WFP's assistance was based on its comparative advantage of supporting National Aid Fund's operational systems, digitization, and validation of beneficiaries in close collaboration with the WB and UNICEF. Under SO2, WFP reached out to UNICEF, International Labour Organization (ILO), and United Nations Office for Project Services (UNOPS) to develop a coherent and complementary capacity strengthening roadmap for Ministry of Social Development.

## **2.2. EQ2: WHAT IS THE EXTENT AND QUALITY OF WFP'S SPECIFIC CONTRIBUTION TO CSP STRATEGIC OUTCOMES IN JORDAN?**

WFP systematically exceeded its targets, even during the COVID-19 pandemic. WFP was able to meet targets for refugees and vulnerable Jordanians, as well as maintain gender parity. The strength of WFP's operations is its GFA to refugees, enhancing refugee food security and providing a critical buffer, preventing a further deterioration in refugee food security in the face of increasing shocks and stresses in 2020 and beyond (inflation; COVID-19). CBT has been a vital source of lifesaving support for the most vulnerable refugees.

The capacity support for the Ministry of Social Development, while in its early stages, is highlighting positive results in strengthening national social safety nets for vulnerable Jordanians. In its capacity strengthening of the National Aid Fund, WFP leveraged its expertise and systems in CBT under its GFA. WFP provided support to the Ministry of Education in the development of the NSFS defining a SF vision for Jordan.

Less solid progress was made in supporting sustainable livelihoods. Experiences provide a strong learning platform for WFP to implement relevant resilience interventions. Accountability, protection and

<sup>132</sup> WFP. 2021. *WFP Jordan Country Brief, June 2021*.

<sup>133</sup> This was initiated and is managed by UNHCR. As of June 2019, CCF membership included ILO, International Organization for Migration (IOM), UNOPS, United Nations High Commissioner for Refugees (UNHCR), UNICEF and various other actors such as NGOs. For a full list, please see The Common Cash Facility. 2020. *Jordan Common Cash Facility Factsheet: A Partnership for Coordinated Cash Assistance*.



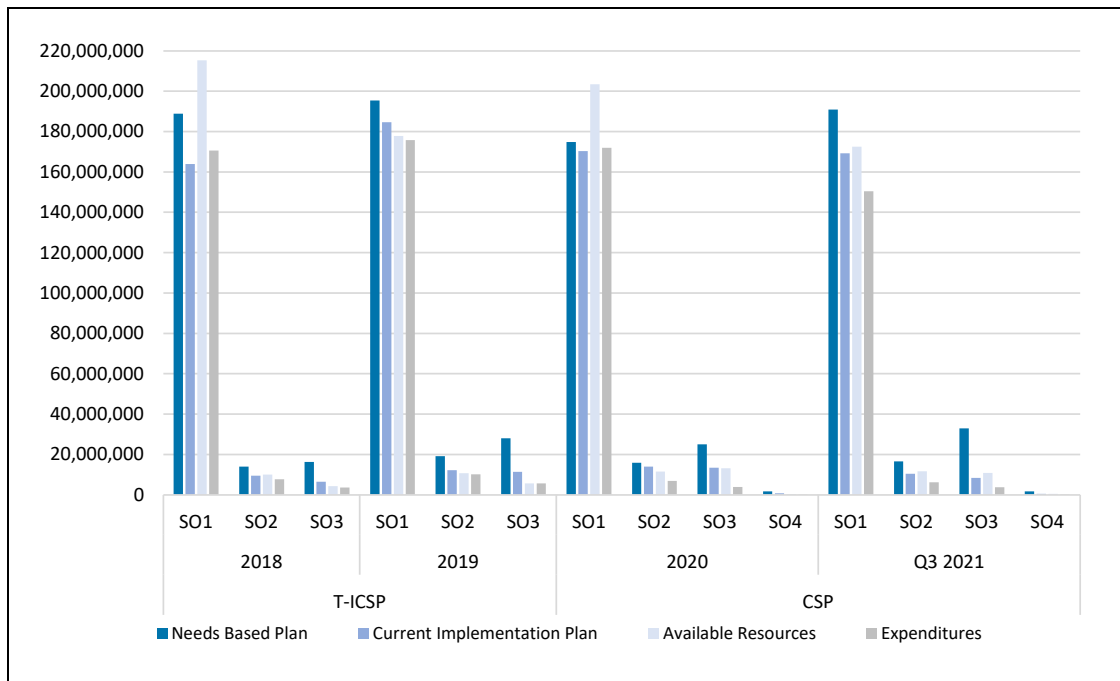
gender are addressed, but could benefit from further strengthening. A greater focus on digitization, technological solutions, innovation and engagement increased the effectiveness of WFP's programmes.

## EQ2.1 To what extent did WFP deliver expected outputs and contribute to the expected CSP strategic outcomes?

### Overall CSP evolution at output level

110. At the aggregate level, yearly expenditures under the Transitional Interim Country Strategic Plan (T-ICSP)/CSP were an average of 81 percent of the planned amounts in the Needs-Based Plan (NBP).<sup>134</sup> This indicates a good degree of T-ICSP/CSP implementation. As illustrated in the CSP's financial overview (Figure 17), WFP's core interventions in Jordan remain centred on food assistance to refugees. SO1 represented 72 percent of the total NBP (Table 5) and the required budget for SO1 was nearly fully covered by donor contributions during the period under review. Needs under SO1 are rising as of 2021 with funding allocations not following the same space. 2020 saw an increase in funding for SO1 because additional financial support was provided for the COVID-19 response.

**Figure 17: Annual T-ICSP and CSP financial overview by Strategic Outcome, 2018-Q3 2021<sup>135</sup>**



Source: 2018-2021 ACR5-A from IRM Analytics. 2021 data is preliminary (accessed on 18 October 2021).

Note: 'Available Resources' consist of the unspent balance of allocated contributions carried forward from the previous year, new allocated contributions, locally generated funds, and other income and outstanding advances from internal lending facilities.

111. The overall planned number of beneficiaries was systematically exceeded (Figure 19) even during the COVID-19 pandemic. This was made possible by expanding coverage with additional funding received for the pandemic response.

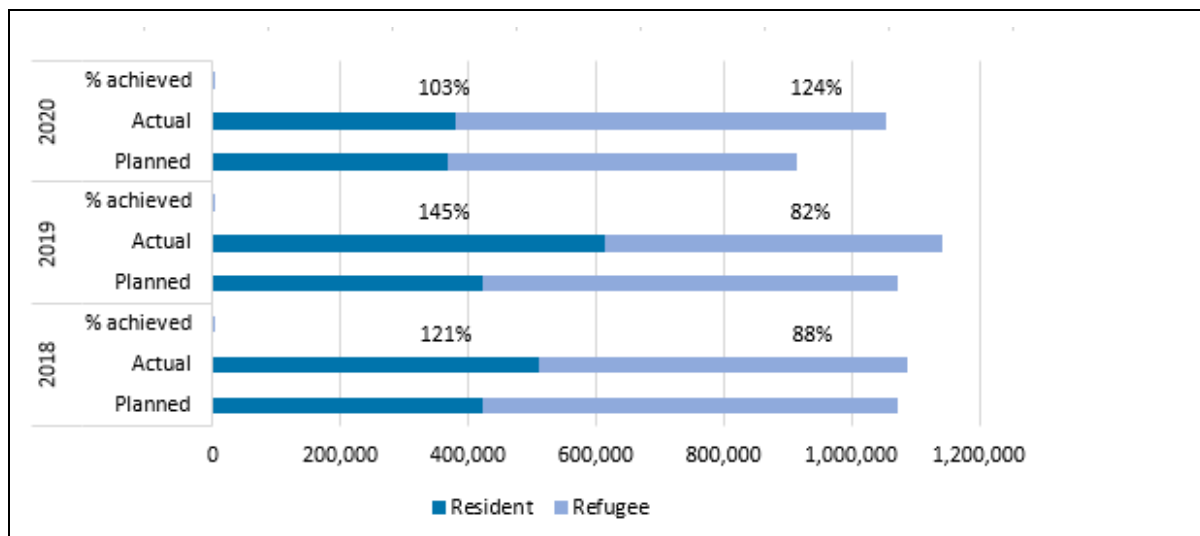
112. Overall, WFP was able to maintain gender parity in its services delivery (Figure 13). The number of beneficiaries reached by resident status shows that WFP was able to meet targets for the refugee and Jordanian beneficiaries (Figure 18). At the Government of Jordan's request, WFP extended its support to

<sup>134</sup> IRM Analytics. 2018-2020 ACR5-A.

<sup>135</sup> Current Implementation Plan refers to "Latest approved prioritized funding requirements, derived from needs-based plan (incl. ISC), which is prioritized based on the funding forecasts, available resources, and operational challenges" (ACR5 2018-2021 data files definition).

additional vulnerable Jordanians.<sup>136</sup> This increased targeting explains the increase in beneficiaries assisted in 2019. Despite funding constraints WFP was able to reach a larger number of vulnerable Jordanians by distributing fewer commodities and shortening the assistance time. The high number is also influenced by the SF programme mainly reaching Jordanian children.

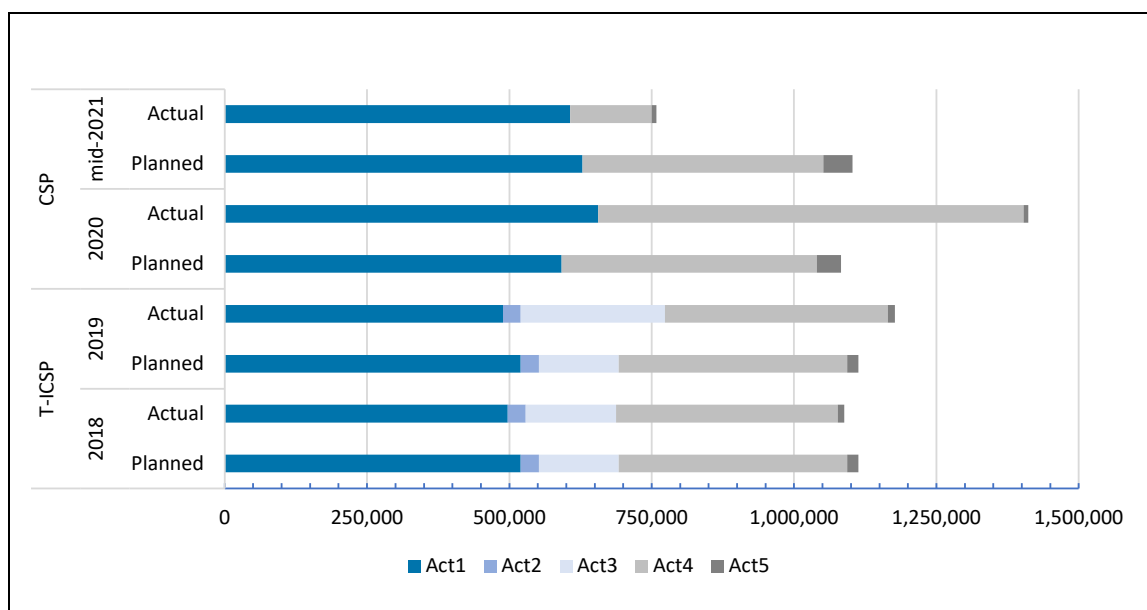
**Figure 18: Planned versus actual beneficiaries by residence status, 2018-2020<sup>137</sup>**



Source: ACR 2018-2020.

113. Figure 18 indicates T-ICSP and CSP performance in reaching targets set in terms of beneficiaries. Data show that the Country Office was able, on an annual basis from 2018 to 2020, to exceed its targets for the total number of beneficiaries. For the first half of 2021, 68 percent of target beneficiaries were reached which is, considering the school closures due to COVID-19, a strong performance for an implementation period of six months. Figure 19 reflects the performance of the Country Office under each activity from 2018 to mid-2021.

**Figure 19: Actual versus planned beneficiaries by activity from 2018-mid-2021**



<sup>136</sup> ACR 2019.

<sup>137</sup> 2021 beneficiary data by residence status was not available at the time of writing.



Source: CM-R020 Actual Beneficiaries – disaggregated by gender, age group against planned (accessed on 27 October 2020); CSP. Jordan Country Office shared data for January-June 2021 (accessed on 28 October 2021).

114. For the detailed overview of outputs and outcomes, please refer to Annex XII.

## SO1: Overall achievement

Although food security outcomes for refugees receiving WFP's GFA deteriorated in 2020, WFP's assistance and its operational expertise played an important role in addressing emergency needs of vulnerable and extremely vulnerable refugees during the period under review, especially in the face of new and overlaying shocks. In addition, WFP supported strengthening the Government of Jordan's disaster preparedness and response capacities. However, under the GFA the planned transition from vouchers to cash in camps was not achieved. While not ideal, this did mean that WFP could secure funding from donors with a preference for vouchers, which was important given the escalating needs and difficult funding environment.

## SO1: Achievement of outputs

**115. Food assistance to refugees makes up most of the assistance under Act 1 and comprises three modalities:** unconditional cash transfers; vouchers; and (small-scale) in-kind food transfers (welcome meals for new camp arrivals). In 2020, a new in-kind modality (food to camp households in quarantine) was added to assist affected households during COVID-19.

116. In 2020, a Theory of Change (ToC) was developed for Activity1 demonstrating a realistic pathway from activities through to planned outputs and expected outcomes (Annex XIII). The CSP envisaged two outputs for refugees under Activity 1: i) targeted refugees receive nutrition-sensitive food assistance that meets their basic food and nutrition needs; and ii) people affected by arising crises receive assistance that meets their food needs.<sup>138</sup>

117. Activity 1 planned output targets have generally been met in terms of number of beneficiaries reached and volume of cash disbursed. CBT operations (using unconditional cash transfers and vouchers) have been well resourced with activities funded at 91 percent and 117 percent of the NBP in 2019 and 2020 respectively.<sup>139</sup> WFP almost achieved its CBT targets for the number of beneficiaries reached in 2019, and exceeded its target in 2020. Lower numbers were assisted in 2019 due to lower-than-expected numbers of refugees registering during UNHCR's registration amnesty period.<sup>140</sup> The actual volume of cash disbursed in 2019 was therefore less than expected (Figure 21). The addition of food parcels to support quarantining households also meant that WFP exceeded its targets for number of beneficiaries reached with in-kind food in 2020 (Figure 22). In 2020 the planned targets for the volume of cash disbursed were exceeded by 16 percent due to additional funding secured by WFP to meet new food needs caused by COVID-19. COVID-19 further reduced the income of refugees due to loss of informal labour opportunities, contributing to increased food insecurity. The findings of WFP's Food Security Outcome Monitoring (FSOM), Beneficiary Contact Monitoring (BCM) and the Mobile Vulnerability Analysis and Mapping (mVAM) between April and December 2020 concluded that COVID-19 negatively affected the ability of almost half of refugee households in camps and communities to access food. This represents an increase of 20 percent in food insecurity compared to 2019. The findings also revealed a short-term increase in food prices due to the pandemic. Overall, an additional 40,000 refugees were supported in 2020-2021 compared to 2019. Assistance was evenly distributed by gender.<sup>141</sup>

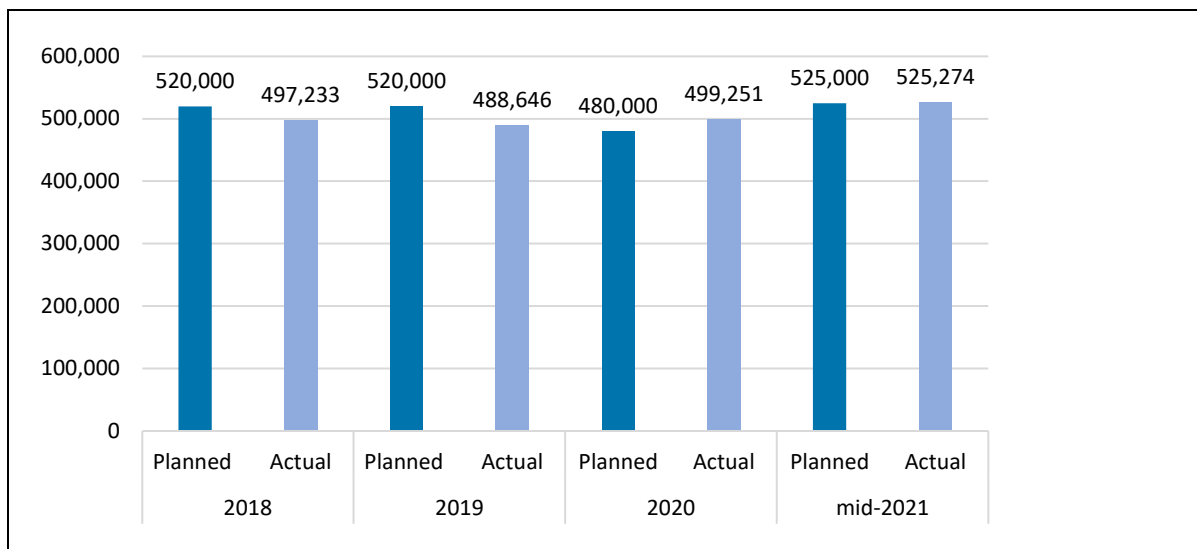
<sup>138</sup> A third output under Act 1 was originally included under the CSP: "refugees going back to the Syrian Arab Republic through facilitated returns receive a return package"; the continued security situation in Syria in 2018-2021 limited the viability of facilitating returns, hence, this activity and related outputs were omitted from the Act 1 ToC.

<sup>139</sup> IRM Analytics. 2019, 2020 ACR5-A.

<sup>140</sup> ACR 2019. Refugees who had not been able to secure legal status were given the opportunity to complete their UNHCR registration process during an amnesty period in 2019.

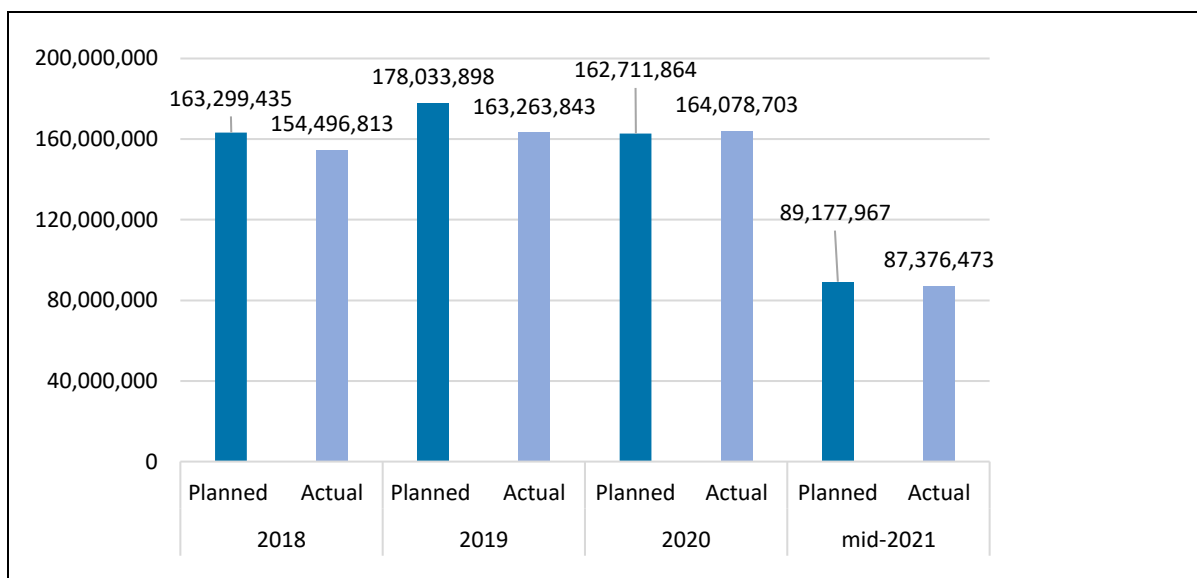
<sup>141</sup> ACR 2020.

**Figure 20: Activity 1 planned versus actual beneficiaries receiving CBT (cash and vouchers), 2018-mid-2021**



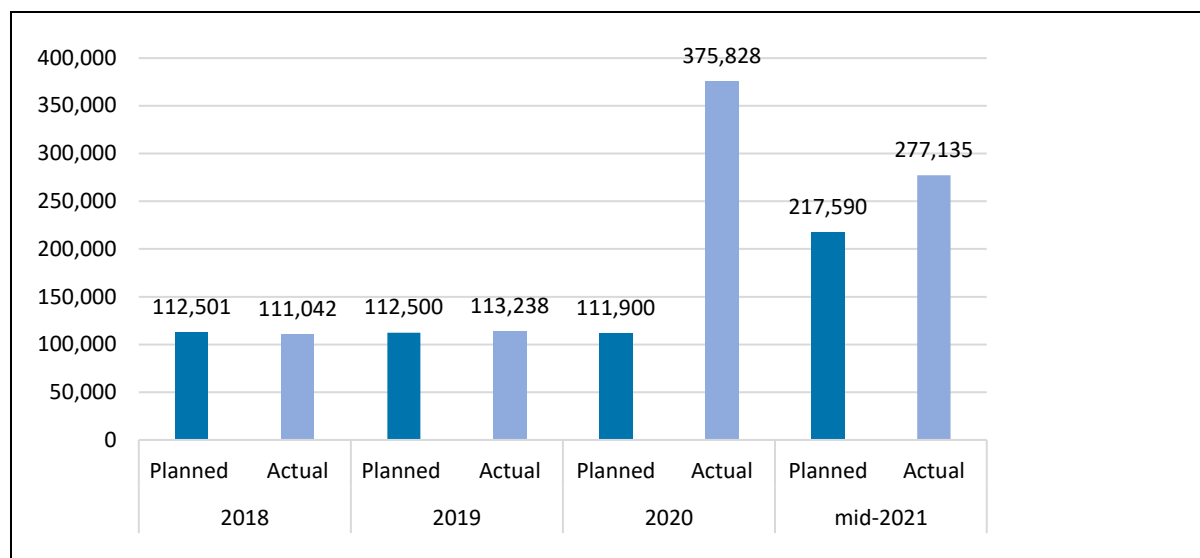
Source: COMET report CM-R020 Actual Beneficiaries – disaggregated by gender, age group against planned (accessed on 27 October 2020; ACR 2019, 2020. Jordan Country Office shared data for January-June 2021 (accessed on 28 October 2021).

**Figure 21: Activity 1 planned versus actual volume of cash disbursed (USD), 2018-mid-2021**



Source: COMET Report CM-R014 Food and CBT for 2018 (accessed on 7 September 2021); ACR 2019, 2020. Jordan Country Office shared data for January-June 2021 (accessed on 28 October 2021).

**Figure 22: Activity 1 planned versus actual beneficiaries receiving in-kind food assistance ,<sup>142</sup> 2018- mid-2021**



Source: COMET report CM-R020 Actual Beneficiaries – disaggregated by gender, age group against planned (accessed on 27 October 2020); ACR 2019, 2020. Jordan Country Office shared data for January-June 2021 (accessed on 28 October 2021).

118. On CBT, the output target for the ratio of vouchers to cash was not achieved because the planned transition from vouchers to cash in camps was delayed. While the Government of Jordan and Central Bank of Jordan (CBJ) are supportive of the change, it took some time to make the necessary regulatory changes. There are also strong vested interests among the retailers that stand to lose out on market share through the transition from vouchers to cash.<sup>143</sup> These issues are outside WFP’s control and WFP took steps to try to address these bottlenecks under the CSP, including by working more closely with UNHCR and others to advocate for change. With the COVID-19 crisis, WFP took the strategic decision to focus on the challenges of adapting the existing GFA to the changing realities and to maximize additional funding for GFA for both cash and voucher modalities to meet new needs. There is agreement within WFP and among other stakeholders, including United Nations agencies, several donors and most importantly beneficiaries that cash is the most appropriate modality in this context and that efforts to move towards cash in camps should continue.

### SO1: Achievement of outcomes

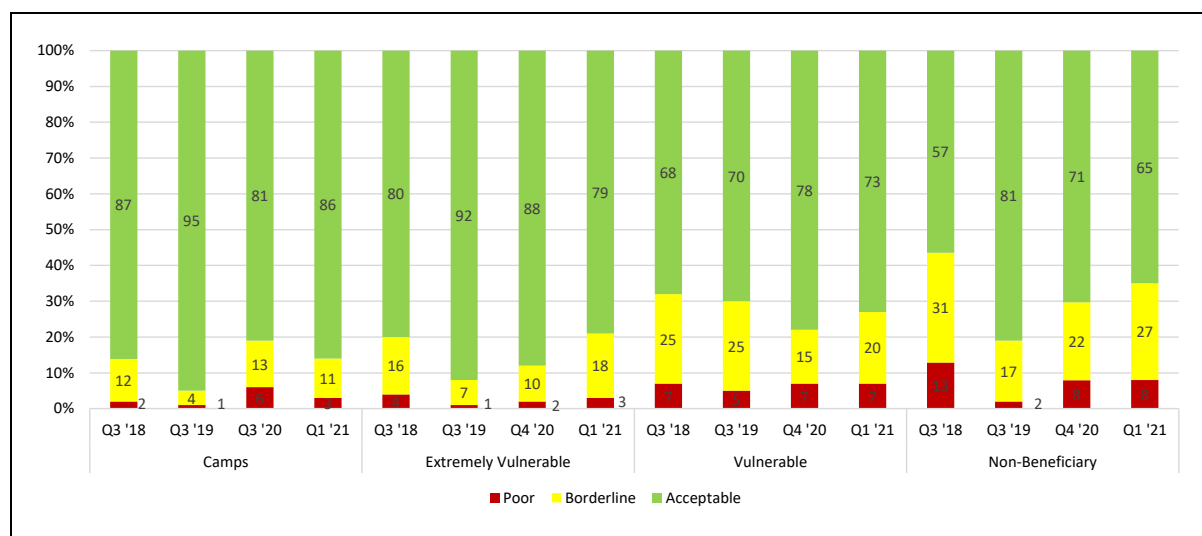
119. **Under the T-ICSP/CSP, GFA made a vital contribution to the food security of refugees.** Food security levels among Syrian refugees assisted by WFP remained stable in 2018 compared to 2017, with minor improvements in ‘acceptable’ Food Consumption Scores (FCS).<sup>144</sup> In 2019, the food security situation among vulnerable and extremely vulnerable refugees assisted by WFP, in camps and host communities, improved across all vulnerability groups compared to 2018, with positive trends (Figure 23).

<sup>142</sup> This does not include vouchers. In 2019, it includes the welcome meal in the camps, and in 2020 it also included the home rations for people quarantining due to COVID-19.

<sup>143</sup> Key Informant Interviews (KIIs).

<sup>144</sup> WFP. 2018. Decentralized Evaluation of WFP’s General Food Assistance to Syrian Refugees in Jordan 2015 to mid-2018.

**Figure 23: Trends in food consumption groups – percentage households, 2018-mid-2021**



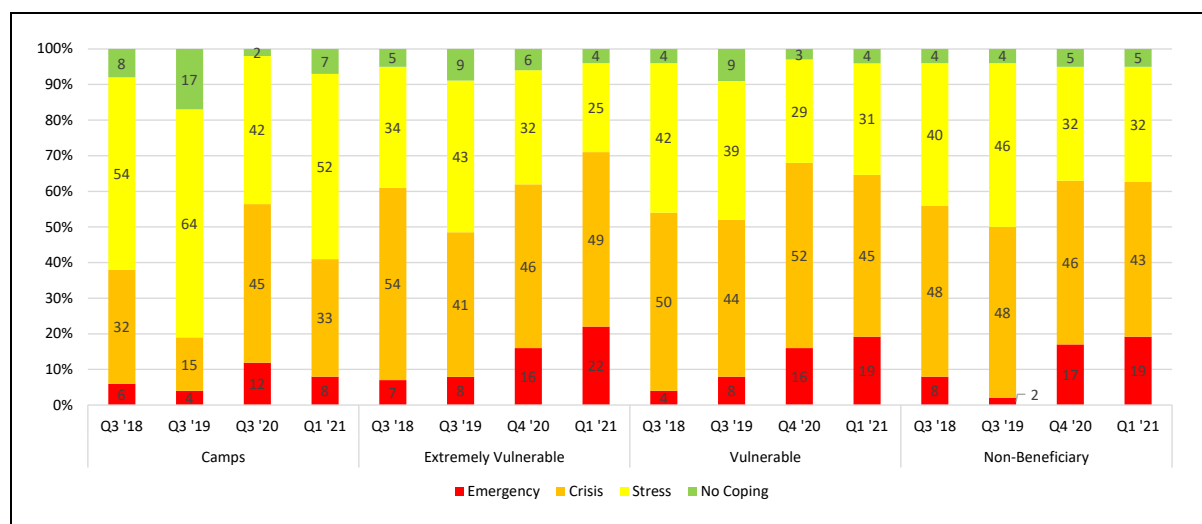
Source: WFP Jordan 2018-2021 FSOM.

**120. COVID-19 contributed to an increasing needs gap and deterioration of outcomes in 2020.**

Monitoring undertaken between April and December 2020<sup>145</sup> showed that, despite WFP's ongoing assistance, COVID-19 negatively affected the ability of almost half of all refugee households in camps and communities to access food due to loss of income, representing an increase of 20 percent in food insecurity compared to 2019. Households experienced worsening levels of food consumption compared to 2019 (Figure 23). While from 2018 to 2019 coping strategies improved for all vulnerability groups, in 2020 refugees adopted further negative coping strategies (Figure 24), including livelihood coping strategies such as child labour. Female-headed households and those in camps were particularly affected, as it was reported that virtually all food security improvements achieved since 2012 had reversed.<sup>146</sup>

121. CBT has, however, been a vital source of lifesaving support, preventing a steeper deterioration in food insecurity for vulnerable and severely vulnerable refugees. This is confirmed from the comparison of trends between data from beneficiaries and non-beneficiaries in Figure 24.

**Figure 24: Trends in Livelihood Coping Strategy Index (L-CSI), 2018-mid-2021**



Source: WFP Jordan 2018-2021 FSOM.

<sup>145</sup> FSOM, BCM and the mVAM.

<sup>146</sup> WFP Jordan. June 2021. BR01.

122. **GFA provided as cash is working well and this is the preferred modality for refugees.** There is clear evidence of quality results from the 'choice' modality with WFP's own research highlighting the benefits of cash over vouchers in Jordan<sup>147</sup> mirroring a wealth of evidence globally. Studies<sup>148</sup> demonstrate refugees' own preference for cash over vouchers, and this was largely reflected in beneficiary preferences expressed during Focus Group Discussions (FGDs).<sup>149</sup> The cash modality also injected millions into the economy, including the informal economy. In camps, the multiplier effects are weaker for vouchers, being concentrated in the hands of a small number of larger retailers.

123. Under the CSP, WFP took steps to enhance effectiveness of CBT by further leveraging its comparative advantages in implementation systems and partnerships with the private sector. A recent evaluation<sup>150</sup> highlighted the quality of WFP's CBT implementation at the beginning of the Country Strategic Plan Evaluation (CSPE) period, driven by rigorous programme processes and systems that have been refined over the years. This was further corroborated during this evaluation: WFP's expertise in digitization and private sector partnerships was highlighted as an enabler in the provision of predictable assistance at scale.<sup>151</sup> Under the CSP, further innovations have been initiated: transitioning to annual biometric verification exercises; a four-fold expansion of the network of Automated Teller Machines (ATMs); changes to card loading dates ensuring continued timely delivery of assistance, even in the constrained environment of COVID-19; and changes for COVID-safe delivery (staggering payments and door-to-door delivery of e-cards). Jordan's key technological solutions in its operations were strongly recognized in the recent Strategic Evaluation of WFP's Use of Technology in Constrained Environments.

124. **The main constraint to the quality of outcomes concerns continuation of vouchers in camps.** Available evidence clearly indicates that vouchers in Jordan are less effective in addressing food security and nutrition,<sup>152</sup> limiting beneficiary choice. The evaluation found some indications that a number of beneficiaries may have to sell the food parcels to cover other urgent family needs.<sup>153</sup> Key informants expressed their appreciation for WFP's efforts in ensuring continued effectiveness of the cash response for meeting emergency food needs. This evaluation identified widespread concerns and frustrations among key informants and beneficiaries on the cost, availability and quality of foodstuffs in some of the WFP-contracted shops in the camps. Visits to retailers in the camps confirmed the inferior quality of fresh produce, and the overall poor nutritional quality of the foods on offer in some of the contracted shops.<sup>154</sup> While WFP monitors shops regularly and engages in dialogue with contractors in an attempt to find solutions, it appears that WFP has limited influence, given the monopoly these traders enjoy. Key informants were clear on WFP's commitment to move towards cash in camps but reflected that actions at single agency level may be insufficient to overcome these barriers. It should be noted that the continuation of vouchers under GFA enabled WFP to secure important additional funding from donors that are still exploring the benefits and risks of cash transfers, and hence currently prefer to earmark funding for vouchers. In the context of funding constraints and escalating needs, the maximization of funds was a priority for WFP, and this made an important contribution to lifesaving support. However, earmarking funds in this way restricts WFP from flexible use of funds, which could contribute to greater effectiveness according to beneficiaries' needs and priorities.

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<sup>147</sup> Findings from WFP's longitudinal study (as reported in ACR 2019); and *Is Cash Better Than Food Vouchers for Syrian Refugees?* Boston Consulting Group.

<sup>148</sup> Ibid; WFP. 2018.

<sup>149</sup> WFP reported that, of those refugees residing in communities, only 16 percent prefer vouchers while 84 percent prefer cash.

<sup>150</sup> WFP. 2018. Decentralized Evaluation of WFP's General Food Assistance to Syrian Refugees in Jordan 2015 to mid-2018.

<sup>151</sup> WFP. 2021. Evaluation of WFP Use of Technology in Constrained Environments. Jordan Pilot Case Study.

<sup>152</sup> WFP's longitudinal study results in 2019 confirmed that, following the transition from voucher to cash, on average FCS improved by 20 percent and households with an acceptable FCS increased by 13 percent. Refugees also consumed a more diverse and nutritious diet with higher consumption of foods rich in Vitamin A, protein and heme iron (ACR 2019).

<sup>153</sup> Confirmed in interviews with WFP and in FGDs with beneficiaries.

<sup>154</sup> Aside from the poor quality of the fresh foods, the wider range of commodities in stock were of low nutritional value.

125. **The transfer value is too low to achieve much beyond lifesaving support.** Under the CSP, the transfer values provided to vulnerable and severely vulnerable refugees have remained constant.<sup>155</sup> The GFA evaluation in 2018 confirmed that transfer values are too low to have any impact beyond basic survival needs. Refugees in FGDs highlighted that the assistance, though very welcome, is not sufficient to meet nutritional food needs. As currently designed, in the present context GFA does not currently go further than providing an emergency safety net. Funding constraints prevented WFP from adjusting the transfer value. In fact, in 2021 funding shortfalls meant WFP was unable even to provide this base level of assistance to all eligible refugees in priority category 4. In this context, any increase in the transfer value would be at the expense of coverage of some of those in need. WFP and UNHCR are planning to revise the Minimum Expenditure Basket (MEB) in the last quarter of 2021 in light of changes in price of goods, as a precursor to potentially reviewing the transfer value.

126. Although effective linkages have been limited so far, WFP is actively exploring potential synergies between CBT and other activities under the CSP. For example, the new partnership with the Gates Foundation on digital financial inclusion and women's economic empowerment has potential to create further synergies: CBT contributes to additional benefits for women in terms of financial inclusion and linkages with livelihoods opportunities. A recent mission from headquarters supported the Country Office in identifying the most relevant advocacy and sensitization activities that shall be carried forward. More recently, the Country Office launched its first Mobile Money (MM) pilot targeting Jordanians and refugees enrolled in livelihood activities. The MM pilot enables financial inclusion for all these beneficiaries in a legally constrained environment. At the time of writing, WFP is also at the conceptual design stage of planning how GFA can link with broader actions to support self-reliance with the view to support the transitioning of GFA beneficiaries to resilience-oriented activities (see EQ2.3). However, linkages between GFA and WFP's other areas of work have been limited until now.

127. **As part of emergency preparedness, WFP is providing CCS support to strengthen crisis response.** WFP initiated consultations with the Government of Jordan to explore the potential collaboration on emergency preparedness and response, resulting in a cooperation agreement with the National Center for Security and Crises Management signed in 2021. Under this agreement, WFP will be providing capacity support in disaster risk reduction (DRR) and emergency preparedness to strengthen National Center for Security and Crises Management's leading role in implementing Jordan's 2019 National Natural Disaster Risk Reduction Strategy. The activities are considered by National Center for Security and Crises Management stakeholders as filling capacity gaps, including the risk monitoring and impact analysis platform linked to earthquakes and drought, and the planned simulation exercises. The action plan was signed in October 2021, with activities starting in the same month.

## SO2: Overall achievement

Social protection is a small but significant area of work under the CSP. Both social protection and school feeding were part of the T-ICSP. Early indications suggest that WFP's support to system building and staffing for National Aid Fund is contributing to intended outcomes, improving the quality of social protection for vulnerable Jordanians. Evidence demonstrating results and changes achieved is not collected in a systematic manner. New school feeding models are being designed under NSFS implementation. The first pilot was rolled out in February 2022 with an impact evaluation embedded into the pilot.

## SO2: Achievement of outputs

128. **Outputs for Activity 3 were successfully achieved.** While the ToC for Activity 3 does not state numerical targets for all planned outputs (Annex XIII), monitoring data and testimonies of key informants suggest that almost all outputs were achieved under the CSP period (see Annex XV for details on SO2).

129. SO2 initially faced funding constraints, with 60 and 56 percent of the NBP funded in 2018 and 2019. The plan was 73 percent funded in 2020, though part of the improved funding situation is due to the

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<sup>155</sup> ACR 2018: Last increased in 2018 to JOD 23 per person, per month for severely vulnerable households and JOD 15 per person, per month for those categorized as vulnerable, to ensure that households were able to maintain purchasing power following a tax increase on food commodities and the removal of a long-standing subsidy on bread.

smaller funding requirement because of the school closures due to COVID-19.<sup>156</sup> In October 2021 the NBP for SO2 was approximately 56 percent funded. Since Activity 3 is providing CCS to a Government programme, with funding for the resource transfers secured from other sources rather than WFP, funding requirements are less onerous than for SO1. WFP was therefore still able to undertake the activities planned under Activity 3 despite the funding constraints (in 2019, funding constraints for SO2 were managed by reducing the planned outputs for Activity 4).

**130. CCS is the most appropriate modality for the context to achieve the intended outputs.** In an upper middle income country such as Jordan, with a policy commitment to social protection, and where national social protection systems already being developed, filling in capacity gaps and improving these national systems was recognized by all key informants, including Government, as the most appropriate modality. WFP's CCS activities with National Aid Fund filled identified capacity gaps in delivery systems and most planned outputs for the planned activities for this first phase of CCS with National Aid Fund (for the period under review) are nearing completion.

131. In 2020 the Country Office developed a strong ToC for this CCS activity with National Aid Fund (Annex XIII), showing a clear pathway from activities through to outputs and expected outcomes. CCS activities are addressing national priorities, co-identified by the Government in partnership with the WB in the planned National Aid Fund expansion, and subsequently highlighted in the capacity assessment of WFP. They focus on strengthening capacities in operational systems and processes (payment systems, complaints and feedback mechanisms), monitoring, Geographic Information System (GIS) and supporting the validation exercise, to improve the effectiveness and accountability of the National Aid Fund and improve service delivery for beneficiaries.<sup>157</sup>

132. WFP expanded its partnership with the Ministry of Education through the provision of technical assistance to develop the NSFS published in September 2021. In 2013, as a response to the economic crisis and the Syrian crisis, WFP started supporting the Government to scale-up school feeding activities. The core activity was the distribution of fortified date bars. As of 2014/2015, WFP implemented the Healthy Kitchens pilot project through productive kitchens set up at Community-Based Organizations (CBOs).<sup>158</sup> In 2019 and 2020, 57,116 and 85,000 students respectively received a healthy meal (freshly baked pastry, a piece of fruit or cucumber) prepared in the 11 established Healthy Kitchens.<sup>159</sup> Healthy Kitchens also created economic opportunities for 314 (2018) and 324 (2019) men and women.<sup>160</sup>

133. Under its school feeding programme, WFP met its planned targets for the provision of date bars targeting school children aged 5-12. Fortified date bars are provided for 50 days. During the COVID-19 pandemic, when online schooling was provided, WFP distributed the equivalent to two-week take-home date bar rations.

**Table 6: Activity 4 planned versus actual beneficiaries, 2018-2020**

	2018		2019		2020	
	Planned	Actual	Planned	Actual	Planned	Actual
Beneficiaries	401,175	389,662	401,176	391,740	448,024	416,000

Source: COMET report CM-R020 Actual Beneficiaries – disaggregated by gender, age group against planned (accessed on 27 October 2020). For 2020 the actual figure reported in the ACR 2020 has been included.

<sup>156</sup> In 2019 the NBP for SO2 was estimated at USD 19,130,651. In 2020 this decreased to USD 15,855,408. Schools were closed from March 2020 to September 2021.

<sup>157</sup> WFP. 2020. Monitoring, Evaluation, and Learning Capacity Needs Assessment of the National Aid Fund: Desk Review and Needs Assessment.

<sup>158</sup> MoE. 2021. The National School Feeding Strategy 2021-2025.

<sup>159</sup> ACR 2020.

<sup>160</sup> ACR 2018, 2019.



## SO2: Achievement of outcomes

134. Activity 3 is in the relatively early stages, so there is less information available on definite 'outcomes', qualitative indications of progress towards intended outcomes are positive. There was clear consensus among external stakeholders (UNICEF, National Aid Fund, Ministry of Social Development, donors) that WFP's support is enabling a systemic transformation in National Aid Fund in a short space of time. WFP's investments in systems such as the digital payments and complaints and feedback mechanisms are considered to fill a critical gap, establishing systems where there were none, and contributing to improving the speed and accountability of the system. WFP's support to human resources, by establishing the staffing levels and expertise needed, is enabling National Aid Fund to effectively manage the planned expansion of social protection and the planned reforms to programme processes. The changes have enhanced the National Aid Fund's shock responsiveness and enabled it to scale up beyond its Takaful (Government's flagship cash social assistance programme under the National Aid Fund) targets to implement its response to COVID-19, providing emergency cash assistance ('Takaful2') to some 200,000 vulnerable households.

"A huge change has happened in National Aid Fund. In the last three years staff think they are working in a new place. All work before was manual, now all is systems-based and integrated. Beneficiaries can also now reach us remotely."

135. **WFP leveraged its key comparative advantages in its CCS work with National Aid Fund and this is contributing to enhanced quality of outcomes.** This includes operational and technological expertise in beneficiary data management, complaints management and payment delivery, private sector partnerships, and learning from providing CBT at scale to refugees. When it comes to capacity strengthening, WFP's new global social protection strategy promotes "supporting nationally led social protection systems and programmes" through two CCS modalities – technical assistance, plus more hands-on implementation support to delivery on behalf of national actors. WFP's co-implementation role in some aspects of the CCS, such as validation, and co-management of systems, was instrumental to success, achieving the Government's requirements for capacity building support. Government key informants reported that the training and operations manuals provided to manage the processes have been of high quality and staff appreciated the help in verification.

136. While a positive indication of movement towards intended outcomes, firm indicators for success are yet to be firmly conceptualized and measured. CCS in social protection is a new area for WFP and falls outside the usual results indicators used by WFP. Initially the results framework under this CSP logframe was poorly defined and output oriented (number of training/CCS activities). The ToC improved this, and achieved two expected outcomes – "social protection schemes are more effective, inclusive and accountable", and "Vulnerable populations in Jordan benefit from improved service delivery". However, it has not established measurable indicators (planned targets, or data sources) to monitor that these are being met. Measuring the changes in National Aid Fund service quality, particularly as perceived by beneficiaries, is yet to take place. WFP did lead a satisfaction survey with National Aid Fund beneficiaries on their experiences of opening the e-wallets, to understand the effectiveness of its financial literacy and enrolment support. Progress is expected on generating further evidence, as WB is doing operational reviews of National Aid Fund's operational processes, including beneficiary perspectives, and WFP is leading an assessment of the complaints and feedback mechanisms to date.

137. The CCS partnership with Ministry of Social Development – beyond National Aid Fund – is new and clear outputs and outcomes will soon be defined. WFP began a new CCS partnership with Ministry of Social Development in 2021. A Capacity Needs Mapping and an initial capacity assessment have been carried out by WFP before a Memorandum of Understanding (MoU) was agreed, setting out CCS priorities.<sup>161</sup> At the time of data collection for this evaluation, these had not yet been formulated into a ToC, and no outputs and outcomes had been set. This was expected to be completed by end of 2021.

138. WFP's new partnership with Ministry of Social Development is a welcome and valuable one, provided that WFP's CCS is well coordinated with that of other partners and is well supported internally. The

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<sup>161</sup> WFP. 2021. MoU between the Ministry of Social Development in the Hashemite Kingdom of Jordan and WFP. Unpublished document.



proposed areas of work are very disparate – operational system building, monitoring and evidence generation, shock responsiveness, emergency preparedness, and linkages with livelihoods/resilience building. It encompasses areas that other partners are already engaging in. WFP engaged with Ministry of Social Development in the abovementioned exercises at the ministry's request and did endeavour to be consultative in this process – sharing the Terms of Reference and final plan with other international partners and consulting extensively on the roles and priorities of other partners. This was welcomed by key informants. Nevertheless, the process was bilateral between the Ministry of Social Development and WFP. Key government and United Nations informants stressed the importance of ensuring that the work of all partners engaging on social protection CCS is cohesive, highlighting the need for a stronger coordination platform, a joint strategic vision, underpinned by joint capacity assessments and discussion on needs and priorities, and a joint workplan of mutually supportive, complementary activities that can be maintained and supported by successive governments (from which bilateral MoUs for each agency can be developed). WFP recently made efforts to improve this situation, which resulted in the development of a joint workplan for the monitoring & evaluation (M&E) framework development for Ministry of Social Development between United Nations agencies in 2021.

139. Key informants and the Evaluation Team share the view that WFP's broadening engagement in the social protection space can be enhanced by further building the CO's current skill set. While WFP's CCS activities with Ministry of Social Development are planned at an operational level, defining these inevitably requires policy dialogue. WFP's engagement in such strategic discussions influences the future development of the social protection system through the agreements set. Some key informants voiced that continuing to bolster the capacity and expertise in the new social protection unit is important, to ensure thorough consideration of the implications of planned CCS activities on the national SP system direction, as well as the fiscal implications.

140. To date, exploration of potential synergies between government capacity strengthening in social protection and wider activities under the CSP has been limited. However, there are opportunities to explore harmonization of CBTs for refugees with the National Aid Fund (see 2.4). WFP will explore this further under its next CSP.

141. The capacity strengthening work with the Ministry of Education resulted in the development of a school feeding (SF) strategy embedded in a national policy framework and vision for SF. Developing this strategy has been a major milestone for the Government. The main challenge for developing a strong national SF programme has been the limited and unstable funding, both for WFP and the Ministry of Education. To support the implementation of the national strategy, WFP hired a staff member with extensive SF expertise to advise the Government on operationalizing the National School Feeding Strategy (NSFS), including the new SF model design and roll-out, as well as the improvement of the targeting, M&E and resource mobilization capacity of Ministry of Education for the national programme.

**142. Providing a healthy snack to children contributed to improved concentration and participation in classes.** This was especially the case for children receiving the meal prepared by Healthy Kitchens. The results of a WFP survey of teachers and parents also concluded that 81 percent of parents reported being totally or partially dependent on the healthy meal provided through Healthy Kitchens for meeting their children's daily nutritional needs.<sup>162</sup> Beyond anecdotal evidence, no research data is available to determine what extent the fortified date bar impacted on addressing micro-nutrient deficiencies and dietary habits of children. There is limited evidence from the Ministry of Education on whether the provision of a school snack had a positive effect on school retention or attendance, but this will be addressed in the forthcoming pilot with the impact evaluation. Building M&E capacity is a dedicated workstream under the NSFS action plan.

143. While SF takes place in pockets of poverty, the snack distribution is limited to the morning shift, mainly attended by Jordanian children. In line with the directive from Ministry of Education, snacks are distributed only in the morning shift. In practice, mainly Jordanian children attend school in the morning, while refugee children mostly attend school in the afternoon. From the documentation and interviews, it is not evident to what extent WFP and other United Nations agencies such as UNICEF have advocated for distribution of the snack in the afternoon shift in order to reach a greater number of refugee children.

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<sup>162</sup> ACR 2020.

## SO3: Overall achievement

WFP provided livelihood support to vulnerable people in rural and urban settings through Food Assistance for Assets (FFA) and Food Assistance for Training (FFT). WFP provided infrastructure subsidies and seed equipment, with activities covering afforestation and rangeland management activities, water harvesting and land rehabilitation as well as wage employment and self-employment support. Reaching the most vulnerable population varied between the projects supported. Overall, contributions to self-reliance and livelihood opportunities and addressing the needs of the most vulnerable populations, including in terms of resilience to climate change, have been limited in scale. Results were strongest for wage employment and self-employment activities.

## SO3: Achievement of outputs

### 144. During the period under review, WFP supported 40,019 beneficiaries with resilience and livelihood building activities (

145. Table 7). Due, at least partly, to the lack of funding and the COVID-19 pandemic, this only represents 30 percent of the targeted beneficiaries receiving only about 14 percent of the initially planned cash transfers (22 percent in 2018, 15.6 percent in 2019 and 6.5 percent in 2020).<sup>163</sup> The support intended to provide jobs and income-generating opportunities to improve food security for both men and women, and to leverage local economic opportunities.

146. WFP strategic vision to support resilience and livelihoods in Jordan was based on three pillars: i) asset creation linked to Climate Change Adaptation (CCA) and DRR; ii) asset provision and training for smallholder farmers; and iii) training for job and small business promotion (see ToC). Livelihood projects were implemented in all 12 Jordanian governorates.

147. **Activity 5 was significantly underfunded.** To compensate for the shortfall, the WFP's Strategic Resource Allocation Committee allocated USD 1,107,345 of flexible funding to the Jordan CSP. Yet in 2018, only 26.7 percent of the NBP (exclusively FFA) was funded.<sup>164</sup> Only 20 percent of the NBP was received<sup>165</sup> in 2019, and less than half of the NBP was funded in 2020.<sup>166</sup> As of October 2021, only 29.6 percent of the NBP was received. This has limited WFP from reaching the planned number of beneficiaries (Table 7).

**Table 7: Activity 5 planned versus actual beneficiaries by gender, 2018-mid-2021**

	2018		2019		2020		Mid-2021	
	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual
Male	8,000	5,434	8,000	6,332	22,481	4,414	26,979	4,396
Female	12,000	5,655	12,000	5,713	20,019	4,141	24,021	3,934
<b>Total</b>	<b>20,000</b>	<b>11,089</b>	<b>20,000</b>	<b>12,045</b>	<b>42,500</b>	<b>8,555</b>	<b>51,000</b>	<b>8,330</b>

Source: COMET report CM-R020 Actual Beneficiaries – disaggregated by gender, age group against planned (accessed on 27 October 2020); ACR 2020. Jordan Country Office shared data for January-June 2021 (accessed on 28 October 2021).

148. **Planned activities under SO3's Pillar 1 related to CCA were only partially implemented.**<sup>167</sup> The planned range of activities included existing forest rehabilitation, developing new forests and rangeland support to smallholders with the aim of increasing vegetation coverage, reducing desertification, land degradation, and soil erosion, and limiting the effects of climate change. In practice, livelihood support linked to CCA was mainly undertaken as forest rehabilitation and development under the extended WFP/

<sup>163</sup> USD 6,502,965 vs. planned USD 46,949,237 for 2018-2020.

<sup>164</sup> USD 4,350,145 vs. planned USD 16,290,736 (ACR 2018).

<sup>165</sup> USD 5,720,501 vs. planned USD 28,066,123 (ACR 2019).

<sup>166</sup> USD 12,072,889 vs. planned USD 25,004,347 (ACR 2020).

<sup>167</sup> Pillar 1: Vulnerable people are supported to enhance their livelihoods by participating in asset creation linked to climate change adaptation and disaster risk reduction.

Ministry of Agriculture FFA project as well as the EU Project Madad implemented by the Food and Agriculture Organization (FAO), International Fund for Agricultural Development (IFAD) and WFP in partnership with Ministry of Agriculture. Seasonal job opportunities were created for vulnerable Jordanians and Syrians. The number of seedlings produced (3,210,000 over the 2018-2020 period)<sup>168</sup> corresponds to the target.

149. The SO3's Pillar 2 on water harvesting and land rehabilitation delivered quantitative outputs (reservoirs, land rehabilitated).<sup>169</sup> Through the Ministry of Agriculture, farmers with 5-10 dunums (0.5 to 01 hectare) of land were subsidized to implement three main activities: i) constructing water reservoirs;<sup>170</sup> ii) fencing plots; and iii) planting fruit trees. Since 2019, Ministry of Agriculture and WFP information indicates that 292 farmers have been supported with the construction of water reservoirs for the rehabilitation of 2,030 dunums (204 ha). Though such results supersede initial targets (250 beneficiaries), smallholder farmers have only marginally benefited. Based on site observations, the Evaluation Team considered that some water reservoirs were badly positioned within the plots.

150. Under SO3's Pillar 3<sup>171</sup> WFP worked with national CPs to support a variety of initiatives aimed at increasing access to employment or business support. WFP reporting provides a good view on the outputs achieved: wage employment and self-employment support contributed to the creation of around 1,274 jobs and 550 small business.<sup>172</sup>

151. WFP supported several opportunities that provide a good learning platform for WFP and the CPs in supporting self-reliance. Initiatives included supporting technical training through FFT in the agriculture, food production and handicraft sectors, providing in-kind seed capital and linking initiatives with markets with the objective to set up home-based businesses. Other training was focused on skills development and work placements, with the aim to find sustainable jobs.

### SO3: Achievement of outcomes

152. **Evolution in overall outcome indicators related to livelihood activities has been mixed.** ACRs highlight a number of positive results following livelihood activities. WFP undertook a baseline survey among Ministry of Agriculture beneficiaries in July 2020 and a follow-up survey in December 2020 to understand household food security and coping behaviour before and after programme implementation. In 2020, on average, the FCS improved by 21 percent and the percentage of households with an acceptable **food consumption** increased by 30 percent (37 percent in female-headed households, 29 percent in male-headed households). **Positive consumption patterns** (consumption of meat, fruit and dairy products) were also noted.

153. In 2020, the proportion of households resorting to **negative coping strategies**, such as restricting the adults' food consumption and limiting children's food portion size, decreased. Approximately 30 percent of households did not adopt any long-term coping strategies such as reducing expenditure on health and education or engaging in high-risk and socially degrading jobs. This indicates that they had less need to mitigate food shortages. However, this was only the case in male-headed households. However, to better characterize the long-term evolution of livelihoods, it is necessary to go beyond WFP corporate indicators and tailor indicators to the country context.

154. **Contribution to increased income and employment of vulnerable groups was mixed.** Assessing outcomes and determining which livelihoods interventions contributed more to income and employment creation is difficult because of the limited availability of outcome data in WFP reporting. However, some achievements and obstacles clearly emerge from the analysis.

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<sup>168</sup> ACR 2018-2020.

<sup>169</sup> Pillar 2: Vulnerable smallholder farmers are supported to sustainably improve their livelihoods by benefiting from strengthened capacities and asset provision.

<sup>170</sup> Referred to as 'wells'.

<sup>171</sup> Pillar 3: Vulnerable people are supported in enhancing their livelihoods through training and small business promotion.

<sup>172</sup> ACR 2020.

155. Based on ACR data, FFA and FFT **supporting forestation have contributed to short-term job creation**. However, the intervention was designed under a 'cash-for-work' modality; trained participants had fewer opportunities to connect to the private sector, and they were not sufficiently supported in business creation. No evidence was found to support results in terms of job creation. Access to employment requires more financial support and specific technical skills (green-housing, grafting capacity). As they are currently designed, afforestation activities provide short-term relief to vulnerable families but do not strengthen their long-term livelihoods.

156. **Certain techniques were not validated or adapted to small-scale farmers prior to implementation**. For instance, hydroponic production is presented as using 80 percent less space and 90 percent less water to produce nutritious green fodder than traditional methods.<sup>173</sup> However, effects are very dependent on context, and for Jordan, such figures were contested during KIIs with the National Agricultural Research Center. WFP Jordan responded positively to a request from the Ministry of Social Development to pilot a project on hydroponics. This was a pragmatic decision as the Country Office had in-house expertise in hydroponics and could provide such support at a limited cost. The Country Office also seized this as an opportunity to enhance its partnership with the Ministry of Social Development. However, evidence showed that hydroponics is efficient and effective only if done at scale and is therefore not adapted to vulnerable farmers.<sup>174</sup> WFP recognized these challenges and decided to end the pilot project and hand over the equipment to the Government.

157. Although WFP supported Ministry of Agriculture sustainable natural resource management activities in the form of land reclamation and olive plantations since 1990, it is unclear how this fits into a current strategy for supporting vulnerable families. It is difficult to know how much vulnerable families have benefited from the revenues that olive plantations have generated.

158. Activity 5 ToC did not provide sufficient orientation for implementation (Annex XIII).

- Under Pillar 1, (asset creation linked to climate change adaptation and disaster risk reduction) nearly all forestry and rangeland for the nation are owned and managed publicly by the state, and FFA activities linked to forestation (and tree nursery management) have contributed to improving environmental management. At the same time, their contribution to the livelihoods of refugees or vulnerable Jordanians as individuals was transient. A conventional community-based FFA perspective is difficult to pursue in the context of Jordan, especially as many of the current WFP beneficiaries live in urban settings. To sustain benefits to vulnerable families' livelihoods and build resilience from afforestation and forest management initiatives, a broader long-term strategy and consultation would be required.
- Pillar 2 (asset provision and training for smallholder farmers) faced some targeting issues (see EQ1.2 and 3.2 ) which imply that expected outcomes of improved productivity, profitability, market access or income for vulnerable smallholders have not materialised. Moreover, as Pillar 2 did not consider communal forms of organization and production to support vulnerable people's access to productive factors (land, capital), it was difficult for it to target vulnerable populations.
- Pillar 3 (training and small business promotion) supported job creation through wage employment and self-employment development. It emerges as the most coherently designed pillar where most results have emerged.

#### SO4: Overall achievement

Under SO4, WFP supported a participative process to develop a comprehensive food security and nutrition sector plan. The National Food Security Strategy (NFSS) outlines a multidimensional vision for food security, however, the strategy's governance and how its implementation will be coordinated remain unclear. Capacities of Jordanian actors to implement the strategy still need strengthening. A good foundation was laid for introducing new partnerships with the CO, with further innovative approaches being integrated across its operations.

<sup>173</sup> ACR 2018.

<sup>174</sup> National Agricultural Research Centre.

159. **SO4 focuses on strengthening national capacities to effectively plan, coordinate and monitor the food security sector.** In 2020, it received around 21 percent of its requirements under the NBP.<sup>175</sup> As no funding was earmarked for it, WFP used flexible CSP contributions to cover the priority needs.

160. In partnership with Ministry of Agriculture, WFP co-led Activity 6 with the FAO to develop the NFSS, which identifies a comprehensive set of issues for Jordan to address food security. Through the NFSS formulation process, WFP supported the Government in developing a multidimensional vision for food security which goes beyond food production to integrate food availability, access, use and regularity. This is an outcome in itself. The NFSS sets the achievement of the maximum potential of local food production as an important objective. Looking ahead, there is potential for WFP to contribute to the implementation of the NFSS – for example, through support to develop action plans.

161. In terms of the enhancement of food security governance structures, (one of the four strategic NFSS objectives), the 2020 ACR indicates that the Higher National Steering Committee for Food Security, established over a decade ago under the leadership of Ministry of Agriculture, was reactivated and restructured to play a leading role in coordinating the NFSS's implementation. However, **the issue of NFSS governance still lacks consensus** and current work on this issue is ongoing, with wider national ownership and more senior leadership being sought to support the strategy's implementation and monitoring.

162. Activity 7 seeks to enable vulnerable people in Jordan to benefit from increased access to innovative assistance programming that enables development partners to provide more effective support, including in times of crisis. **WFP sought to build partnerships and support innovations addressing food insecurity, livelihoods, resilience and climate change.** However, the activity was launched quite late with the recent arrival of an activity manager, and so results remain limited, although promising.

#### **Box 1: Decapolis – Blockchain traceability platform for smallholder farmers**

The local start-up, Decapolis – an innovative blockchain-based platform – was supported by WFP in providing a traceability platform for proving the safety and quality of food for food producers, farmers and regulatory agencies worldwide. It helps food producers deliver premium goods in compliance with strict quality control standards. One hundred smallholder farmers were trained and onboarded to the platform, enabling them to track their produce and ultimately improve their value; results from a six-month pilot indicated a 28 percent increase of income compared to other farmers selling the same crops.

163. Based on KIIs, the evaluation found that the development of innovative approaches should become a cross-cutting instead of a standalone activity. The Country Office made good progress in integrating innovative solutions and approaches across its operations.

164. While WFP developed a number of partnerships in support of livelihoods and resilience, there is not yet a complete strategy in place. **Governance in the food security sector remains uncertain, meaning that defining partnerships for food security still lacks a suitable framework.**

165. **WFP made progress towards strengthening its position in support of the SDGs.** Participation in the elaboration of the NFSS positioned WFP as a partner of choice for food security action; all the more so as the Government wants to work with WFP on the operationalization of the NFSS. WFP's partnerships with local operators enable it to benefit from their community outreach, engagement and coordination with local communities and Government entities. This reinforces WFP's credibility as a partner at field level.

### **EQ2.2 To what extent did WFP contribute to achievement of cross-cutting aims (humanitarian principles, protection, accountability to affected populations, gender equality and other equity considerations)?**

166. **WFP contributed to food security in a complex protracted crisis while respecting humanitarian principles.** In upholding the humanitarian principles of humanity to prevent and alleviate human suffering – neutrality, impartiality and independence – WFP continued to provide food assistance to between 480,000

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<sup>175</sup> ACR 2020.

and 500,000 beneficiaries in 2019 and 2020 respectively.<sup>176</sup> Based on the documentation made available to the ET, it was evident that targeted populations and geographical areas were selected based on needs. No discrimination was made between different groups or geographical locations in determining assistance. This approach is also reflected in the retargeting and validation exercise conducted in 2021.

167. Mainstreaming of protection and Accountability to Affected Populations (AAP) has improved, but there is scope for further strengthening. The Country Office followed up on the recommendations made in the 2018 Corporate Emergency Evaluation of the WFP Regional Response to the Syrian Crisis. Regular training for CPs were held to strengthen CPs' capacity in mainstreaming protection. Training included Protection from Sexual Exploitation and Abuse and child safeguarding. Overall efforts on improving protection and complaints mechanisms were centred on GFA beneficiaries. For the livelihoods interventions, it was found that protection and feedback mechanisms were not sufficiently known to beneficiaries.

168. Under Activity 1, the AAP focus was on improving beneficiary complaints processes, addressing complaints, monitoring the hotline call centre and community-based helpdesks, providing and disseminating information, following up referrals, problem-solving and tracking cases, and following up on issues concerning gender and disability. Protection focuses on tracking cases and processing data and legal issues by referring beneficiaries to specialized agencies.<sup>177</sup> The process of handling complaints has improved but some challenges remain, mainly linked to inclusion requests and e-cards replacement. During FGDs beneficiaries indicated that feedback processes are taking too long including waiting times for e-card replacements. The Country Office is aware of these grievances and is considering options to reduce the length of the processes, mainly for e-card replacements. During FGDs beneficiaries indicated that the helpdesks were not seen as a go-to place where beneficiaries would find suitable support and response. The Evaluation Team shared this concern after visiting some of the helpdesks. It is understood that the Country Office plans to review its complaints and feedback mechanisms with the support of RBC.

**169. WFP field presence is not sufficiently strong to allow for direct communication with communities.** As was also highlighted in the Evaluation of WFP Policies on Humanitarian Principles and Access,<sup>178</sup> a strong presence in the field and community-level engagement is required to demonstrate an organization's neutrality and independence. However, the large number of refugees in need of assistance make it a challenge to have a broader presence at the field and community level. When most direct communications with refugees are carried out by partner organizations, their ability to maintain neutrality and operational independence needs to be reinforced. It may be beneficial for assisted populations and CPs if WFP can have a stronger field presence, especially at times when assistance changes are being introduced.

170. It can be difficult for WFP to balance competing demands of achieving the speed and scale necessary for lifesaving with effectiveness, equity and accountability. A previous evaluation<sup>179</sup> noted this difficulty and concluded that beneficiaries' needs could be placed more centrally within future response design, including improving quality by ensuring a clear 'line of sight' to beneficiaries. The CSP made a commitment to act on this and, under this evaluation period, the Country Office made various investments aimed at enhancing protection, accountability to affected populations, gender and inclusion under GFA. However, as discussed under EQ1, the basic design of the GFA has not deviated significantly from a 'one-size-fits-all' approach to design and delivery.

**171. The CSP monitoring system complies with WFP corporate requirements in relation to gender equality and empowerment of women.** Since the adoption of the CSP, there have been significant advances in the disaggregation of data and its reporting. However, the reported indicators provide very limited tangible information on gender empowerment. WFP's corporate theoretical framework, which defines the significance of gender empowerment, was not sufficiently contextualized in the CSP to allow for the development of relevant indicators; its current focus is on gender parity.

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<sup>176</sup> ACR 2019, 2020.

<sup>177</sup> ACR 2020.

<sup>178</sup> WFP .2018. Evaluation of WFP Policies on Humanitarian Principles and Access in Humanitarian Contexts.

<sup>179</sup> WFP. 2018. Decentralised Evaluation of WFP's General Food Assistance to Syrian Refugees in Jordan 2015 to mid-2018.



172. **The number of women beneficiaries reached is equal or greater than men beneficiaries.** Women constituted 54 percent of beneficiaries in 2020, compared to 53 percent in 2019, and 54 percent in 2018.<sup>180</sup> While beneficiary ratios have been reached, it is important to note that addressing parity is essential but is not necessarily the same as equity.<sup>181</sup> Progress in moving from a gender-sensitive to a gender-transformative approach varied between activities. Efforts are being made to enhance the equal participation of women in the adjustment of WFP programmes. This approach is less evident in the resilience and livelihoods programming where interventions are not as tailored to specific gender and age needs.

173. The Country Office was part of WFP's corporate Gender Transformation Programme to deliver gender equality outcomes in food security and nutrition. There are a number of examples of steps taken by the Country Office to support interventions targeting specific barriers to the empowerment of women. One of these examples is the initiative on digital financial inclusion for women with the Bill & Melinda Gates Foundation.

### EQ2.3 To what extent are the achievements of the CSP likely to be sustainable?

#### Sustainability of the capacity strengthening effects achieved at the level of government institutions

174. Key informants noted positively that national capacity strengthening delivered through technical assistance and building delivery systems are providing a legacy that will support the development of the national social protection system. Capacity strengthening support for the development of the NFSS and the NSFS have also resulted in two strong national frameworks to provide future direction for the Government, WFP and other actors.

175. **There are gaps in the Government of Jordan's capacity to sustain outputs from CCS.**

A main issue for Activity 3 concerns the sustainability of results. While setting up the systems and processes to date has been a huge achievement, all social protection committee partners interviewed confirmed that National Aid Fund remains reliant on inputs provided by technical partners (something also echoed by Government stakeholders). This issue is not specific to the CCS of WFP, rather it affects all United Nations partners. In fact, WFP's ToC for Activity 3 does not factor in this notion of sustainability (national capacity to independently finance and manage the systems created and do this work alone to the same level of quality). Key informants identified the

"The driver of the success is still WFP's (and other partners') engagement in those [National Aid Fund] processes. Yes, National Aid Fund as an organization has been transformed in two years. But it's partly because WFP, UNICEF and WB have members of our own teams working inside there. The technical skills [in National Aid Fund] to *manage* all the systems are still *lacking*."

challenges as being: i) gaps in technical capacities to manage all systems; ii) gaps in staffing (with National Aid Fund historically underfunded and overstretched); and iii) centralization of expertise (a few core senior people have been the focus of CCS which has been vital for overseeing the roll-out to date but is a challenge for sustainability especially where there is high turnover in senior roles).

176. **WFP is renewing focus on sustainability in the last year of the CSP to catch up on the delays caused by COVID-19.**

The social protection committee was delayed in discussing and defining an exit strategy for partners' CCS support with the Government due to COVID-19. WFP and other partners are now planning to focus on transition and handover plans beyond the original planned end date of 2021, into 2022.<sup>182</sup> WFP drafted a CCS monitoring roadmap for National Aid Fund, which sets out some actions in support of this transition. Supported by WFP, the NFSS has a strong focus on sustainability, working toward sustainable food security for Jordan.

177. **There is reluctance in the Government of Jordan to make the transition to domestic financing for National Aid Fund staff.**

Part of the UN's CCS support to National Aid Fund is covering costs of key staff. It

<sup>180</sup> ACR 2018-2020.

<sup>181</sup> WFP. 2020. Summary report on the evaluation of WFP's Gender Policy (2015-2020).

<sup>182</sup> KILs.

is expected that around 45 percent of the 70 staff currently funded will be needed beyond the expansion stage.<sup>183</sup> While the agreement with the Government is that the cost of these roles will be absorbed into the national budget, there was no progress on this under the CSP to date. WFP and other key informants reported that the Government is reluctant to engage in discussions on the planned transition of these costs.

### Sustainability of the effects achieved at the community and household level

178. The Evaluation Team recognizes that the sustainability of food assistance is unrealistic in a context where the regulatory environment – which is beyond WFP’s control – severely curtails refugees’ ability to meet food and other basic needs by their own means. Humanitarian assistance to households, without any positive change to this enabling environment, can only be expected to meet immediate needs and its cessation will inevitably lead to a deterioration in food security outcomes. Evidence from previous evaluations note that cuts to assistance led to declines in food security.<sup>184</sup>

179. Under SO1, GFA only addresses the short-term food needs of beneficiaries. However, under SO3, the livelihoods opportunities did not sufficiently consider sustainability and effects at household and community level. For instance, self-employment activities face challenges around sustainability (see Section 2.2, EQ2.1). GFA is not addressing the root causes of food insecurity (inability to earn). Because the focus area is ‘crisis response’ programmes are not providing longer-term or durable solutions to vulnerable populations. When assistance stops, food security will not be sustained. Given the dwindling humanitarian funding for GFA, there is a clear need to find solutions that address root causes and support self-reliance.

180. For those with the capacity to work, WFP is potentially well placed through the CSP to foster links between CBT and activities to encourage self-reliance and sustain benefits. Work on these links did not take place under the CSP, however, progress is being made with an October 2021 agreement on a collaborative model for supporting the transition between WFP and UNHCR. There is a draft commitment to work collectively on profiling vulnerable refugees, through data sharing and vulnerability analysis, to identify cohorts of refugees with: i) the potential to become self-reliant with a supportive enabling environment (i.e. work permits, pathways into formal employment); ii) the potential to become self-reliant in the future with capacity building and support through targeted interventions and referrals; and iii) those that will require continued unconditional assistance. There is commitment to develop an information management system and protocols for sharing information with livelihoods/resilience-building actors, to inform the targeting of future self-reliance projects and provide a mechanism to link and coordinate GFA with self-reliance activities.

181. Barriers to improving incomes (regulations impacting on refugees’ ability to work, and political factors that maintain regulations) are limiting refugees’ opportunities to access employment. There was only limited evidence of WFP working with other actors to advocate for change. This goes beyond the reach of an individual agency such as WFP, but WFP’s strong presence in the country means there is potential to influence outcomes.

### EQ2.4 To what extent did the CSP facilitate more strategic linkages between humanitarian, development and, where appropriate, peace work?

182. Bridging the humanitarian-development divide and focusing on self-reliance and resilience is becoming increasingly important because of the protracted nature of the Syrian refugee crisis and the increased poverty and vulnerability among Jordanian nationals. WFP’s resilience agenda in Jordan is being strengthened by reinforcing the livelihoods portfolio under the CSP. Linking humanitarian and development approaches is more challenging in a context where legal restrictions prevent refugees from accessing economic opportunities or employment. The limited funding for its resilience portfolio meant that WFP was not in a position to implement a large-scale resilience or livelihoods programme. The siloed activities and short-term project interventions reflect the lack of a strategic vision and understanding of what is involved

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<sup>183</sup> KIIs.

<sup>184</sup> WFP. 2018. Corporate Emergency Evaluation of the WFP Regional Response to the Syrian Crisis (January 2015-March 2018).



in supporting beneficiaries' self-reliance. Senior management are actively addressing this by bringing a more coherent vision and the necessary expertise to the CO.

**183. Targeting Jordanian and refugee vulnerable families under SO2 and SO3 contributes to social cohesion.** Poverty and lack of income is a risk for community-level conflict between host communities and refugees. Targeting beneficiaries based on vulnerability and ensuring that both groups are reached has a positive effect on peaceful co-existence at community level.

**184. There is increased cooperation between humanitarian actors to implement a sustainable refugee response plan.** In 2021, WFP and UNHCR developed a concept note to take coordinated action to mitigate the impact of reduced assistance on refugees and communities in Jordan. The concept note aims to balance meeting the immediate needs and developing a longer-term action strategy drawing on both agencies' respective comparative advantage and technical expertise. At the core of the strategy is a reorientation of the Jordan refugee response towards a more sustainable approach through building self-reliance and linking to more sustainable funding options.

### **2.3. EQ3: TO WHAT EXTENT HAS WFP USED ITS RESOURCES EFFICIENTLY IN CONTRIBUTING TO COUNTRY STRATEGIC PLAN OUTPUTS AND STRATEGIC OUTCOMES?**

Targeting and validation based on vulnerability criteria ensure that the most vulnerable groups are reached with reduced available resources. Use of appropriate technologies has driven efficiency. WFP management considers cost-efficiency and value for money in its operations.

#### **EQ3.1 To what extent were outputs delivered within the intended timeframe?**

**185. WFP's contingency measures minimized disruptions during the COVID-19 crisis.** Based on ACR reporting for the period 2018 and 2019, planned CSP activities were implemented on time. However, with the outbreak of the COVID-19, pandemic some of the activities – excluding Activities 1 and 3 – had to be suspended in 2020 because of the Government's COVID-19 restrictions. Most impacted were the school feeding activities that were suspended due to school closures. Livelihood interventions were impacted because of movement restrictions, and closures of companies resulting in beneficiaries losing their work placements.

**186. Under SO1, targets and activities were met in a timely manner.** WFP was able to respond quickly to the increased needs of refugee beneficiaries due to the pandemic. Additional funding permitted WFP to expand to meet the additional vulnerabilities caused by COVID-19, allowing the available resources to exceed the NBP by 16 percent. With the outbreak of COVID-19, monitoring processes were reviewed and shifted to phone-based remote data collection systems to limit potential transmission between staff and beneficiaries.

**187. Use of appropriate technology maintained access to services.** WFP was able to adjust its assistance through door-to-door distribution of e-cards to beneficiaries using biometric authentication through EyePay phones. WFP also expanded its ATM network from 124 to 800 to allow beneficiaries to redeem assistance across the country. Beneficiaries could also pay for goods through digital transactions in 200 WFP partner shops, including in the Zaatari and Azraq camps. WFP extended the staggered transfer of assistance to reduce potential overcrowding in the shops. Under SO2, to support the Government's social protection schemes, **WFP continued to provide technical support to the National Aid Fund for its COVID-19 emergency cash assistance programme** and was able to improve National Aid Fund operations and enhance people's access to assistance. Building on its expertise in digitization of cash delivery systems using innovative technologies, WFP was able to complete the full digitization of National Aid Fund's cash delivery Management Information System (MIS).

**188.** Under the validation stream, given the COVID-19 outbreak and associated restrictions, WFP and its local service provider **implemented more than 15,500 virtual and phone information sessions**, reaching 42,000 Takaful and Emergency cash assistance beneficiaries. Under the payment stream, WFP provided **virtual information sessions and financial literacy** to National Aid Fund beneficiaries, established a payment unit and supported the recruitment and capacity development of National Aid Fund staff. Beneficiaries were able to open and use e-wallets to redeem their assistance through different services.

189. SO3 livelihoods activities were hampered significantly by the continuous disruptions throughout the year as a result of COVID-related lockdowns. This affected WFP CP's ability to implement activities to agreed timeframes. The pandemic led to many project participants losing their job placements. To overcome the disruptions caused by the pandemic, WFP created Standard Operating Procedures, adjusted its workplans and timeframes with partners, and implemented contingency measures to be able to continue supporting the livelihoods of the most vulnerable refugees and Jordanians through 2021.

### EQ3.2 To what extent was coverage and targeting of interventions appropriate?

190. **The main challenge to the coverage of households in most need is funding limitations.** This is evidenced clearly in the validation and retargeting exercise conducted by WFP in 2021. The CBT interventions of WFP and UNHCR combined are unable to support all severely vulnerable households. WFP's strategy of applying national coverage and a bottom-up approach is seen to be pragmatic and justified. Syrian refugees were targeted based on social and demographic vulnerability criteria. Full coverage of assistance was maintained to the refugee camps including all camp residents eligible for WFP assistance – as they are considered most vulnerable. WFP, UNHCR and UNICEF are jointly supporting about 500,000 refugees out of 655,000 registered refugees with GFA.

191. **Rigorous methods for vulnerability-based targeting have been central to WFP's refugees' GFA strategy since 2015.** WFP's targeting approach is harmonized with other humanitarian agencies providing cash assistance to refugees. Since 2015, the Country Office developed its own Socio-Demographic Vulnerability targeting model for Syrian refugees which was used until 2021. The new CORE targeting model has been in place since June 2021. Throughout, WFP explored the extent of alignment and overlap between the scoring of these models and those of UNHCR's VAF. WFP reported that there is a strong positive relationship between these respective scores, suggesting a considerable degree of consistency and validity between these targeting approaches. Similar to its approach in other countries in the region, WFP developed an econometric model for measuring economic vulnerability. This is used to weight the characteristics of households registered with UNHCR and assign them a score. WFP targets its assistance to those classed as "severely vulnerable" or "vulnerable" according to their score. All households in refugee camps, meanwhile were considered severely vulnerable and receive assistance. This was a robust and logical strategy that made sense in the operating environment.

192. **WFP made vigorous efforts to re-target GFA to the most vulnerable.** In 2021, WFP took steps to revise its targeting approach. This was to account for changes in vulnerability of households since 2015 and due to the impact of COVID-19. Data collected through various surveys was used by VAM to calibrate a revised econometric model based mainly on socio-demographic criteria.<sup>185</sup> This model was used to reassess household vulnerability and eligibility for assistance. In response to the funding cuts, prioritization was also factored into the retargeting exercise to adjust the caseload downwards in line with funding projections, applying a blanket approach in camps and a "bottom-up" approach in communities that prioritized the severely vulnerable first. An appeal mechanism was introduced to address exclusion errors. The approach is certainly a logical one in the face of the challenges inherent in a context where there are hundreds of thousands of very vulnerable refugees and limited resources – though inevitably the funding constraints mean that coverage of those in need will reduce since WFP is unable to assist all those households that are classified as severely vulnerable. In the absence of data from the joint comprehensive vulnerability assessment (which has stalled), some key informants (UN and donors) queried whether the quality of the remote survey data underpinning the model risked generating errors. It is not possible for the Evaluation Team to comment further on the extent of errors in targeting.

193. **The timing of the exercise and the targeting approach contributed to dissatisfaction among refugees.** In the wake of this exercise, there has reportedly been a significant amount of dissatisfaction voiced by refugees. For example, key informants highlighted that people gathered and demonstrated outside WFP's offices. The hotline was also inundated with complaints and more than 30,000 appeals were registered with WFP by August 2021. Queries to the hotline and appeals against exclusion are not surprising considering that this was the first retargeting exercise in five years, and that refugees' food security in

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<sup>185</sup> Key informants explained that multiple variations of the model were tested. The model is based on COVID-sensitive socio-demographic criteria correlated with food insecurity and vulnerability, including female-headed households, single male-headed households, family size, dependency ratio and household member with disability or chronic illness.

country is deteriorating. Any retargeting effort would be difficult to implement in this context, and no method generating flux between groups would have been trouble free. However, the lack of clarity among refugees as to why their support is being discontinued partly explains the number of queries. The ET's findings are somewhat anecdotal since there was no time or data available for detailed analysis of the hotline or appeals process. However, these findings echoed those in the evaluation of WFP's CSP in Lebanon.<sup>186</sup> Interviews highlighted that the timing of the exercise is likely to have contributed to the levels of dissatisfaction and distress. Ideally, the first retargeting exercise in years would not have coincided with the cuts to assistance. This was not WFP's intention, but COVID-19 delayed the retargeting exercise. Overlaying the prioritization plans with the retargeting contributed to greater confusion and anxiety, as even those who are vulnerable and a priority for assistance cannot necessarily be supported.

**194. There were limitations in the way that retargeting was communicated.** It is the econometric model itself which is at the crux of this communication challenge. A well-known challenge of econometric targeting is its complexity. It is difficult for those without an econometric background to fully understand or be able to critique it, and even more difficult for communities to understand it. Because eligibility is determined by a formula screening multiple characteristics (i.e., not every person with a disability will be guaranteed to be included even though disability is a criterion weighted in the model) and because of concerns about creating perverse incentives for households to try to manipulate the targeting process, implementers have often been reluctant to provide clear information to communities on the criteria used.

195. Where poverty is widespread, with little discernible difference between eligible and ineligible households, refugees cannot understand why some are included and others excluded. The targeting approach can be perceived as unfair. This issue was strongly highlighted through multiple studies of WFP's CBT in Lebanon.<sup>187</sup> The Jordanian context is similar to Lebanon, where the majority of refugees are living under the poverty line – and WFP staff members commented that similar challenges were seen in the initial targeting exercise of 2015.<sup>188</sup>

**196. The retargeting was a data-driven exercise** and there were limited community consultations by WFP prior to the retargeting and no clear information provided on what targeting decisions have been based on. Of course, it is important to be mindful that bringing large numbers of people together at this time was difficult given national COVID-19 restrictions. However, there was limited attempt to find alternative ways to communicate these changes to people. One key informant reported that the resulting perception among communities was that retargeting was haphazard and random. A reported lack of responsiveness on WFP's part to queries (perhaps caused by staffing constraints)<sup>189</sup> is also likely to have contributed to this dissatisfaction.<sup>190</sup> WFP is now making efforts to consult with beneficiaries to understand their perspectives.

**197. Targeting related to livelihoods was less rigorous,** with agricultural activities not succeeding in reaching the most vulnerable. Targeting was undertaken by CPs, according to their own vulnerability criteria following a discussion with WFP on suitable target populations. In the case of water harvesting, this did not always result in selection of vulnerable families, despite on-site visits by WFP to check eligibility criteria. Stakeholders interviewed confirmed that beneficiary selection was not based on vulnerability, but on possession of land, willingness to engage in the activity, and tenure security (single owner). Moreover, beneficiaries were asked to pay for investments upfront before being compensated (to ensure accountability) which is not adapted to vulnerable people. Finally, in some instances, the Evaluation Team observed that some beneficiaries were not exclusively farmers but would earn their living through alternative means.

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<sup>186</sup> WFP. 2021. *Evaluation of Lebanon WFP Country Strategic Plan 2018–2021*. The CSPE Lebanon found that lack of understanding of the targeting approach or why households were excluded was a major factor driving refugees' complaints and appeals.

<sup>187</sup> See the WFP Lebanon CSPE and cited studies therein.

<sup>188</sup> KII.

<sup>189</sup> As indicated by some key informants and the ET's own observations of human resources.

<sup>190</sup> KII – when WFP received queries on targeting from other partners, WFP replied that they would respond within a week.

198. **Some of WFP's CPs have been more successful in selecting vulnerable populations. Some** NGOs are in closer contact with beneficiaries and have access to good quality vulnerability data on the communities they work in. For example, one organization only works with beneficiaries with an average per capita income below 68 JOD/month and selects vulnerable families from a database shared by another organization which distributes food parcels to families living in extreme poverty.

### **EQ3.3 To what extent were WFP's activities cost-efficient in delivery of its assistance?**

199. **WFP monitoring focused on basic indicators of efficiency only.** While the ACRs allude to efficiency, mainly in relation to partnerships, capacity strengthening and innovative technology, they provided limited analysis of trends in efficiency and identification of efficiency factors. As a result, under current WFP data systems, the availability of financial data limits the ability to undertake robust cost efficiency and effectiveness calculations. The lack of corporate standards around cost efficiency and cost-effectiveness has also limited the scope of analysis.<sup>191</sup>

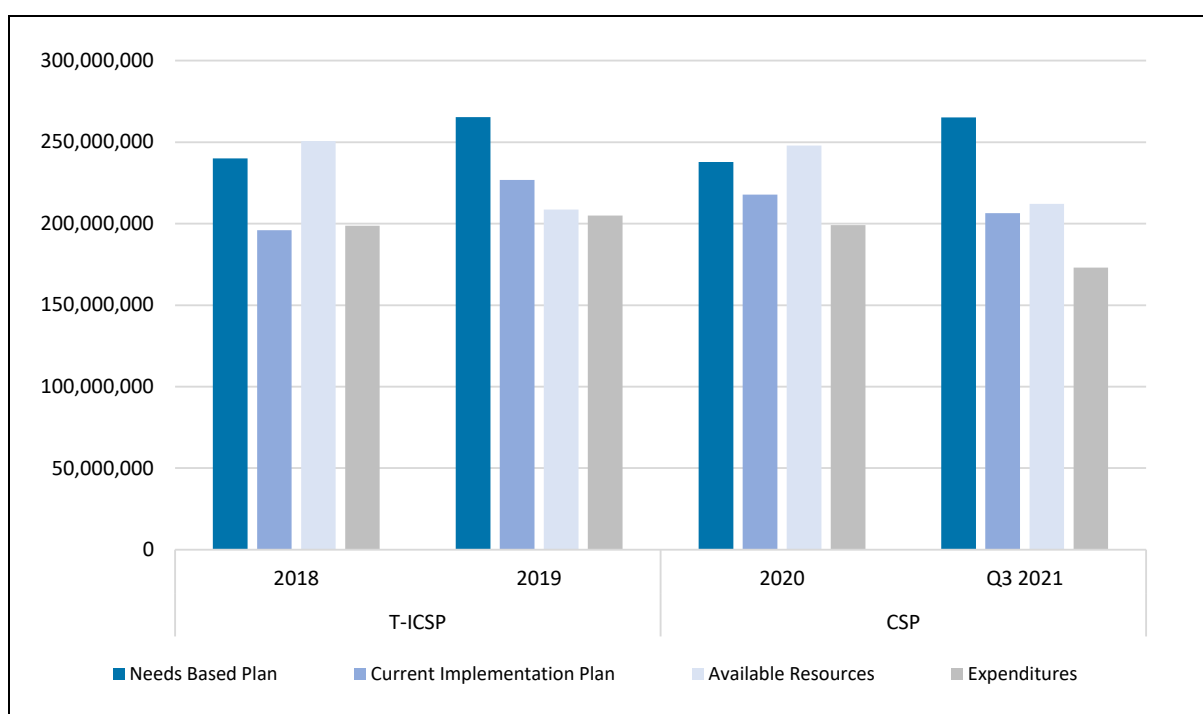
200. **A Resource Management Committee (RMC) was set up to support funds management in the CO.** The set-up of the RMC in October 2020 was an important step to support the resources management in the CO. The RMC – among other duties – reviews resources and timing of potential breaks, monitors value for money and financial efficiency. The RMC calculated transfer value per beneficiary for the different activities and the percentage going directly to the beneficiaries. Based on the cost-efficiency analysis, the Country Office reviewed its school feeding approach. The transfer value for Healthy Kitchens was very high, and a low percentage of the funds allocated went directly to beneficiaries.

201. **Overall, outputs have been allocated within budget.** Data show that the Country Office was able, on an annual basis from 2018 to 2020, to exceed its targets for the total number of beneficiaries (Figure 13). Additionally, annual expenditures across the T-ICSP and CSP have been only slightly below those foreseen by the initial NBP, specifically across all Strategic Outcomes (Figure 17) as well as at global level when considering total costs (direct and indirect, Figure 25). This reflects that there were no large distortions (see EQ3.1 on timeliness) or issues with absorption capacity. More specifically, grand total expenditure reached 99.1 and 89.9 percent of the grand total allocated resources under the T-ICSP and CSP, respectively (Figure 25). This suggests that resources available were used in a timely manner.

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<sup>191</sup> WFP. 2018. Corporate Emergency Evaluation of the WFP Regional Response to the Syrian Crisis (January 2015-March 2018); WFP. 2018. Decentralised Evaluation of WFP's General Food Assistance to Syrian Refugees in Jordan 2015 to mid-2018.

**Figure 25: Annual T-ICSP and CSP financial overview grand total, 2018-Q3 2021 (USD)**



Source: 2018-2021 ACR5-A from IRM Analytics. 2021 data is preliminary (accessed on 18 October 2021). BR02 is not reflected in this figure.

Note: 'Available Resources' consists of the unspent balance of allocated contributions carried forward from the previous year, new allocated contributions, locally generated funds, and other income and outstanding advances from internal lending facilities.

202. The two budget revisions under the CSP required considerable efforts, but there is no evidence that these resulted in significant delays and efficiency loss. BR01 represented a 7.6 percent total budget increase (USD 53.3 million). Most of the increase (93 percent) corresponded to CBT. It involved no change in strategic orientation but, being above the USD 50 million mark, BR01 required the approval of the Executive Director. BR02 budgetary impact on the overall NBP is expected to be limited as it will represent only USD 13.9 million or 1.8 percent of the CSP budget. BR02 added service provision to other agencies under a distinct Strategic Outcome as this corresponds to a bilateral service to humanitarian and development partners in Jordan. Corporate regulations require WFP to report separately on resources received and activities implemented through such agreements.

203. **Cost-Transfer Ratios (CTRs) were kept at a reasonable level, especially for Activity 1.** The CTR for Activity 1 estimated from the CSP budget is 86 percent comparing the transfer value against total costs; these are in line with the cost efficiency ratios of other at-scale cash programmes in the region. For example, in Lebanon the CAMEALEON Value for Money (VFM) study estimated a CTR of 88 percent for WFP's cash programme.<sup>192</sup> The ratio is also aligned with (and is better than) the Directorate-General for European Civil Protection and Humanitarian Aid Operations' (ECHO) guidelines for large-scale cash (85 percent) and with typical ratios observed for other at-scale refugee responses. The BR01 document also provides estimates for cost of transfer (including transfer value and associated costs) against total costs for each Strategic Outcome – that is, 89.2 percent for SO1, 83.7 percent for SO2, 88.5 percent for SO3 and 87.7 percent for SO4 (Table 8). While these ratios are satisfactory, it is interesting to note that estimates for SO2 and SO3 are well above those indicated by the RMC meeting notes of October 2020. This indicates that cost efficiency is most likely significantly below initial estimates for school feeding and resilience activities. These

<sup>192</sup> CAMEALEON. 2020. *VFM Analysis: WFP's MPC Assistance Programme in Lebanon*. Internal Report, unpublished. Although, there are caveats to recall concerning data accuracy and the fact that programme costs are shared between multiple programmes, and so involving a degree of estimation.

ratios are also influenced negatively by the fact that it was extremely challenging to implement resilience and school feeding activities at scale under COVID-19 restrictions. However, the overall cost efficiency remains high due to the smooth implementation of Activity 1 (SO1), by far the most important component from a budgetary point of view.

204. More generally, operating in Jordan is conducive to logistical efficiency, as Jordan globally possesses good infrastructure (including ICT and transport), efficient financial and trade sectors, a stable and secure political environment, and skilled human resources. All such factors have provided a secure, accessible and competitive environment and contributed positively to the efficiency of WFP's operations.

**Table 8: CSP cost breakdown by Strategic Outcome (SO) under BR01**

SO	01	02	03	04	TOTAL
Focus area	Crisis response	Resilience building			
Transfer (transfer value plus associated costs)	527,783,102	45,484,035	89,819,343	4,740,334	667,826,815
Implementation	12,473,804	4,113,437	2,846,918	193,200	19,627,359
<b>TOTAL (including support costs)</b>	591,674,512	54,318,288	101,494,146	5,402,830	752,889,775
<b>CTR (transfer/total)</b>	89.2%	83.7%	88.5%	87.7%	88.7%

Source: CSP BR01 Final Narrative, 22 June 2021, shared by CO.

Note: The amounts reflected in 'Transfer' include transfer values for all modalities, including cash, food and capacity strengthening.

205. **Choice of partners under Activity 5 did not lead to the most efficient implementation.** Analysis of CP Field Level Agreements (FLAs) and observations in the field highlight that costs associated with sub-contracting CPs under Activity 5 were high relative to the work undertaken. This is also confirmed through the transfer value calculations done by the RMC in October 2020. In particular, major differences in cost emerge between the NGO CPs when analysing their respective FFT activities. Overall, there is limited monitoring and analysis (and comparative analysis) of costs, which are necessary to determine clear conclusions on the efficiency of different partnerships. Quality of reporting also varies significantly between institutions: some provide good quality reports; others may not provide any narrative reports at all. This was discussed at length by the Evaluation Team with the Country Office management and it was evident that the Country Office was aware of these weaknesses and is taking already the necessary steps to address the challenges.

206. **WFP's investment in technology innovation greatly contributed to increasing cost-efficiency.** The Jordan Country Office is recognized as a leader in innovation, proactively initiating and adopting technological innovations such as iris scanning, blockchain technology and other digital solutions to enhance the efficiency of assistance.<sup>193</sup> This finding was also reiterated in WFP's *Strategic Evaluation of WFP's Use of Technology in Constrained Environments*. The RMC meeting notes of October 2020 indicate 86 percent for GFA (Activity 1) under the CSP period. Again, this is considerably higher than the reported proportion of budget going directly to beneficiaries through school feeding (productive kitchen), school feeding (date bars), or resilience activities (respectively 60, 66 and 66 percent).<sup>194</sup>

207. By developing the use of MM and electronic solutions for money transfer and payment, WFP is most likely increasing the efficiency of its activities. In so doing, it also accompanies the National Aid Fund's own

<sup>193</sup> WFP. 2018. Corporate Emergency Evaluation of the WFP Regional Response to the Syrian Crisis (January 2015-March 2018); WFP. 2018. Decentralised Evaluation of WFP's General Food Assistance to Syrian Refugees in Jordan 2015 to mid-2018.

<sup>194</sup> RMC meeting notes 2020.



migration from cash to MM, as well as the CBJ's commitment to expand the MM sector.<sup>195</sup> This corresponds to other agencies' policies (for instance, UNICEF has been pushing for MM in camps).<sup>196</sup>

**208. The switch to cash in host communities allowed for timely and efficient delivery.** With regards to WFP's CBT programme, the use of ATMs in communities proved to be the most practical way to deliver cash; in general, the move from voucher to cash emerged as a major positive factor in terms of efficiency, according to interviews.<sup>197</sup> Delivery processes have contributed to the timely distribution of transfers to recipients, without substantial costs for beneficiaries. Recipients are generally satisfied with the process of cash delivery. FGDs highlight that, despite occasional difficulties, such as long wait times at the ATM, and difficulties for some groups in completing the ATM transaction, beneficiaries consider new cash delivery models much better than past voucher systems as they save a lot of time spent queuing.<sup>198</sup>

209. More generally, as the use of cash expands, it is important to better address the need for an expanded ATM network, particularly in places with dense populations of GFA recipients and few existing ATMs (such as Mafraq) – noting also that, under this CSP period, WFP made considerable progress and substantially increased the network of ATMs that beneficiaries can use. Areas that could further improve cost-efficiency and effectiveness include: achieving shorter lead times for replacement cards and PINs; having more flexibility for beneficiaries to use other ATMs at no cost; and tailoring services to beneficiary needs, such as customizing ATM instruction screens. While this is not within WFP's control, this is something that WFP has the potential to influence through its private sector partnerships and relationship with the CBJ.

210. Although COVID-19 generated extra costs with distribution of personal hygiene items (e.g., masks) to beneficiaries, these are not considered significant. The main impact of COVID-19 has been in terms of reducing field visits to beneficiaries – especially at the start of the pandemic. During the retargeting exercise, the Country Office increased the number of field and home visits, which again required COVID-19 protection items.

### **EQ3.4 To what extent were alternative, more cost-effective measures considered?**

211. The use of blockchain in camps under the T-ICSP and CSP, brought benefits and limitations which both influence cost-effectiveness. In an environment where financial services were limited, it enabled CBT to be delivered in an efficient, secure and transparent way.<sup>199</sup> The blockchain technology facilitated provision of (albeit restricted) voucher transfers while protecting beneficiary data and controlling financial risks. Blockchain technology also saves on financial transaction fees so is cheaper for WFP to implement than cash, and is easier for WFP to troubleshoot – since no financial service providers are involved.<sup>200</sup> A cost reduction can affect the number of beneficiaries who can be provided with assistance.

212. However, the transition from vouchers to cash in host communities has the benefit of greater cost-effectiveness in the sense that it enables greater choice and flexibility for beneficiaries. The continued focus on blockchain in camps, while contributing positively to efficiency, cannot deliver the most effective assistance to refugees (see EQ2.3). Finally, because the technology functions in closed circuit (i.e. is not linked with financial institutions), it is not possible to achieve any further financial inclusion benefits by linking beneficiaries to financial services.

**213. Other innovations that WFP is planning to introduce, such as MM, offer more options to beneficiaries** while potentially contributing to financial inclusion.<sup>201</sup> In 2018, digital solutions were developed for afforestation activities through the Paperless Resilience Operation. This enhanced participant registration, card distribution and attendance collection. In general, this digitization of livelihood processes

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<sup>195</sup> WFP. July 2020. Macro Financial Assessment (MaFA) Jordan.

<sup>196</sup> KII.

<sup>197</sup> Ibid.

<sup>198</sup> Men FGD, 29 August 21.

<sup>199</sup> BCG. 2016. Cash comparative study Jordan and Lebanon: Emerging findings and key learning.

<sup>200</sup> KII.

<sup>201</sup> Ibid.

helped expedite the assistance delivery, minimized human error, and increased accountability to beneficiaries and donors.<sup>202</sup>

214. Smallholder farmer activities, and some FFA and FFT activities to promote jobs and small businesses, were not always cost-effective. Despite low implementation costs, a strategy not adapted to vulnerable Jordanians and refugees results in low effectiveness for smallholder activities. This is reflected in the low quality of outputs (EQ2.1 in Section 2.2), and poor targeting and coverage of beneficiaries (EQ3.2). Besides, implementation modalities can differ significantly for similar types of job and small business promotion interventions. For instance, some interventions contribute financially to partner employers' staffing costs and provide material benefits to participants, while others limit themselves to building beneficiaries' capacity. For similar beneficiary numbers, wage employment projects have varied timeframes (10 to 19 months) and different implementation teams (5 to 24 staff). Such differences in design and strategy result in a wide variation in job creation costs estimates .

## 2.4. EQ4: WHAT ARE THE FACTORS THAT EXPLAIN WFP PERFORMANCE AND THE EXTENT TO WHICH IT HAS MADE THE STRATEGIC SHIFT EXPECTED BY THE COUNTRY STRATEGIC PLAN?

Steps have been taken to generate evidence, ensure the necessary expertise to cover capacity gaps and support change in the CO. Active resource mobilization strategies and the development of innovative partnerships are a strength in the CO.

### EQ4.1 To what extent did WFP analyse or use existing evidence on the hunger challenges, the food security and nutrition issues in the country to develop the CSP?

215. **The CSP is based on an analysis and understanding of the needs of Jordan's population and the country's hosted Syrian refugees.** The initial work undertaken was the Comprehensive Country Strategic Review. This review was conducted independently to assess the current food security and nutrition situation in Jordan and included an assessment of gaps and opportunities identified in Jordan achieving SDG2 (end hunger). The CSP was prepared based on the Strategic Review and other studies. The evaluation found that research was focused mainly on food security issues and less so on nutrition.

216. The CSP was further informed by the WFP/REACH Comprehensive Food Security and Vulnerability Assessment conducted in 2018. The research covered four population groups: Syrian refugees; non-Syrian refugees; vulnerable Jordanians; and Palestinian refugees from Syria. An Integrated Context Analysis in 2019 contributed to identifying broad national programmatic strategies, including resilience building, DRR, and social protection for the most vulnerable and food-insecure populations. In addition, for the refugee response, the CSP was informed by the JRP, providing data and analysis on food security and poverty.

### EQ4.2 To what extent has WFP been able to mobilize adequate, predictable and flexible resources to finance the CSP?

217. **Domestic pressures due to COVID-19 combined with increased demands on humanitarian donors have resulted in financial pressures on WFP's operations in Jordan in 2021** (Figure 25).

218. **WFP identified growing risks with unstable funding.** This situation resulted in funding shortfalls that have hindered WFP's ability to operate to its full capacity. Responding to this situation, the Country Office implemented an active fundraising strategy based on a well-developed partnership to mitigate the risks. This includes regular donor briefings, field visits to WFP's intervention sites, and joint advocacy efforts with other United Nations agencies. To increase its funding basis and address the funding shortfall and COVID-related needs, **WFP Jordan is mobilizing its existing donors and engaging with new and non-traditional donors**, including the private sector. Through this active engagement, the Country Office was able to raise additional funding for its humanitarian response, mainly for Activity 1. Despite these efforts,

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<sup>202</sup> ACR 2018.



funding for development-oriented interventions remains limited and short-term, impacting on the CO's capacity to develop its resilience and livelihoods portfolio.

**219. Donor representatives highlighted WFP's responsiveness and flexibility to the Syrian refugee crisis.** In particular, the representatives noted WFP's ability to respond to growing Jordanian vulnerability in the context of the growing economic crisis and the COVID-19 pandemic exacerbating vulnerabilities.

**220. A stable humanitarian donor base supported WFP in Jordan for the last five years,** with the prominent donors remaining the governments of Germany, the USA, Canada, Norway, the UK, Australia, and Ireland. Donor countries supporting development-oriented interventions include new donors such as Italy, France, EU Madad Fund, and Switzerland.

**Table 9: Top five humanitarian donors, 2017-2021<sup>203</sup>**

	2017	2018	2019	2020	2021
1.	Germany/GFFO*	Germany/GFFO	Germany/GFFO	Germany/GFFO	Germany/GFFO
2.	USA	USA	USA	USA	USA
3.	Canada	Norway	UK	UK	Canada
4.	Norway	Canada	Canada	Canada	UK
5.	Australia	Ireland	Norway	Norway	Australia

Source: Country Office Partnership Office, shared 26 August 2021.

\* German Federal Foreign Office (GFFO)

**221. Most donor funding remains earmarked at the CSP activity level** (under Activity 1), including by modality (vouchers versus cash). However, there is a slight improvement between 2018 and 2021 with a reduction of earmarked funding at activity level from 92.7 percent in 2018 to 82.1 percent in 2021. The extent to which this reduced earmarked funding at activity level and increased allocation at country and Strategic Outcome level was linked to the introduction of the CSP could not be verified.<sup>204</sup>

**222. Another challenge for the Country Office is that most donors consider and value WFP as a humanitarian agency;** it is only recently that donor countries provided some development funding. Given the evolution of Jordan's refugee crisis, which is now a protracted one, donor funding will likewise need to evolve to respond to the changing needs and priorities of Jordan and Jordan-based refugees. The current lack of multi-year funding hinders the achievement of tangible results in interventions requiring longer-term support.

**223. In 2021, the Country Office encountered a significant reduction in its financial resources.** The NBP was underfunded to an alarming level, as exhibited by a funding shortfall of 27 percent in October 2021. Nevertheless, through active donor engagement, the Country Office attracted additional funding, thus minimizing the impact on refugee beneficiaries. It is important to note that, from 2016 until 2021, WFP's refugee response component was fully funded.

**224.** This funding shortfall and decline in support of the Syrian refugee response was, in part, exacerbated by domestic factors within donor countries – namely, the impact of the COVID-19 pandemic – and the pressure on donor governments to reduce international aid assistance and redirect available resources to domestic needs. Yet, the funding shortfall and decline are neither new nor solely linked to COVID-19. The reduction in funding was gradual over the past years and reflects increased international donor fatigue towards the Syrian crisis. Illustrating this is the nearly 51 percent shortfall in funding for the 2020 JRP.<sup>205</sup>

**225.** During the COVID-19 pandemic, the Country Office's partnership unit adapted an effective remote strategy to maintain interaction and engagement with donor countries and other stakeholders. Examples

<sup>203</sup> Other humanitarian donors: France, Korea, Japan, Finland, Italy, Kuwait, Denmark, and Kingdom of Saudi Arabia (however in-kind).

<sup>204</sup> WFP. Country Office Partnership Office. Shared 26 August 2021.

<sup>205</sup> GoJ. 2020. Funding Status for Jordan Response Plan 2020.

include the joint WFP and Council for Arab-British Understanding (CAABU) event on 'Food assistance in Jordan: fostering social cohesion, preventing instability' and the virtual visits to WFP's operations with donor representatives.

### **EQ4.3 To what extent did the CSP lead to partnerships and collaborations with other actors that positively influenced performance and results?**

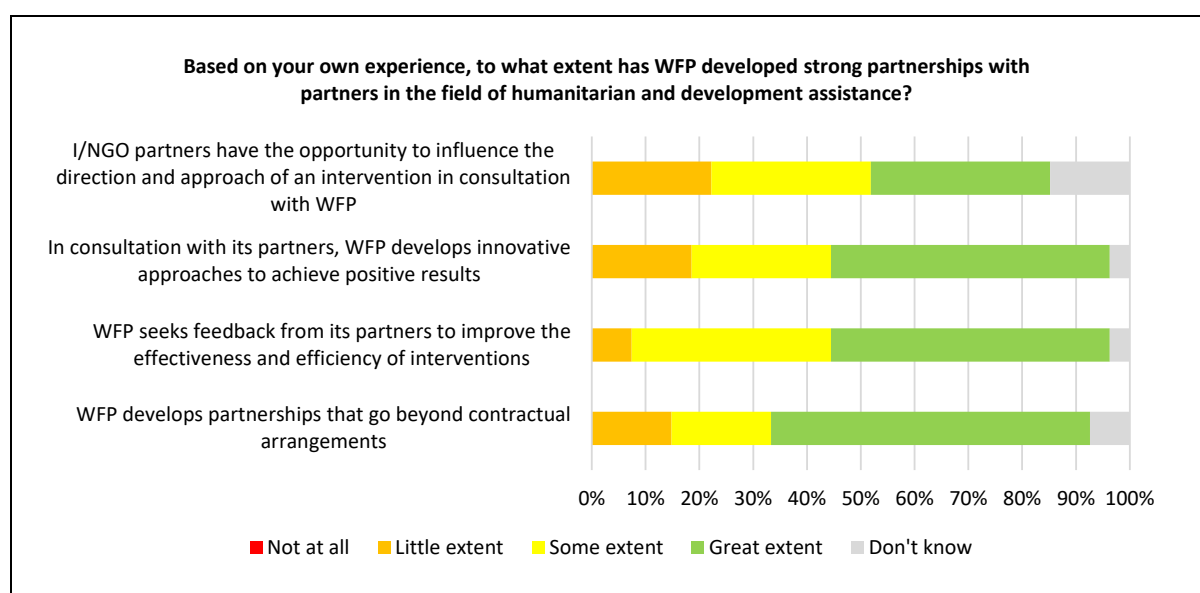
226. The Country Office directed significant attention to partnerships with Government of Jordan, donors, United Nations agencies, the WB, civil society, and the private sector. The CSP includes a stand-alone Strategic Outcome focused on developing partnerships in support of the SDGs in Jordan. WFP has been working closely with Government partners, including Ministry of Agriculture, Ministry of Social Development, and Ministry of Education. Through these strong partnerships and collaborative efforts, WFP was able to support the development of the NFSS and the NSFS.

227. The Country Office focused intensely on developing innovative partnerships with private sector actors and employed the services of a person with specific experience in the private sector. This led to partnerships being developed with private sector actors such as Decapolis and the Trip to Innovation. The Evaluation Team found that the development of partnerships with the private sector has strong potential. Currently, these innovative partnerships with private sector actors are treated as a separate activity. The Evaluation Team believes that working with private sector and supporting innovations should be cross-cutting. This approach will be more beneficial in terms of impacting all interventions.

228. WFP Jordan has been working with other United Nations agencies such as UNHCR, FAO, ILO, UNDP, and UN Women to ensure a more integrated approach to addressing the challenges faced by refugees. These efforts to collaborate with others considered the immediate humanitarian response and longer-term development matters. WFP Jordan's efforts to strengthen collaboration with other United Nations agencies were also recognized in the 2019 Multilateral Organisation Performance Assessment Network (MOPAN) report. United Nations agencies interviewed for this evaluation acknowledged the improved collaborative efforts to work in synergy with United Nations agencies. These interviews also stressed that, to strengthen partnerships with United Nations agencies and others, (such as the WB), it is essential to emphasize the advantages and added value of each agency bringing their expertise to programmes, complemented by the specializations of other agencies.

229. WFP also developed partnerships with several CPs, primarily under Activities 1 and 5. NGO partners highlighted that WFP goes beyond contractual arrangements (see Figure 26). However, key informant interviews highlighted that there are still areas for further improvement, including leveraging the expertise of NGOs. In some instances, based on document review, the relationship with CPs is often contractual and delivery-focused. This observation or assessment was also confirmed in the evaluation of WFP's GFA to Syrian refugees in Jordan. This is an observation that the Evaluation Team equally supports for the relationship between WFP and the CPs under Activity 5. It was also found that the selection of the CPs was not based on a mapping of available expertise among national NGOs. The survey conducted by the Evaluation Team gives a more mixed view than those shared by the key informants. However, the e-survey confirms the limited influence of CPs on the intervention direction and approach (Figure 26). Since the start of 2021, the Country Office reviewed its contractual arrangements with CPs, and took steps to select more specialised NGOs.

**Figure 26: Extent to which WFP developed strong partnerships, 2018-2020**



Source: Evaluation Team e-survey, August-October 2021.

#### **EQ4.4 To what extent did the CSP provide greater flexibility in dynamic operational contexts and how did it affect results, in particular as regards adaptation and response to the COVID-19?**

230. WFP undertook BR01 to increase the number of targeted beneficiaries and introduce a capacity-strengthening transfer modality under Activity 1. This approach was undertaken to promote financial inclusion and respond to the deteriorating food security situation due to the impact of COVID-19. BR01 introduced and strengthened capacity under Activity 4 to support the operationalization of the new NSFS. The budget revision process did not hinder the Country Office to expand its activities in a timely manner. Key informants did not find that Budget Revision (BR) approval processes became more efficient in comparison with BRs prior to the CSP.

231. **WFP embedded a prioritization model into its retargeting exercise to mitigate the risks linked with the funding shortfall.** This helps to ensure that the most vulnerable households are prioritized should resources not be sufficient to assist the entire targeted population. In April 2020, WFP conducted an inter-agency multisectorial Rapid Needs Assessment to examine the immediate effects of the COVID-19 pandemic on Jordanians and refugees. The Country Office developed a prioritization strategy that could be flexibly implemented in response to different funding scenarios and would allow WFP to direct limited resources the most vulnerable refugees. WFP started to explore transitioning approaches as the funding outlook for unconditional food assistance in Jordan became increasingly uncertain during 2021.

#### **EQ4.5 What are the other factors that can explain WFP performance and the extent to which it has made the strategic shift expected by the CSP?**

##### **Use of technologies**

232. The Evaluation Team notes that the use of technology in Jordan strengthened WFP's ability to respond to beneficiaries' needs (including COVID-related issues) in a timely and efficient manner. The Country Office was recognized as a leader in innovation, with a proactive attitude towards implementing iris scanning and blockchain technology utilized to enhance the efficiency of CBTs. These technologies have provided beneficiaries with choice, dignity, and autonomy while contributing to improved food security. However, it was found that the Country Office could improve its understanding of how these technologies may give rise

to exclusion and marginalization. This is a finding that was also raised in the Jordan Case Study for the Strategic Evaluation of WFP's Use of Technology in Constrained Environments.<sup>206</sup>

233. The evaluation found (Section 2.2) that beneficiaries faced some challenges with the helpdesks and hotlines as complaints and feedback mechanisms. While the FGD sample of the Evaluation Team was small, similar findings have been raised in previous evaluations covering WFP's GFA.<sup>207</sup> Furthermore, they mirror findings from the evaluation of WFP Lebanon's CSP, which drew on more rigorous data from dedicated independent studies on accountability mechanisms (which are very similar to WFP Jordan's). This, combined with the changing needs and living situation of refugees after 10 years of displacement, suggests that it may be time for the Country Office to explore ways to strengthen means of communicating with its beneficiaries.

## Results-Based Management (RBM)

234. **Monitoring data was generated as a tool for RBM.** Both internal and external stakeholders recognize the high quality of VAM M&E Unit data, surveys and reports. Donors and United Nations agencies recognized the quality of the data and reports generated by WFP. It was found that the staffing of the VAM M&E Unit is limited compared to the tasks that the unit needs to complete, which in turn affects the capacity of the Country Office to analyse progress and results at the outcome and impact level. It was also found that the data generated did not always support evidence-based programming of all activities implemented. This reflects the fact that staff members view M&E as separate from their activities, rather seeing this as the sole responsibility of the VAM M&E unit. This was not the case for Act 1 where a close collaboration between the activity unit and the VAM M&E unit supported evidence gathering to inform targeting and validation exercises.

235. **Limited analysis at outcome level for certain activities.** The monitoring framework does not measure outcomes relevant to the programme's objectives. This has repercussions on evidence-based programmatic decision-making. The CCS framework in WFP (globally) is relatively new, and guidance is still being developed and rolled out. Reflecting this, the Country Office does not have a monitoring framework to assess the results and sustainability of its capacity strengthening interventions. WFP staff who were interviewed admitted that the vision – especially concerning resilience and livelihood support – has never been clear in terms of activities and indicators, and that the official capacity for monitoring self-reliance, long-term change, and sustainability is limited. Under-developed outcome monitoring is also an issue at corporate level.<sup>208</sup>

236. **Limited understanding of performance assessment and outcome monitoring by CPs.** In interviews, Government institutions and NGOs confirmed that they face challenges in assessing results at outcome level. This is also reflected in the review of the progress reports provided by the CPs. Partners interviewed indicated that they would welcome more capacity-strengthening support to assess the broader effects of their activities. It was found that WFP does not work with the CPs in a strategic manner where the programme is designed to achieve a common objective. Furthermore, WFP does not sufficiently monitor the quality of work implemented by the CPs.

## Human Resources Management

237. WFP Jordan volunteered to pilot the Strategic Workforce Planning to understand the workforce capacity and capability required to support the implementation of the next CSP. Results of this exercise are still under review, but the team was able to gain an understanding of the broad outcomes of this assessment. It is understood that the Country Office will be aiming for more refinement and integration in its programming work, reflecting the changing refugee and Jordanian context. Additionally, the Country Office plans to increase efforts in evidence generation to support its programming. These broad steps are in accordance with the observations made by the Evaluation Team in terms of the need for engaging the

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<sup>206</sup> WFP 2021. Strategic Evaluation of WFP's use of technology in constrained environments – Country Case Study Jordan.

<sup>207</sup> This includes WFP's 2018 Corporate Emergency Evaluation of the WFP Regional Response to the Syrian Crisis.

<sup>208</sup> WFP. 2019. Decentralized Evaluation WFP Livelihoods and Resilience Activities in Lebanon 2016-2019; WFP. 2021. Synthesis of evidence and lessons on country capacity strengthening from decentralized evaluations.

right expertise to facilitate a qualitative shift in programming under the next CSP. The Country Office senior management provided leadership and took proactive steps to support the transition process.

## 3. Conclusions and recommendations

### 3.1. CONCLUSIONS

238. Under its first Country Strategic Plan (CSP) (2020-2022), WFP has gradually shifted its focus to the national priorities of social protection, emergency preparedness for future crises, and livelihoods while supporting an effective large-scale humanitarian response based on humanitarian principles. WFP's operations have provided a buffer against deteriorating food security for refugees, and its corporate expertise has supported the Government of Jordan to move towards implementing stronger national social safety nets. During the COVID-19 pandemic, WFP has adapted its General Food Assistance (GFA) delivery processes to ensure continuation of assistance and to step up its support to the National Aid Fund (NAF) to expand social protection coverage

239. It was a challenge for WFP to deliver strong livelihoods results. This was caused by the lack of a coherent long-term vision and understanding of the sectors where WFP could bring added value. Gender, protection and accountability feature strongly in WFP's organizational policies, but more work is required to operationalize these at the community level. The Country Office integrated new technologies and the process of working through CPs to make its operations more effective and efficient. The effects of these approaches on WFP's understanding of its beneficiaries' needs and its relationship with them is something that needs to be further explored.

240. Changes in direction require organizational change, and the Country Office's leadership took timely steps to assess the necessary expertise to respond to Jordanian development objectives.

**241. Conclusion 1. Under the CSP, WFP maintained an essential humanitarian response during the protracted Syrian refugee crisis as the vulnerabilities of refugee and Jordanian communities deepened. WFP provided capacity strengthening for national institutions and worked towards harmonizing its approach with national systems to bridge the humanitarian-development divide.**

242. After a decade of conflict, the Syrian crisis evolved into a protracted refugee crisis with deepening vulnerabilities among refugees, and no opportunity for the safe return of refugees in the foreseeable future. Donor fatigue and the economic impact of COVID-19 have resulted in decreased availability of international funding. These conditions have put pressure on WFP and other organizations, forcing them to adjust their humanitarian responses.

243. WFP Jordan responded to the challenges associated with the protracted refugee crisis by operating **a strategic shift in its CSP towards an increased focus on resilience, climate, livelihoods, and Country Capacity Strengthening (CCS)**. While the transition aligns with the humanitarian-development nexus, WFP's strategic shift was challenging due to staffing and partnership obstacles encountered by the Country Office. WFP also faced challenges beyond its direct control, such as the availability of longer-term funding. In protracted crises, more so than in other contexts, bridging the humanitarian-development divide to achieve more integrated approaches and support self-reliance require organizational and cultural shifts across agencies and donors, and an effective localization approach.

**244. The Country Office's transition toward resilience and CCS – while maintaining a strong humanitarian refugee response – was gradual.** The increased scope of WFP's CCS and other development-oriented work was introduced under the Transitional Interim Country Strategic Plan (T-ICSP) and further solidified under the CSP. The CSP's focus on resilience aimed to complement WFP's humanitarian assistance and develop an approach to support refugees to transition from GFA to self-reliance. WFP's senior management team took steps to identify and recruit the necessary expertise to support change in the Country Office. Actions were appropriate, resulting in the availability of in-house expertise in sectors where capacity gaps had been identified. These included livelihoods, innovation, disaster management, and school feeding.

**245. During the COVID-19 pandemic, WFP adapted its delivery processes to ensure continuation of assistance.** WFP took steps to provide assistance in a safe manner and expanded its GFA assistance to

households affected by the pandemic. School feeding was provided through take-home rations to ensure continuation of assistance. WFP assisted the Government of Jordan to expand social protection coverage. The most important constraining factor was the reduced direct contact with beneficiaries. This was partly addressed through stepping up remote monitoring and consultations.

246. **Conclusion 2: The strength of WFP's humanitarian operations was sustaining GFA at scale and reaching the most vulnerable refugee households. This assistance provided a buffer against declining food insecurity in a worsening economic context with increased vulnerabilities. However, there were shortcomings in ensuring that the targeting methodology used among beneficiaries was clearly communicated.**

247. Overall, WFP's GFA proved to be effective. However, intervention results were undermined by changes in the external environment, particularly the deteriorating food security situation caused by the COVID-19 pandemic: because of the increased economic hardship associated with the pandemic, refugees did not have sufficient income to fill the food gap.

**WFP's position as the largest provider of cash-based transfers (CBTs) to refugees remains relevant for addressing refugees' immediate food security needs.** WFP was able to provide cash transfers to refugees living in host communities. WFP was not able to meet its target of introducing cash assistance in the refugee camps because of administrative hurdles and resistance from some parties. While continuation of vouchers in camps meant that WFP was able to accommodate donor preferences and maximize funding for GFA, this also meant less-than-optimal use of critical and limited humanitarian funds. In the future, further efforts will be required to replace the voucher programme with one that is more effective and efficient, and enables access to cash. WFP is well placed to influence donors and use evidence to push for change, by highlighting WFP data, independent evaluation findings as well as global learning.

248. **GFA as a standalone programme – and as currently implemented – mitigated some dimensions of food insecurity.** However, GFA's current design does not address the underlying causes of food insecurity, particularly when implemented in isolation from other more resilience-focused interventions. Given that essential basic needs for most of WFP's GFA beneficiaries remain unmet, GFA's ambition to contribute to improved nutrition is unrealistic. The financial resources required to maintain unconditional assistance for hundreds of thousands of refugees are not sustainable. Therefore, it is important to find ways to transition households with capacity for self-reliance away from GFA, and to articulate WFP's facilitating role in supporting this transition to self-reliance. The commitment forged between WFP and UNHCR in October 2021, to work collectively on profiling and information management, is very welcome.

249. An increasingly restrictive donor environment – in addition to growing uncertainty around humanitarian funding – pushed WFP to establish partnership efforts with UNHCR to develop more sustainable approaches for the refugee response. These approaches include increased joint steps towards building self-reliance and harmonization with national systems. This improved orientation toward national strategies and priorities is critical to future programming opportunities and will enable closer interactions with national support provided to Jordanian families and refugee households.

250. WFP reviewed its targeting system regularly. However, **there were shortcomings in that some beneficiaries were unclear about and did not understand the targeting criteria.** The use of an econometric formula reduced inclusion and exclusion errors. However, it was difficult for refugee families and whole communities to understand the approach to assistance, especially where the differences between eligible and ineligible families were minimal. WFP shared limited information on the targeting criteria with communities out of concerns that this could create perverse incentives for households to attempt to manipulate the targeting process by giving false information about their household composition. While this is a valid concern, mitigating this risk should not come at the expense of Accountability to Affected Populations (AAP) and household or community well-being. Integrating the re-targeting and prioritization exercises in 2021 made it even more challenging for refugees to understand selection processes. This lack of understanding has the potential to impact social cohesion at the community level.

251. Refugees' understanding of the targeting process is critical in terms of accountability, protection, and social cohesion. The large-scale refugee assistance programme contributed to stability and cohesion, but further deterioration of refugee families' financial situations may lead to inter-community conflict if the allocation method is not well understood or accepted.



252. **While refugees use the hotlines and helpdesks, areas for improvement remain.** Due to the size of WFP's GFA programme and the number of beneficiaries it assists, keeping direct contact with refugees is a continuous challenge. However, working through cooperating partners (CPs) for the management of the community-based helpdesks – together with the issue of limited staffing capacity on the hotlines – created a distance between refugees and WFP field staff. Fewer direct interactions and reduced presence in the communities could have contributed to reduced appreciation by WFP of refugees' concerns and grievances.

253. **Working through CPs to implement CSP activities does not always lead to more efficient and effective implementation.** While the Evaluation Team understands that working with CPs is preferred, as it has the potential to reduce costs, increase reach, and supports localization, WFP needs to assess its approach to working through CPs. The Country Office took steps in the Resource Management Committee (RMC) to assess the added value of this approach. Working with partners will require more quality control, engagement, and capacity strengthening on project implementation and also on protection and accountability.

254. **Gender and protection did not receive sufficient attention in some CSP activities.** Gender and protection were mainstreamed under GFA but less so under livelihoods programming. Moving forward, the Country Office has the capacity to strengthen gender transformative approaches using its gender assessments and gender-age disaggregated data. Newly signed-up national CPs could benefit from more solid protection and gender and accountability training.

255. **Conclusion 3: Under the CSP, WFP started to evolve further in the process of transitioning from unconditional assistance towards resilience, livelihoods, self-reliance, and more predictable social safety nets for vulnerable refugee and Jordanian households in partnership with the Government of Jordan and other leading actors.**

256. Building **self-reliance and financial inclusion** is critical for vulnerable households to transition out of unconditional assistance. However, the absence of a systematic link between WFP GFA and the livelihoods support reduced the opportunities for households to develop a pathway to achieve self-reliance and reduce their vulnerability. The WFP's and UNHCR's combined action to support self-reliance and sustainability in the refugee response is seen as the right initiative to respond to a protracted crisis. WFP is engaging across the nexus to strategically link GFA beneficiaries with activities and services that improve their ability to earn an income.

257. WFP developed **a good strategy to support national social protection systems.** WFP's experience in providing safety nets for vulnerable families – including CBTs and school feeding initiatives – was valuable in supporting the Government's efforts to strengthen national social protection systems. WFP showed a comparative advantage in leading capacity strengthening in operational aspects of the social transfer delivery systems within the United Nations. This advantage led to the creation of useful synergies between the refugee response and the national systems for social protection through the National Aid Fund. There is wide-ranging support among donors and United Nations agencies for this approach.

258. While there remain important (mainly political) challenges to address, some of the interviewed Government representatives acknowledged the need to work towards some form of harmonization between systems and support for **a nationally driven approach towards self-reliance.** WFP is well placed to support any transition of refugees from cash support in the humanitarian system to cash support that is oriented towards social protection and which better aligns with Government systems.

259. **Emerging evidence suggests that WFP's CCS work with National Aid Fund is making a significant contribution towards social protection provisions for vulnerable Jordanians.** Capacity and ownership issues in the Government have been identified and will be critical to address in the future CSP for the sustainability of results. While the planned assessments of the National Aid Fund delivery systems by WFP and the World Bank (WB) will help to further monitor overall improvements in capacity strengthening, specific performance targets and indicators for WFP's CCS work are not yet fully developed.

260. Current coordination efforts by WFP and other agencies to support National Aid Fund operations provide a solid platform for WFP's planned expanded engagements in social protection. Similar processes should be adopted on WFP and other partners' engagement on CCS in social protection with Ministry of Social Development more generally to ensure a coherent joint vision, cohesive strategy and joint complementary action plans across partners. WFP's work to establish such ways of working on the Ministry of Social Development monitoring & evaluation (M&E) framework is a strong starting point.

261. **WFP's Country Office quickly built a strong foundation in social protection expertise.** However, WFP staff skillsets could be further strengthened to match its ambitions, particularly on sustainability issues (financing) and wider CCS with national institutions.

262. **WFP has not demonstrated strong performance in livelihoods programming in support of resilience.** Livelihoods interventions have sought to improve beneficiaries' food security and stimulate local economic opportunities to generate income and employment. However, the Food Assistance for Assets (FFA) and Food Assistance for Training (FFT) livelihoods interventions did not sufficiently consider a pathway towards self-reliance for refugees or vulnerable Jordanians. Monitoring and reporting were focused on short-term results for beneficiaries instead of long-term employment or income effects.

263. **WFP identification processes of livelihood activities and beneficiaries have not reflected a comprehensive understanding of livelihoods strategies.** The incomplete coverage of livelihood strategies and beneficiary needs in WFP's response represented a significant obstacle to fostering systemic change. In particular, addressing wage employment, small business support, and agricultural production was only based on market demand and not coupled with assessing beneficiaries' capacities and strategies. This is effective and efficient for obtaining results only for those beneficiaries whose situation fits market demand. To address vulnerability, activities need to be customized to the specific needs of different vulnerable refugee and Jordanian populations to avoid a 'one-size-fits-all' approach. There was a lack of detailed vulnerability and livelihoods strategy assessments of target populations and market studies to identify sectors best placed to support employment and self-employment. In the course of 2022, the Country Office, with the support of Regional Bureau in Cairo (RBC) and WFP Headquarters, took steps to address these weaknesses in assessment and analysis.

264. **The absence of a well-researched longer-term coherent strategy around the Humanitarian-Development nexus and within the food security-water-climate change nexus has limited its capacity to develop a strong livelihoods portfolio.** Currently, WFP is not perceived as the partner of choice for livelihoods support. Most development partners see WFP mainly as a humanitarian institution. Some believe that WFP is working beyond its mandate when dealing with certain aspects of building livelihoods, such as agricultural development, which requires technical expertise and understanding of the sector.

265. **Conclusion 4: WFP took steps to increase the efficiency, effectiveness, and sustainability of its operations, but monitoring and learning have not been systematic during CSP implementation.**

266. The sustainability of WFP's food assistance and livelihoods interventions is challenging in a context where the regulatory environment severely curtails the ability of refugees to meet their food and other basic needs. This restrictive environment for refugees limits their access to sustainable livelihoods. When targeting vulnerable Jordanian people through livelihood interventions, such as employment and income, the activities were not always designed with sustainability in mind.

267. **The Country Office had a strong focus on improving the efficiency of its operations by introducing technology in its food assistance.** Supporting innovative approaches and establishing new partnerships with private sector actors provided a good platform for further engagement with the private sector. However, it was not evident how much these approaches contributed to efficiency and value for money. WFP's payment processes, in support of CBTs, were cost-effective, accessible, and well-liked by beneficiaries, and were the most appropriate channel for delivery.

268. **Comprehensive data monitoring was promptly generated as a tool for Results-Based Management (RBM).** The data quality was commented on positively by donors and government. However, data gathered did not seem to inform programming systematically. More progress will need to be made at the level of outcome analysis to assess the CSP's strategic outcomes. The monitoring & evaluation (M&E) Vulnerability Analysis and Mapping (VAM) unit is not sufficiently staffed, nor are the M&E practices sufficiently owned by the different programme units. These factors will need to be addressed for progress to be made.

269. **Overall, WFP Jordan is recognized as a humanitarian agency that has adjusted its programme interventions in a timely manner to respond to deepening vulnerabilities among Jordanian and refugee communities.** It recognized the need to adapt its programming to different challenges posed by a protracted crisis combined with dwindling funding sources. WFP also realized that, if it wants to strengthen its nexus implementation and support the bridging of humanitarian and development needs, organizational

adjustments are required. In all areas, WFP needs to stay true to its core humanitarian mandate centred on humanity, protection, and accountability.

### 3.2. RECOMMENDATIONS

Table 10: Recommendations

#	Recommendation	Level/nature	Responsibility	Other contributing entities	Priority	Action deadline
1	<p><b>Develop the next country strategic plan and monitor its performance based on a more integrated framework with a clearer and more realistic focus on selected transformative dimensions. Building on the foundation that has been established:</b></p> <p>1.1 develop a theory of change with realistic pathways and mutually reinforcing strategic outcomes;</p> <p>1.2 ensure that the new line of sight is based on clearly identified added value and comparative advantages;</p> <p>1.3 identify meaningful and realistic strategies for supporting gender transformation across the strategic outcomes, especially for livelihood interventions;</p> <p>1.4 develop and measure performance indicators covering all strategic outcomes;</p> <p>1.5 assess the cost-efficiency and cost-effectiveness of various modalities and approaches;</p> <p>1.6 strengthen existing monitoring and evaluation and reporting activities further by clearly defining responsibilities and ensuring that all units have a role in performance measurement;</p> <p>1.7 ensure that the monitoring and evaluation, and vulnerability analysis and mapping units have the necessary capacity and resources to provide capacity support; and</p> <p>1.8 enhance the country office's knowledge management approach, basing it on the generation of evidence that facilitates learning within the country office, effective transitions and better presentation of results to stakeholders.</p>	Strategic	Country office	Regional bureau; headquarters (Research, Assessment and Monitoring Division, Programme – Humanitarian and Development Division, Corporate Planning and Performance Division Government of Jordan Other United Nations entities	High	Third quarter 2022

#	Recommendation	Level/nature	Responsibility	Other contributing entities	Priority	Action deadline
2	<p><b>Ensure that WFP has the necessary in-country expertise to match the ambitions of its planned transition and in growth areas.</b></p> <p>2.1 Identify the additional key capabilities and skills required for strategy execution and the workforce required to implement the new country strategic plan and line of sight.</p> <p>2.2 Employ staff with experience working on the humanitarian-development nexus, climate change issues, livelihoods and capacity strengthening and build expertise in those growth areas.</p> <p>2.3 Provide the mentoring, orientation and professional development necessary for staff to respond to changes in direction.</p> <p>2.4 Ensure the necessary expertise to support further the development and use of innovative technology in areas of growth.</p> <p>2.5 Identify gaps in expertise to be filled through partnerships with national or international agencies, with the selection of partners based on a thorough assessment and agreement on performance targets and reviews and partners engaged strategically rather than simply as implementers.</p> <p>2.6 Ensure that the management of change in the country office is based on an inclusive internal communication strategy.</p>	Strategic	Country office	Regional bureau; headquarters (Programme – Humanitarian and Development Division: Climate and Disaster Risk Reduction Programmes Unit, Food Systems and Smallholder Support Unit, Country Capacity Strengthening Unit; Human Resources Division)	High	First quarter 2023
3	<p><b>Use the platform that has been built to develop a coherent strategy for addressing, in partnership with other entities, the external barriers to harmonization and transition and thus to strengthen the relevance of the country strategic plan to beneficiary needs and achieve greater effectiveness.</b></p> <p>3.1 Initiate and engage in joint advocacy at senior government levels to address the restrictive regulatory environment for refugees seeking access to the labour market and the</p>	Strategic	Country office	Regional bureau; headquarters (Partnerships and Advocacy Department; Emergencies and Transitions Service)	High	First quarter 2023

#	Recommendation	Level/nature	Responsibility	Other contributing entities	Priority	Action deadline
	<p>ownership of productive assets.</p> <p>3.5 Shift from the use of blockchain technology to allow the use of e-wallets in refugee camps (while maintaining the flexibility to provide assistance in the form of vouchers to maximize funding opportunities at times of critical need). Use a common message to engage donors and United Nations entities in advocating such a shift with senior actors in the Government.</p> <p>3.6 Continue to strengthen the resource mobilization strategy to facilitate access to diversified, flexible and multi-year financing that supports changes in strategic direction.</p> <p>3.7 Continue to work with donors to raise awareness of the funding required to support both the humanitarian response and the transition strategy, sharing evidence that increases donor awareness of the cost-effectiveness of cash versus vouchers.</p>					
4	<p><b>Enhance accountability to affected populations</b></p> <p><b><i>Inclusive community engagement</i></b></p> <p>4.1 Continue to strengthen the presence of WFP staff and their direct interaction with people and communities assisted.</p> <p>4.2 Build on and expand new initiatives, using social media.</p> <p>4.3 Enhance communication on selection criteria and targeting methodology for refugees, particularly by clarifying messaging and communication channels.</p> <p>4.4 Further strengthen the inclusion of women, older persons and persons with disabilities, gender equality and women's empowerment in technology development.</p> <p>4.5 Provide cooperating partners with capacity strengthening in humanitarian principles, gender, accountability to affected populations and protection.</p>	Operational	Country office	Regional bureau; headquarters (Emergencies and Transitions Service; Nutrition Division; School-based Programmes Division; Gender Office; Cash-based Transfers Division	High	First quarter 2023

#	Recommendation	Level/nature	Responsibility	Other contributing entities	Priority	Action deadline
	<p><b><i>Complaint and feedback mechanisms</i></b></p> <p>4.6 Adjust mechanisms for accountability to affected populations based on direct consultation between WFP and refugees and ensure that feedback from targeted communities is used to enhance programme design and implementation modalities.</p> <p>4.7 Enhance the capacity of staff working on hotlines and helpdesks.</p> <p>4.8 Assess whether the helpdesks provided by cooperating partners apply the most cost-effective format for supporting refugees seeking assistance.</p>					
5	<p><b>Support increased capacity strengthening for a national social protection system for vulnerable population groups in Jordan. Work further to harmonize general food assistance and the services of the National Aid Fund.</b></p> <p>5.1 Consolidate the progress made on capacity strengthening of the National Aid Fund and ensure the sustainability of outcomes.</p> <p>5.2 Refine and strengthen WFP's broader work on capacity strengthening in social protection and, where possible, explore opportunities to harmonize the building blocks of the various existing social safety nets.</p> <p>5.3 Continue to review and update school feeding interventions in line with the Government's school feeding strategy developed jointly by the Ministry of Education and WFP.</p> <p>5.4 Develop specific performance targets and indicators for WFP's country capacity strengthening work in support of the four domains.</p>	Operational	Country office	Regional bureau; headquarters (Social Protection Unit; School-based Programmes Division); social protection/social safety nets Government entities, including the Ministry of Social Development and the Ministry of Education	High	Ongoing – country strategic plan duration



#	Recommendation	Level/nature	Responsibility	Other contributing entities	Priority	Action deadline
6	<p><b>Building on learning from earlier phases of livelihoods support activities, continue the development of a dual livelihoods approach that works across the food security–water–climate change nexus and supports the transition of refugees from unconditional assistance to self-reliance.</b></p> <p><b><i>With regard to the food security–water–climate change nexus:</i></b></p> <p>6.1 Identify the areas in the national food security strategy action plan where WFP has the greatest comparative advantage.</p> <p>6.2 Identify the most suitable and experienced national actors in respect of the food security–water–climate change nexus.</p> <p>6.3 Develop and implement a monitoring and evaluation strategy for assessing long-term sustainable results.</p> <p><b><i>With regard to the transition from unconditional assistance to self-reliance:</i></b></p> <p>6.4 Implement the joint Office of the United Nations High Commissioner for Refugees-WFP action plan and move towards a sector-wide strategy for building refugee self-reliance and more sustainable funding options and develop a joint strategy with the Office of the United Nations High Commissioner for Refugees in which cash assistance is designed to support basic needs while refugees are engaged in skills development and livelihood opportunities.</p> <p>6.5 Clarify WFP’s strategic positioning and comparative advantage on the humanitarian–development nexus and work towards more integrated programming and implementation.</p> <p>6.6 Be a knowledge and learning hub for the transition of refugees to self-reliance.</p>	Operational	Country office	Regional bureau; headquarters (Livelihoods, Asset Creation and Resilience Unit; Emergencies and Transitions Service; Climate and Disaster Risk Reduction Programmes Unit, Food Systems and Smallholder Support Unit) Government and other United Nations entities Other national and international stakeholders.	High	Ongoing – country strategic plan duration

## 4. Annexes

# Annex I. Summary Terms of Reference

### Evaluation of Jordan WFP Country Strategic Plan 2020-2022

#### Summary Terms of Reference

*Country Strategic Plan Evaluations (CSPEs) encompass the entirety of WFP activities during a specific period. Their purpose is twofold: 1) to provide evaluation evidence and learning on WFP's performance for country-level strategic decisions, specifically for developing the next Country Strategic Plan and 2) to provide accountability for results to WFP stakeholders*

#### Subject and focus of the evaluation

The CSP (2020-2022) centres around four Strategic Outcomes focusing on crisis response, social protection, resilience building for improved livelihood opportunities, and country capacity strengthening. Under the CSP, WFP provides humanitarian assistance mostly to Syrian refugees, but also aims to support a transition towards resilience-building by supporting social protection and livelihoods with an emphasis on women and young people. Upstream work is also prioritized to strengthen national capacity to deliver transformative results for residents of Jordan bypassed by economic opportunities.

The Jordan CSP was approved by the Executive Board with an overall budget of USD 699 million for a total of 1 million beneficiaries.

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

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

The evaluation will adopt standard UNEG and OECD/DAC evaluation criteria, namely: relevance, coherence, efficiency, effectiveness, sustainability as well as connectedness, and coverage.

#### Objectives and stakeholders of the evaluation

WFP evaluations serve the dual objectives of accountability and learning.

The evaluation will seek the views of, and be useful to, a range of WFP's internal and external stakeholders and presents an opportunity for national, regional and

corporate learning. The primary user of the evaluation findings and recommendations will be the WFP Country Office and its stakeholders to inform the design of the new Country Strategic Plan.

The evaluation report will be presented at the Executive Board session in November 2022.

#### Key evaluation questions

The evaluation will address the following four key questions:

**QUESTION 1: To what extent is WFP's strategic position, role and specific contribution based on country priorities and people's needs as well as WFP's strengths?**

The evaluation will assess the extent to which the CSP is relevant to national policies, plans, strategies and goals, including achievement of the national Sustainable Development Goals. It will further assess the extent to which the CSP addresses the needs of the most vulnerable people in the country to ensure that no one is left behind; whether WFP's strategic positioning has remained relevant throughout the implementation of the CSP in light of changing context, national capacities and needs – including its response to the COVID-19 pandemic; and to what extent the CSP is coherent and aligned with the wider UN cooperation framework and includes appropriate strategic partnerships based on the comparative advantage of WFP in the country.

**QUESTION 2: What is the extent and quality of WFP's specific contribution to CSP strategic outcomes in Jordan?**

The evaluation will assess the extent to which WFP delivered the expected outputs and contributed to the expected strategic outcomes of the CSP, including the achievement of cross-cutting aims (humanitarian principles, protection, accountability to affected populations, gender equality and other equity considerations). It will also assess the extent to which the achievements of the CSP are likely to be sustainable; and whether the CSP facilitated more strategic linkages between humanitarian, development and peace work.

**QUESTION 3: To what extent has WFP's used its resources efficiently in contributing to CSP outputs**



**and strategic outcomes?** The evaluation will assess whether outputs were delivered within the intended timeframe; the appropriateness of coverage and targeting of interventions; cost-efficient delivery of assistance; and whether alternative, more cost-effective measures were considered.

**QUESTION 4: What are the factors that explain WFP performance and the extent to which it has made the strategic shift expected by the CSP?**

The evaluation will assess the extent to which WFP analyzed and used existing evidence on hunger challenges, food security and nutrition issues in the country to develop the CSP. It will also assess the extent to which the CSP led to: the mobilization of adequate, predictable and flexible resources; to the development of appropriate partnerships and collaboration with other actors; greater flexibility in dynamic operational contexts; and how these factors affect results. Finally, the evaluation will seek to identify any other organizational and contextual factors influencing WFP performance and the strategic shift expected by the CSP.

### Scope, methodology and ethical considerations

The unit of analysis is the Country Strategic Plan, approved by the WFP Executive Board in October 2019, as well as any subsequent approved budget revisions.

The evaluation covers all WFP activities (including cross-cutting results) from 2018 including activities prior to the Country Strategic Plan (2020-2022) to better assess the extent to which the strategic shifts envisaged with the introduction of the CSP have taken place. The evaluation will pay particular attention to assessing the area of social protection, the approach towards sustainable livelihood solutions and interoperability of strategic outcomes.

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

In light of recent developments related to the COVID-19 pandemic, the inception phase will be conducted remotely. Depending on how the country and global contexts evolve, the data collection phase should be conducted through either fully or partially in-country fieldwork. Should the contextual situation allow it, the aim would be to hold the final learning workshop in Amman.

The evaluation conforms to WFP and 2020 UNEG ethical guidelines. This includes, but is not limited to, ensuring informed consent, protecting privacy, confidentiality and anonymity of participants, ensuring cultural sensitivity, respecting the autonomy of participants, ensuring fair recruitment of participants (including women and socially

excluded groups) and ensuring that the evaluation results in no harm to participants or their communities.

### Roles and responsibilities

**EVALUATION TEAM:** The evaluation will be conducted by a team of independent consultants with a mix of relevant expertise related to the Jordan CSPE (i.e. humanitarian and refugee assistance, cash-based transfer, social protection, food security, livelihoods, resilience building, gender, protection and accountability to affected populations).

**OEV EVALUATION MANAGER:** The evaluation will be managed by Mari Honjo, Evaluation Officer in the WFP Office of Evaluation. She will be the main interlocutor between the evaluation team, represented by the team leader, and WFP counterparts, to ensure a smooth implementation process and compliance with OEV quality standards for process and content. Second level quality assurance will be provided by Julie Thoulouzan, Senior Evaluation officer.

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

The Director of Evaluation will approve the final versions of all evaluation products.

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

### Communication

Preliminary findings will be shared with WFP stakeholders in the Country Office, the Regional Bureau and Headquarters during a debriefing session at the end of the data collection phase. A more in-depth debrief will be organized in September 2021 to inform the new CSP design process. A country learning workshop will be held in November 2021 to ensure a transparent evaluation process and promote ownership of the findings and preliminary recommendations by country stakeholders.

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

### Timing and key milestones

**(Remote) Inception Phase: May - July 2021**  
**Data collection: late August - September 2021**  
**Remote Debriefing: September 2021**  
**Reports: September 2021 - January 2022**  
**Learning Workshop: November 2021**  
**Executive Board: November 2022**

# Annex II. Evaluation timeline

Table 11: Evaluation Timeline

Phase 1 - Preparation		Responsible [?]	Original timeline	Revised timeline
	Draft Terms of Reference (ToR) cleared by Director of Evaluation (DoE) and circulated for comments to Country Office (CO) and Long Term Agreement (LTA) holder firms	DoE	12 February 2021	12 February 2021
	Comments on draft ToR received	CO	26 February 2021	26 February 2021
	Proposal deadline based on the draft ToR	LTA	12 March 2021	12 March 2021
	LTA proposal review	EM	19 March 2021	19 March 2021
	Final revised ToR sent to WFP stakeholders	EM	9 April 2021	9 April 2021
	Contracting evaluation team/firm	EM	12 May 2021	12 May 2021
Phase 2 - Inception				
	Team preparation, literature review prior to HQ briefing	Team	17-21 May 2021	17-21 May 2021
	Headquarters and regional bureau inception briefing	EM & team	24-31 May 2021	24-31 May 2021
	Inception briefings	EM + TL	1-17 June 2021	1-17 June 2021
	Submit draft inception report (IR)	TL	22 June 2021	22 June 2021
	OEV quality assurance and feedback	EM	29 June 2021	29 June 2021
	Submit revised IR	TL	06 July 2021	06 July 2021
	IR review and clearance	EM	9 August 2021	9 August 2021
	IR clearance	DoE	17 August 2021	17 August 2021
	EM circulates final IR to WFP key stakeholders for their information + post a copy on intranet.	EM	17 August 2021	17 August 2021
Phase 3 - Data collection, including fieldwork				
	E-survey	Team	18 August-15 September	18 August-10 October 2021
	In-country/remote data collection	Team	21 August-8 September 2021	22 August-9 September 2021
	Exit debrief Slide Deck	TL	8 September 2021	9 September 2021
	Preliminary findings debrief	Team	22 September 2021	6 October 2021
Phase 4 - Reporting				
Draft 0	Submit high-quality draft ER to OEV (after the company's quality check)	TL	14 October 2021	08 November 2021
	OEV quality feedback sent to TL	EM	21 October 2021	12 November 2021

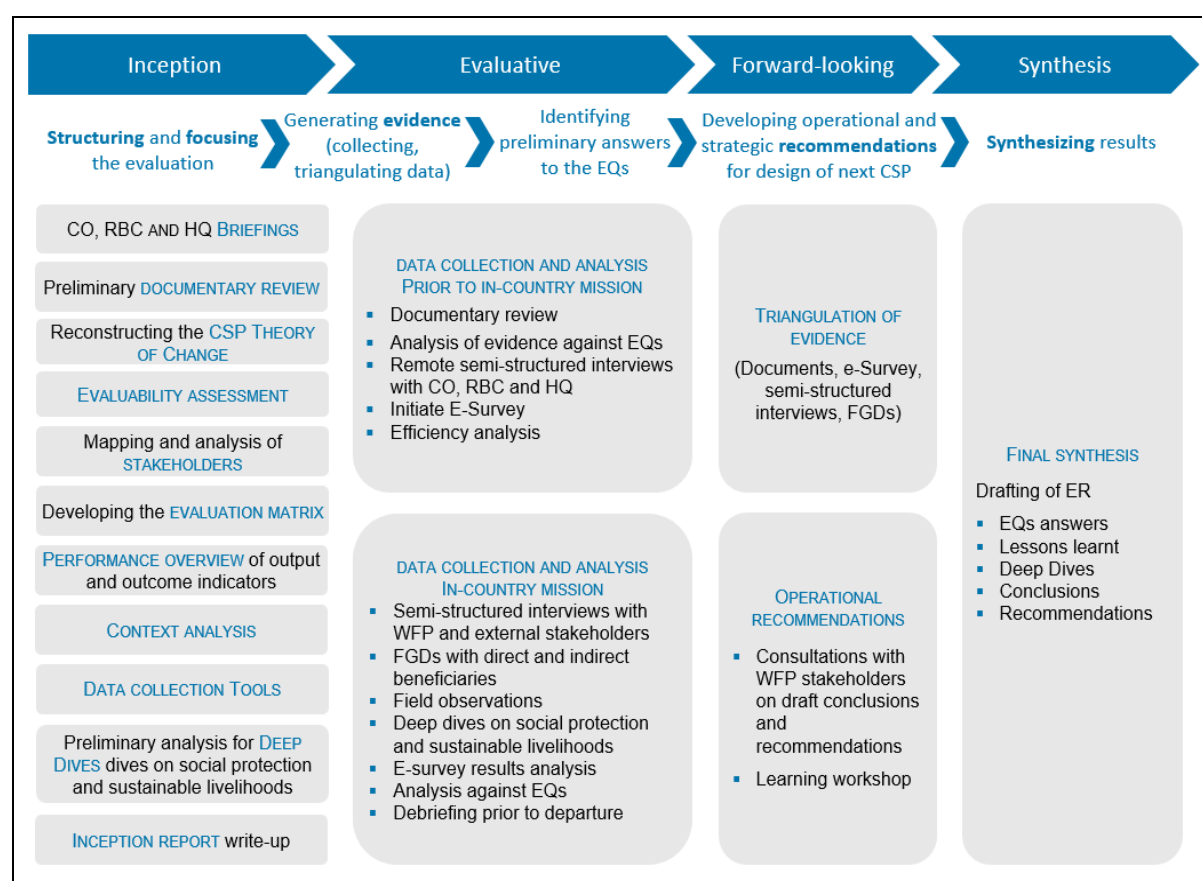
Draft 1	Submit revised draft ER to OEV	TL	28 October 2021	19 November 2021
	OEV quality check	EM	4 November 2021	24 November 2021
	Seek clearance prior to circulating the ER to IRG	DoE	11 November 2021	03 December 2021
	OEV shares draft evaluation report with IRG for feedback	EM/IRG	18 November 2021	5-17 December 2021
	Learning workshop (in-country or remote)		23-24 November 2021	9 February 2022 (remote internal workshop)
	Consolidate WFP comments and share with team	EM	9 December 2021	18 December 2021
Draft 2	Submit revised draft ER to OEV based on WFP comments, with team's responses on the matrix of comments.	ET	16 December 2021	31 January 2022
	Review D2	EM	14 January 2022	07 February 2022
Draft 3	Submit final draft ER to OEV	TL	21 January 2022	04 March 2022
	Review D3	EM	28 January 2022	11 March 2022
	External stakeholder workshop (in person)			20-21 April 2022
	Seek final approval by DoE	DoE	18 February 2022	03 June 2022
SER	Draft summary evaluation report (SER)	EM	1 March 2022	20 May 2022
	Seek DoE clearance to send SER	DoE	25 March 2022	17 June 2022
	OEV circulates SER to WFP Executive Management for information on clearance from OEV's Director	DoE	28 March 2022	24 June 2022
<b>Phase 5 – Executive Board (EB) and follow-up</b>				
	Submit SER/recommendations to Corporate Planning and Performance Division (CPP) for management response + SER to EB Secretariat for editing and translation	EM	06 May 2022	01 July 2022
	Tail-end actions, OEV website posting, EB round table, etc.	EM	March-October 2022	July-October 2022
	Presentation of summary evaluation report to the EB	DoE	November 2022	01 November 2022
	Presentation of management response to the EB	D/CPP	November 2022	02 November 2022

# Annex III. Methodology

1. The evaluation was theory-based and relied on a mixed-methods approach, using a combination of primary and secondary data collection techniques. The Evaluation Team took an iterative, consultative approach with regular exchanges with Office of Evaluation and the Country Office. The Evaluation Team focused on the lessons that can be drawn from WFP's experiences in supporting social protection and sustainable livelihoods.

2. Figure 27 provides a summary of the CSPE methodological approach. The evaluation reviewed the interoperability of activities and how the Country Office has developed and operationalized its approach for the different activities. For this assessment the Evaluation Team reviewed the activity level ToCs prepared by the Country Office for each activity and discussed with activity managers and M&E staff the different pathways and changes over time. The Evaluation Team assessed, based on document review and semi-structured interviews, whether deliberate efforts were taken to make connections between the different activities during the design and implementation. The team reviewed to what extent the results from the different activities contributed to one or more Strategic Outcomes.

**Figure 27: Overview of key methodological elements**



3. The methodological approach was gender-sensitive, as summarized in Box 2. The Evaluation Team was also sensitive to contextually relevant issues, such as to the power relations between advantaged and disadvantaged groups, implementers, and stakeholders, and how the intervention has impacted on this (negatively and positively).

## Box 2: A gender-sensitive evaluation

The Evaluation Team applied Office of Evaluation's Technical Note for integrating gender in evaluations. The evaluation analysed how gender equality and gender transformative approaches have been included in the design and implementation of the CSP. It reviewed whether WFP actions in Jordan



integrate the perspectives of women, girls, men and boys in decision-making, and if assistance is adapted to gender, age and disability requirements. The evaluation also assessed: i) the extent to which the Gender Action Plan for Jordan has progressed; ii) whether the CSP process and potentially relevant partnerships have facilitated further integration of gender considerations; and iii) whether human and financial resources adequately reflected the needs for implementation of gender concerns and priorities, in line with WFP's corporate Gender Policy.

The CSP is aligned with the WFP Gender Policy (2015-2020) and the Regional Gender Strategy. The plan aimed to ensure that 15 percent of all project funds were allocated to gender equality activities. The evaluation assessed the extent to which gender budget lines were included and how allocated gender funding has been used. This included a review of responsibilities and resources of the WFP country gender adviser.

Preliminary gender analysis has become standard practice. The evaluation reviewed gender- and age-disaggregated data for relevant outcome indicators over time. As female-headed households are known to be more vulnerable, WFP Food Security Outcome Monitoring (FSOM) includes a specific question about male and female decision-making in households. The evaluation assessed the beneficiary perceptions of CBTs in this regard, and also considered that female labour participation in the formal employment sector is low. Gender analysis looked into human resources at the Country Office level, among cooperating partners' employees, and in government institutions if appropriate and feasible. Adherence to cross-cutting aspects of field-level agreements was assessed with regard to human resources, together with beneficiary protection tools and their use.

Participation and protection are equally important in the context of Jordan. In traditional societies, the role of women in the household in relation to food security and nutrition is crucial. Involving women and girls in all aspects of project design and implementation can increase the effectiveness and efficiency of interventions. The evaluation assessed whether and how the specific needs of different gender and age groups, and of the persons living with a disability were identified, and how these needs were integrated into the project design by WFP and its partners. Using available baseline figures and time trends, the evaluation assessed the extent to which the CSP implementation has monitored the response to these specific needs.

Semi-structured interviews and group discussions were gender-sensitive. Mixed group settings were avoided when not culturally acceptable. The evaluation still ensured that there is equal representation of women during the stakeholders' consultations, ensuring women have the space to speak. Special attention was given to assessing how gender sensitivity and gender considerations are understood and implemented under the different activities.

4. The ET's approach to assess efficiency was structured around the four dimensions of efficiency presented in the ToR (see also EQ3 in Annex IV): i) timeliness; ii) equity of targeting; iii) economy and cost-efficiency; and iv) cost-effectiveness. Consistent with the 'strategic evaluation' nature of the assignment and the limited resources allocated to complex quantitative analysis and data collection related to efficiency in CSPs, the team's approach was guided by three elements: i) a focus on the broad performance of WFP and its partners in terms of efficiency, shedding light on specific parts of the country portfolio relevant for the overall analysis at CSP level (Table 12); ii) an emphasis on forward-looking analysis; and iii) the identification of 'illustrative cases' at activity level (including good practices) to support both the accountability and learning dimensions of the evaluation. Considering the resource constraints, the assessment of efficiency was built on an analysis of qualitative and quantitative information, using both primary and secondary data.

5. It is important to highlight that the four dimensions of efficiency covered are not independent from each other. They are also linked to other key issues covered by the evaluation matrix, such as sustainability. Considering these interlinkages, the team analysed efficiency from a 'strategic decision-making' angle, paying attention to the trade-offs made by WFP when designing and implementing the CSP and its various components.



**Table 12: Planned focus of the efficiency analysis**

Part of the portfolio/ Efficiency dimension	Timeliness	Equity of targeting	Economy/cost-efficiency	Cost-effectiveness
URT (Act1/SO1)	+++	+++	+	+
SMP (Act4/SO2)	+++	+	+	+
ACL (Act5/SO2)	+	+++	+	+
CSI (Act3/SO2 and Act6/SO4)	+	n/a	+	+
Overall portfolio	+++	+++	+++	+++

Legend: '+++'=strong emphasis in the analysis; '+'= some emphasis in the analysis.

6. The Evaluation Team conducted a 2.5-week mission in Jordan to carry out in-country data collection (see in-country schedule in Annex VI). Experts were required to follow the COVID-19 restrictions imposed by their home country and the Jordanian Government. The evaluation methodology was designed with the expectation that the COVID-19 pandemic situation would allow for international and local travel. However, the Evaluation Team was able to quickly implement a contingency plan in case unexpected travel restrictions arose. The overall mitigation strategy around team members being unable to travel involved re-organization of work aimed at providing a quality evaluation despite any limitations of remote working. As one Senior Expert was not able to travel, Particip's Project Manager joined the mission to assist with setting up remote links with the team member unable to join the mission. Experts' travel was only supported if they were not exposed and would not expose others to unnecessary health-related risks due to the pandemic. This included those experts travelling being fully vaccinated.

7. The in-country data collection mission was scheduled from 22 August to 8 September 2021. The Evaluation Team considered this to be enough time in support of a CSPE.

### Evaluation matrix

8. This CSPE was required to address four EQs and 17 sub-questions which cover the OECD/DAC evaluation criteria of relevance, efficiency, effectiveness, coherence and sustainability, as well as the criteria of connectedness and coverage. The Evaluation Team developed the standard questions in a detailed evaluation matrix (Annex IV) which guided the data collection and analysis. In particular, the matrix sets out the dimensions of analysis that were explored as well as the lines of inquiry, indicators and data sources that were used. It integrates AAP and gender issues both in the dimensions to be analysed and the approach adopted under various EQs.

9. Responses to each EQ were evidence-based, combining qualitative and quantitative methods. This included semi-structured interviews with key informants, extended desk reviews of available reports, and quantitative analysis of WFP output and outcome data. Information was triangulated across the various sources to validate any findings.

10. The EQs and sub-questions refer to the work that WFP has performed in implementing its CSP since early 2020. However, the Evaluation Team also reviewed WFP's overall purpose, direction, delivery and prospects from 2018 with the introduction of the T-ICSP. This led to an understanding of how best it can contribute to addressing Jordan's challenges through the next CSP. Of strategic importance was investigations under EQ4 focusing on the strategic shift expected by the CSP.

### Data collection

11. The evaluation addressed the main evaluation objectives and questions outlined in the ToR by applying mixed methods with an emphasis on qualitative methods in the form of (face-to-face and remote)

semi-structured interviews and FGDs. These were supplemented by the analysis of data from pre-existing documentation and quantitative datasets, including WFP financial data. Instruments for interviews and FGDs are provided in.

12. During the data collection phase, semi-structured interviews focused on key issues within the jurisdiction of each person or group interviewed, according to the stakeholder mapping (Annex VIII). For meetings with cooperating partners, focus groups included as many partners as possible. The Evaluation Team also considered bringing interlocutors together based on sectoral and thematic expertise relevant to the evaluation and in a manner respecting any COVID-19 restrictions or health measures. More strategic aspects of the evaluation were addressed by a series of semi-structured interviews predominantly with the WFP Country Office, donors, Government of Jordan, United Nations agencies and cooperating partners. The role and the functionality of the sector working groups participated in by WFP was also assessed.

13. FGDs with beneficiaries (both refugees and Jordanians) and other stakeholders (farmers, retailers, local government) were an important element in seeking the views of the affected population. All interviews were confidential and data protected.

14. In addition to the FGDs, the Evaluation Team made use of the surveys undertaken by the Country Office VAM/M&E team generated for WFP. Surveys or monitoring reports of cooperating partners were also considered. These WFP surveys and partners' reports provided the Evaluation Team with additional data on the views of the affected population. The Evaluation Team analysed, in coordination with the Country Office, information from the complaints and feedback mechanism.

15. To enable broad consultation with cooperating partners, the CSPE conducted an e-survey with WFP's international and national cooperating partners, private sector and other organizations identified as implementers of activities, as well as United Nations agencies and limited government agencies (Annex V).

16. The Evaluation Team also conducted a detailed desk review and analysis of qualitative and quantitative secondary documentation. A substantial library of secondary data has been compiled with support from the Country Office and Office of Evaluation. Documentary analysis identified preliminary answers to the EQs ahead of the in-country mission and resulted in a populated evaluation matrix containing selected preliminary answers to the EQs. An analysis of existing WFP data sets was also conducted, notably on output and outcome data and evaluation reports commissioned by WFP.

17. The selection of the areas covered by in-country data collection were confirmed with the Country Office and the following geographical areas and interventions were covered in the in-country schedule:

- Assistance to refugees in camp settings
- Assistance to vulnerable populations groups in urban settings
- Assistance to vulnerable population groups in rural settings.

18. In the different geographical locations the focus was on:

- CBT assistance
- Livelihoods support
- Innovation
- Vulnerability of households.

19. In terms of site selection for FGDs with beneficiaries (vulnerable refugee and Jordanian households) and other stakeholders (farmers, retailers, local government), locations were selected considering the following criteria:

- Type and concentration of the activities available (emphasis on CBTs, livelihoods and protection)
- Type and variety of beneficiary available (refugees and vulnerable Jordanian households)
- Type of activities reaching different gender and age groups (women, men, girls and boys)
- Vulnerability of households in the geographic areas (based on WFP data)
- Accessibility and security of sites
- Presence of WFP field offices and presence of NGO cooperating partners.

20. During field visits, the two WFP sub-offices were visited as well as local government officials. Heads of Sub-offices (HoSo) were invited to join the evaluation team during site visits to provide further insights into WFP's operations. FGDs with beneficiaries and KIIs with local officials and community actors were conducted by the ET. Semi-structured interviews with local government officials focused on the changes in the area as a result of WFP assistance combined with a forward-looking lens.

21. During field visits, identified in consultation with WFP and stakeholders, the Evaluation Team carried out site visits to observe the activities and outputs of operations. Field observations were relevant for livelihood support activities (SO3). The team aimed to visit training facilities and community assets created through WFP support. Under SO1, the team visited the camps, bread-selling points, shops and bakeries – WFP contracted and non-contracted – where refugees were able to redeem the WFP vouchers. These site visits complemented FGDs with beneficiaries. The team also visited schools supported by WFP under the school feeding programme.

## Data analysis

22. The evaluation matrix was used as the main tool for analysis of data gathered, as team members looked at information responding to the EQs according to the lines of inquiry and indicators.

23. The Evaluation Team ensured that all information feeding into the evaluation process came from credible sources and was triangulated with other sources, whether primary or secondary. In particular, the responses given by key informants and beneficiaries, together with information gathered during data collection of secondary data and information, were triangulated using a thematic analysis approach arising from the different sources of information. A secondary form of triangulation was consultation on preliminary findings with the Country Office during the evaluation process.

24. Where feasible, quantitative analysis was conducted, and findings were presented in charts to show a quick overview. Since no large-scale data collection was planned, the Evaluation Team did not expect any statistically significant findings, but, nonetheless, they were interesting enough to display and were complemented with visuals from secondary WFP data analysis.

25. For ease of analysis, all interview notes were coded. Every reference to a specific issue or topic can then easily be located. A similar approach was used as part of the document review, with documentary evidence compiled against the lines of inquiry/indicators included in the evaluation matrix. This allowed for easy reference when drafting the report and for constructing a body of evidence in a systematic manner.

26. Emerging findings were discussed during regular exchanges with the Country Office during the data collection mission, at the end of which both an Exit Debrief and later a Preliminary Findings Debrief were conducted. In both debriefs, initial thoughts and findings were tested during a participatory feedback session with the WFP Country Office staff, whose feedback further complemented, substantiated or questioned the ET's initial observations.

27. Qualitative data analysis was based on an iterative process of identifying key thought units related to each EQ from semi-structured interviews, organizing these thought units into clusters and identifying the key themes within each cluster. The data sources for this analysis were interview notes from semi-structured interviews and FGDs. These themes were clustered into categories and emergent themes from each category for further analysis and re-categorization to identify key patterns. Evidence for conclusions was built via triangulation analysis. Themes or patterns were then examined to determine if they were coming from multiple stakeholder levels and categories. Observations or comments from an individual source or a single category of stakeholder were given less weight during analysis.

## Ethical considerations

28. The evaluation conformed to 2020 UNEG ethical guidelines. Particip was responsible for safeguarding ethics at all stages of the evaluation cycle. This included, inter-alia, ensuring informed consent, protecting privacy, confidentiality and anonymity of participants, ensuring cultural sensitivity, respecting the autonomy of participants, ensuring fair selection of participants (including women and socially excluded groups) and ensuring that the evaluation results do no harm to participants or their communities.

## Quality assurance

29. WFP has developed a Centralized Evaluation Quality Assurance System (CEQAS) based on the UNEG norms and standards and good practice of the international evaluation community (ALNAP and OECD/DAC). It sets out process maps with in-built steps for Quality Assurance (QA) and templates for evaluation products. It also includes checklists for feedback on quality for each product. CEQAS was systematically applied during this evaluation and relevant documents have been provided to the ET.

30. Particip's QA was guided by the principles of independence, credibility and utility. It ensured compliance with the requirements of the ToR and CEQAS.

31. The team's internal QA system included the organization and timeliness of the process, the quality and utility of deliverables, and the relations with the stakeholders. A key dimension of this approach was continuity in quality support and control throughout the entire evaluation process, providing quality support according to the phase of the process and the activities taking place. Particip put emphasis on methodological support in the inception phase and QA focused on ensuring that results were substantiated by evidence (and thus credible) in the synthesis phase.

32. The evaluation matrix was an important element to guarantee quality and transparency of the evaluation. All information analysed was recorded according to this matrix, allowing for a clear picture of all information gathered, in line with the UNEG transparency principle. This matrix was an essential tool for triangulation and supported tracking of the information sources.

33. QA was carried out by the following team members, covering several layers of control:

- The Team Leader (TL) ensured supervision of the work carried out by the other team members. She paid attention to the coherence of the reports, and the quality of analysis and validity and accuracy of data. She ensured that conclusions and findings were substantiated.
- Each team member conducted QA for their respective responsibilities and produced quality products that formed the full evaluation report.
- The QA director ensured that the evaluation process and its outputs were aligned with the ToR and WFP's CEQAS. He conducted two rounds of quality control of the inception report and evaluation report. He intervened in case of quality issues or risks to devise and help implement remedial action.
- The in-house project manager was responsible for the general coordination and support in managing the evaluation process and its products. In coordination with the Team Leader and QA director, she performed first-level QA (e.g., in terms of completeness, structure, language, alignment with the ToR and WFP's CEQAS).

34. Each deliverable was hence scrutinized at multiple levels. Sufficient time was built into the work plan for feedback. If required, corrective measures were initiated by the QA director at the earliest possible stage to avoid the accumulation of quality deficiencies that may be difficult to remedy later.

35. An internal reference group composed of WFP stakeholders at Country Office and RBC levels reviewed draft reports and provided feedback during briefings. They therefore also contributed to the quality of the report.

# Annex IV. Evaluation matrix

Table 13: Evaluation Matrix

Dimension of analysis	Lines of inquiry	Indicators	Data sources	Data collection tools
<b>Evaluation Question 1: To what extent is WFP's strategic position, role, and specific contribution based on country priorities and people's needs as well as WFP's strengths?</b>				
Main evaluation criteria covered: relevance, coherence, connectedness and coverage				
To what extent is the CSP relevant to national policies, plans, strategies, and goals, including achievement of the national Sustainable Development Goals? (Strength of evidence: strong)				
1.1.1. Alignment with national policies, plans and strategies	<ul style="list-style-type: none"> <li>Extent to which the T-ICSP and CSP Strategic Outcomes have been relevant to national priorities (as expressed in national policies, plans and strategies)</li> <li>Extent to which the T-ICSP and CSP Strategic Outcomes have been aligned with the objectives set out in the Jordan Syrian refugee response plan</li> <li>Extent to which the T-ICSP and CSP Strategic Outcomes have been relevant to SDG goals and targets</li> <li>Extent to which the activities outlined in the CSP have been logically connected to contribute to achieving national priorities</li> </ul>	<ul style="list-style-type: none"> <li>Degree of matching between T-ICSP and CSP Strategic Outcomes and national priorities / SDG goals and targets</li> <li>Degree of matching between T-ICSP and CSP Strategic Outcomes and the Objectives set out in the regional and Jordan refugee response plan (JRP and 3RP)</li> <li>Rationale for the inclusion of activities, in relation to the linkages to higher-level outcomes, provided in the CSP</li> <li>Degree of involvement of government in the preparation of the CSP</li> <li>Perception of government stakeholders and WFP staff on the degree of alignment of the CSP with national policies, strategies and plans</li> </ul>	<p>Document Review</p> <ul style="list-style-type: none"> <li>National policies and ministries' strategic plans (e.g. social protection, education, agriculture)</li> <li>UNSDF Jordan 2018-2022</li> <li>Strategic Review Achieving Sustainable Development Goal 2 in Jordan by 2030</li> <li>WFP T-ICSP and CSP &amp; budget revision docs and related assessments and analytical studies</li> <li>3RP: Regional Refugee &amp; Resilience Plan</li> <li>Jordan Refugee Response Plan for the Syria Crisis 2018-2020 and 2020-2022</li> <li>Jordan 2025 – Jordan's national vision</li> <li>Vulnerability Assessment Framework – Population Study 2019. UNICEF.</li> <li>WFP evaluation. (e.g., decentralized evaluation of General Food Assistance (GFA) to refugees in Jordan, evaluation of food restricted vouchers or unrestricted cash, evaluation of CBI to promote gGnder equality and empowerment of women (GEEW), CEE of the Regional Response to</li> </ul>	<ul style="list-style-type: none"> <li>Literature review</li> <li>Portfolio analysis</li> <li>Key informant interviews<sup>209</sup></li> <li>E-Survey</li> </ul>

<sup>209</sup> For EQ1, main stakeholder groups covered by key informant interviews: Government officials from key ministries; key cooperating/implementing partners (including United Nations agencies, World Bank); WFP CO (including sub-offices Mafraq and Ruwaished) and RBC staff; donors.

Dimension of analysis	Lines of inquiry	Indicators	Data sources	Data collection tools
			Syria Crisis) <ul style="list-style-type: none"> <li>UN Common Country Assessment (CCA) of the Hashemite Kingdom of Jordan, 2017</li> </ul> Feedback from WFP, government ministries, donors, agencies	
1.1.2. Alignment with national capacities and capacity gaps	<ul style="list-style-type: none"> <li>Extent to which the CSP activities were based on an analysis of national capacities and capacity gaps</li> </ul>	<ul style="list-style-type: none"> <li>Use of capacity assessments conducted by other agencies (including government)</li> <li>Perception of government officials and WFP staff on national capacities and capacity gaps and the role of WFP in addressing these gaps</li> <li>Perceptions of other stakeholders</li> <li>Evidence that the selection of ministries for capacity strengthening activities was appropriate</li> </ul>	Document review: <ul style="list-style-type: none"> <li>Capacity Needs Mapping Exercise Ministry of Social Development</li> <li>World Bank and UNICEF on collaboration with NAF</li> <li>National Social Protection Strategy</li> <li>WFP documents</li> </ul> Feedback from WFP, government ministries and institutions identified for capacity strengthening (Acts 2, 3, 4, 6), World Bank.	<ul style="list-style-type: none"> <li>Literature review</li> <li>Semi-structured interviews</li> </ul>
1.2 To what extent did the CSP address the needs of the most vulnerable people in the country to ensure that no one is left behind? (Strength of evidence: strong)				
1.2.1. Relevance to the needs of vulnerable groups (vulnerable Jordanian, refugees), including targeting and inclusion of vulnerable groups	<ul style="list-style-type: none"> <li>Extent to which the CSP was based on needs assessments and contextual risk analysis</li> <li>Level of adaptation of activities to the needs and protection of the highly vulnerable groups, including people with a disability, children, women, youth and the chronically ill.</li> <li>Extent to which the CSP design addresses contextual factors hindering GEEW</li> <li>Extent to which the CSP has enabled a more comprehensive response to the needs of the identified</li> </ul>	<ul style="list-style-type: none"> <li>Level of clarity with which vulnerable groups are identified in T-ICSP and CSP documents</li> <li>Level of consistency and adequacy of resource planning for the support of vulnerable groups in comparison with VAM assessments and other food security analysis</li> <li>Degree of integration of beneficiaries' feedback in the definition of the scope of activities</li> <li>Degree of coherence of the CSP and its results framework for addressing the needs of vulnerable groups</li> <li>Logic for beneficiary prioritization</li> </ul>	Document review: <ul style="list-style-type: none"> <li>WFP annual country reports, T-ICSP and CSP documents, Logframe, budget revisions, Gender and Age Marker Design (GAM-D)</li> <li>WFP VAM reports/assessments</li> <li>WFP Country Operations Management Plans, monitoring reports, briefs</li> <li>Previous WFP evaluations</li> <li>WFP studies on vulnerability and protection</li> <li>Post Distribution Monitoring (PDM) reports</li> <li>Complaints and feedback mechanisms data/analysis/trends</li> </ul> Feedback from WFP, UN agencies, national and local government, beneficiaries (refugees,	<ul style="list-style-type: none"> <li>Literature review</li> <li>Portfolio analysis</li> <li>Semi-structured interviews</li> <li>FGD<sup>210</sup></li> <li>E-survey</li> </ul>

<sup>210</sup> For EQ1, beneficiary groups covered by FGD: Direct beneficiaries (Jordanian, refugees) and Indirect beneficiaries (education staff, shopkeepers, farmers, cooperatives, traders).

Dimension of analysis	Lines of inquiry	Indicators	Data sources	Data collection tools
	vulnerable groups		Jordanians), community representatives.	
1.3 To what extent has WFP's strategic positioning remained relevant throughout the implementation of the CSP considering changing context, national capacities and needs?				
1.3.1 Adaptation to changes in the national policy context and national capacities	<ul style="list-style-type: none"> <li>Extent to which the CSP Strategic Outcomes and activities remained relevant (or were adjusted) to changes in context</li> <li>Extent to which CSP remained aligned to changes in national priorities and objectives</li> <li>WFP's ability to adapt with due timeliness to changes in national capacities</li> <li>Factors promoting and impeding adaptiveness of the CSP</li> <li>Opportunities to improve alignment to new strategic directions</li> <li>Extent to which the NFSS will impact on WFP's strategic positioning</li> </ul>	<ul style="list-style-type: none"> <li>Main shifts in CSP strategy and programme compared to main changes in government policy, priorities and capacities</li> <li>Missed opportunities mentioned by partners</li> <li>Perceptions of the national government, partners and donors.</li> <li>Evolutions of internal capacities</li> <li>WFPs role in NFSS formulation</li> <li>Collaboration with the private sector has gained traction</li> </ul>	<p>Document review:</p> <ul style="list-style-type: none"> <li>Annual country reports and country briefs</li> <li>WFP and UN agencies' COVID-19 assessment</li> <li>WFP and government documents on COVID-19 response</li> <li>WFP monitoring reports, evaluations</li> <li>Budget revisions</li> <li>Government policies and plans</li> <li>Evaluation reports</li> </ul> <p>Feedback from WFP, government, United Nations</p>	<ul style="list-style-type: none"> <li>Literature review</li> <li>Portfolio analysis</li> <li>Semi-structured interviews</li> <li>FGD</li> <li>E-survey</li> </ul>
1.3.2 Programmatic adaptation to changes in operational needs – COVID-19 pandemic. (Note: within WFP/internally)	<ul style="list-style-type: none"> <li>Extent to which WFP activities were sufficiently flexible to meet/cover the changing needs and priorities</li> <li>Changes in strategic positioning required by the COVID-19 pandemic and degree of adaptation by WFP</li> <li>WFP ability to adapt to the evolving food security context – mainly following the COVID-19 outbreak</li> </ul>	<ul style="list-style-type: none"> <li>Main shifts in CSP strategy and programme compared to main changes in in needs</li> <li>Evolution in the choice of the transfer modality</li> <li>Systems in place to track changes in needs</li> <li>Evidence of flexibility to respond</li> <li>Areas where flexibility could be improved</li> <li>Evidence of emergency preparedness and response capacity</li> </ul>	<p>Document review:</p> <ul style="list-style-type: none"> <li>WFP reports</li> <li>WFP, United Nations and other agencies' COVID-19 assessments</li> <li>WFP risk analysis</li> <li>WFP contingency plans</li> <li>Budget revisions</li> </ul> <p>Feedback from WFP, United Nations agencies (UNHCR, UNICEF), government, cooperating partners</p>	<ul style="list-style-type: none"> <li>Document review</li> <li>Semi-structured interviews</li> <li>E-survey</li> </ul>
1.4 To what extent is the CSP coherent and aligned with the wider United Nations and include appropriate strategic partnerships based on the comparative advantage of WFP in Jordan?				



Dimension of analysis	Lines of inquiry	Indicators	Data sources	Data collection tools
1.4.1 Coherence and alignment with UNSDF	<ul style="list-style-type: none"> <li>Alignment of CSP with the objectives and priorities set out in the UNSDF and CCA</li> <li>WFP engagement in coordination mechanisms and efforts towards harmonization and complementarity of strategies</li> </ul>	<ul style="list-style-type: none"> <li>Degree of coherence between WFP's objectives and the UNSDF</li> <li>Level of alignment with partners' plans and operations</li> <li>Engagement with the United Nations planning processes</li> <li>Overlaps and/or gaps in the United Nations food and nutrition response plan</li> </ul>	<p>Document review:</p> <ul style="list-style-type: none"> <li>WFP T-ICSP and CSP</li> <li>UNSDF, CCA</li> <li>3RP, JRP</li> <li>WFP external evaluations</li> <li>Documentation of United Nations interagency projects and working groups</li> </ul> <p>Feedback from WFP, United Nations agencies</p>	<ul style="list-style-type: none"> <li>Literature review</li> <li>Portfolio analysis</li> <li>Semi-structured interviews</li> </ul>
1.4.2 Partnerships and WFP comparative advantages	<ul style="list-style-type: none"> <li>Appropriateness of partnerships with other United Nations agencies</li> <li>Extent to which CSP articulates and exploits WFP's strengths and comparative advantages in Jordan</li> </ul>	<ul style="list-style-type: none"> <li>Partnerships with other United Nations agencies identified in the CSP</li> <li>Number and type of partnership/ joint action/initiative established</li> <li>Effect of partnerships on addressing key priorities of social protection, livelihoods, nexus programming and resilience</li> <li>Perception of the international community on WFP's strengths and comparative advantages</li> </ul>	<p>Document review:</p> <ul style="list-style-type: none"> <li>Programme reports/studies</li> <li>Partners' strategies</li> <li>Review of joint actions/initiatives established</li> <li>Findings on WFP's comparative advantages and partnership strategy in previous evaluations</li> </ul> <p>Feedback from WFP, United Nations agencies, Sector Working Groups</p>	<ul style="list-style-type: none"> <li>Literature review</li> <li>Portfolio analysis</li> <li>Semi-structured interviews</li> </ul>
<p><b>Evaluation Question 2: What is the extent and quality of WFP's specific contribution to CSP strategic outcomes in Jordan?</b></p> <p>Main evaluation criteria covered: effectiveness, sustainability, connectedness and coverage.</p>				
<p>2.1 To what extent did WFP deliver expected outputs and contribute to the expected CSP strategic outcomes?</p>				
2.1.1. Attainment of planned outputs	<ul style="list-style-type: none"> <li>Extent to which planned beneficiaries have been reached</li> <li>Extent to which planned outputs have been delivered (at the planned level of quality)</li> <li>Extent to which activities were most appropriate to achieve outputs</li> </ul>	<ul style="list-style-type: none"> <li>Number of beneficiaries reached (actual vs planned comparison, by category of beneficiaries)</li> <li>Mapping of achievements at activity and output level against targets</li> <li>Use of modalities for assistance of delivery against targets</li> <li>Perceptions of stakeholders on appropriateness of activities and</li> </ul>	<p>Document review:</p> <ul style="list-style-type: none"> <li>Annual country reports</li> <li>Other M&amp;E data /COMET (WFP online operations management tool for country offices) reports</li> <li>Ad hoc reports for donors</li> <li>PDM</li> </ul>	<ul style="list-style-type: none"> <li>Document review</li> <li>Key informant interviews<sup>211</sup></li> <li>FGDs</li> <li>Quantitative analysis of WFP data</li> <li>Site visits</li> <li>E-survey</li> </ul>

<sup>211</sup> For EQ2, the stakeholder groups covered by key informant interviews includes the ones listed for EQ1 as well as beneficiaries and private sector actors.

Dimension of analysis	Lines of inquiry	Indicators	Data sources	Data collection tools
		modalities	Feedback from WFP, cooperating partners, beneficiaries, government, United Nations partners	
2.1.2. Progress towards achieving strategic outcomes	<ul style="list-style-type: none"> <li>What progress has been made against each of the four Strategic Outcomes?</li> <li>SO1: Extent to which food and nutrition needs have been met</li> <li>SO2: Extent to which people are covered by social protection schemes</li> <li>SO3: Extent to which beneficiaries became more self-reliant</li> <li>SO4: Extent to which partnerships and national strategies contribute to the SDGs</li> <li>What have been the synergies between activities and outcomes?</li> <li>Extent to which the CSP implementation has produced outcomes other than those planned; positive and negative</li> </ul>	<ul style="list-style-type: none"> <li>Degree of progress towards strategic outcomes</li> <li>SO1: Changes in Consumption-based Coping Strategy Index; changes in Food Consumption Score; changes in Livelihood-based Coping Strategy Index</li> <li>SO2: Changes Proportion of CBT channelled through national social protection systems; changes in School Retention Rate</li> <li>SO3: Changes in Consumption-based Coping Strategy Index; changes in Livelihood-based Coping Strategy Index.</li> <li>SO4: Partnership index; number of FSS and nutrition strategies developed</li> <li>Changes in targeting strategy</li> <li>Changes in performance over time</li> <li>Government policies, national schemes and system components newly developed or enhanced</li> <li>Number of CBT beneficiaries reached with livelihood opportunities</li> <li>Evidence of synergies between CSP activities and outcomes</li> <li>Unintended results (positive and negative)</li> </ul>	<p>Document review:</p> <ul style="list-style-type: none"> <li>ACR, PDM, FSOM</li> <li>External studies and evaluation reports</li> <li>Annual monitoring reports from cooperating partners</li> <li>Reports from cooperating partners, United Nations agencies and donors</li> <li>Perception of internal and external stakeholders: CO and RBC WFP staff, implementing partners, government, United Nations agencies on progress toward outcome achievements</li> </ul> <p>Feedback from WFP, cooperating partners, beneficiaries, government, United Nations partners, private sector, World Bank</p>	<ul style="list-style-type: none"> <li>Document review</li> <li>Quantitative data review</li> <li>Key informant interviews</li> <li>FGDs</li> <li>E-survey</li> </ul>
2.2 To what extent did WFP contribute to achievement of cross-cutting aims (humanitarian principles, protection, accountability to affected populations, gender equality and other equity considerations)?				
2.2.1. Application of humanitarian principles (humanity, impartiality,	<ul style="list-style-type: none"> <li>Extent to which humanitarian principles has been integrated and applied, including in the</li> </ul>	<ul style="list-style-type: none"> <li>Existence and quality of protection/AAP strategy</li> <li>Analysis of integration of</li> </ul>	<p>Document review:</p> <ul style="list-style-type: none"> <li>WFP CO documents, project reports and</li> </ul>	<ul style="list-style-type: none"> <li>Document review</li> <li>Key informant interviews</li> </ul>

Dimension of analysis	Lines of inquiry	Indicators	Data sources	Data collection tools
neutrality and operational independence)	<p>COVID-19 response</p> <ul style="list-style-type: none"> <li>• Extent to which humanitarian assistance was delivered impartially according to needs</li> <li>• How were potential tensions between alignment and government priorities navigated?</li> <li>• Was WFP's COVID-19 response based on identification of need?</li> </ul>	<p>HP/protection and AAP</p> <ul style="list-style-type: none"> <li>• Stakeholder opinions on the operationalisation of humanitarian principles</li> <li>• Perceptions of stakeholders on additional actions that could be taken</li> <li>• Level of awareness of staff</li> </ul>	<p>monitoring data</p> <ul style="list-style-type: none"> <li>• Evidence from feedback mechanisms</li> <li>• WFP corporate policy and guidance related to humanitarian principles</li> <li>• WFP Corporate Guidance and Evaluation documents on Humanitarian Principles and Access in Humanitarian Contexts</li> <li>• Evidence from community-based participatory planning exercises</li> <li>• Targeting approach and retargeting exercise (due to reduced funding)</li> <li>• Gender and protection monitoring plans</li> </ul>	<ul style="list-style-type: none"> <li>• FGDs</li> <li>• E-survey</li> <li>• Site visits</li> </ul>
2.2.2. Mainstreaming of protection	<ul style="list-style-type: none"> <li>• Extent to which protection has been mainstreamed into the CSP design, activities and modalities.</li> <li>• What progress has been made in terms of protection?</li> <li>• How were protection concerns integrated in the COVID-19 response?</li> </ul>	<ul style="list-style-type: none"> <li>• Perceptions of stakeholders on additional actions that could be taken</li> <li>• Analysis of feedback mechanisms</li> <li>• Analysis of protection measures/actions taken (e.g. training)</li> <li>• Level of awareness of staff</li> </ul>	<p>Feedback from WFP, cooperating partners, community organizations, United Nations agencies, beneficiaries</p>	
2.2.3. Integration of principles of Accountability of Affected Populations	<ul style="list-style-type: none"> <li>• Extent to which AAP has been integrated into the CSP</li> <li>• Effectiveness of Complaints and Feedback Mechanisms</li> <li>• Did WFP's feedback mechanisms extend to the beneficiaries reached under the COVID-19 response?</li> </ul>	<ul style="list-style-type: none"> <li>• Use of complaints and feedback Mechanisms</li> <li>• User satisfaction with Complaints and Feedback Mechanisms</li> <li>• Analysis of APP measures/actions taken (e.g. training, feedback mechanisms)</li> <li>• Perceptions of stakeholders on the adequacy of action taken and possible additional actions that could be taken</li> </ul>	<p>Document review:</p> <ul style="list-style-type: none"> <li>• WFP CO monitoring reports</li> <li>• Records of call centre and referrals</li> <li>• Appeal reports</li> <li>• ACR</li> </ul> <p>Feedback from WFP, cooperating partners, beneficiaries</p>	<ul style="list-style-type: none"> <li>• Document review</li> <li>• FGDs</li> <li>• Key informant interviews</li> <li>• Site visits</li> </ul>
2.2.4. Progress towards gender equality and women's empowerment	<ul style="list-style-type: none"> <li>• Extent to which has been integrated into the CSP activities (transformative approaches, power inequalities, access to and control over resources, participation in decision-</li> </ul>	<ul style="list-style-type: none"> <li>• Quality of Action Plan</li> <li>• Performance against targets specified in the GEEW Action Plan</li> <li>• Examples of gender transformative impacts by activity</li> <li>• Perceptions of stakeholders on additional actions that could be</li> </ul>	<p>Document review:</p> <ul style="list-style-type: none"> <li>• Gender Action Plan</li> <li>• GEEW analyses – WFP and cooperating partners</li> <li>• ACRs</li> </ul>	<ul style="list-style-type: none"> <li>• FGDs</li> <li>• Document review</li> <li>• Key informant interviews</li> <li>• Site visits</li> <li>• E-survey</li> </ul>

Dimension of analysis	Lines of inquiry	Indicators	Data sources	Data collection tools
	<ul style="list-style-type: none"> <li>making)</li> <li>Progress in implementing the GEEW action plan</li> <li>Progress toward gender transformative actions</li> <li>How was GEEW considered in the COVID-19 response?</li> </ul>	<ul style="list-style-type: none"> <li>taken to address GEEW</li> <li>Perceptions of stakeholders on the adequacy of the measures to address GEEW</li> </ul>	Feedback from WFP, cooperating partners, beneficiaries	
2.3 To what extent are the achievements of the CSP likely to be sustainable?				
2.3.1. Sustainability of the capacity strengthening effects achieved at the level of government institutions	<ul style="list-style-type: none"> <li>Degree of national ownership of CSP activities</li> <li>Extent to which handover and transition arrangements have been developed</li> <li>Potential of integrating CSP activities under a government-led Social Protection system</li> <li>Extent to which government is likely to be able and willing to fund continuation of relevant CSP activities</li> <li>Capacity of government to continue selected WFP's activities without external support</li> </ul>	<ul style="list-style-type: none"> <li>Resources allocated to government capacity building</li> <li>Government capacities (including financial resources, institutional/human capacities) to continue selected WFP's CSP activities</li> <li>Initiation of handover plans for certain activities</li> <li>Progress towards placing CSP activities on the government budget</li> <li>Perceptions of stakeholders on sustainability</li> </ul>	<p>Document review:</p> <ul style="list-style-type: none"> <li>WFP CSP and projects report and monitoring data, ACRs</li> <li>Reports on capacity strengthening of various partners</li> <li>NAF capacity building roadmap and progress towards this</li> <li>National budget data</li> <li>Government policies and plans</li> </ul>	<ul style="list-style-type: none"> <li>Document review</li> <li>Quantitative data review</li> <li>Key informant interviews</li> </ul>
2.3.2. Sustainability of the effects achieved at the community and household level	<ul style="list-style-type: none"> <li>What factors are likely to affect sustainability of results achieved at community/household levels, positively or negatively?</li> <li>Community ownership of results</li> <li>Extent to which community resilience has improved due to WFP interventions</li> <li>What is the ability of local markets, of partners to continue the assistance provided?</li> </ul>	<ul style="list-style-type: none"> <li>Analysis of perceptions of informants about the sustainability of WFP's efforts.</li> <li>Technical and financial viability of productive assets and community infrastructures enhanced by WFP programmes</li> <li>Effectiveness of assets created on local economic development/ effects of livelihood support interventions on linking beneficiaries to the broader economy (e.g. to commercially sustainable trade/markets)</li> </ul>	<p>Document review:</p> <ul style="list-style-type: none"> <li>WFP CSP and projects reports and monitoring data, ACRs</li> <li>Annual monitoring reports from partners</li> <li>Reports from cooperating partners, United Nations agencies and donors</li> <li>Perception of internal and external stakeholders: CO and RBC WFP staff, implementing partners</li> </ul>	<ul style="list-style-type: none"> <li>Document review</li> <li>Key informant interviews</li> </ul>

Dimension of analysis	Lines of inquiry	Indicators	Data sources	Data collection tools
2.4 To what extent did the CSP facilitate more strategic linkages between humanitarian, development and, where appropriate, peace work?				
2.4.1. Synergies between crisis response and resilience building and social cohesion	<ul style="list-style-type: none"> <li>• How has the WFP portfolio sought to balance its humanitarian approaches with interventions aimed at development while integrating the specificities of the country context?</li> <li>• Have WFP activities been conducive for strengthening linkages between humanitarian and development work? Did WFP advocate for that?</li> <li>• Extent to which conflict sensitive approaches have been mainstreamed into the CSP</li> <li>• Are there any tensions in the triangle between development, humanitarian and peace work (social cohesion)?</li> <li>• Is the CSP clear on where the priorities should be between emergency and development interventions, and does it strike the right balance in the Jordan context?</li> <li>• Have the consecutive budget revisions allowed WFP to retain the emphasis on the nexus, in light of the evolving context?</li> <li>• What are the connections and bridging interventions between the three elements of the nexus?</li> <li>• Utility of i) Social Protection and</li> </ul>	<ul style="list-style-type: none"> <li>• Analysis of WFP's work in its contribution to strengthening linkage between humanitarian aid and development work.</li> <li>• Intentional synergies between the different activities in CSP plan</li> <li>• Examples of synergies being realized in implementation</li> <li>• Stakeholder opinions on opportunities to strengthen synergies</li> <li>• Intentional inclusion of both population groups to support social cohesion and avoid communal tension</li> <li>• Perceptions of stakeholders on the effects of WFP activities on social cohesion</li> </ul>	<p>Document review:</p> <ul style="list-style-type: none"> <li>• WFP CSP and projects reports and monitoring data, humanitarian, resilience and livelihoods analyses</li> <li>• Relevant evaluation reports from other United Nations agencies</li> <li>• WFP Protection and Accountability Policy</li> <li>• WFP Peace Building Policy</li> <li>• WFP/Stockholm International Peace Research Institute studies contribution to peace</li> </ul>	<ul style="list-style-type: none"> <li>• Document review</li> <li>• Key informant interviews (WFP staff at HQ, RBC, CO ad FO levels, government, donors, strategic partner, cooperating partners)</li> </ul>

Dimension of analysis	Lines of inquiry	Indicators	Data sources	Data collection tools
	ii) Resilience Building on working across the nexus <ul style="list-style-type: none"> <li>Extent to which WFP activities have contributed to social cohesion between Jordanian and refugee communities</li> </ul>			
<b>Evaluation Question 3: To what extent has WFP used its resources efficiently in contributing to CSP outputs and strategic outcomes?</b> Main evaluation criteria covered: efficiency				
<b>3.1 To what extent were outputs delivered within the intended timeframe?</b>				
3.1.1. Timeliness of delivery	<ul style="list-style-type: none"> <li>Extent to which activities/outputs have been delivered with the planned timeframe</li> <li>Main external and internal factors influencing timeliness (including effectiveness of logistics services)</li> <li>Were there bottlenecks creating delays? What were the consequences of these delays?</li> <li>What time-saving measures did WFP introduce to reduce delays?</li> <li>Unintended negative consequences of time-saving measures</li> </ul> COVID-19: <ul style="list-style-type: none"> <li>Has the COVID-19 pandemic affected WFP's ability to deliver?</li> </ul>	<ul style="list-style-type: none"> <li>Delivery of activities/outputs against targets</li> <li>Response time to emergencies</li> <li>Pipeline breaks</li> <li>Proportion of deliverables/outputs achieved on time</li> <li>Level of utilization of available funds</li> <li>Analysis of the number and types of bottlenecks and analysis of mitigation processes</li> <li>Beneficiary feedback on timeliness and changes in delivery due to the pandemic</li> <li>Adaptations - replacement of in-kind to CBT</li> </ul> COVID-19: <ul style="list-style-type: none"> <li>Have there been consequences on human resources needs and management (due to COVID-19)?</li> <li>Did COVID-19 adaptations from in-kind to CBT increase timeliness?</li> </ul>	Document review: <ul style="list-style-type: none"> <li>WFP programmes/ projects and CSP reporting data</li> <li>Review of cooperating partners agreements for timeliness consideration</li> <li>WFP corporate standards on logistics</li> <li>Supply/logistics analysis and performance indicators</li> <li>Past evaluations' findings</li> <li>Logistics cluster reports</li> </ul>	<ul style="list-style-type: none"> <li>Desk review</li> <li>Data analysis</li> <li>Key informant interviews (WFP staff at RBC, at CO logistics and programme units, local authorities, implementing partners)</li> </ul>
<b>3.2 To what extent was coverage and targeting of interventions appropriate?</b>				
3.2.1. Appropriateness of coverage	<ul style="list-style-type: none"> <li>Appropriateness of coverage across camp, rural and urban settings and of different types</li> </ul>	<ul style="list-style-type: none"> <li>Actual coverage compared to target</li> <li>Level of coverage of overall needs</li> <li>Proportion of overall needs met by</li> </ul>	Document review: <ul style="list-style-type: none"> <li>Vulnerability/FSN needs assessments</li> <li>WFP programmes/projects and CSP reports</li> </ul>	<ul style="list-style-type: none"> <li>Desk review</li> <li>Key informant interviews (WFP)</li> </ul>

Dimension of analysis	Lines of inquiry	Indicators	Data sources	Data collection tools
	<ul style="list-style-type: none"> <li>of shocks (displacement, socio-economic, COVID-19/health-related, other)</li> <li>Coordination with other agencies for coverage of unmet needs</li> <li>Covid adaptations from in-kind to CBT</li> </ul>	<p>WFP</p> <ul style="list-style-type: none"> <li>Stakeholder opinions on adequacy of level of coverage</li> <li>Adaptations - replacement of in-kind to CBT</li> </ul>	<p>and monitoring data</p> <ul style="list-style-type: none"> <li>Findings of previous evaluations</li> </ul>	<p>M&amp;E staff and M&amp;E staff from partners, clusters' members)</p> <ul style="list-style-type: none"> <li>FGDs or beneficiary interviews (if possible); or beneficiary phone calls</li> </ul>
3.2.2. Appropriateness of targeting	<ul style="list-style-type: none"> <li>Have targeting criteria been relevant, and aligned with the Jordanian operating environment?</li> <li>Strategy for selection beneficiaries by activity</li> <li>Opportunities to improve targeting</li> <li>Strategy to adjust targeting in light of reduced funding</li> <li>Have there been changes in targeting of interventions due to changing needs under COVID-19?</li> <li>Urban programming challenges</li> </ul>	<ul style="list-style-type: none"> <li>Targeting strategy articulated (including consideration of gender and age, vulnerability)</li> <li>Analysis of inclusion and exclusion rates</li> <li>Stakeholder opinions on targeting challenges, inclusion and exclusion errors</li> <li>Budget revision reflects priority needs for assistance</li> </ul>	<p>Document review:</p> <ul style="list-style-type: none"> <li>WFP programmes/projects and CSP reports and monitoring data,</li> <li>WFP targeting strategy, beneficiary selection tool</li> <li>Targeting/criteria strategies from partners.</li> <li>HQ/regional guidance on targeting</li> <li>Findings of previous evaluations</li> </ul>	
3.3 To what extent were WFP's activities cost-efficient in delivery of its assistance?				
3.3.1. Cost efficiency of the CSP activities	<ul style="list-style-type: none"> <li>Delivery of outputs within allocated budgets</li> <li>Extent to which choices of supply sources and modalities were cost efficient taking into consideration the Jordanian context</li> <li>Measures taken to identify main costs drivers (incl. explanatory factors) and increase efficiency over time</li> <li>Has WFP incurred additional costs due to necessary COVID-19 protective measures and, if</li> </ul>	<ul style="list-style-type: none"> <li>Financial execution rates and cost ratios (cost per beneficiary, cost per USD of cash distributed), including value of transfers reaching populations compared to administrative costs</li> <li>Evidence that cost-saving measures implied trade-offs, e.g. on quality of assistance</li> <li>Stakeholders perceptions on drivers of efficiency and other qualitative evidence that WFP CSP activities were cost-efficient</li> <li>Monitoring mechanisms and specific</li> </ul>	<p>Document review:</p> <ul style="list-style-type: none"> <li>WFP programmes/projects and CSP reports and monitoring data</li> <li>Budget and financial data (planned budget, expenditure)</li> <li>Supply chain performance Indicators</li> <li>COMET data on beneficiaries reached and transfers</li> </ul>	<ul style="list-style-type: none"> <li>Quantitative data review</li> <li>Documentary review</li> <li>Key informant interviews</li> </ul>



Dimension of analysis	Lines of inquiry	Indicators	Data sources	Data collection tools
	so, which ones?	measures taken by WFP to address efficiency issues		
3.4 To what extent were alternative, more cost-effective measures considered?				
3.4.1. Cost-effectiveness of alternative delivery modalities	<ul style="list-style-type: none"> <li>Extent to which WFP explored alternative approaches/modalities for enhanced cost effectiveness</li> <li>Factors that contributed to, or detracted from, the cost-effectiveness of the activities</li> <li>Extent to which WFP analysed and monitored the efficiency of the CSP activities at the strategic level</li> <li>Efficiency (incl. cost-effectiveness) implications of partnering with the private sector</li> <li>WFP adaptations of analysis in upper-middle-income countries</li> </ul>	<ul style="list-style-type: none"> <li>Evidence of analyses conducted on comparative costs in strategic choices, including selection of modalities and partners</li> <li>Evidence of programmatic adaptation in response to changing costs</li> <li>Stakeholder opinions on cost-effectiveness</li> <li>Evidence of programmatic adaptation in response to private sector options</li> </ul>	<p>Document review:</p> <ul style="list-style-type: none"> <li>WFP budget data</li> <li>WFP annual country reports</li> <li>WFP CO/partners studies on cost-effectiveness and value for money</li> <li>WFP CO and FO staff</li> <li>Cooperating partners</li> <li>Donors</li> <li>Private sector</li> <li>COMET data</li> <li>WFP guidance on comparative cost-effectiveness analysis between transfer modalities</li> <li>Data on cost-efficiency of other WFP comparable CSPs</li> </ul>	<ul style="list-style-type: none"> <li>Quantitative data review</li> <li>Documentary review</li> <li>Key informant interviews</li> </ul>
<b>Evaluation Question 4: What are the factors that explain WFP performance and the extent to which it has made the strategic shift expected by the CSP?</b>				
Main evaluation criteria covered: relevance, connectedness, efficiency, effectiveness				
4.1 To what extent did WFP analyse or use existing evidence on the hunger challenges, the food security and nutrition issues in the country to develop the CSP?				
4.1.1. Comprehensiveness of data and analysis underpinning the CSP	<ul style="list-style-type: none"> <li>Extent to which the CSP strategy was evidence based and linked to analyses related to government policy</li> <li>Completeness of the analysis in relation to different types of food security shocks (socio-economic, health)</li> <li>Changes in evidence base linked to COVID-19 response</li> </ul>	<ul style="list-style-type: none"> <li>Sources of evidence used in developing the CSP proposal by activity</li> <li>Stakeholder perceptions on the quality of the analysis</li> <li>Examples where insufficient analysis has affected the CSP</li> </ul>	<p>Document review:</p> <ul style="list-style-type: none"> <li>Government assessments, strategies and programme</li> <li>CSP and T-ICSP documents</li> <li>WFP evaluations</li> <li>UNCT and partner agency programmes, surveys and evaluations</li> <li>Feedback from WFP, donors, government, United Nations</li> </ul>	<ul style="list-style-type: none"> <li>Documentary review</li> <li>Key informant interviews</li> </ul>
4.2 To what extent has WFP been able to mobilize adequate, predictable and flexible resources to finance the CSP?				

Dimension of analysis	Lines of inquiry	Indicators	Data sources	Data collection tools
4.2.1. Adequacy of resourcing for the CSP	<ul style="list-style-type: none"> <li>Extent to which received funding enabled long-term solutions especially in relation to resilience building</li> <li>Drivers of donor decision-making on financing the CSP/ How has change in donors' behaviour (in funding size or allocation to specific topics) affected by different funding allocations to the different components/activities of the CSP?</li> <li>Has the CSP stimulated funding by government (or other partners) for national food security or social protection systems?</li> <li>Were there effects of the pandemic on financial needs and on the level of funding of any additional requests?</li> <li>Has the pandemic resulted in reduced funding from donors due to domestic pressures?</li> </ul>	<ul style="list-style-type: none"> <li>Level of resources received against planned financial needs</li> <li>Level and proportion of CSP budget requirement met by activity, by year</li> <li>Timeliness of funding</li> <li>Actions taken by the CP (with the support of other WFP offices) to raise funding from donors and others (including private sector)</li> <li>Use of advanced financing facilities</li> <li>Stakeholder opinions on the factors influencing level of support provided by activity, including consequences of funding shortfalls</li> <li>Resources mobilized for national food security and social protection systems</li> </ul>	<p>Document review:</p> <ul style="list-style-type: none"> <li>Funding sources and allocations</li> <li>Annual actual spending and budgeted spending by activity/outcome/strategic objective</li> <li>Review of resource mobilization strategies</li> <li>Review of staffing structure and organogram</li> </ul> <p>Feedback from WFP, donors, government</p>	<ul style="list-style-type: none"> <li>Documentary review</li> <li>Key informant interviews (WFP staff in charge of fundraising and donor relations, donors)</li> </ul>
4.2.2. Predictability and flexibility of resourcing for the CSP	<ul style="list-style-type: none"> <li>Implications of earmarking of resources provided to the CSP</li> <li>Influence of predictability and duration of funding cycles on achievements of the CSP objectives</li> <li>Opportunities to improve the quality of funding</li> <li>Challenges and adaptations to the constraints of existing and future funding</li> </ul>	<ul style="list-style-type: none"> <li>Level of earmarking of donor funds by year</li> <li>Proportion of funding provided as multi-year funds by year and by activity</li> <li>Stakeholder opinions on the factors influencing level of earmarking and on how flexibility and predictability of financing could be improved"</li> </ul>	<p>Document review:</p> <ul style="list-style-type: none"> <li>Funding sources and allocations</li> <li>WFP partnership and fundraising strategy</li> <li>Advocacy initiatives</li> </ul> <p>Feedback from WFP, donors</p>	<ul style="list-style-type: none"> <li>Documentary review</li> <li>Key informant interviews</li> </ul>
4.3 To what extent did the CSP lead to partnerships and collaborations with other actors that positively influenced performance and results?				

Dimension of analysis	Lines of inquiry	Indicators	Data sources	Data collection tools
<p>4.3.1. Appropriateness and effectiveness of partnerships formed by WFP to plan and implement the CSP.</p>	<ul style="list-style-type: none"> <li>• Evolution in partnership arrangements. Has the CSP resulted in a new approach of partnerships?</li> <li>• Is there a difference between partnerships for Crisis Response and Resilience Building?</li> <li>• Ability to leverage comparative advantage of other agencies to achieve CSP results</li> <li>• Is WFP's partnership with Cooperating Partners maximizing potential for quality programming?</li> <li>• Collaboration with the private sector - advantages</li> <li>• COVID-19 adaptations from in kind to CBT – partners/financial service providers</li> </ul>	<ul style="list-style-type: none"> <li>• Trends in partners and type of partnerships over time</li> <li>• Stakeholder perceptions on the level of partner participation in developing the CSP</li> <li>• Stakeholder opinions on factors promoting and inhibiting partnerships to deliver against common goals</li> <li>• Collaboration with the private sector</li> </ul>	<p>Document review:</p> <ul style="list-style-type: none"> <li>• WFP's appraisal of partners' performance</li> <li>• Other partners' strategies</li> <li>• Review of joint actions/initiatives</li> <li>• Stakeholders' perceptions on the appropriateness of WFP's choice of partners</li> </ul>	<ul style="list-style-type: none"> <li>• Documentary review</li> <li>• Key informant interviews (CO senior management and staff responsible for partnerships, strategic partners incl. United Nations partners, govt at national and local level and operational private partners)</li> <li>• E-survey</li> </ul>
<p>4.4 To what extent did the CSP provide greater flexibility in dynamic operational contexts and how did it affect results, in particular as regards adaptation and response to the COVID-19?</p>				

Dimension of analysis	Lines of inquiry	Indicators	Data sources	Data collection tools
4.4.1. CSP structure and procedures supported operational flexibility responding to emerging crises such as the COVID-19 response.	<ul style="list-style-type: none"> <li>Is the CSP sufficiently flexible to accommodate the evolving context, priorities and beneficiary needs under the refugee response?</li> <li>WFP flexibility to scale up and scale down humanitarian assistance within the CSP</li> <li>Is the CSP sufficiently flexible to accommodate Government's evolving priorities and plans?</li> <li>To what extent was the CSP sufficiently flexible to respond to the needs created by the pandemic (activity types, modalities, balance humanitarian-development interventions)?</li> </ul>	<ul style="list-style-type: none"> <li>Availability of data on the evolution of the situation and needs</li> <li>Evidence of flexibility to respond to changing needs and operational priorities over time</li> <li>Evidence of flexibility in response to COVID-19 needs – e.g., COVID-19 adaptations from in kind to CBT</li> </ul>	<p>Document review:</p> <ul style="list-style-type: none"> <li>WFP CSP, Log frames and ToCs</li> <li>Contextual analysis</li> <li>COVID-19 assessments</li> <li>Stakeholders' opinions on how the CSP has provided operational flexibility (compared to previous operations)</li> </ul>	<ul style="list-style-type: none"> <li>Documentary review</li> <li>Key informant interviews (WFP staff at Regional, CO and SO level, Strategic partners/donors, L2 task force members)</li> </ul>
4.5 What are the other factors that can explain WFP performance and the extent to which it has made the strategic shift expected by the CSP?				
4.5.1. Adequacy of human resources	<ul style="list-style-type: none"> <li>Staffing of the CO in relation to the needs</li> <li>Opportunities to strengthen the appropriateness of CO staffing</li> </ul>	<ul style="list-style-type: none"> <li>Levels of staffing in relation to requirements by activity</li> <li>Availability of experienced staff in relations to CSP activities</li> <li>Training and guidance provided by RBC and HQ</li> </ul>	<p>Document review:</p> <ul style="list-style-type: none"> <li>ACRs</li> <li>Office staffing review</li> <li>CO HR staffing by year</li> <li>Budget revisions</li> </ul>	<ul style="list-style-type: none"> <li>Documentary review</li> <li>Key informant interviews (WFP informants at HQ, Regional, CO levels)</li> </ul>
4.5.2. Quality of results-based management (RBM) in delivering the CSP	<ul style="list-style-type: none"> <li>Extent to which adequate data was generated to support RBM</li> <li>Evidence of adaptation based on results</li> <li>Opportunities to strengthen RBM</li> <li>Extent to which the results framework and ToCs were coherent, logical and complete</li> </ul>	<ul style="list-style-type: none"> <li>Examples in use of monitoring indicators in adapting the CSP or operational approach</li> <li>Stakeholder opinions on adequacy of WFP reporting</li> <li>Stakeholder opinions on opportunities to strengthen RBM</li> </ul>	<p>Document review:</p> <ul style="list-style-type: none"> <li>VAM and M&amp;E reporting</li> <li>ACRs</li> <li>Evaluation reports</li> </ul>	<ul style="list-style-type: none"> <li>Documentary review</li> <li>Key informant interviews</li> </ul>
4.5.3. Other factors supporting or limiting shifts in results areas (not already	<ul style="list-style-type: none"> <li>External/contextual factors that have positively or negatively affected ability to support: i)</li> </ul>	<ul style="list-style-type: none"> <li>Evidence of shifts</li> <li>Evidence of external factors</li> <li>Evidence of internal factors</li> </ul>	<p>Document review:</p> <ul style="list-style-type: none"> <li>WFP CSP and programme/ projects documentation/reports, SPR/ACRs</li> </ul>	<ul style="list-style-type: none"> <li>Documentary review</li> <li>Key informant interviews</li> </ul>

Dimension of analysis	Lines of inquiry	Indicators	Data sources	Data collection tools
covered above)	sustainable solutions; ii) transformational linkages between interventions? <ul style="list-style-type: none"> <li>• What implementing challenges have affected delivery? (capacity gaps, modalities)</li> </ul>		<ul style="list-style-type: none"> <li>• HQ/RBC support mission reports</li> </ul>	(government and strategic partners)

## Annex V. Data collection tools

Table 14: Overview of primary data collection methods

		Key informant interviews (KIIs)	Focus group discussions (FGDs) and field meetings	Web-based survey (e-survey)
<b>Data type</b>		Qualitative	Qualitative	Quantitative (+ some qualitative)
<b>Modality</b>		Field and remote	Field	Remote
<b>Conducted by</b>		International and national evaluators	International and national evaluators	Particip in-house researcher
<b>Participants</b>	<b>Level</b>	National and local level	Local level	National and local level
	<b>Type</b>	Local/field staff of WFP, cooperating partners/NGOs, donors, United Nations agencies Community stakeholders (including staff from community-based organizations (CBOs) and private sector)	FGDs with final beneficiaries of all WFP activities (male and female, Jordanians, and refugees) Field meetings with smallholder farmers, shopkeepers and agricultural cooperative.	International and National NGOs; private sector; United Nations agencies identified as implementers of activities. MOPIC was also consulted as they play the main coordination role from the Government of Jordan side.
	<b>No.</b>	98 KIIs total (inception and field phases)	11 FGDs and 19 field meetings	63 individuals contacted, 27 responses
<b>Data collection instrument</b>		Semi-structured interview guides	FGD topic guides	Web-based questionnaire
<b>Data analysis method</b>		7 Structured triangulation of information coming from various sources (on every EQ and sub-EQ) 8 Comparison of qualitative and quantitative data available for similar indicators 9 Analysis of evolutions over time and data visualization (e.g. timelines) 10 Internal workshops to discuss strategic findings cutting across sectors		
<b>Key topics covered (examples)</b>		Institutional setting and cooperation, national and local context, WFP country strategy and portfolio incl. its alignment/ relevance and contributions at national and community level, implementation efficiency, targeting, gender, protection and AAP.	Relevance and results at final beneficiary level, implementation efficiency, targeting, gender, protection and AAP.	WFP country strategy and portfolio incl. its alignment/relevance and contributions, institutional cooperation.

## E-survey questionnaire

### 1 Introduction

This survey is part of the Evaluation of Jordan WFP Country Strategic Plan 2018-2020. The evaluation has been commissioned by WFP Office of Evaluation and is implemented by an independent evaluation team through Particip GmbH.

The purpose of this e-survey is to seek the views of a wide range of WFP's partners on (i) the relevance and comparative advantage of WFP in Jordan, and (ii) the quality of the relationships between WFP and its cooperating partners. Partners reached through this e-survey include International and National NGOs as well as private sector companies identified as implementers of WFP funded activities. Key United Nations agencies and government ministries are also consulted.

Completing the survey should take between 15 and 20 minutes.

You can pause the survey at any time by clicking the 'save and continue survey later' button at the bottom of each page. A link will be sent to your email address allowing you to continue the questionnaire at a later stage.

Survey responses will remain completely anonymous.

If you know someone who may be interested in completing in the survey but who has not been invited to participate, please get in touch with Estelle or Mari to let us know.

We greatly appreciate your contribution to this evaluation. Your answers will help to shape WFP's future engagements in Jordan.

The Evaluation Team

Using the survey:

Click 'Next' at the end of each page to save your responses and move to the next set of questions.

Use the 'Back' button at the end of each page to review completed pages and/or edit your responses if you wish. The data you enter or modify on any page is only saved by clicking 'Next' on that page. Do not select 'Back' before saving the current page (by clicking 'Next'), to avoid losing data you entered on the current page.

A 'Save and continue survey later' button can be found at the bottom of each page of the survey. By clicking this button, a link will be sent to your email address, which allows you to continue the questionnaire at the point where you have interrupted it.

We recommend using Chrome or Firefox to complete the survey as some versions of Internet Explorer do not support the survey software.



## 2 Identification

1. Which type of organization do you currently work in: \*

- International NGO
- National NGO
- Private sector
- UN agency
- Government ministry
- Other

2. How long have you been in your current position: \*

- Less than 6 months
- Between 6 months and 2 years
- More than 2 years
- Other (please specify) \_\_\_\_\_

3. How long has your organization been engaged with WFP's operations in Jordan: \*

- 1 year or less
- Between 1 year and 2 years
- More than 2 years \_\_\_\_\_

4. Which WFP activity has your organization been engaged with: \*

- Unrestricted cash and e-vouchers
- School feeding assistance
- Livelihoods opportunities for beneficiaries (Short-term employment; Training; Asset creation; Small Business Promotion)
- Capacity building
- Social protection schemes
- Other (please specify) \_\_\_\_\_

## 3 WFP contributions in strategic areas

5. Based on your own experience, to what extent has WFP assistance been relevant to the needs of Jordan, especially the needs of the most vulnerable?

	Not at all	Little extent	Some extent	Great extent	[Don't know]
General relevance to the needs of Jordan	( )	( )	( )	( )	( )
Relevance to the needs of the most vulnerable (Jordanians)	( )	( )	( )	( )	( )

Relevance to the needs of the most vulnerable (Refugees)	( )	( )	( )	( )	( )
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Please explain your assessment and provide complementary information if you wish.

6. Based on your own experience, to what extent has WFP assistance made tangible contributions to positive and lasting changes in the following areas, during the period 2018-2020?

	Not at all	Little extent	Some extent	Great extent	[Don't know]
<b>Contributions to positive change in the following main areas of interventions</b>					
Provision of cash assistance to refugees to meet their basic needs	( )	( )	( )	( )	( )
Support food security and nutritional needs of refugees	( )	( )	( )	( )	( )
Support government to expand inclusive social protection schemes for vulnerable Jordanians	( )	( )	( )	( )	( )
Creation of livelihood opportunities (for refugees)	( )	( )	( )	( )	( )
Creation of livelihood opportunities (for vulnerable Jordanians)	( )	( )	( )	( )	( )
<b>Likelihood that changes will last</b>					
Refugees are able to meet their <u>food and nutrition needs</u>	( )	( )	( )	( )	( )
<u>Self-reliance of refugees</u>	( )	( )	( )	( )	( )
<u>Social protection</u> schemes benefit those in need	( )	( )	( )	( )	( )
<u>Sustainable livelihoods</u> for vulnerable Jordanians	( )	( )	( )	( )	( )
<u>Sustainable livelihoods</u> for vulnerable refugees	( )	( )	( )	( )	( )

Please explain your assessment and provide complementary information if you wish.

7. Based on your own experience, to what extent has WFP assistance been aligned with and has strengthened country policies and country systems in its main areas of interventions, during the period 2018-2020?

	Not at all	Little extent	Some extent	Great extent	[Don't know]
<b>Alignment with national priorities</b>					
Refugee response	( )	( )	( )	( )	( )
Food security	( )	( )	( )	( )	( )
Social protection	( )	( )	( )	( )	( )
Poverty reduction	( )	( )	( )	( )	( )
Addressing unemployment	( )	( )	( )	( )	( )
Enhancing local economic development	( )	( )	( )	( )	( )
Increasing women's participation in the labour market	( )	( )	( )	( )	( )
Water/climate/energy/food security connection	( )	( )	( )	( )	( )
<b>Contributions to the strengthening of national policies/systems</b>					
Refugee response	( )	( )	( )	( )	( )
Social protection	( )	( )	( )	( )	( )
School feeding					
Food security	( )	( )	( )	( )	( )

Please explain your assessment and provide complementary information if you wish.

#### 4 WFP role in country-level partnerships

8. Based on your own experience, to what extent has WFP developed strong partnerships with country level actors in the field of humanitarian and development assistance?

	Not at all	Little extent	Some extent	Great extent	[Don't know]
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<b>Type of actors</b>					
WFP effectively coordinates with actors in the field of <u>humanitarian</u> assistance	( )	( )	( )	( )	( )
WFP effectively coordinates with actors in the field of <u>development</u> assistance	( )	( )	( )	( )	( )
<b>Depth of partnerships</b>					
WFP develops partnerships that go <u>beyond contractual arrangements</u> ; WFP discusses with partners the strategic direction of project activities	( )	( )	( )	( )	( )
WFP <u>seeks feedback</u> from its partners to improve the effectiveness and efficiency of interventions	( )	( )	( )	( )	( )
In consultation with its partners, WFP develops <u>innovative approaches</u> to achieve positive results	( )	( )	( )	( )	( )
<u>I/NGO partners</u> have the opportunity to influence the direction and approach of an intervention in consultation with WFP	( )	( )	( )	( )	( )
<b>WFP capacity and resources</b>					
WFP has <u>adequate capacity and resources</u> (human, time, network, experience) and the willingness to foster strong partnerships	( )	( )	( )	( )	( )

Please explain your assessment and provide complementary information if you wish.

9. Based on your experience, what have been the main areas where WFP added value to the activities of other international actors in Jordan, during the period 2018-2020?

Intervention type	Not at all	Little extent	Some extent	Great extent	[Don't know]
Refugee assistance – access to cash	( )	( )	( )	( )	( )
Refugee assistance – access to livelihoods	( )	( )	( )	( )	( )
Jordanian assistance – access to livelihoods					
Operational capacity (including access)	( )	( )	( )	( )	( )
Technical expertise – food security	( )	( )	( )	( )	( )
Technical expertise – nutrition	( )	( )	( )	( )	( )
Technical expertise – social protection for Jordanians	( )	( )	( )	( )	( )
Nexus operations – transitioning from humanitarian assistance to development	( )	( )	( )	( )	( )

Policy influence	( )	( )	( )	( )	( )
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Please explain your assessment and provide complementary information if you wish.

10. Based on your own experience, how could WFP play a more strategic role in humanitarian response?

Please suggest the areas in which WFP could play a more strategic role

11. Based on your own experience, how could WFP play a more strategic role in supporting resilience for vulnerable Jordanians and for refugees under its next country strategic plan?

Please suggest the areas in which WFP could play a more strategic role

## Semi-structured interview guides

1. The interview guides below were employed mostly for KIIs: they were thus not intended as rigid structures such as a fixed-response questionnaire, but were used to help focus data collection on key issues for this CSPE.
2. Each proposed question refers to a specific question/sub-question of the Evaluation Matrix. The interviewer only covered a particular point if the respondent had sufficient experience or insights to address it.
3. In KIIs, the interviewer had the ability to adapt questions in order to make them appropriate for their audiences. The interviewer could also omit questions should they not be relevant to a group or if they do not seem to be generating good data and responses. Semi-structured interview guides were taken as a general structure. Concretely, this means that, while it was not possible nor desirable to ask all listed questions to respondents, the more answers received for the same question, the more the evaluation team was able to triangulate the information acquired and was able to draft well-developed answers to evaluation questions.
4. During KIIs, the evaluation team followed the following general procedure:
  - **Introduction** (to be read at the start of interviews): *"We are part of an independent team, evaluating WFP's implementation of the Jordan Country Strategic Plan from 2018 to 2020. The evaluation was commissioned by WFP Office of Evaluation. The objective is to provide accountability for results to WFP stakeholders, and also importantly to formulate recommendations that contribute to the development of the new WFP Country Strategic Plan. As such, we are very interested to hear your thoughts on WFP's performance, and whether you have any recommendations for WFP's programme moving forward. For this meeting, we will focus our discussion on this specific [sector XX]; however, any relevant and valuable general information on WFP's support is also very much welcome."*
  - **Presentation of each participant and evaluation team members:** *"My name is XXX & YYY, we are the evaluation team in charge of [sector XX], we work in collaboration with Particip, a German consultancy company commissioned to oversee the evaluation."*
  - **Confidentiality** aspects: *"Before starting the interview, I would like to take the opportunity to thank you for your time and availability. We would also like to emphasize the confidentiality of your responses. Therefore, feel free to share what you think in a very open manner. The team will follow WFP's ethical and confidentiality standards strictly."*

- **Participation is voluntary:** *"Your participation in the interview is voluntary. You can withdraw from the interview after it has started, for any reason, with no penalty."*
- **Other:** *"If you have any questions, now or at any time in the future, you may contact the team or WFP Office of Evaluation directly."*

5. The following points were used to guide interviews with different stakeholder groups: i) WFP staff at Country Office level; ii) United Nations agencies and World Bank; iii) donor agencies; iv) ministries and National Aid Fund; and v) NGO cooperating partners. Questions were adjusted according to the sector(s) for which the staff being interviewed were responsible, or with which they were familiar.

### **Semi-structured interview guide: World Food Program**

6. The following discussion points were used to guide interviews with technical staff of World Food Program. Questions were adjusted according to the sector(s) for which the staff being interviewed were responsible, or with which they were familiar.

7. Although the outlines below are explicitly linked to the CSP and to the evaluation questions, evaluation team members did not assume that participants were familiar with the content of the CSP and did not restrict the discussion to the CSP; they sought views, where possible at a strategic level, about WFP's overall portfolio and performance since 2018.

8. The evaluation team began all meetings, interviews and FGDs with personal introductions, an exploration of participants' backgrounds, positions and duration of employment, an explanation of the CSPE, an assurance of neutrality and confidentiality, and a check on participant willingness to proceed. They emphasized that participation will have no negative effects on participant interests, and that anyone who did not wish to take part was free to withdraw without negative consequences.

9. Numbering refers to the questions in the evaluation matrix.

Evaluation matrix question number	Discussion points
1.1.1	<p>How well aligned is WFP's CSP to national and sectoral development policies, strategies and plans, and how likely is it to contribute to their achievement?</p> <p>How relevant do you think the strategic outcomes outlined in the CSP are to the national SDG goals and targets? How relevant is WFP's CSP to Jordan's national context?</p> <p>How soundly is it based on a proper understanding of national conditions (Jordan's national development challenges and the refugee protracted crisis in the country)?</p> <p>How well is the CSP aligned with the coordinated refugee response – JRP and 3RP?</p>
1.1.2.	<p>Do you think the CSP design aligns with national capacities and capacity gaps? Was the selection of ministries and/or change agents for capacity strengthening activities appropriate?</p>
1.2.1.	<p>How much does WFP's CSP focus on the most vulnerable and marginalized groups and areas in Jordan? (both population groups – Jordanians and refugees)?</p> <p>Do you think that the needs of highly vulnerable groups have adequately been identified by WFP's vulnerability analysis?</p> <p>Was the identification of needs and targeting process coordinated with other leading actors?</p>
1.2.1.	<p>Was the formulation of the CSP based on a comprehensive analysis of current humanitarian and development needs including resilience challenges in Jordan?</p>
1.2.1.	<p>To what extent do WFP activities, expected outcomes and objectives relate to the identified needs, including the underlying causes of food insecurity?</p>
1.2.1.	<p>Has the CSP enabled a more comprehensive response to the identified needs? (in comparison with the previous approach of EMOP and PRRO)</p>
1.2.2.	<p>Do you have any comment on the quality of the WFP's gender analysis and their understanding of gender equality and women's empowerment (GEWE)? To what extent do you think WFP's CSP is inclusive of GEWE issues?</p>
1.2.3.	<p>Has there been a particular response to the Covid-19 pandemic? How pertinent were the programmatic changes?</p>
1.3.1.	<p>Has WFP been able to keep its CSP relevant in the light of changing political and institutional circumstances and capacities over the last two years?</p>
1.3.1.	<p>What do you think have been some factors that promoted or impeded WFP's ability to adapt the CSP to the changing context?</p>
1.3.2.	<p>Has WFP been able to keep its CSP relevant in the light of changing programmatic context – its funding, its capacity and the needs over the last two years?</p>



Evaluation matrix question number	Discussion points
1.3.2.	Please comment on WFP's ability to adapt the CSP to the evolving food security, livelihoods and social protection context. What factors promoted or impeded their adaptiveness? In which areas could alignment to the current context be improved?
1.4.1.	How complete and meaningful was the alignment of WFP's CSP with Jordan's UNSDF? How has the CSP contributed to UNSDF objectives? What are the implications for WFP of future alignment between the CSP and the UNSDF?
1.4.2.	What is the comparative advantage of WFP in Jordan, and to what extent is WFP recognized as the 'lead' partner in the fields targeted by the CSP?
2.1.1.	Where are the results and possible impact of WFP's interventions most evident? Where are the results achieved the strongest in relation to the needs of the affected population groups?
2.1.1.	Do you have any comment on the quality of the outputs that WFP has delivered? What factors do you think affected their performance (either positively or negatively)?
2.1.1.	What outputs have been produced from WFP's capacity strengthening activities?
2.1.2.	Do you have any comment on whether CSP activities have contributed to Improved food security and nutritional well-being of beneficiaries? Enhanced social protection schemes? Strengthened livelihoods and resilience? Local economic development? Innovative solutions?
2.1.2.	Do you have any comment on the contribution of WFP's capacity strengthening activities to institutional change within the targeted ministries? Have capacity strengthening activities resulted in changes to stakeholder ownership, national policies, or organizational change within the targeted ministries?
2.2.1.	Do you think WFP has demonstrated neutrality/impartiality in line with humanitarian principles? Do you think WFP's been able to navigate potential tensions between alignment with government priorities and humanitarian principles? Can you give any examples?
2.2.1.	For WFP programme staff: How useful were WFP's resources on humanitarian principles during CSP design and/or implementation? Do you think staff needed any additional training or support? In what specific areas?
2.2.2.	Do you think WFP has adequately mainstreamed protection into the CSP? If not, in which areas were more actions required?

Evaluation matrix question number	Discussion points
2.2.2.	For WFP programme staff: How useful were WFP's resources on protection during CSP design and/or implementation? Do you think staff needed any additional training or support? In what specific areas?
2.2.3.	Do you think WFP has adequately integrated accountability to affected populations (AAP) into the CSP? If not, in which areas were more actions required?
2.2.3.	For WFP programme staff: How useful were WFP's resources on AAP during CSP design and/or implementation? Do you think staff needed any additional training or support on AAP? In what specific areas?
2.2.4.	Do you have any comment on WFP's performance against the targets specific in the Gender Action Plan?
2.2.4.	Do you have any comment on whether WFP's cooperating partners are applying GEWE principles and standards? Are there any additional actions that are required? Please provide examples.
2.3.1.	Do you think the relevant ministries of the Government have been adequately engaged in the CSP design and implementation? Can you comment on the level of national ownership of CSP activities?
2.3.1.	Do you think that adequate handover and transition arrangements have been developed? Please provide examples of such arrangements.
2.3.1.	Is WFP taking steps to move CSP activities into the government budget? Are any of the current CSP activities currently funded wholly or partially by the Government? Could WFP have taken additional actions to improve government funding and budgeting?
2.3.2.	What do you think of the level of community interest in the assets and livelihood training opportunities provided by WFP has provided? What about the quality /durability of the assets? Has WFP taken appropriate steps to ensure financial sustainability of the newly created assets? Please provide examples.
2.4.1.	Do you think that there is convergence between humanitarian and development activities within the CSP? Have social protection and resilience building been adequately utilized across the nexus? Please provide examples.
2.4.1.	Do you think CSP activities have contributed to social cohesion between Jordanian and refugee communities? Please provide examples.
2.4.2.	Has WFP used appropriate conflict sensitive approaches across the CSP activities? Are there any additional actions that WFP could have used?
2.4.2.	For WFP programme staff: How useful were WFP's resources on conflict sensitive programming during CSP design and/or implementation? Do you think staff needed any additional training or support? In what specific areas?

Evaluation matrix question number	Discussion points
3.1.1.	Are there opportunities to improve the timeliness of operations? If yes, what/why/where are the constraints (HR, logistics, funding...)?
3.2.1.	Is the coverage of WFP's CSP activities justified in terms of assessments of food and nutrition security and institutional needs? How would you rate WFP's performance in meeting the planned CSP coverage? How well did WFP coordinate with other agencies to ensure coverage of unmet needs?
3.2.2.	What was the targeting process of selecting WFP's beneficiaries for each activity? Was this appropriate? Are you aware of any inclusion or exclusion errors? Please provide examples. Do you think WFP has taken appropriate steps to correct targeting errors?
3.3.1. 3.4.1.	Has WFP paid enough attention to cost efficiency and cost-effectiveness in the design and implementation of its CSP? Were alternatives reviewed with partners and with Government? Do you think the cost efficiency or cost effectiveness have changed over the CSP implementation period? What factors have contributed to, or detracted from the cost efficiency or cost effectiveness of the activities?
3.4.1.	Has WFP analysed and monitored cost efficiency and/or cost effectiveness of the CSP operations? Please provide examples or relevant documents. Has the analysis contributed to programme decision making? Please give examples.
3.4.1.	Have there been any trade-offs between cost efficiency and timeliness during CSP implementation? Have there been trade-offs between cost efficiency and effectiveness/quality? (Examples: i) CBT at scale, efficient, but not differentiated by needs, ii) block-chain served a purpose but not supporting financial inclusions, iii) innovation/technology vs loss of human communication). Are there opportunities to improve either cost efficiency or cost effectiveness?
4.1.1.	Was the design of WFP's CSP explicitly and appropriately based on comprehensive analysis of food and nutrition security challenges and related government policy in Jordan?
4.2.1.	Can you comment on the level of resources received against the planned targets? Are you aware of any drivers of donor decision-making on the financing of the CSP? Please provide examples.
4.2.1.	What has been the impact on WFP's operations due to reduced funding in 2021?
4.2.2.	What were some of the implications of the earmarking of resources to the CSP? How has the predictability of funding influenced the achievement of the CSP objectives? Are there any opportunities to either improve the quality of funding or to work within the constraints of existing funding? Please provide examples.
4.3.1.	Are there any changes in WFP's partnership arrangements since the introduction of the CSP? Are there differences in partnerships for crisis response and resilience?

Evaluation matrix question number	Discussion points
4.3.1.	To what extent has the performance of WFP CSP activities been based on leveraging the comparative advantage of other agencies to achieve the CSP results?
4.3.1.	To what extent has the performance of WFP CSP activities to date derived from joint implementation with partners?
4.4.1.	How flexible do you think WFP were in the scaling up and scaling down of humanitarian assistance within the CSP?
4.4.2.	Has the CSP's format and principles allowed for sufficient flexibility to swiftly respond to emerging crises such as the Covid-19 pandemic?
4.5.1	How adequate do WFP's human resources appear to be for the implementation of its CSP?
4.5.2.	How adequately has WFP generated data to support Results Based Management (RBM)? Are there any opportunities available to strengthen RBM? Has monitoring data been used to adapt the CSP activities in any way? Please provide examples.
4.5.3.	Are there any factors that have supported or limited the successful implementation of the CSP?

## Sector-specific Semi-Structured Questionnaire formats

10. The sector-specific sub-questions below will be utilized matching relevant respondents, depending on their specificities and involvement in sector-specific WFP activities (such as cash assistance, social protection, livelihoods). This Sector-Specific Question guide should not be seen as a tool in isolation. It will be used alongside the strategic sector-specific question, mixing questions from both tools, with a view to look at issues from all the different angles. It is not planned that all questions will be asked to all interviewees, but rather that the Evaluation Team will pick from this list the questions fitting best the person being interviewed, and ensure that different points of views are heard and that information is triangulated. Context-related questions are meant to kick-off the discussion and to triangulate the information gathered from other data sources such as document review.

### Food assistance – Cash-based transfers

Context, Strategic Approach/Relevance, Coherence (EQ1 and EQ4)

- Data available suggests that unrestricted cash under the 'choice' model is clearly the most effective (and cost-effective) modality. This is consistent with global evidence on effectiveness of cash. But, this modality is still not provided in camps. In your opinion has WFP done enough to push for change in this important area (at political, regulatory or technological levels)? Could more be achieved through strengthened partnerships with other cash actors (those under the CCF)?
- Under Act 1 there is also a date bar distribution to vulnerable Jordanians in host communities. It is not fully clear why this distribution is provided in-kind, given the clearly documented advantage of WFP's use of cash in Jordan. Can you explain (is this a donor-related issue – such as in-kind contribution from Kingdom of Saudi Arabia)?
- In August 2017, WFP commissioned the independent review of its targeting approach and sought to move to a social demographic vulnerability targeting model, this was reportedly piloted but put on hold in 2018. Can you explain what the rationale was for wanting to make the change? Why was

it put on hold? Was this eventually taken forward under the CSPE and, if so, what has been the effect (what evidence do you have)?

- Have the Country Office gender analysis (2017) and the gender and cash study led to any changes in gender sensitive design?

#### Effectiveness (EQ2)

- The ACR 2020 reports an in-kind component for activity 1 in the host community (date bars for Jordanians). However it is not clear where that is reported on.
- The ACR reports big discrepancies in the expected v actual outputs for CBT modalities – cash much lower output than expected and vouchers higher than expected, and including addition of an unplanned commodity voucher). Can you explain this?
- Overall, outcomes for households headed by females have been worse than for households overall. Has WFP taken any actions to address this – for example, has the concept of top-ups for female-headed households /other vulnerable households been explored?
- Due to COVID-19 the cost of living increased, and other sources of income decreased for refugees. WFP has expanded coverage of CBT; did WFP also consider topping up transfer values for existing beneficiaries? The GFA evaluation highlighted that the CBT programming model (as standalone) cannot fully promote gender equality or empowerment of women and girls but saw potential to do so if links to complementary actions/other sectors were made. Under the CSPE what, if anything, has been done to address this? And what have been results?
- The GFA evaluation also recommended that CBT quality could be improved through greater focus on AAP and protection. What, if any, changes have been made under the CSP and what have been the results?
- To what extent do the systems and processes used on the CBT allow for alignment of the GFA for refugees with the National Aid Fund? Under the CSP, have there been any changes to these, with the aim to foster greater alignment? What plans do you have/what could be done in future to support such convergence?
- To what extent do the design features of the CBT (targeting; transfer design) allow for alignment of the GFA for refugees with support provided under the National Aid Fund? Under the CSP, have there been any changes to this design, with the aim to foster greater alignment? What plans do you have/what could be done in future to support such convergence?
- Has the recruitment of a dedicated Act 1 manager (as recommended in the GFA evaluation) contributed to improve effectiveness?
- Before the CSP it was clear that GFA was meeting widespread urgent needs at scale, but evaluation concluded that the intervention had neglected focus on broader needs of households – both in the sense of wider basic needs beyond food, and in the sense of more durable solutions. It recommended that the Country Office clarify the parameters of the food assistance going forward – is its purpose to maintain breadth but at the expense of depth (wide reaching but limited emergency safety net); or is there scope to go further and achieve greater outcomes – by addressing wider basic needs; or linking to livelihoods? Did that discussion take place in developing the CSP? what is the vision now for Act 1 – and does the design now contribute to resilience/self-reliance?

#### Efficiency (EQ3)

- The 2018 GFA evaluation found that CBT was cost-efficient and estimated a cost per transfer ratio of 87 percent. Under the CSP, have there been any major changes to the operations, or costs of operations for CBT that would have influenced this?
- What is the transaction fee you have agreed with the financial service provider?
- Do you feel you have sufficiently explored options to improve cost efficiency under the CSP? For example, the Common Cash Facility (CCF) reportedly has a similar transaction fee agreed. But, if WFP's CBT caseload were included in the CCF, this could have the potential for lower costs overall? And what about the GFA evaluation's recommendation to reduce the level of management of the retail outlets?

- Has anything been done to improve on the wait time for troubleshooting card and payment related issues (was +60 days in 2018)?
- During the COVID-19 pandemic, has WFP been able to continue timely and predictable cash and voucher operations?

#### Partnerships (EQ1 and EQ4)

- Comment on your partnership with UNHCR under the CSP – have there been any improvements to collaboration, coordination and data sharing?
- Comment on your partnership with CPs under the CSP – have there been efforts to engage them further in quality aspects of programming?
- CBT funding has been heavily concentrated in a few donors. What efforts have been made under the CSP to diversify funding? Are there any constraints to WFP's ability to access new funding streams, and what more could be done?

### School feeding

#### Relevance (EQ1 and EQ4)

- What needs do you believe this programme meets? What analysis is the programme based on?
- What linkages are there between this support and other WFP activities?
- How have particular schools been targeted/selected? What are the selection criteria?
- How involved are communities themselves in designing implementation, and monitoring of programme activities?
- Are the activities undertaken appropriate to target groups' priorities, the local context and operational realities?
- To what extent has the programme been responsive to any changing situations and needs of the targeted populations?
- Do programme components contribute to the long-term developmental needs of the community?
- Are key cross-cutting issues (e.g. gender) built into the project components?

#### Coherence (EQ1)

- Is WFP assistance coherent with relevant stated national and local government policies?
- To what extent are national authorities (provincial or local level) involved in the response?
- How good are coordination, cooperation and information sharing between partners/local authority depts. and ongoing operational staff/functions?

#### Effectiveness (EQ2)

- To what extent have school feeding activities improved access to education and the retention of pupils at school, particularly for girls?
- What have been the most positive and negative impacts/aspects of the work undertaken? Did any of these surprise you?
- What indicators have been used to monitor programmatic progress? Could these be improved? Amended?
- How effective are any efforts to develop nationally-owned models that are supported by capacity building support from WFP?
- What have been key operational issues that have helped /detracted from successful implementation of the operation?
- How have M&E findings and reviews been incorporated into ongoing operations?
- How well have gender considerations been incorporated into operations?

#### Sustainability (EQ2)

- Is there an exit strategy outlining the timing, allocation of responsibilities on handover to the government and/or other agencies?



- To what extent are the project activities and local structures likely to be sustained after the completion of donor funding?
- What are the capacities that WFP believes the government needs to do this transition? (Include technical, human and organizational competencies). Have they been identified, and are the appropriate people involved to build these capacities?

#### Factors affecting results (EQ4)

- INTERNALLY: To what extent are the processes, systems and tools in place to support the operation design, implementation, monitoring/evaluation and reporting?
- How has the Country Office been able to position itself as a partner at various levels?
- To what extent has there been effective cooperation and coordination in the design and implementation of the school feeding activities between WFP, government, cooperating partners and beneficiary communities?
- EXTERNALLY: To what extent does the external operating environment influence results – including the funding climate, security, etc.?

## Social Protection

#### Context, Strategic Approach/Relevance, Coherence (EQ1 and EQ4)

- Who are the beneficiaries targeted under the government's social safety nets programmes? How are beneficiaries identified?
- What are the main vulnerabilities people are facing? Emerging priorities?
- What has been the level of efforts to harmonize interventions with other partners?
- What is the 'social protection' strategy of WFP? What is the ToC behind social protection pathways? How did it evolve? How well did WFP respond to the needs of a country facing a long-term conflict? Has WFP done the right things?
- Is it aligned/contributing government policies and priorities?

#### Effectiveness (EQ2)

- What is the approach of WFP in assessing the effectiveness of its capacity strengthening strategy?
- What has been the progress made so far in terms of supporting government? What have been the main successes? Challenges?

#### Efficiency (EQ3)

- Have outputs been delivered on time?
- What has been the fundraising strategy in particular for social safety nets components?
- How adequate is WFP staffing structure/capacities for supporting social protection related activities?
- What internal and external factors affected this efficiency?

#### Partnerships (EQ1)

- With regard to social protection, how did WFP harmonize their activities with those of partners?
- How well have WFP's CCS efforts been coordinated with efforts of others in this space (including UNICEF; ILO; World Bank) and what are the drivers of good/bad coordination?
- What have been the main joint efforts/initiatives? (With UN, government, NGOs, etc.). Lessons learned?
- How is WFP contributing to improving social protection coordination among different stakeholders?
- What are the donors' expectations vis a vis WFP in terms of social protection? Did it change with the introduction of the CSP? Are they satisfied with the relationship they have with WFP?

## Food Security, Livelihoods and Resilience

#### Context, Strategic Approach/Relevance, Coherence (EQ1 and EQ4)

- Who are the food insecure? Where are they? What are the trends in terms of food insecurity?



- What are the main drivers in terms of food insecurity/malnutrition? Main shocks and stresses people are facing? Emerging priorities?
- Are the food security assessment methods used by WFP appropriate and effective?
- Have resilience-related analysis and analysis of shocks/stress and vulnerabilities systematically been conducted? Have they informed programming?
- Is WFP's response in terms of food security and resilience addressing the needs of the people? Addressing root causes of food insecurity/malnutrition? Proportionate to people's needs?
- What is WFP's targeting strategy for livelihood support and resilience related activities? What has been the level of efforts to harmonize intervention targeting criteria internally? With other partners?
- What is the 'resilience' strategy of WFP in the different regions? What is the ToC behind resilience/pathways? How did it evolve? How well did WFP respond to the needs of a country facing a protracted refugee crisis and economic downturn? Has WFP done the right things?
- Is it aligned with/contributing to government policies and priorities?

#### Effectiveness (EQ2)

- What has been the progress made so far in terms of improving food security/resilience/livelihoods? What have been the main successes? Challenges?
- How have cash/voucher and/or local food production programmes impacted local value chains? Local markets?
- How did asset creation activities contribute to the livelihoods and economic condition of beneficiaries (Jordanians and refugees) at the household and community level? Were assets appropriate? Sustainable?
- How did it address restrictions imposed on refugees to access employment and assets?
- What is the sustainability of food assistance for assets activities? Has food assistance for assets increased capacity among producers and farmer organizations?
- How is WFP contributing to nutrition-sensitive value chains? Improving market maturity?
- What has been the level of engagement of WFP in community recovery activities?
- How did WFP mitigate challenges of working on resilience with refugees? Any specific approaches?
- How effective was the approach for mainstreaming of gender, nutrition, AAP?
- How is improvement in resilience measured?
- Have there been any specific capacity building efforts of the government in the food security/resilience domain? What progress has been made?
- How much did WFP contribute to agriculture/food security policies?
- What has been the performance of cooperating partners for the implementation of food assistance for assets and resilience related activities?
- Has the CSP facilitated linkages between humanitarian and development work? Specific examples to be shared?

#### Efficiency (EQ3)

- Have outputs been delivered on time?
- Where resources allocated to food security/livelihoods/resilience related activities sufficient? Efficiently used?
- What has been the fundraising strategy, in particular for resilience and livelihoods components?
- How adequate is WFP staffing structure/capacities for supporting food security/livelihoods/resilience related activities?
- What internal and external factors affected this efficiency?

#### Partnerships (EQ1)

- With regard to food security, livelihoods and resilience, how did WFP harmonize their activities with those of partners?

- What have been the main joint efforts/initiatives? (With United Nations, government, NGOs, etc.)? Lessons learned?
- How is WFP contributing to improving food security/resilience coordination among different stakeholders?
- What are the donors' expectations vis a vis WFP in terms of resilience building? Did it change with the introduction of the CSP? Are they satisfied with the relationship they have with WFP?

## Semi-structured interview guide: United Nations agencies and World Bank

Evaluation matrix question number	Discussion points
1.1.1.	How well aligned is WFP's CSP to national and sectoral development policies, strategies and plans, and how likely is it to contribute to their achievement? Where do you see WFP's comparative advantage or added value in achieving plans and strategies of government?
1.1.1.	How well is the CSP aligned with the coordinated refugee response – JRP?
1.1.2.	In addressing national capacity gaps did WFP conduct a capacity assessment and reached out to World Bank and UN agencies to identify capacity gaps it could address?
1.1.2.	Was the selection of ministries and/or change agents for capacity strengthening activities appropriate?
1.2.1.	What is your view on WFP's focus and efforts to reach the most vulnerable and marginalized groups and areas in Jordan? (both population groups – Jordanians and refugees). Are there vulnerable geographic areas where there is a need and WFP is absent?
1.2.1.	Do you think that the needs of highly vulnerable groups have adequately been identified by WFP's vulnerability analysis?
1.2.2.	Do you have any comment on the quality of the WFP's gender analysis and their understanding of gender equality and women's empowerment (GEWE)? Is there a sufficient focus on gender transformative actions?
1.2.3.	Did WFP provide a relevant response to the Covid-19 pandemic? Did WFP change its interventions to ensure ongoing relevance due to changes in needs of beneficiaries?
1.3.1.	Has WFP been able to keep its CSP relevant in the light of changing political and institutional circumstances over the last two years? (increase in poverty and vulnerability, COVID, no return of refugees)
1.3.1.	Has WFP been able to keep its CSP relevant in the light of changing national capacities over the last two years? Were there gaps in national capacity and demand of government for assistance where WFP stepped in to provide assistance?
1.3.1.	Has WFP been able to keep its CSP relevant in the light of changing programmatic context – its funding, its capacity and its relations with other United Nations agencies - over the last two years?
1.3.1.	What do you think have been some factors that promoted or impeded WFP's ability to adapt the CSP to the changing context?
1.3.1.	Do you think that WFP missed any opportunities to change direction during the CSP implementation?

Evaluation matrix question number	Discussion points
1.3.2.	Please comment on WFP's ability to adapt the CSP to the evolving food security and nutrition context. What factors promoted or impeding their adaptiveness? In which areas could alignment to the current context be improved?
1.4.1.	Do you have any comment on the participation of WFP with the UNSDF process? Do you think the CSP adequately aligns with the objectives and activities of the UNSDF? Do you expect any changes in the UNSDF priorities post 2022 that may impact on the development of WFP's new CSP?
1.4.2.	To what extent is WFP recognized as the 'lead' partner in the fields targeted by the CSP? Do you think that the CSP adequately capitalizes on WFP's comparative advantage?
2.1.1.	Do you have any comment on the quality of the outputs that WFP has delivered? What factors do you think affected their performance (either positively or negatively)?
2.1.1.	What outputs have been produced from WFP's capacity strengthening activities?
2.1.2.	Do you have any comment on whether CSP activities have contributed to enhanced resilience of beneficiaries? Or on food security of beneficiaries? Or on nutrition security of beneficiaries?
2.1.2.	Do you have any comment on the contribution of WFP's capacity strengthening activities to institutional change within the targeted ministries? Have capacity strengthening activities resulted in changes to stakeholder ownership, national policies, or organizational change within the targeted ministries?
2.2.1.	Do you think WFP has demonstrated neutrality and impartiality in line with humanitarian principles? Do you think WFP's been able to navigate potential tensions between alignment with government priorities and humanitarian principles? Can you give any examples?
2.2.2.	Do you think WFP has adequately mainstreamed protection into the CSP? If not, in which areas were more actions required?
2.2.3.	Do you think WFP has adequately integrated accountability to affected populations (AAP) into the CSP? If not, in which areas were more actions required?
2.2.4	Do you have any comment on whether WFP and their cooperating partners are applying GEWE principles and standards? Are there any additional actions that are required? Please provide examples.
2.4.1. 2.4.2.	What is your view on WFP supporting the humanitarian – development nexus in its CSP strategy and operations? Do WFP's operations and targeting approach support social cohesion? Has WFP used appropriate conflict sensitive approaches across the CSP activities? Are there any additional actions that WFP could have used?

Evaluation matrix question number	Discussion points
3.2.1.	Is the coverage of WFP's CSP activities justified in terms of assessments of food and nutrition security and institutional needs? How would you rate WFP's performance in meeting the planned CSP coverage? How well did WFP coordinate with other agencies to ensure coverage of unmet needs?
3.2.2.	Is the targeting approach aligned with other UN agencies? Due to funding constraints a retargeting exercise is happening. Has this been done in coordination with other agencies?
3.3.1.	What is your view on the cost-efficiency of WFP's modalities and are options sufficiently explored to unify systems and approaches to achieve cost-efficiency? (examples)
3.2.2.	Has WFP paid enough attention to cost-effectiveness in the design and implementation of its CSP? Were alternatives reviewed with partners and with government?
4.2.1.	Have you noticed a reduction in WFP's operations due to reduced funding in 2021? If yes, in which areas and what has been the impact for government and beneficiaries?
4.3.1.	Has your agency worked in partnerships and collaboration with WFP over the last 2 years? If yes in what fields? Have there been missed opportunities for collaboration in support of food security, Covid response, social protection, sustainable livelihoods? To what extent has WFP leveraged the comparative advantage of WFP and other agencies?
4.5.2.	What is your view on the quality of the studies and reports produced by WFP? To what extent is WFP's CSP implementation linked to the sharing of data, resources and personnel with other United Nations agencies

## Semi-structured interview guide: Donor agencies

Evaluation matrix question number	Discussion points
1.1.1.	How well aligned is WFP's CSP to national and sectoral development policies, strategies and plans, and how likely is it to contribute to their achievement? Where do you see WFP's comparative advantage or added value in achieving plans and strategies of government?
1.1.1.	How well is the CSP aligned with the coordinated refugee response – JRP? Do you foresee changes in the refugee response due to reduced international assistance?
1.2.1.	What is your view on WFP's focus and efforts to reach the most vulnerable and marginalized groups and areas in Jordan? (both population groups – Jordanians and refugees). Are there vulnerable geographic areas where there is a need and WFP is absent?
1.2.2.	Do you have any comment on the quality of the WFP's gender analysis and their understanding of gender equality and women's empowerment (GEWE)? Is there a sufficient focus on gender transformative actions?
1.2.3.	Did WFP provide a relevant response to the Covid-19 pandemic? Did WFP change its interventions to ensure ongoing relevance due to changes in needs of beneficiaries?
1.3.1.	Has WFP been able to keep its CSP relevant in the light of changing political and institutional circumstances over the last two years? (increase in poverty and vulnerability, COVID, no return of refugees).
1.4.2.	To what extent is WFP recognized as the 'lead' partner in the fields targeted by the CSP? Do you think that the CSP adequately capitalizes on WFP's comparative advantage?
2.1.1.	Do you have any comment on the quality of the outputs that WFP has delivered? What factors do you think affected their performance (either positively or negatively)? In which areas or sectors does WFP have a comparative advantage?
2.1.2.	Do you have any comment on whether CSP activities have contributed to enhanced resilience of beneficiaries? Or on food security of beneficiaries? Or on nutrition security of beneficiaries?
2.1.2.	What are your views on WFP operating in areas requiring a longer-term development approach such as social protection, capacity building...?
2.2.1.	Do you think WFP has demonstrated neutrality and impartiality in line with humanitarian principles? Do you think WFP's been able to navigate potential tensions between alignment with government priorities and humanitarian principles? Can you give any examples?
2.2.3.	Do you think WFP has adequately integrated accountability to affected populations (AAP) into the CSP? If not, in which areas were more actions required?

Evaluation matrix question number	Discussion points
2.2.4.	Do you have any comment on whether WFP and their cooperating partners are applying GEWE principles and standards? Are there any additional actions that are required? Please provide examples.
2.4.1. 2.4.2.	What is your view on WFP supporting the humanitarian – development nexus in its CSP strategy and operations? Do WFP's operations and targeting approach support social cohesion? Has WFP used appropriate conflict sensitive approaches across the CSP activities? Are there any additional actions that WFP could have used?
3.3.1.	What is your view on the cost-efficiency of WFP's modalities and are options sufficiently explored to unify systems and approaches to achieve cost-efficiency? (examples)
3.2.2.	Has WFP paid enough attention to cost-effectiveness in the design and implementation of its CSP? Were alternatives reviewed with partners and with government?
4.2.1.	What is the funding forecast from the donor community toward Jordan – including refugee response and supporting government in responding to vulnerabilities among Jordanian population groups? Expectations around funding forecast and funding allocations to the different sectors.
4.2.1.	Are you aware of any reduction in WFP's operations due to reduced funding in 2021? If yes, in which areas and what has been the impact for government and beneficiaries?
4.2.2.	What can realistically be expected around changes in donor countries' attitudes toward WFP linked to funding allocations (multiple year funding; less earmarked funding...)
4.5.2.	What is your view on the quality of the studies and reports produced by WFP? To what extent is WFP's CSP implementation linked to the sharing of data, resources and personnel with other United Nations agencies

## Semi-structured interview guide: Ministry of Social Development and National Aid Fund

Evaluation matrix question number	Discussion points
1.1.1.	<p>How well aligned is WFP's CSP with the national priorities for developing social protection in Jordan? To what extent do you think WFP's actions under the CSP are connected to achieving national priorities?</p> <p>Was the design of WFP's engagement in national social protection capacity strengthening appropriately based on comprehensive analysis of social protection challenges and related government policy in Jordan?</p>
1.1.2.	<p>We understand that WFP conducted a capacity assessment with your ministry. When did this take place? What were the key findings and how did this inform the design of the CSP?</p> <p>We understand that WFP jointly with WB, UNICEF and government reviewed the capacity of the NAF. what were the key gaps to address in NAF capacity and how did this review inform the design of the CSP?</p>
1.1.2.	<p>Were the positions or the people targeted for capacity strengthening activities within your ministry, and within NAF, appropriate?</p>
1.2.1.	<p>Can you explain the targeting process on the NAF expansion which is supported under the CSP? How were project locations and beneficiary groups decided? What about for the additional expansion of assistance in the emergency response COVID-19?</p>
2.1.1.	<p>Do you have any comment on the quality of the technical support and training that WFP has delivered to MOSD/NAF? To what extent did it fill your gaps in knowledge/expertise? What are the results from WFP's capacity strengthening activities, what changes are they contributing to in MoSD/NAF?</p> <p>Did you have any new technical support/training needs as a result of COVID-19 and if so, how did WFP respond to support these?</p>
2.1.1	<p>Do you have any comment on the quality of the support that WFP is providing to the NAF operational systems (i.e. operational support to verification processes; to digitisation of payments; to CFM; to MIS...)? What are the results?</p> <p>Did you have a need for additional operational support as a result of COVID-19 and if so, how did WFP respond to support these?</p>
2.1.2.	<p>What progress has been made to achieve the strategic outcome of 'adequate social protection mechanisms' by 2022? Are there challenges faced to achieve expected change? If yes, what are these.</p>
2.2.4.	<p>To what extent does WFP's CSP promote gender empowerment and the equality of women in its support to the MOSD or to NAF? Does WFP's technical assistance and support to systems building support an inclusive approach to social protection?</p>
2.3.1.	<p>Please can you give your opinion on the sustainability of the results achieved so far in WFP's support to social protection? for example:</p>



<b>Evaluation matrix question number</b>	<b>Discussion points</b>
	<p>On the support to operational systems, how much of the process is owned and managed by gov and how much still by WFP? Is there yet gov capacity to manage all systems independently? is there a plan for building this capacity - and what do you think is a realistic timeframe for this? are the systems going to be easily transferable (i.e. are they using WFP's corporate systems)?</p> <p>Some of WFP's support to NAF is through covering the costs of human resources. Post 2022 will Goj be willing and able to take on those costs, has this been discussed at all with WFP?</p> <p>To what extent does Goj perceive ownership of WFP's interventions supporting social safety nets?</p>
2.3.2.	How likely is GOJ able and willing to fund continuation of the strategy and programs to which WFP is contributing linked to the development of social safety nets?
2.3.2.	<p>Do you foresee a point where the Goj will be approached by the international donor community to provide services provision including social safety nets to the refugee population groups?</p> <p>On the side of government what are the main concerns regarding such policy? Do you see that WFP could play a role in these strategic discussions?</p>

### Semi-structured interview guide: Ministry of Education (MOE)

<b>Evaluation matrix question number</b>	<b>Discussion points</b>
1.1.1.	How well aligned is WFP's CSP with the national priorities? To what extent do you think the CSP activities are connected to achieving relevant national priorities? Was the design of WFP's engagement appropriately based on comprehensive analysis?
2.1.1. 2.2.2.	To what extent has WFP's planned contribution to strategic outcomes in the nutrition / school feeding sector been achieved to date, and what has been the quality of performance in this regard? To what extent were gender / AAP and protection considered in the school feeding activities?
2.3.1.	To what extent does Goj perceive ownership of WFP's interventions in the school feeding sector?
2.3.1.	Which of the domains of capacity strengthening is WFP working on in the school feeding sector? The enabling environment? The organizational domain? The individual domain?
2.3.2.	How likely is Goj able and willing to fund continuation of the strategy and programs to which WFP is contributing in the school feeding sector?
2.3.2.	Is there a clearly defined handover strategy for each of WFP's interventions in the school feeding sector, and has this been agreed with the GOL?

## Semi-structured interview guide: Ministry of Agriculture and related food and nutrition security sector agencies (including sector working groups)

Evaluation matrix question number	Discussion points
1.1.1 2.3	How well aligned is WFP's CSP with national priorities for supporting food security and sustainable livelihoods in Jordan? Are WFP activities furthering national priorities as expressed in national policies, strategies and plans?
1.1.1.	Were joint assessments with MoA / MoL and WFP appropriately conducted?
1.4.	Does WFP make full use of partnerships, complementing the strengths of other UN agencies and other key actors for its livelihood interventions? (FAO, UNDP, World Bank, NARC...)
3.2.1	Does WFP work effectively with MoA and other agencies for livelihood interventions? Does it maximise or act as a catalyst for livelihood opportunities in production processing value addition?
2.1.1	Are livelihood interventions commercially viable? Linkages with the broader economy, local economic development and the private sector?
2.3	Observations on sustainability of innovative solutions supporting food security? (e.g. hydroponic production)
2.3	Will GoJ continue or sustain selected WFP's livelihood activities – asset creation - other? Give examples.
2.1.1, 2.4.1	What has been WFP's contribution to addressing bottlenecks in production, marketing, phyto sanitary trade distortions regulations, agricultural value chains and food systems?
2.1.2, 2.4.1	Observed impact of WFP's contributions to addressing inefficient utilization of natural resources; water, agricultural lands and rangelands, limited water harvesting structures, addressing degraded rangelands?
2.1.2, 2.4.1	Observed impact of WFP's contributions to enhancing the water-agriculture-climate connection, including through asset creation, and revitalizing smallholder agriculture through links between local markets and WFP beneficiaries.
2.3, 2.4.1	Are WFP pilot innovative approaches in relation to the water-climate-food security nexus sustainable?
2.1.2,	Do WFP asset creations promote appropriate sustainable water resource management?
2.1.2	Did Support for smallholders enhance post-harvest handling and access to markets. Were Linkages made to programmes such as the NSMP (activity 4)?
1.2.1	How Did WFPs support to Vulnerable people via asset creation linked to climate change adaptation and disaster risk reduction enhance livelihoods?
1.2.1	How did WFPs support to Vulnerable people through training and small business promotion enhance their livelihoods?

1.2.1	How did WFPs support to vulnerable smallholder farmers by strengthening capacities and asset provision enhance livelihoods? Which assets are most effective?
1.2.1	What forms of livelihood support (training, income-generating opportunities, asset creation) to vulnerable people in rural and urban settings are more effective?
2.1.1, 2.4.1	How have WFP assets contributed to the water – climate – energy - food security nexus, for climate change adaptation and disaster risk reduction?.
2.1.1, 3.2.1	How have WFP assets contributed to soil and land management, flood and drought mitigation, forestation and the rehabilitation of other public and community infrastructures, as relevant?
1.2.1, 3.2	Vulnerable populations in Jordan, with a focus on women and young people, are more self-reliant and have better livelihood opportunities by 2022 – is this realistic?
1.1.3	Is WFP's comprehensive analysis of food security analysis useful and pertinent to the food security priorities and challenges of Jordan?
1.1.2 Activity 6	Observations of NFSS gaps which WFP CSP activities have, or could, address? How does the NFSS help address food security gaps?
1.1.2	Does the NFSS provide a strategic framework for all stakeholders involved in the achievement of SDG 2 and monitoring of the associated impact on related SDGs?
1.1.2	Were partnerships in support of the SDGs are strengthened by the NFSS process?
1.1.2	How can WFP assist GoJ's shift from being a provider of jobs and subsidies to being an enabler of economic opportunities in a private-sector-led economy? "Jordan 2025"
1.2.2	Recommendations for enhancing economic growth while reducing poverty, providing employment, tackling low productivity levels; and increasing women's participation in the labour market
1.2.1 1.2.2.	Observations on WFP enhancing self-reliance through targeted decent employment for women, youth, people with disabilities? Has WFP helped remove barriers that women face in gaining access to the workforce .
1.2.1, 3.4.1	Does WFP effectively engage in graduation processes? Joint working Group on "graduation" – transition into sustainable livelihood/solution (Act 1,2, & 3)

## Semi-structured interview guide: Ministry of Planning and International Cooperation and other ministries

Evaluation matrix question number	Discussion points
1.1	How well aligned is WFP's CSP to national and sectoral development policies, strategies and plans, and how likely is it to contribute to their achievement?
1.1	How relevant is WFP's CSP to the Jordan national context? How soundly is it based in a proper understanding of national conditions?
1.3.	What are your views on the relevance and effectiveness of WFP's Covid-19 response? Was this timely and aligned with Government's priorities and reaching the most vulnerable?
2.4.	Has implementation of WFP's CSP facilitated progress at the humanitarian – development – social cohesion nexus? Where have been the main entry points so far? and what else could WFP do to further this in future?
3.3. 3.4.	Has WFP paid enough attention to cost-effectiveness in the design and implementation of its CSP? Were alternatives reviewed with government?
3.1. 3.3. 3.4.	Have there been any trade-offs between cost efficiency, timeliness, and programme quality during CSP implementation? Are there opportunities to improve either cost efficiency or cost effectiveness?
1.4.	To what extent has the performance of WFP CSP activities been based on leveraging the comparative advantage of other agencies to achieve the CSP results?
2.3.2.	Do you foresee a point where the Government of Jordan will be approached by the international donor community to provide services to refugee population groups?  On the side of government what are the main concerns regarding such policy? Do you see that WFP could play a role in these discussions?

## Semi-structured interview guide: NGOs – cooperating Partners

Evaluation matrix question number	Discussion points
1.2.1.	What is your view on WFP's focus and efforts to reach the most vulnerable and marginalized groups and areas in Jordan? (both population groups – Jordanians and refugees). Are there vulnerable geographic areas where there is a need and WFP is absent?
1.2.2.	For the interventions you are working on with WFP: Do you think that the needs of highly vulnerable groups have adequately been identified by WFP's vulnerability analysis? Who drives the selection process of beneficiaries?
1.2.2.	Do you have any comment on the quality of the WFP's gender analysis and their understanding of gender equality and women's empowerment (GEWE)? Is there a sufficient focus on gender transformative actions?
1.2.3.	Did WFP provide a relevant response to the Covid-19 pandemic? Did WFP change its interventions to ensure ongoing relevance due to changes in needs of beneficiaries?
1.3.1.	Has WFP been able to keep its CSP relevant in the light of changing political and institutional circumstances over the last two years? (increase in poverty and vulnerability, COVID, no return of refugees). What do you think have been some factors that promoted or impeded WFP's ability to adapt to the changing context?
1.4.2.	To what extent is WFP recognized as the 'lead' partner in the fields targeted by the CSP? Do you think that the CSP adequately capitalizes on WFP's comparative advantage?
2.1.1.	To what extent has WFP's contributions supported access to livelihoods in Jordan? What has been the quality of performance in this regard? What has been supported and what have been the results so far?
2.1.1.	Do you have any comment on the quality of the outputs that WFP has delivered? What factors do you think affected their performance (either positively or negatively)? What outputs have been produced from WFP's capacity strengthening activities?
2.1.2.	What progress has been made to achieve the strategic outcome of increased resilience and improved livelihoods? Are there challenges faced to achieve expected change? If yes, what are these.
2.2.1.	Do you think WFP has demonstrated neutrality and impartiality in line with humanitarian principles? Do you think WFP's been able to navigate potential tensions between alignment with government priorities and humanitarian principles? Can you give any examples?
2.2.2.	Do you think WFP has adequately mainstreamed protection, AAP and GEWE into its operations? If not, in which areas were more actions required? What has been the guidance provide by WFP to your agency?

Evaluation matrix question number	Discussion points
2.4.1. 2.4.2.	What is your view on WFP supporting the humanitarian – development nexus in its CSP strategy and operations? Do WFP’s operations and targeting approach support social cohesion? Has WFP used appropriate conflict sensitive approaches across the CSP activities? Are there any additional actions that WFP could have used?
3.3.1.	What is your view on the cost-efficiency of WFP’s modalities and are options sufficiently explored to unify systems and approaches to achieve cost-efficiency? (examples)
3.2.2.	Has WFP paid enough attention to cost-effectiveness in the design and implementation of its CSP? Were alternatives reviewed with partners and with government?
4.3.1.	Have there been missed opportunities for collaboration in support of food security, Covid response, social protection, sustainable livelihoods? To what extent has WFP leveraged the comparative advantage of WFP and other agencies?
4.5.2.	What is your view on the quality of the studies and reports produced by WFP? To what extent is WFP’s CSP implementation linked to the sharing of data, resources and personnel with other United Nations agencies
4.3	(for Act.1 CPs) Comment on the quality of your partnership with WFP under the CSP – have there been any further efforts to engage you in strategic decisions or to enhance quality aspects of programming?

## Semi-structured guide – focus group discussions

11. The following format will be used for focus group interviews with beneficiaries of WFP’s interventions, with a view to seek beneficiaries’ feedback. Efforts will be made to engage appropriately and respectfully with participants, upholding the principles of confidentiality and anonymity, dignity and diversity; human rights; gender equality; and the avoidance of harm, as per UNEG Ethics Standards. (Norms and Standards for Evaluation, UNEG 2017)

- Date:
- Location/community:
- Lead by:
- Numbers of participants: Total= Men = Women = (identify nationality: Jordanian, Syrian, , Other)

12. Introduce the reason for the meeting (explain evaluation: want to see what has worked well and less well, and ask the group to be open and contribute as much as possible). If necessary, FGDs with women and men will be done separately, ideally in a circle or small informal group setting with more elderly and persons with a disability towards the front. Explain that this is so we can understand the different views of different types of people. The duration of the FGDs will be between 60 and 90 minutes. Number of participants limited to maximum 15.

13. When asking yes/no questions please ask participants to raise hands clearly while they are counted. Please explain that it is important for us to know how many people think what.

14. Ask participants to briefly introduce themselves; status; in case of refugees how long they have been in Jordan; family size; employed or not (if yes, what type of employment).

15. Those facilitating the FGDs will clarify and explain the type of activity that is being discussed to avoid confusion (Food Assistance for Assets (FFA), Food Assistance for Training (FFT) etc.). During the FGD the facilitators will ensure that the focus of the discussion is on WFP-supported activities.

### General / relief / food security questions:

- What support do you receive from WFP? WFP’s Cooperating Partners?

- What support do you receive from other agencies the area where you live?
- Do you receive food or cash assistance?
- What is your preference: In-kind food or cash assistance? Explain why.
- If cash, what have you spent the cash money on over the last 7 days?
- Which items did you spend most of the financial support received on? (food; medicines; school related costs; other)
- How did you decide on how to spend the cash? Men? Women? Jointly? Is it easy to take a decision given the different pressures?
- Is the cash assistance sufficient to cover the food and nutrition related needs of your family? If not – how are you able to cover the gap?
- Since COVID-19 hit, have you found it harder to fill this gap? And has there been any changes to the cash assistance to fill this gap?
- How was it decided what kind of assistance was going to be provided? Have you been consulted? If yes, by whom and when?
- Do you feel anyone has been excluded from these consultations?
- Did everyone receive WFP support? How was the selection made? Was this process explained to you?
- Do you know who to contact if you face a problem with the cash or in-kind distribution? If yes, who? What number?
- Did anyone actually try to contact this number? Was your complaint resolved?
- Did anyone ask the women, girls about what assistance you specifically needed? When? Whom did they talk to? Do you find that women's and girl's specific needs are being addressed?
- Poll question – General feedback at the end of the FGD
- Did the WFP support meet your needs?
- Fully = ; Partially =; Not at all =. (ask to raise hands). If not, why not?
- What is the biggest gap between your needs (especially food security needs) and the cash assistance received? Which of your needs are not being addressed?

### Cash distribution (outside camps) – E-vouchers (inside camps)

- How far do you have to travel to the nearest ATM to use your WFP cash card?
- Where there any transport costs involved? If yes, how much?
- Do you feel safe travelling to and from the cash collection point? If no, why? Did your feeling of safety or insecurity change over the last 3 months?
- Are the WFP selected shops where you can use your e-vouchers close by?
- Are the shops stocked with the items you and your family need?
- Are the prices of items in the WFP contracted shops competitive in comparison with market prices?
- What is your preference: cash cards or e-voucher? Why?
- Can both the women and the men use the cash card or e-voucher? Did COVID-19 cause any difficulties for you, to access your assistance, and in a safe way? Were there any changes made to the programme, to make it COVID-safe or to help vulnerable or isolating households?

### Nutrition

- Do your children receive any supplementary food support?
- Where do you receive it?
- How would you consider the overall health and well-being of your children?
- Do you know whether your children are malnourished?
- When you are attending health centers or distribution points, are you receiving any kind of health, hygiene or nutrition advice?
- Do your children attend school? Do they receive food there? If yes, what type of food?



- Did your child eat breakfast before going to school (over the 7 days)?
- Do you think the food is of sufficient quantity and nutritious quality?
- How does the food provided at the school contribute to your household's food security?
- Are there any problems regarding the school feeding programme?
- Do you know children who are not attending school? Why don't they go?

### Food for Assets (FFA) / Food for Training (FFT)

- Have you or family members participated in the Food for Assets or Food for Training activities? If yes, explain what type (FFA or FFT); when; duration?
- How were participants for FFA and FFT selected?
- For FFA: Were the wages satisfactory/normal for the work involved?
- For FFA: Did this work experience lead to additional employment opportunities?
- For FFA: How were women targeted under the programme? Did the type of work suit women?
- For FFA: How were youth targeted under the programme?
- For FFA: What have been the benefits of the FFA programme? (short term/long term)
- For FFT: What were the training courses offered? Did you select the training course you attended?
- For FFT: Do you find that the training courses offered are the most suitable to support you in your efforts to find income-generating opportunities?
- For FFT: Did the training strengthen your chances in finding a livelihood opportunity?

### Retailers

- Does your shop offer all the products the consumers would like to purchase? If not, what is the reason?
- What are the items mostly purchased by the consumers?
- How are prices set for the different items? Is this in line with ongoing market prices?
- Are the majority of the products purchased locally? (from local farmers, producers...)
- How has your participation in WFP programme positively or negatively affected your business, and what have been the effects of capacity strengthening activities?
- Any opportunities to improve the approach?

## Annex VI. Fieldwork agenda

Sunday 22 August	
9.30-11.00	CBT Manager
11.00-12.30	Activity 6 Manager/ Deputy Head of Programme
12.30-14.00	Country Director and Deputy Country Director
14.00-15.30	Activity 3 Manager
15.30-17.00	Head of Programme

Monday 23 August			
Team 1		Team 2	
10.00-11.30	<b>Ministry of Planning and International Cooperation</b>	10.00-11.00	Ministry of Agriculture
		11.00-12.30	Ministry of Labour
14.00-15.30	Ministry of Social Development	12.30-14.00	UNICEF

Tuesday 24 August 24			
Team 1		Team 2	
All day	Field visit to Azraq camp: camp tour with Norwegian Refugee Council (NRC) and WFP focal points, visit shops and conduct FGD	All day	Field visit to smallholder farmers in Karak: visits with Ministry of Agriculture focal points

Wednesday 25 August			
Team 1		Team 2	
All day	Field visit to Zaatari camp: camp tour with NRC and WFP focal points, visit shops and conduct FGD	All day	Field visit to smallholder farmers in Irbid: visits with Ministry of Agriculture focal points

Thursday 26 August			
Team 1		Team 2	
10.00-11.00	National Aid Fund	10.00-11.00	National Agriculture Research Centre (NARC)
11.00-12.30	Activity 1 Manager	11.00-12.30	Smallholder Farmers Activity Manager
12.30-14.00	M&E Team	12.30-14.00	M&E Team
14.00-15.30	Partnership Manager	14.00-15.30	Partnership Manager
		16.00-17.00	Activity 3 Manager

Sunday 29 August	
All day	Field visit to GFA activities in Amman: observe helpdesk operations, meet with Save the Children, FGD with female and male beneficiaries, tour nearby shops and home visit to Sudanese refugees

Monday 30 August			
Team 1		Team 2	
11.00-12.30	Ministry of Education	11.00-12.30	Ministry of Water and Irrigation
13.00-14.30	Royal Health Awareness Society (RHAS)	13.00-14.30	National Alliance Against Hunger and Malnutrition (NAJMAH)
15.00-16.30	UNDP	15.00-16.30	UNDP
17.00-18.00	World Visions International		

Tuesday 31 August					
Team 1		Team 2		Gabrielle (remote)	
All day	Field visit to FFT activities in Amman north with NAJMAH: visit Ram Factory and Amina Plastic Company, conduct FGDs	All day	Field visit to FFT activities in Mafrag with Dar Abu Abdullah (DAA): visit 5 home-based micro businesses in hydroponics, sewing and dairy production and speak with an agricultural cooperative	10.00-11.00	World Bank
				2.00-3.00	Department of Foreign Affairs and Trade (DFAT)

Wednesday 1 September					
Team 1			Team 2		
9.00-10.30	Bundesministerium für wirtschaftliche Zusammenarbeit und Entwicklung (BMZ)		9.00-10.30	BMZ	
11.00-12.00	Foreign, Commonwealth & Development Office in the UK (FCDO)		10:45-3:30	Field visit to FFT activities in Irbid with NAJMAH: visit Durra Factory and conduct FGD	
11.30-12.30	USAID				
4.00-5.00	Canada				

Thursday 2 September			
Team 1		Team 2	
8.00-9.30	Field Operations	8.00-9.30	Field Operations
10.00-11.00	National Aid Fund	10.00-11.00	Ministry of Environment
10.30-11.00	Deputy Country Director		
11.30- 13.00	VAM and M&E Team	11.30-13.00	VAM and M&E Team
13.00-14.30	Activity 2 Manager	13.00-14.30	DAA
14.30-16.00	Activity 6 Manager	14.30-16.00	Activity 6 Manager

Sunday 5 September	
All day	Field visit to school feeding activities in Umm Al Jimal: visit CBO, meet with school principal and CBO manager, conduct home visit to refugee household and visit Mafraq field office

Monday 6 September	
All day	Field visit to FFA activities in Madaba: visit EU Madad Fund activity through MINISTRY OF AGRICULTURE focal point and Jordina factory (date bars)

Tuesday 7 September	
8.30-9.30	Protection, gender and AAP Officer
10.00-11.00	Activity 7 Manager
11.00-12.30	Activity 4 Manager
13.00-14.00	Head of Supply Chain
14.30-16.00	Decapolis

Wednesday 8 September	
8.00-9.30	UNHCR
10.00-11.30	M&E Team
12.30-15.00	Exit Debrief
15.30- 16.30	Hotline Manager
16.30-17.30	Head of Support Services

# Annex VII. List of people interviewed

1. During the inception phase, the Evaluation Team reviewed pre-recorded videos of 12 individuals from WFP HQ (9 F; 3 M) and conducted interviews with 33 individuals<sup>212</sup> from the following categories: WFP HQ (1 M); WFP RBC (4 F; 3 M); WFP Country Office (CO) (6 F; 11 M); Donors (2 F; 1 M); Government of Jordan (1 F; 2 M); UN agencies (1 F; 1 M).

**Table 15: List of people interviewed during the inception phase (by date and alphabetical order)**

Interview date	Surname	Name	Position/Unit	Organization	Category	Gender
Pre-recorded, 16.06.2021	Carbon	Michael	Senior Evaluation Officer Office of Evaluation	WFP - HQ	WFP	M
Pre-recorded	Delande	Marine	Programme Policy Officer, Programme and Policy Development Department	WFP - HQ	WFP	F
Pre-recorded	Gozzo	Gaia	Senior Adviser Peace and Conflict	WFP - HQ	WFP	F
Pre-recorded	Kangas	Katri	Programme Adviser, CCS M&E and evidence generation, Technical Assistance and Country Capacity Strengthening Service	WFP - HQ	WFP	F
Pre-recorded	Kazdova	Zuzana	Programme Policy Officer Gender Office	WFP - HQ	WFP	F
Pre-recorded	Lancaster	Charlotte	AAP-humanitarian Protection Programme Policy Officer	WFP - HQ	WFP	F
Pre-recorded	Lukyanova	Maria	Senior Programme Officer, Technical Assistance and Country Capacity Strengthening Service	WFP - HQ	WFP	F
Pre-recorded	McMichael	Gabriella	Nexus Operationalization	WFP - HQ	WFP	F

<sup>212</sup> Some individuals were interviewed more than once based on the needs of the ET.



			Officer			
Pre-recorded	Roccato	Cecilia	Programme Policy Officer Gender Office	WFP - HQ	WFP	F
Pre-recorded	Rovira	Louis	Social Protection & Safety nets Adviser Social Protection Unit	WFP - HQ	WFP	M
Pre-recorded	Teyssier	Caroline	Deputy ETC Coordinator Global Emergency Telecommunications Cluster	WFP - HQ	WFP	F
Pre-recorded	Tranbahuy	Ronald	Deputy Director RAMM Field Monitoring Service	WFP - HQ	WFP	M
24.05.2021 08.06.2021 28.07.2021	Campbell	Jonathan	Deputy Country Director	WFP - CO	WFP	M
24.05.2021	Ekdahl	Oscar	Regional Programme Policy Officer – Resilience	WFP - RBC	WFP	M
24.05.2021	Inwani	Charles	Regional Programme Policy Officer – Cash Based Transfer	WFP - RBC	WFP	M
24.05.2021	Mendes	Alberto	Country Director	WFP - CO	WFP	M
24.05.2021 03.06.2021 09.06.2021 29.06.2021 28.07.2021	Scholz	Benjamin	Head of VAME / M&E	WFP - CO	WFP	M
24.05.2021	Tsvetkova	Maria	Regional Programme Policy Officer- School Feeding	WFP - RBC	WFP	F
24.05.2021	Waite	Jane	Regional Programme Policy Officer – Social Protection	WFP - RBC	WFP	F

27.05.2021	Birkia	Intisar	Regional Programme Policy Officer – Gender	WFP - RBC	WFP	F
01.06.2021	Alabbas	Rawan	Head of Partnerships	WFP - CO	WFP	F
01.06.2021	Aldwairi	Ahmed	Programme Activity Managers (Activity 4) – Nutrition Sensitive School Feeding	WFP - CO	WFP	M
01.06.2021	Aneja	Anjali	Head of Support Services	WFP - CO	WFP	F
03.06.2021	Ghaleb	Hussam	Head of Field Office	WFO - CO	WFP	M
01.06.2021 29.06.2021 28.07.2021	Gouplet	Laurene	Head of Programme	WFP - CO	WFP	F
01.06.2021	Lienekogel	Rolf	Refugee Coordinator/Act 1 Manager	WFP - CO	WFP	M
01.06.2021	Shlewet	Lina	Programme Budgeting Officer	WFP - CO	WFP	F
03.06.2021	Molinas	Luca	Regional Evaluation Officer	WFP - RBC	WFP	M
03.06.2021	Semen	Nesrin	Monitoring and Innovation Officer	WFP - RBC	WFP	F
07.06.2021	Al Khateeb	Manal	Hotline manager	WFP - CO	WFP	F
07.06.2021	Atieh	Faris	Innovation Officer/activity 7 manager	WFP - CO	WFP	M
07.06.2021	Marar	Hana	Gender/protection focal point	WFP - CO	WFP	F
07.06.2021	Mohammed	Fethi	Head of Supply Chain	WFP - CO	WFP	M
07.06.2021	Pamuk	Umut	Head of Social Protection/Act 3 Manager	WFP - CO	WFP	M
07.06.2021	Santoro	Stefano	Head of CBT	WFP - CO	WFP	M
08.06.2021	Ismail	Mohammed	Deputy Head of Programme (also covers Activity 5 and 6)	WFP - CO	WFP	M

10.06.2021	Abu Ghonmy	Anas	Head of Division Aid Coordination & United Nations Agencies Division International Cooperation Department	MOPIC	Government	M
10.06.2021	Breyer	Marlene	Division for Humanitarian Assistance, Embassy for Germany in Jordan	GFFO	Donor	F
10.06.2021	Gharaibeh	Feda	Senior Adviser to Minister of Planning	MOPIC	Government	F
10.06.2021	Nuseir	Omar	Director of Humanitarian Assistance Affairs	MOPIC	Government	M
10.06.2021	Von Kalm	Nicolas	First Secretary Development Cooperation, Embassy for Germany in Jordan	BMZ	Donor	M
14.06.2021	Rodriguez Pumarol	Manuel	Chief of Social Protection & Policy	UNICEF	UN agency	M
17.06.2021	Jafari	Reem	Programme Coordinator Syria Disaster Assistance Response Team (DART) USAID/ Bureau of Humanitarian Assistance (BHA)	USAID	Donor	F

2. During the data collection phase, the Evaluation Team interviewed 95 individuals<sup>213</sup> from the following categories: WFP Country Office (CO) (11 F; 18 M); Donors (6 F; 3 M); Government of Jordan (5 F; 14 M); International Financial Institution (IFI) (1 F; 1 M); Private sector (2 F; 9 M); United Nations agencies (2 F; 2 M); Cooperating partners (5 F; 12 M); School principals (3 F; 1 M).

**Table 16: List of people interviewed during the data collection phase (by date and alphabetical order)**

Interview date	Surname	Name	Position/Unit	Organization	Category	Gender
22.08.2021	Almajali	Lama	Activity 5	WFP - CO	WFP	F
22.08.2021	Alrefaay	Rana	PPO M&E NOA	WFP - CO	WFP	F
22.08.2021	Campbell	Jonathan	Deputy Country Director	WFP - CO	WFP	M

<sup>213</sup> Some individuals were interviewed more than once based on the needs of the ET.

22.08.2021	Goublet	Laurene	Head of Programme	WFP - CO	WFP	F
22.08.2021	Ismail	Mohammed	Deputy Head of Programme (will also cover Activity 5 and 6)	WFP - CO	WFP	M
22.08.2021	McFall	William	M&E Officer	WFP - CO	WFP	M
22.08.2021	Mendes	Alberto	Country Director	WFP - CO	WFP	M
22.08.2021	Nanayakkara	Laksiri	Head of VAME / M&E	WFP - CO	WFP	M
22.08.2021	Santoro	Stefano	Head of CBT	WFP - CO	WFP	M
22.08.2021	Scholz	Benjamin	Head of VAME / M&E	WFP - CO	WFP	M
23.08.2021	Abuhaidar	Ahmad	Responsible for policies, strategies and international cooperation	MOSD	Government	M
23.08.2021	Abu Khadra	Hossama	Institutional Development Unit	MOPIC	Government	M
23.08.2021	Al Badarin	Sakher	Head of Social Studies Division	MOPIC	Government	M
23.08.2021	Al-Fayez	Hadram	Director Policies and Studies Department	MOPIC	Government	M
23.08.2021	Al Haysa	Khalid	Head of Project Unit	MOA	Government	M
23.08.2021	Hamdan	Yaqoub	Coordinator - Syrian refugee work permits	MOL	Government	M
23.08.2021	Rodriguez Pumarol	Manuel	Chief of Social Protection & Policy	UNICEF	UN agency	M
24.08.2021	Almomani	Ahmad	Programme Associate (GFA/Camp)	WFP - Amman Field Office	WFP	M
24.08.2021	Al Saboub	Saqir	Surveyor	MOA	Government	M
24.08.2021	Hunaiti	Fadi	SHELTER Team Leader	NRC	Cooperating partners	M
24.08.2021	Jadallah	Hussam	Camp Shelter Project Manager	NRC	Cooperating partners	M
24.08.2021	Khazaalieh	Aisha	Head of Programmes in Mafraq	MOA	Government	F
25.08.2021	Al Dmour	Shireen	Director of Programmes	MOA	Government	F

25.08.2021	Amayneh	Zakhariya	Project Manager	NRC	Cooperating partners	M
25.08.2021	Baderis	Eyad	Project Officer	NRC	Cooperating partners	M
25.08.2021	Dasouqi	Murad	Project Coordinator	NRC	Cooperating partners	M
25.08.2021	Hussain	Ahmad	Area Manager	NRC	Cooperating partners	M
25.08.2021	Mohmeni	Nasser	GFA Associate	WFP - Mafrag Field Office	WFP	M
25.08.2021	Mubaideen	Manal	Head of Women Empowerment	MOA	Government	F
26.08.2021	Abusarara	Khawla	Head of Research and Studies	NAF	Government	F
26.08.2021	Alabbas	Rawan	Head of Partnerships	WFP - CO	WFP	F
26.08.2021	Albalasi	Mishaal	Monitoring Assistant	WFP - CO	WFP	F
26.08.2021	Alqudah	Tariq	Smallholder Farmers Activity Manager (under activity 5)	WFP - CO	WFP	M
26.08.2021	Hattar	Ammar	Director of Institutional Development and Knowledge - Management Directorate	NARC	Government	M
26.08.2021	Lienekogel	Rolf	Refugee Coordinator/Act 1 manager	WFP - CO	WFP	M
26.08.2021	Mazahrih	Naem	Assistant Director General for Research	NARC	Government	M
26.08.2021	Pamuk	Umut	Activity 3 Programme Manager	WFP - CO	WFP	M
29.08.2021	Aqrabawi	Ahmad	Project Manager	Save the Children Jordan	Cooperating partners	M
29.08.2021	Ramadan	Dina	Monitoring Assistant	WFP - Amman Field Office	WFP	F
29.08.2021	Rizq	Zahr	Field Officer	ACTED	Cooperating partners	M
30.08.2021	Al-Hyari	Muttasim	General Coordinator	NAJMAH	Cooperating partners	M

30.08.2021	Alkswani	Mohamed	School Nutrition and Health Officer	MOE	Government	M
30.08.2021	Alouran	Nedal	Head of Environment, Climate Change & DRR Portfolio	UNDP	UN agency	M
30.08.2021	Al- Sheyab	Farah	M&E Officer	NAJMAH	Cooperating partners	F
30.08.2021	Beukes	Clynton	Programme Development and Quality Director	WVI	Cooperating partners	M
30.08.2021	Ebeidat	Adel	Technical Deputy Director / Assistant SG for Technical Affairs	Ministry of Water and Irrigation	Government	M
30.08.2021	El Wer	Reine	Business Development Adviser	NAJMAH	Cooperating partners	F
30.08.2021	Goneimat	Bashar	Project Manager/M&E	NAJMAH	Cooperating partners	M
30.08.2021	Mahasis	Sami	Director of Education Management	MOE	Government	M
30.08.2021	Naser Hattar	khetam	Head of Nutritional and Health Division	MOE	Government	F
30.08.2021	Shelleh	Ala'a	Programme Manager	RHAS	Cooperating partners	F
31.08.2021	Abu Rabia'a	Ali	HR Head	Ram factory	Private sector	M
31.08.2021	Ahmed Ali Moheydeen	Khalid	Senior Social Protection Specialist	World Bank	IFI	M
31.08.2021	Al-Hyari	Muttasim	General Coordinator	NAJMAH	Cooperating partners	M
31.08.2021	El Wer	Reine	Business Development Adviser	NAJMAH	Cooperating partners	F
31.08.2021	Goneimat	Shagareen	Project Manager/M&E	NAJMAH	Cooperating partners	M
31.08.2021	Mouaffak	Abdul	CEO	Safe Techno Plast co	Private sector	M
31.08.2021	Nawwaf Nafe Naji	Rada	Social Protection Specialist	World Bank	IFI	F
31.08.2021	Qardan	Zaid	Project Manager + 5 beneficiaries	DAA	Cooperating partners	M

31.08.2021	Saeed	Kassar	Human Resources Manager	Safe Techno Plast co	Private sector	M
31.08.2021	Valentine	Rebecca	First Secretary Department of Foreign Affairs and Trade Australian Embassy Amman	DFAT	Donors	F
01.09.2021	Al Hayajneh	Marwan	HR Manager	Durra factory	Private sector	M
01.09.2021	Desjardins	Chris	Senior Programme Officer	Canada	Donors	M
01.09.2021	Helyar	Will	Team Leader – Humanitarian Adviser	FCDO	Donors	M
01.09.2021	Jafari	Reem	Programme Coordinator Syria Disaster Assistance Response Team (DART) USAID/ Bureau of Humanitarian Assistance (BHA)	USAID	Donors	F
01.09.2021	Johnson	Christopher	Head of Humanitarian Support	Canada	Donors	M
01.09.2021	Mehlhart	Kordula	Head of Development Cooperation	BMZ	Donors	F
01.09.2021	Palmer	Jane	Deputy Director for Jordan & Syria Programme	Canada	Donors	F
01.09.2021	Shahin	Seren	Senior Humanitarian Officer	Canada	Donors	F
01.09.2021	Yahya	Sofia	Humanitarian Adviser	FCDO	Donors	F
02.09.2021	Al Haleeq	Sara	Head of Adaptation Section	Ministry of Environment	Government	M
02.09.2021	Al-Jawamees	Mohammad	VAM Officer	WFP - CO	WFP	M
02.09.2021	Alrefaay	Rana	PPO M&E NOA	WFP - CO	WFP	F
02.09.2021	Abusarara	Khawla	Head of Research and Studies	NAF	Government	F
02.09.2021	Campbell	Jonathan	Deputy Country Director	WFP - CO	WFP	M



02.09.2021	Fakher	Huzama	Director of M&E and International Relations / Director International Relations TUA	DAA	Cooperating partners	F
02.09.2021	Ghaleb	Hussam	Head of Field Office	WFO - CO	WFP	M
02.09.2021	Ismail	Mohammed	Activity 6 Manager	WFP - CO	WFP	M
02.09.2021	McFall	William	M&E Officer	WFP - CO	WFP	M
02.09.2021	Nanayakkara	Laksiri	Head of VAME / M&E	WFP - CO	WFP	M
02.09.2021	Taha	Samar	Activity 2 Manager	WFP - CO	WFP	F
02.09.2021	Qardan	Zaid	Programmes Director	DAA	Cooperating partners	M
05.09.2021	Um Hamdan	Fadwa Qutaish	School Principal and CBO Manager	CBO	Cooperating partners	F
06.09.2021	Abdallah	Hussam	Management	Jordina factory	Private sector	M
06.09.2021	Al Arda	Munir	Management	Jordina factory	Private sector	M
06.09.2021	Alhashem	Abdulmuti	Nursery Field Manager	MOA	Government	M
06.09.2021	Al Zoul	Anwar	Management	Jordina factory	Private sector	M
06.09.2021	Mustafa	Huthaifa	Management	Jordina factory	Private sector	F
07.09.2021	Marar	Hana	Gender/protection focal point	WFP - CO	WFP	F
07.09.2021	Atieh	Faris	Innovation Officer/activity 7 manager	WFP - CO	WFP	M
07.09.2021	Ayoub	Khaled	Activity 4 Manager	WFP - CO	WFP	M
07.09.2021	Habashneh	Abed Al Rahman	CEO & Founder	Decapolis	Private sector	M
07.09.2021	Habasna	Rana	Team lead WFP project	Decapolis	Private sector	F
07.09.2021	Mohammed	Fethi	Head of Supply Chain	WFP - CO	WFP	M
07.09.2021	Motta	Michael	CTO-Co Founder	Decapolis	Private sector	M
08.09.2021	Al Khateeb	Manal	Hotline manager	WFP - CO	WFP	F
08.09.2021	Alrefaay	Rana	PPO M&E NOA	WFP - CO	WFP	F
08.09.2021	Aneja	Anjali	Head of Support	WFP - CO	WFP	F

			Services			
08.09.2021	Ennis	Carolyn	Deputy Representative	UNHCR	UN agency	F
22.09.2021	Alrefaay	Rana	PPO M&E NOA	WFP - CO	WFP	F
22.09.2021	Gouplet	Laurene	Head of Programme	WFP - CO	WFP	F
22.09.2021	McFall	William	M&E Officer	WFP - CO	WFP	M
28.09.2021	Ramadneh	Wafara	Assistant Representative of Programmes	FAO	UN agency	F
05.10.2021	Al Sheiab	Saleh	Operations and Planning director	NCSCM	WFP	M
05.10.2021	Al-Teimat	Manar	GIS Officer	NCSCM	WFP	F
05.11.2021	Abu Hammad	Sawsan	Principal	Al Arqam Bin Abi Al Arqam Primary School	School	F
05.11.2021	Al Hunaity	Fatiam	Assistant Principal	Al Khansa'a Secondary School for Girls	School	F
07.11.2021	Abu Arbeeleh	Mayson	Principal	Al Talibiyeh Secondary School for Girls	School	F
07.11.2021	Al Watheery	Thamer	Principal	Al Jeezeh Secondary School for Boys	School	M

3. During the data collection phase, the Evaluation Team conducted 11 FGDs and 19 field meetings total (43 F; 46 M) in six different governorates in Jordan.

**Table 17: List of FGDs and field meetings conducted during the data collection phase (by date)**

Date	Location	FGD/field meeting	Number of people	Beneficiary/non-beneficiary	WFP Activity	Gender
24.08.2021	Zarqa governorate (Azraq camp)	FGD	11	Beneficiary	GFA	F
24.08.2021	Zarqa governorate (Azraq camp)	2 Field meetings	2	Non-beneficiary (shop owners)	GFA	M
24.08.2021	Karak governorate	4 Field meetings	4	Beneficiary	Act5	M
25.08.2021	Mafraq governorate (Zaatari camp)	FGD	11	Beneficiary	GFA	F
25.08.2021	Mafraq governorate (Zaatari camp)	2 Field meetings	2	Non-beneficiary (shop owners)	GFA	M
25.08.2021	Irbid governorate	5 Field meetings	5	Beneficiary	Act 5	M
29.08.2021	Amman governorate	FGD	7	Beneficiary	GFA	F
29.08.2021	Amman governorate	FGD	10	Beneficiary	GFA	M
29.08.2021	Amman governorate	FGD	3	Beneficiary	GFA	M
31.08.2021	Amman governorate	FGD	2	Beneficiary	Act 5	M
31.08.2021	Amman governorate	FGD	9	Beneficiary	Act 5	5 M & 4 F
31.08.2021	Mafraq governorate	FGD	5	Beneficiary	Act 5	M
31.08.2021	Mafraq governorate	6 Field meetings	6	Non-beneficiary (agricultural cooperative)	Act 5	M
01.09.2021	Irbid governorate	FGD	6	Beneficiary	Act 5	F
05.09.2021	Mafraq governorate	FGD	4	Beneficiary	Act 4	F
06.09.2021	Madaba governorate	FGD	2	Beneficiary	Act 5	M

# Annex VIII. Detailed stakeholder analysis

Table 18: Stakeholder analysis

Stakeholders (Who)	Interest in the evaluation (Why)	Participation (How and when)	Key stakeholders (Position only) (Who)
<b>Internal (WFP stakeholders)</b>			
Country Office Jordan (CO)	Primary stakeholder of this evaluation. Being responsible for the country level planning and overall country strategic plan (CSP) implementation. The CO has a direct stake in the evaluation and will be a primary user of its results to reposition WFP in the country context, if necessary, and readjust advocacy, analytical work, programming and implementation as appropriate to design the new CSP.	CO staff were/will be involved in planning, inception briefing, feedback sessions, as key informants will be interviewed during the main mission, and they will have an opportunity to review and comment on the draft evaluation report, and management response to the Country Strategic Plan Evaluation (CSPE). The CO will also assist the Evaluation Team to liaise with in-country stakeholders and with site visits. The CO will also with inception and field mission briefings as well as the organization of the learning workshop. The CO will participate in the exit debrief at the end of the field mission, and in the remote debriefing a few weeks after the field mission.  <u>When:</u> preparation, inception, data collection, exit debrief, remote debriefing, learning workshop, review report, management response dissemination.	Country Director Deputy Country Director Head of Programme Deputy Head of Programme Head of VAM/M&E (RAM) Programme Activity Managers 1 to 7 Head of Partnerships Programme Budgeting Officer Head of Support Services Heads of Field Offices Gender/Protection Focal Point Hotline Manager Head of Supply Chain
WFP Senior Management and Regional Bureau Cairo	WFP Senior Management and the Regional Bureau in Cairo (RBC) have an interest in learning from the evaluation results, because of the progress towards achieving SDG 2 in Jordan in relation to the WFP's assistance from the point of view of corporate and regional plans and	RBC were requested to provide Headquarters (HQ) Briefing/Inception interviews during the Inception phase, and will be key informants and interviewees during the main mission, provide comments on the draft Evaluation Report and will participate in the remote debriefing after the evaluation mission. Some RBC thematic focal points are member of the Internal Reference Group. It will have the opportunity to comment on the draft evaluation report and	Senior Regional Programme Adviser Cash-Based Transfer (CBT) unit Safety Nets & Social Protection unit (SNNP) Nutrition unit Gender focal point Schools Meals unit

Stakeholders (Who)	Interest in the evaluation (Why)	Participation (How and when)	Key stakeholders (Position only) (Who)
<b>Internal (WFP stakeholders)</b>			
	strategies.	management responses to the CSPE.  <u>When</u> : inception, data collection, remote debriefing, management response, learning workshop, dissemination.	M&E VAM unit Protection and Accountability unit Partnerships unit Capacity Strengthening unit
WFP Innovation Accelerator Munich	Share WFP corporate strategy on innovative technologies and share views on Jordan CO's approach on the integration of technology.	Remote call prior to the start of the in-country mission  <u>When</u> : data collection phase	
WFP Headquarters (HQ) Divisions	WFP HQ technical units such as programme policy, including areas of refugee response, school feeding, capacity strengthening, resilience, nutrition, gender, CBT, vulnerability analysis, performance monitoring and reporting, climate and disaster risk reduction, safety nets and social protection, partnerships have an interest in lessons relevant to their mandates.	The CSPE seeks information on WFP approaches, standards and success criteria from these units linked to main themes of the evaluation with interest in improved reporting on results. HQ stakeholders will receive final and summary evaluation report as well as the management response. Some units may request interviews during the data collection mission and/or may comment on the management response depending on the recommendation.  <u>When</u> : data collection, remote debriefing, learning workshop, management response	HQ Divisions/Unit for: Capacity Strengthening unit Emergency Preparedness unit Humanitarian Response unit School Meals Programming unit Gender unit Nutrition unit Accountability to Affected Populations/ Protection unit Safety Nets and Social Protection unit
WFP Executive Board	Accountability role, but also an interest in potential wider lessons from Jordan's evolving contexts and about WFP roles, strategy and performance.	Presentation of the evaluation results is planned for the November 2022 session to inform Board members about the performance and results of WFP activities in Jordan.	Member states

Stakeholders (Who)	Interest in the evaluation (Why)	Participation (How and when)	Key stakeholders (Position only) (Who)
<b>External stakeholders</b>			
<b>Beneficiaries and affected populations</b>			
Affected population groups	Ultimate recipients of WFP's assistance: cash/food assistance, school feeding programmes, FFA/FFT. Benefit from the capacity development and technical advisory services provided by WFP to national institutions and other actors. Have a stake in WFP determining whether its assistance is relevant, appropriate and effective.	They will be interviewed and consulted during the field missions. Special arrangements may have to be made to meet school children and other vulnerable groups living in remote areas. <u>When</u> : Data collection and analysis	Women, men, girls, boys. Age and residence disaggregated. Beneficiaries of CBT, FFA, FFT, school feeding. Vulnerable Jordanian and refugee households.
Beneficiaries [SO1]	In 2020, 485,000 Syrian refugees and 15,000 refugees from other countries (including Iraq, Yemen, Sudan and Somalia) were provided cash-based transfers (CBTs). In all 12 governorates, refugees living in host communities received unrestricted cash, redeemable at ATMs. In camps, assistance was provided to refugees through food-restricted vouchers redeemable at contracted shops. These beneficiaries and communities have an interest in WFP activities, as WFP provides support to meet their basic needs.	Focus Group Discussion/interviews during the data collection  <u>When</u> : Data collection and analysis	Cash and food assistant recipients (refugees)

Stakeholders (Who)	Interest in the evaluation (Why)	Participation (How and when)	Key stakeholders (Position only) (Who)
<b>External stakeholders</b>			
Beneficiaries [SO2]	In 2020, 15,500 information sessions were provided to NAF beneficiaries, ultimately reaching 42,000 Takaful and emergency cash assistance beneficiaries. WFP school feeding activity included around 416,000 vulnerable students from poverty pockets and Syrian refugee camps. The National School Feeding Programme generated job opportunities through its Heathy Kitchens models to over 3,800 vulnerable Jordanians and refugee workers living in the same poverty pockets and refugee camps. These beneficiaries, their families and communities have an interest in WFP activities, as WFP provides support to improve their basic needs through improved social safety net systems.	Focus Group Discussion/interviews during the data collection  <u>When:</u> Data collection and analysis	NAF beneficiaries (indirect) (Jordanian)  School children, teaching staff, parents (Jordanian, refugees)
Beneficiaries [SO3]	In 2020, WFP supported livelihoods activities in all 12 governorates. Within these, WFP supported nearly 8,600 beneficiaries with CBT, inputs and seed capital, helping them to meet their food and non-food needs while also supporting the environment. Female-headed households were prioritized to increase their self-sufficiency. Programmes targeted 70 percent vulnerable Jordanians and 30 percent Syrians. Asset-creation activities were provided to 960 beneficiaries and training activities to more than 7,595 beneficiaries. These participants, their families and communities have an interest in WFP activities, as WFP provides support to improve their livelihoods opportunities.	Focus Group Discussion/interview during the data collection  <u>When:</u> Data collection and analysis	FFA and FFT beneficiaries (Jordanian, refugees)
<b>United Nations and International Partners</b>			



Stakeholders (Who)	Interest in the evaluation (Why)	Participation (How and when)	Key stakeholders (Position only) (Who)
<b>External stakeholders</b>			
United Nations agencies	<p>The United Nations Country Team (UNCT) in Jordan is supporting the Government of Jordan in the implementation of Agenda 2030 for Sustainable Development, bringing together the expertise and capacity of the humanitarian and development communities. The UNCT agencies have an interest in ensuring synergies, that WFP activities are effective and aligned with their programmes and UNSDF collective goals. The UNCT also shares interest in strategic focus, coordination, result-orientation, efficiency and cost-effectiveness in Jordan. United Nations agencies are also interested in WFP's performance, as WFP is a key actor for the OneCard platform to provide assistance to refugees. Some partnerships are detailed below.</p>	<p>The evaluation team will seek key informant interviews with selected UN agencies in refugee assistance, joint assessment and verification, food security, resilience, innovation, CBT, knowledge sharing, nutrition, school feeding and national, capacity development.</p> <p><u>When:</u> data collection and analysis, field mission, learning workshop</p>	<p>FAO ILO International Organization for Migration United Nations Office for the Coordination of Humanitarian Affairs United Nations Environment Programme UN Women UNDP UNHCR UNICEF UNRWA</p>
UNHCR	<p>UNHCR is one of the most relevant partners to WFP. In 2018, WFP signed a data-sharing agreement with UNHCR, established a Blockchain Taskforce for Aid bringing together interested humanitarian partners. <b>[SO1]</b> WFP provides food-restricted vouchers and cash to nearly 500,000 Syrian refugees to meet their basic needs with UNHCR and other partners. WFP and UNHCR jointly launched its second annual verification exercise for Syrian refugees. <b>[Protection]</b> WFP and its partners deployed mobile teams to conduct home visits for people who could not attend the verification and had been referred to WFP by UNHCR. In 2019, WFP signed an agreement with UNHCR and the UNICEF to conduct joint vulnerability assessments for targeted populations. WFP and UNHCR have formed a joint targeting hub.</p>	<p>Interviews at both strategic and technical levels and feedback session (learning workshop).</p> <p><u>When:</u> data collection and analysis, learning workshop</p>	<p>CBT representative One-card platform Inter-Agency Coordinator Protection Durable solutions Blockchain Taskforce Verification process Joint targeting hub</p>

Stakeholders (Who)	Interest in the evaluation (Why)	Participation (How and when)	Key stakeholders (Position only) (Who)
<b>External stakeholders</b>			
UNICEF	UNICEF is one of the most relevant partners to WFP. In 2019, WFP signed an agreement with UNICEF and UNHCR to conduct joint vulnerability assessments for targeted populations. There is also an agreement with UNICEF in which it can transfer assistance through OneCard platform (WFP e-card) and covers related transfer fees. There has been informal coordination and collaboration between the two agencies but no formal agreement. A joint micro-deficiency survey started in 2017 and was finalized. Joint COVID-19 assessment was completed while the second round is ongoing. UNICEF and WFP conducted a national nutrition assessment in 2019, but the report is not yet endorsed by MoH.	Interviews at both strategic and technical levels and feedback session (learning workshop).  <u>When:</u> inception, data collection and analysis, learning workshop	Joint vulnerability assessment focal point One-card platform unit Social safety nets unit Nutrition unit Education unit
United Nations Relief and Works Agency for Palestine Refugees (UNRWA)	Agreement signed with UNRWA in which it can transfer assistance through OneCard platform (WFP e-card) to Palestinian refugees and cover related transfer fees, even though there is less Frequent Coordination for Syria Refugees. <b>[SO1]</b> WFP continues to operate the OneCard platform transferring over USD 6.7 million on behalf of UNRWA to Palestinian refugees in Jordan. Hence, it has interest in the WFP's performance related to Palestinian refugees.	Interviews at both strategic and technical levels. Possible invitation to feedback session (learning workshop).  <u>When:</u> data collection and analysis, learning workshop	OneCard platform (WFP e-card) unit

Stakeholders (Who)	Interest in the evaluation (Why)	Participation (How and when)	Key stakeholders (Position only) (Who)
<b>External stakeholders</b>			
FAO	FAO joined the OneCard platform that WFP operates in 2018. In 2019, IFAD and FAO, jointly received funding from the European Union Regional Trust Fund in response to the Syrian Crisis to support smallholder farmers. In 2019, WFP introduced school gardens in 12 schools with educational, nutritional and environmental objectives with the Ministry of Education, FAO and other partners. FAO collaborated in Project Madad.	Interviews at both strategic and technical levels and feedback session (learning workshop).  <u>When:</u> data collection and analysis, learning workshop	OneCard platform unit Smallholder farmers unit School gardens unit Livelihood opportunities linked to the agricultural sector unit Food Security Sector Strategy unit
IFAD	In 2019, IFAD and FAO, jointly received funding from the European Union Regional Trust Fund in response to the Syrian Crisis to support agricultural livelihoods.	Interviews at both strategic and technical levels. Possible invitation to feedback session (learning workshop).  <u>When:</u> data collection and analysis, (possibly) learning workshop	IFAD staff working on the EU-funded project. Staff who can provide lessons from the project on agricultural livelihoods.
UN Women	<b>[SO2]</b> WFP and UN Women supported Syrian women under the Healthy Kitchens model activities. WFP partnered with UN Women to support women by providing childcare services, transport, and training considering their needs, safety and dignity. Women workers in camps benefited from the safe spaces for children available at UN Women 'Oasis centres' that WFP supported through provision of building space and kitchen equipment in Zaatari Camp in 2015. In 2019, WFP extended its technical support for digitized payment systems to UN Women to facilitate its cash assistance using blockchain technology in refugee camps and the OneCard platform in host communities.	Interviews at both strategic and technical levels and feedback session (learning workshop).  <u>When:</u> data collection and analysis, learning workshop	Staff working on livelihoods opportunities for women within UN Women. Staff who have worked in coordination with WFP in the refugee camps.

Stakeholders (Who)	Interest in the evaluation (Why)	Participation (How and when)	Key stakeholders (Position only) (Who)
<b>External stakeholders</b>			
World Bank	<b>[SO2]</b> WFP reached an agreement with the Government of Jordan and the World Bank for the provision of technical assistance to the National Aid Fund (NAF)'s Reform Plan under the auspices of the Ministry of Social Development.	Possible interview at strategic level. Possible invitation to feedback session (learning workshop).  <u>When:</u> data collection and analysis, learning workshop	
International Organizations Sector Working Groups Humanitarian Development Partners (HDPG) Forum	WFP is a key leader and contributor to sector working groups, and has established collaborative partnerships with international organizations. Hence, international organizations working in Jordan have an interest in knowing the WFP's evaluation as a member of development/humanitarian community in Jordan as well as partners of WFP.	Possible involvement in interviews, feedback sessions, report dissemination.  <u>When:</u> data collection and analysis, learning workshop	Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) KfW (Germany)
Key Donors	WFP activities are supported by multiple donors who have an interest in knowing the results of projects. Donors have an interest in knowing whether WFP's work is effective in alleviating food insecurity of the most vulnerable population.	Involvement of selected donors in interviews, feedback sessions, report dissemination. Feedback session might be done through regular donor briefings.  <u>When:</u> data collection and analysis, field mission.	USA Germany UK – FCDO Canada Norway Australia

Stakeholders (Who)	Interest in the evaluation (Why)	Participation (How and when)	Key stakeholders (Position only) (Who)
<b>External stakeholders</b>			
Flexible Funding Donors	Flexible funding provided by Australia, Ireland, Norway and the private sector (Seven Circles) accounted for 2.3 percent of the total funds received, allowing WFP to direct resources to underfunded activities in support of national social protection systems and resilience building, maximizing the effect of these activities. Canada, Germany, the United Kingdom and Cartier Philanthropy provided multi-year contributions, amounting to 14 percent of all funds received in 2020.	Key Informant interviews for selected donors, feedback session and report dissemination. Feedback session might be done through regular donor briefings.  <u>When:</u> data collection and analysis, field mission	Canada Germany UK Cartier Philanthropy Australia Ireland Norway Private sector
Non-Traditional Donors	Non-traditional donors in 2020 included the French Agency for Development (AFD), China, Korea International Cooperation Agency (KOICA), as well as the private sector.	Possible key informant interviews for selected donors, feedback session and report dissemination. Feedback session might be done through regular donor briefings.  <u>When:</u> data collection and analysis, field mission	Through the Partnership Action Plan: AFD, China, Korea  Local for Local Partnerships: Seven Circles

Stakeholders (Who)	Interest in the evaluation (Why)	Participation (How and when)	Key stakeholders (Position only) (Who)
<b>External stakeholders</b>			
International Private Sector Partners and Donors	In line with the resource mobilization strategy, WFP Jordan continued to engage with the private sector through different partnership mechanisms. Funding was secured through 'local-for-local' partnerships with Carrefour and Landmark Hotel Amman, which both raised funds through donations at checkout and in-store campaigns. In 2019, 'local-for-local' partnerships were secured with Carrefour and Seven Circles. Contributions were also received from Choithrams, Mastercard MENA, Carrefour Foundation, Cartier Philanthropy, Yum! And HNA Group China. These cash contributions supported the school feeding activities in camps. In 2019, Flexible funding provided by Seven Circles and other government donors accounted for 8.6 percent of the total funds received.	Possible interviews at technical level for selected private donors. Feedback through dissemination products.  <u>When:</u> data collection and analysis	Local for Local Partnerships: Seven Circles Choithrams Mastercard MENA, Carrefour Foundation Yum! HNA Group China Cartier Philanthropy Sodexo
Jordan Ahli Bank	<b>[SO1]</b> WFP responded to the basic food requirements of nearly 500,000 Syrian refugees by providing them with food-restricted vouchers and cash. The support was part of the government-initiated Jordan Response Plan partnering with UNHCR, ACTED, Save the Children Jordan, NRC, and Jordan Ahli Bank. The bank collaborated in cash transfer systems.	Possible interview at technical level. Feedback through dissemination products.  <u>When:</u> data collection and analysis	Cash transfer systems focal point
<b>National/Subnational Government</b>			

Stakeholders (Who)	Interest in the evaluation (Why)	Participation (How and when)	Key stakeholders (Position only) (Who)
<b>External stakeholders</b>			
National government	The Government of Jordan has a direct interest in knowing whether WFP activities in the country are aligned with their priorities, and meet the expected results, as stipulated in the CSP. The government is responsible for co-ordination of the refugee response, coordination with the UNCT, and for oversight of WFP collaboration with ministries.	Interviews at both policy and technical levels and feedback sessions.  <u>When:</u> data collection and analysis, field mission	
The Ministry of Planning and International Cooperation (MOPIC)	The UNCT, of which WFP is a part, worked closely with MOPIC to develop the Jordan Response Plan (JRP) to strengthen the humanitarian and development spheres while championing the SDGs. MOPIC has an interest in WFP's performance and its implications for Jordan.	Interview at policy level, and feedback session.  <u>When:</u> data collection and analysis, field mission	Staff members interviewed during the inception phase

Stakeholders (Who)	Interest in the evaluation (Why)	Participation (How and when)	Key stakeholders (Position only) (Who)
<b>External stakeholders</b>			
Ministry of Education (MoE)	<p>Any work implemented by WFP in the schools (camp or non-camp) was approved by the MoE. There is an MoU between WFP and MoE since 2014 and it has evolved as the context of the school meals programme have developed. In partnership with MoE and World Vision, WFP provided Syrian school children attending formal education in refugee camps with healthy snacks throughout the year. In host communities, WFP provided fortified date bars to MoE to be distributed to around 320,000 students for 25 feeding days each semester. Under the new CSP, the arrangement has been modified. In host communities, MoE considered Royal Health Awareness Society (RHAS) as a strategic partner as well as RHAS's efforts under the SBCC in the host communities. WFP continued to support MoE's National School Feeding Programme (NSFP) which targeted school children aged 5-12 attending school in poverty pockets regardless of their nationalities to augment the role that the NSFP can play as a social safety net. WFP conducted a formative assessment on current eating behaviors of Jordanian and Syrian school children to inform MOE's Social and Behavioral Change Communication strategy targeting NSFP children. In 2019, WFP introduced school gardens in 12 schools with educational, nutritional and environmental objectives with the MOE and partners. In 2019, WFP cost shared with MoE and Ministry of Agriculture in support of school feeding and livelihood activities.</p>	<p>Interviews at both policy and technical levels and feedback session.</p> <p><u>When:</u> data collection and analysis, field mission</p>	<p>Head of General Education</p> <p>National School Feeding Programme (NSFP) unit</p> <p>MOE's Social and Behavioral Change Communication strategy focal point</p> <p>MoU with WFP focal point</p>



Stakeholders (Who)	Interest in the evaluation (Why)	Participation (How and when)	Key stakeholders (Position only) (Who)
<b>External stakeholders</b>			
Ministry of Social Development	<p><b>[SO2]</b> WFP reached an agreement with the Government of Jordan and the World Bank for the provision of technical assistance to the National Aid Fund (NAF) Reform Plan under the auspices of the Ministry of Social Development. In 2019, under the patronage of His Royal Highness Prince El Hassan bin Talal and with the support of the Ministry of Social Development, WFP launched the Integrated Context Analysis, bringing together around 100 representatives from the Government, UN agencies, NGOs and embassies in Jordan. In 2019, WFP distributed a one-off winter food basket to 50,005 vulnerable Jordanians supported by the Ministry of Social Development.</p>	<p>Interviews at both policy and technical levels and feedback session.</p> <p><u>When:</u> data collection and analysis, field mission</p>	<p>Validation process support focal point</p> <p>Takaful (solidarity) programme focal point</p> <p>Digitization focal point</p>

Stakeholders (Who)	Interest in the evaluation (Why)	Participation (How and when)	Key stakeholders (Position only) (Who)
<b>External stakeholders</b>			
Ministry of Agriculture (MoA)	<p>Ministry of Agriculture (MoA) is the food security government actor in Jordan. WFP has an MoU outlining the resilience activities. This MoU has evolved since 2014 over the years as the operations merged. The FFA activity was implemented in rural areas of 12 governorates around Jordan. WFP and the MoA in Jordan work hand in hand to increase vegetation coverage and mitigate the effects of climate change, while advocating for climate-sensitive agricultural practices. <b>[SO3]</b> In partnership with MoA, WFP provided 715 Jordanian and Syrian participants with seasonal economic opportunities focusing on forestry rehabilitation and development such as pruning, weeding, irrigation, seeding and plantation. In 2019, WFP cost shared with the MoE and MoA in support of school feeding and livelihood activities. WFP introduced school gardens in 12 schools with educational, nutritional and environmental objectives with the MoA, MoE and partners.</p>	<p>Interviews at both policy and technical levels and feedback session.</p> <p><u>When:</u> data collection and analysis, field mission</p>	<p>Food Security Sector Strategy focal point</p> <p>Livelihoods opportunities in the agricultural sector focal point</p>

Stakeholders (Who)	Interest in the evaluation (Why)	Participation (How and when)	Key stakeholders (Position only) (Who)
<b>External stakeholders</b>			
National Aid Fund (NAF)	<b>[SO2]</b> WFP reached an agreement with the Government of Jordan and the World Bank for the provision of technical assistance to the National Aid Fund (NAF) Reform Plan under the auspices of the Ministry of Social Development. In 2019, WFP also signed agreements with the NAF and the Department of Statistics to strengthen their capacities. In close collaboration with World Bank, UNICEF and other partners, WFP provides technical assistance for the validation of targeted populations, coordination, implementation and oversight of payment systems and Complaints Handling Mechanism (CHM). A series of training sessions were organized prior to the start of the validation exercise targeting 280 staff from both partners and the NAF.	Interviews at both policy and technical levels and feedback session  <u>When:</u> data collection and analysis, field mission	NAF call centre – CHM Digitization unit M&E Unit Validation processes focal point
Ministry of Labour (MoL)	Consulted during implementing its assistance programme to Syrian refugees in 2015. WFP met with MoL in July 2021 to discuss Syrian refugees and work permits schemes and MoL's activities to support Syrian refugees in finding work. This meeting was part of the CO preparation to create the Sustainability Agenda initiative with UNHCR.	Informing about the evaluation and its results  <u>When:</u> During field mission, data collection	Employment opportunities for Jordanian and Syrian population groups focal points. Restriction imposed on Syrian refugees focal points.
National Center for Security and Crises Management (NCSCM)	WFP has ongoing discussions with the National Centre (NCSCM) for Security and Crisis Management to agree on the details and implementation of the capacity strengthening support to the NCSCM.	Possible interviews at both policy and technical levels and feedback session  <u>When:</u> data collection and analysis, field mission	Staff working on issues linked to WFP capacity-building support

Stakeholders (Who)	Interest in the evaluation (Why)	Participation (How and when)	Key stakeholders (Position only) (Who)
<b>External stakeholders</b>			
Municipalities	<b>[SO3]</b> The planning and implementation of the vocational training, income-generating opportunities and asset creation activities were conducted closely with the MOA, MOE, local partners and municipalities. Hence, it has interest in WFP's performance in these related areas in their municipality.	Interviews at both policy and technical levels of selected municipalities and feedback session.  <u>When:</u> data collection and analysis, field mission	Local economic development units
<b>(I)NGO/CSO/Academia</b>			
Non-Governmental Organizations – Cooperating partners (national and international NGOs)	As partners in WFP's CSP implementation, NGOs adopt approaches that might affect future implementation modalities, strategic orientation and partnerships. The NGOs involved in OneCard Platform have an interest in the evaluation results to strengthen response capacity and coordination. Cooperating partners have first-hand knowledge of the results and the needs on the ground. More broadly, NGOs working in Jordan have an interest in knowing the WFP's evaluation as a member of the wider development/humanitarian community.	The CO will keep United Nations partners and other international organizations informed of the evaluation's progress. Selected key NGO/CSO partners will be interviewed during the data collection.  <u>When:</u> data collection and analysis, field mission	
World Vision International (WVI)	In partnership with the MoE and World Vision, WFP provided over 28,000 Syrian school children attending formal education in refugee camps with healthy snacks throughout the year in 2018. WVI is food for asset creation partner.	Interviews at both policy and technical levels and feedback session <u>When:</u> data collection and analysis, field mission	School feeding unit FFA focal point

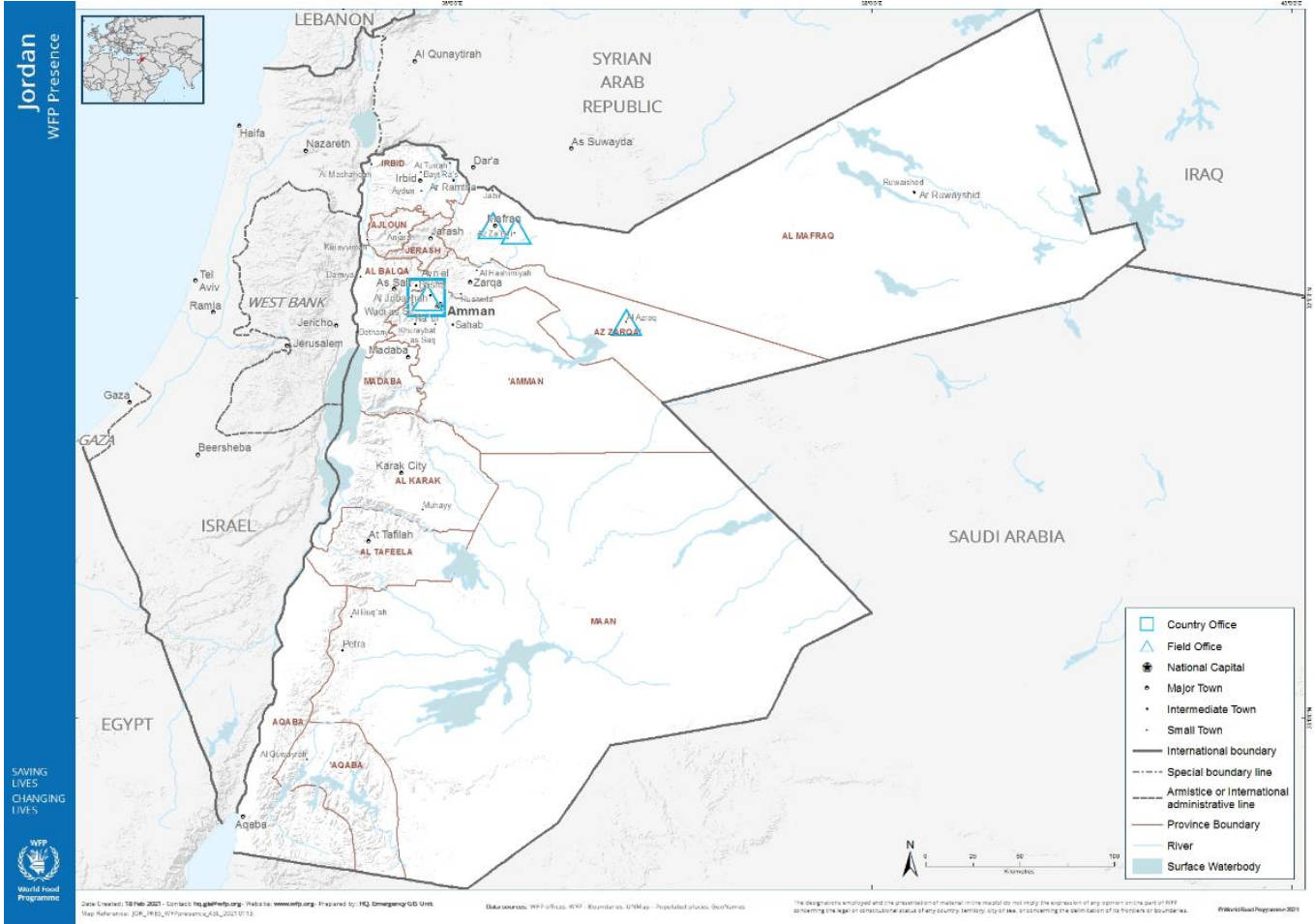
Stakeholders (Who)	Interest in the evaluation (Why)	Participation (How and when)	Key stakeholders (Position only) (Who)
<b>External stakeholders</b>			
Food and Cash assistance: The Agency for Technical Cooperation and Development (ACTED), Save the Children Jordan, Norwegian Refugee Council	<b>[SO1]</b> WFP responded to the basic food requirements of nearly 500,000 Syrian refugees by providing them with food-restricted vouchers and cash. The support was part of the Government-initiated Jordan Response Plan partnering with the United Nations High Commissioner for Refugees (UNHCR), ACTED, Save the Children Jordan, NRC, and Jordan Ahli Bank.	Interviews at both policy and technical levels and feedback session  <u>When:</u> data collection and analysis, field mission	Food and cash assistance focal points
Royal Health Awareness Society (RHAS)	Healthy Kitchens model, run through local community-based organizations (CBOs), in collaboration with the RHAS, created income-generating opportunities for 324 women and men in the same communities targeted by the NSFP. Under the Healthy Kitchens model, more than 57,000 children received a freshly baked pastry, a piece of fruit and a piece of vegetable. The model was implemented in partnership with the RHAS, whose technical capacity and support, combined with the engagement of community-based organizations, enabled WFP to provide healthy nutritious snacks to targeted school children in 282 schools. Given the RHAS's efforts under the SBCC in the host communities, RHAS is considered to be a strategic partner to MoE.	Possible interviews at both policy and technical levels and feedback session  <u>When:</u> data collection and analysis, field mission	School feeding – Healthy Kitchens model focal point
National Alliance Against Hunger and Malnutrition (NAJMAH)	<b>[SO3]</b> WFP benefited from NAJMAH's community outreach, engagement and coordination with local communities and government entities. Activities with NAJMAH included assets rehabilitation and food for training and job matching targeting governorates most affected by the influx of Syrian refugees and high unemployment.	Possible interviews at both policy and technical levels and feedback session  <u>When:</u> data collection and analysis, field mission	FFA FFT focal point

Stakeholders (Who)	Interest in the evaluation (Why)	Participation (How and when)	Key stakeholders (Position only) (Who)
<b>External stakeholders</b>			
Dar Abu Abdullah (DAA) and sister organization Tkiyet Um Ali (TUA)	In 2019, WFP initiated a new partnership with DAA, a national NGO and a sister organization of TUA, to provide livelihood opportunities for graduates of TUA food assistance. The partnership was renewed in 2020 throughout 2021, supporting youth to have access to labour opportunities (wage and self-employment).	Possible interviews at both policy and technical levels and feedback session  <u>When:</u> data collection and analysis, field mission	FFA FFT focal point
Tkiyet Um Ali (TUA)	<b>[SO2]</b> General Food Assistance partner. Vulnerable Jordanians targeted by TUA received in-kind food assistance by WFP. TUA collected baseline data for a sample of 2,700 households not supported by TUA, which were later included in the food assistance programme.	Interviews at both policy and technical levels and feedback session  <u>When:</u> data collection and analysis, field mission	FFA FFT focal point
The National Alliance Against Hunger and Malnutrition	In 2019, WFP introduced school gardens in 12 schools with educational, nutritional and environmental objectives with the MOE, RHAS, MOA, the National Alliance against Hunger and Malnutrition and FAO. In partnership with the National Alliance against Hunger and Malnutrition, 1,487 Jordanian and Syrian participants contributed to improving the infrastructure of 350 schools in Irbid, Amman, Balqa, Madaba and Ma'an governorates by carrying out light rehabilitation and maintenance.	Possible interviews at both policy and technical levels and feedback session  <u>When:</u> data collection and analysis, field mission	School gardens focal point FFA focal point
Talal Abu-Ghazaleh	Talal Abu-Ghazaleh is an academic body that WFP has partnership for the Seasonal Livelihood Programming (SLP) process in urban contexts in Amman and Zarqa following an Integrated Context Analysis (ICA) for sustainable livelihood.	Possible interviews at both policy and technical levels and feedback session  <u>When:</u> data collection and analysis, field mission	ICA focal point Livelihoods Programming focal point

Stakeholders (Who)	Interest in the evaluation (Why)	Participation (How and when)	Key stakeholders (Position only) (Who)
<b>External stakeholders</b>			
Act 7/SO4: RSS iPark, TTI, Decapolis	In support of innovative approaches WFP has partnered with Jordanian incubators including: i) Trip to Innovation (TTI) focusing on women entrepreneurs; ii) Decapolis, a local start-up under the WFP Accelerator sprint.	Interviews on technical levels and feedback session <u>When</u> : data collection and analysis, field mission	Staff engaged on initiatives with WFP
Other partner organizations: iMMAP, Crystel Call, CEWAS,	WFP has further broadened its partnerships on the ground with a variety of national partners.	Interviews on technical levels and feedback session <u>When</u> : data collection and analysis, field mission	Staff engaged on initiatives with WFP
<b>Other National and Local Level Stakeholders</b>			
Contracted shops	<b>[SO1]</b> In 11 out of 12 governorates, refugees living in host communities received unrestricted cash, redeemable at ATMs, to be spent at one of WFP's 200 contracted shops, or both. In camps, assistance was provided to refugees through food-restricted vouchers redeemable at five contracted shops. Capacity-strengthening training was conducted for WFP's contracted shops on food safety and quality assurance. Shops also received training on awareness of sexual exploitation and abuse. Contracted shops in the camps have an interest to work with WFP as the beneficiaries have to buy from them.	Possible interview at technical level. Feedback through dissemination products. <u>When</u> : data collection and analysis, field mission	
School feeding actors: CBOs and staff at school level	CBOs implementing the healthy school kitchens – Kitchens initiative has been closed. School staff were employed in schools where school feeding activities take place.	Interviews during field visits to targeted schools <u>When</u> : data collection and analysis, field mission	School staff CBOs engaged in school feeding interventions

# Annex IX. Maps of Jordan

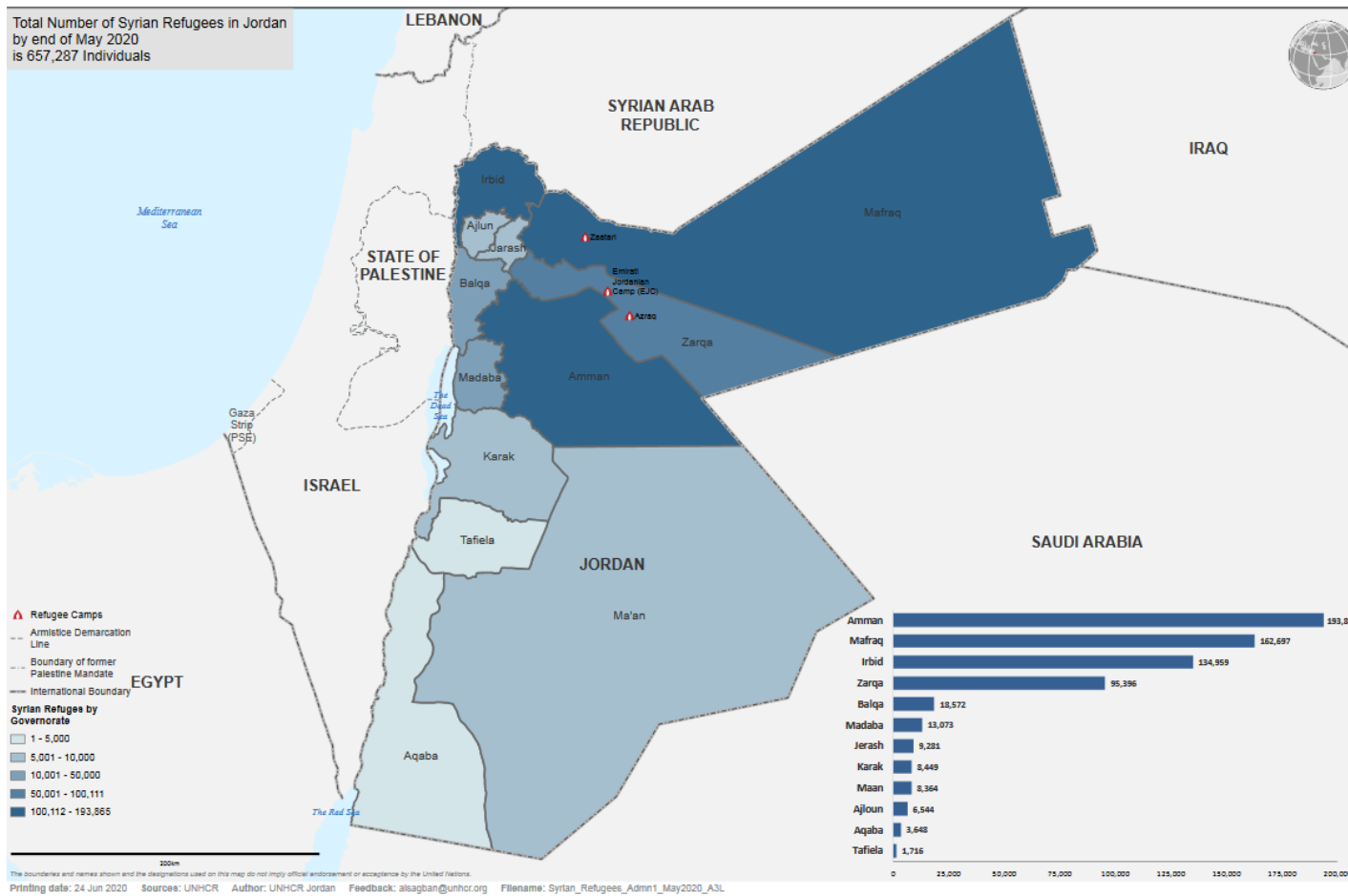
## WFP Jordan Operational Map



Source: 2020 ACR



## Jordan Refugee Map



Source: UNHCR Operational Data Portal. May 2020. Syrian Refugees in Jordan-Amin Level 1 – May 2020.

# Annex X. Results Framework/Line of Sight

Line of Sight: CSP Jordan (2020-2022)

Figure 28: Initial Line of Sight: CSP Jordan (2020-2022)

JORDAN (CSP 2020-2022)			
SR 1 – Access to food (SDG Target 2.1)			SR 8- Enhance Global Partnership (SDG Target 17.16)
Crisis Response	Resilience Building	Resilience Building	Resilience Building
<p><b>OUTCOME 1:</b> Crisis affected populations in Jordan, including refugees, meet their food and nutrition needs throughout the year.</p>	<p><b>OUTCOME 2:</b> Vulnerable populations in Jordan, including children, are covered by adequate social protection schemes by 2022.</p>	<p><b>OUTCOME 3:</b> Vulnerable populations in Jordan, with a focus on women and youth, have increased self-reliance and improved livelihood opportunities by 2022.</p>	<p><b>OUTCOME 4:</b> Partnerships in support of the SDGs in Jordan are strengthened through effective and innovative solutions from WFP and partners by 2022.</p>
<b>BUDGET SO 1: \$ 591,674,521</b>	<b>BUDGET SO 2: \$ 54,318,288</b>	<b>BUDGET SO 3: \$ 101,494,146</b>	<b>BUDGET SO 4: \$ 5,402,830</b>
<p><b>OUTPUTS:</b></p> <ul style="list-style-type: none"> <li>• <b>Out.1</b> Targeted refugees(Tier 1) receive nutrition-sensitive food assistance that meets their basic food and nutrition needs. (A; linked to Activity 1).</li> <li>• <b>Out.2</b> Refugees (Tier 1) going back to the Syrian Arab Republic through facilitated returns receive a return package. (A ; linked to Activity 1).</li> <li>• <b>Out. 3</b> People affected(Tier 1) by arising crises receive assistance that meets their food needs during and after the crises.(A ; linked to Activity 1).</li> <li>• <b>Out. 4</b> People vulnerable to shocks are protected through the enhanced ability of national authorities to reduce disaster risks and respond to emergencies.(C; linked to Activity 2).</li> </ul>	<p><b>OUTPUTS:</b></p> <ul style="list-style-type: none"> <li>• <b>Out. 5</b> The most vulnerable people in Jordan(Tier 3) benefit from strengthened, effective, equitable and inclusive national social protection schemes.(C; linked to Activity 3).</li> <li>• <b>Out. 6</b> Children in Jordan(Tier 3) benefit from the enhanced capacity of the Government to increase the effectiveness and sustainability of the national school meals programme.(C; linked to Activity 3).</li> <li>• <b>Out. 7</b> School meals recipients(Tier 1) benefit from improved access to nutritious and diversified food.(A,B,N,E, F; linked to Activity 4).</li> </ul>	<p><b>OUTPUTS:</b></p> <ul style="list-style-type: none"> <li>• <b>Out. 8</b> Vulnerable people(Tier 1) are supported in enhancing their livelihoods by participating in asset creation linked to climate change adaptation and disaster risk reduction.(A,D).</li> <li>• <b>Out. 9</b> Vulnerable people(Tier 1) are supported in enhancing their livelihoods through training and small business promotion.(A,C,D).</li> <li>• <b>Out. 10</b> Vulnerable smallholder (Tier 1) farmers are supported in sustainably improving their livelihoods by benefiting from strengthened capacities and asset provision. (A,F).</li> </ul>	<p><b>OUTPUTS:</b></p> <ul style="list-style-type: none"> <li>• <b>Out. 11</b> People in Jordan(Tier 3) benefit from strengthened national capacities to effectively plan, coordinate and monitor the food security sector.(M; linked to Activity 6).</li> <li>• <b>Out. 12</b> Vulnerable people in Jordan benefit from increased access of humanitarian and development partners to innovative assistance programming that enables them to provide more effective support, including in times of crisis.(C,K ; linked to Activity 7).</li> </ul>
<p><b>ACTIVITY 1:</b> Provide nutrition-sensitive food assistance to refugees and other crisis-affected populations. (cat.1; modality: CBT, food, CS)</p>	<p><b>ACTIVITY 3:</b> Support the Government in reforming and expanding national social protection schemes.(cat.9; modality: CS)</p>	<p><b>ACTIVITY 5:</b> Provide livelihood support (training, income-generating opportunities, asset creation) to vulnerable people in rural and urban settings, with a focus on women and young people (cat.2, cat.8 modality: CBT, CS)</p>	<p><b>ACTIVITY 6:</b> With other actors, develop a comprehensive food security and nutrition sector plan linked to other sectors and supported by a coordination structure(cat.9, modality: CS)</p>
<p><b>ACTIVITY 2:</b> Provide tools, systems and training to the Government to enhance its emergency preparedness and response capabilities.(cat.9 modality: CS)</p>	<p><b>ACTIVITY 4:</b> Provide nutrition-sensitive school feeding to targeted children. (cat.4; modality: food, CBT, CS)</p>		<p><b>ACTIVITY 7:</b> Facilitate knowledge exchange between partners and the Government to promote piloting and scaling of innovative approaches to achieving the SDGs.(cat.10, modality: SD, CS)</p>
			<b>TOTAL BUDGET: \$ 752 889 775</b>

Source: CSP – Country Office

Figure 29: Revised Line of Sight based on BR01: CSP Jordan (2020-2022)

JORDAN (CSP 2020-2022)			
SR 1 – Access to food (SDG Target 2.1)			SR 8- Enhance Global Partnership (SDG Target 17.16)
Crisis Response	Resilience Building	Resilience Building	Resilience Building
<p><b>OUTCOME 1:</b> Crisis affected populations in Jordan, including refugees, meet their food and nutrition needs throughout the year.</p>	<p><b>OUTCOME 2:</b> Vulnerable populations in Jordan, including children, are covered by adequate social protection schemes by 2022.</p>	<p><b>OUTCOME 3:</b> Vulnerable populations in Jordan, with a focus on women and youth, have increased self-reliance and improved livelihood opportunities by 2022.</p>	<p><b>OUTCOME 4:</b> Partnerships in support of the SDGs in Jordan are strengthened through effective and innovative solutions from WFP and partners by 2022.</p>
<b>BUDGET SO 1: \$ 591,674,521</b>	<b>BUDGET SO 2: \$ 54,318,288</b>	<b>BUDGET SO 3: \$ 101,494,146</b>	<b>BUDGET SO 4: \$ 5,402,830</b>
<p><b>OUTPUTS:</b></p> <ul style="list-style-type: none"> <li>• <b>Out.1</b> Targeted refugees (Tier 1) receive nutrition sensitive food assistance to meet their basic food and nutrition needs (A; linked to Activity 1).</li> <li>• <b>Out. 2</b> Refugees going back to Syria (Tier 1) through facilitated returns receive a return package (A; linked to Activity 1).</li> <li>• <b>Out. 3</b> Affected people (Tier 1) receive assistance to meet their food needs during and in the aftermath of an emergency (A; linked to Activity 1).</li> <li>• <b>Out. 4</b> Vulnerable people (Tier 3) are protected through enhanced ability of national authorities to reduce disaster risks and respond to emergencies (C; linked to Activity 2).</li> </ul>	<p><b>OUTPUTS:</b></p> <ul style="list-style-type: none"> <li>• <b>Out. 5</b> The most vulnerable people in Jordan (Tier 3) benefit from strengthened, effective and inclusive national social protection schemes (C; linked to Activity 3).</li> <li>• <b>Out. 6</b> Children in Jordan (Tier 3) benefit from the enhanced capacity of the Government to increase the effectiveness and sustainability of the National School Meals Programme (C; linked to Activity 3).</li> <li>• <b>Out. 7</b> School meals recipients (Tier 1) benefit from improved access to nutritious and diversified (home grown) food (N; linked to Activity 4).</li> </ul>	<p><b>OUTPUTS:</b></p> <ul style="list-style-type: none"> <li>• <b>Out. 8</b> Vulnerable households (Tier 1) are supported to enhance their livelihoods by participating in asset creation linked to climate change adaptation and disaster risk reduction (A,D).</li> <li>• <b>Out. 9</b> Vulnerable households (Tier 1) are supported to enhance their livelihoods through training and small business promotion (C).</li> <li>• <b>Out. 10</b> Vulnerable smallholder farmers (Tier 1) are supported to sustainably improve their livelihoods (C).</li> </ul>	<p><b>OUTPUTS:</b></p> <ul style="list-style-type: none"> <li>• <b>Out. 11</b> People in Jordan (Tier 3) benefit from strengthened national capacities to effectively plan, coordinate and monitor the food security sector (C,M; linked to Activity 6).</li> <li>• <b>Out. 12</b> Vulnerable people in Jordan (Tier 3) benefit from increased access of humanitarian and development partners to innovative assistance programming in order to receive more effective support, including in times of crisis (C; linked to Activity 7).</li> </ul>
<p><b>ACTIVITY 1:</b> Provide nutrition sensitive food assistance to refugees and other crisis-affected populations (cat.1; modality: CBT, food, CS)</p>	<p><b>ACTIVITY 3:</b> Support the Government of Jordan in the reform and expansion of national social protection schemes (cat.9; modality: CS)</p>	<p><b>ACTIVITY 5:</b> Provide livelihood support (training, income generating opportunities, asset creation) to vulnerable people in rural and urban settings, with a focus on women and youth. (cat.2, cat.8 modality: CBT, food, CS)</p>	<p><b>ACTIVITY 6:</b> Develop with other actors a comprehensive food security and nutrition sector plan linked to other sectors and supported by a coordination structure (cat.9, modality: CS)</p>
<p><b>ACTIVITY 2:</b> Provide tools, systems and training to government to enhance their emergency preparedness and response (cat.9 modality: CS)</p>	<p><b>ACTIVITY 4:</b> Provide nutrition-sensitive school feeding to targeted children (cat.4; modality: food, CBT, CS)</p>		<p><b>ACTIVITY 7:</b> Facilitate exchange of knowledge between partners and the Government to pilot and scale innovative approaches to achieving the SDGs. (cat.10, modality: CS)</p>
			<b>TOTAL BUDGET: \$ 752 889 775</b>

Source: CSP BR01 – Country Office

## Results Framework: CSP Jordan (2020-2022)

Figure 30: Results Framework CSP Jordan 2020-2022

Country		WBS Code	Description	WINGS / Short Description	Category	Assumptions
Jordan	Logframe (version 3.0) Type: csp-based	JO02	Jordan (2020 Jan - 2022 Dec)			
Jordan	Strategic Goal 1		Support countries to achieve zero hunger		SDG2: End hunger, achieve food security and improved nutrition and promote sustainable agriculture	
Jordan	Strategic Objective 1		End hunger by protecting access to food			
Jordan	Strategic Result 1	JO02.01	Everyone has access to food (SDG Target 2.1)	Everyone has access to food	SDG Target: 2.1 By 2030, end hunger and ensure access by all people, in particular the poor and people in vulnerable situations, including infants, to safe, nutritious and sufficient food all year round	
Jordan	Strategic Result 1 National SDG Target		National result: Jordan response plan for the Syria crisis 2017–2019: Enhance the food security situation of host communities and Syrian refugees. Enhance national capacity in early warning systems. Ensure dignified, sustainable livelihoods and create opportunities for both Jordanians in host communities and Syrian refugees while strengthening institutional capacity Link to UNSDF: People, especially the vulnerable, proactively claim their rights and fulfill their responsibilities for improved human security and resilience (under outcome 2). Institutions at national and local levels are more responsive, inclusive, accountable, transparent and resilient ( under outcome 1 .Enhanced opportunities for inclusive engagement of people living in Jordan in the economic, social, environmental and political spheres( under outcome 3)			
Jordan	Strategic Outcome 01	JO02.01.011	Crisis affected populations in Jordan, including refugees, meet their food and nutrition needs throughout the year.	Assistance to crises affected population	1.1: Maintained/enhanced individual and household access to adequate food	Funding availability for for targeted intervention
Jordan	Outcome Indicator 1.1.1		Food Consumption Score			
Jordan	Outcome Indicator 1.1.2.2		Consumption-based Coping Strategy Index (Average)			
Jordan	Outcome Indicator 1.1.2.3		Livelihood-based Coping Strategy Index (Percentage of households using coping strategies)			
Jordan	Outcome Indicator 1.1.2.4		Livelihood-based Coping Strategy Index (Average)			
Jordan	Outcome Indicator 1.1.2.6		Minimum Dietary Diversity – Women			
Jordan	Outcome Indicator 1.1.6		Food Consumption Score – Nutrition			
Jordan	Outcome Indicator 1.1.61		Number of national food security and nutrition policies, programmes and system components enhanced as a result of WFP capacity strengthening (new)			
Jordan	Activity 01	JO02.01.011.URT1	Provide nutrition-sensitive food assistance to refugees and other crisis-affected populations.	01 Crises affected population	URT: Unconditional resource transfers to support access to food	
Jordan	Output A		People affected by arising crises receive assistance that meets their food needs during and after the crises.		A: Resources transferred	
Jordan	Output Indicator A.1		Number of women, men, boys and girls receiving food/cash-based transfers/commodity vouchers/capacity strengthening transfers			
Jordan	Output Indicator A.2		Quantity of food provided			
Jordan	Output Indicator A.3		Total amount of cash transferred to targeted beneficiaries			

Jordan	Output Indicator A.9*		Number of women, men, boys and girls with disabilities receiving food/cash-based transfers/commodity vouchers/capacity strengthening transfers			
Jordan	Output A		Refugees going back to the Syrian Arab Republic through facilitated returns receive a return package.		A: Resources transferred	
Jordan	Output Indicator A.1		Number of women, men, boys and girls receiving food/cash-based transfers/commodity vouchers/capacity strengthening transfers			
Jordan	Output Indicator A.2		Quantity of food provided			
Jordan	Output Indicator A.3		Total amount of cash transferred to targeted beneficiaries			
Jordan	Output Indicator A.9*		Number of women, men, boys and girls with disabilities receiving food/cash-based transfers/commodity vouchers/capacity strengthening transfers			
Jordan	Output A		Targeted refugees receive nutrition-sensitive food assistance that meets their basic food and nutrition needs.		A: Resources transferred	
Jordan	Output Indicator A.1		Number of women, men, boys and girls receiving food/cash-based transfers/commodity vouchers/capacity strengthening transfers			
Jordan	Output Indicator A.2		Quantity of food provided			
Jordan	Output Indicator A.3		Total amount of cash transferred to targeted beneficiaries			
Jordan	Output Indicator A.7		Number of retailers participating in cash-based transfer programmes			
Jordan	Output Indicator A.9*		Number of women, men, boys and girls with disabilities receiving food/cash-based transfers/commodity vouchers/capacity strengthening transfers			
Jordan	Activity 02	JO02.01.011.EPA1	Provide tools, systems and training to the Government to enhance its emergency preparedness and response capabilities.	02 Emergency preparedness	EPA: Emergency preparedness activities	
Jordan	Output C		People vulnerable to shocks are protected through the enhanced ability of national authorities to reduce disaster risks and respond to emergencies.		C: Capacity development and technical support provided	
Jordan	Output Indicator C.5*		Number of capacity strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities (new)			
Jordan	Output Indicator C.6*		Number of tools or products developed or revised to enhance national food security and nutrition systems as a result of WFP capacity strengthening support (new)			
Jordan	Strategic Outcome 02	JO02.01.021	Vulnerable populations in Jordan, including children, are covered by adequate social protection schemes by 2022.	Social protection	1.1: Maintained/enhanced individual and household access to adequate food	Donor express interest in supporting the programme ,effective targeting criteria,government ownership
Jordan	Outcome Indicator 1.1.10		Enrolment rate			
Jordan	Outcome Indicator 1.1.11		Attendance rate (new)			
Jordan	Outcome Indicator 1.1.61		Number of national food security and nutrition policies, programmes and system components enhanced as a result of WFP capacity strengthening (new)			
Jordan	Outcome Indicator 1.1.62		Number of national programmes enhanced as a result of WFP-facilitated South-South and triangular cooperation support (new)			
Jordan	Outcome Indicator 1.1.64		Proportion of cash-based transfers channelled through national social protection systems as a result of WFP capacity strengthening support (new)			
Jordan	Outcome Indicator 1.1.67		SABER School Feeding National Capacity (new)			
Jordan	Outcome Indicator 1.1.68		Retention rate / Drop-out rate (new)			
Jordan	Activity 03	JO02.01.021.CSI1	Support the Government in reforming and expanding national social protection schemes.	03 Social protection	CSI: Institutional capacity strengthening activities	
Jordan	Output C		Children in Jordan benefit from the enhanced capacity of the Government to increase the effectiveness and sustainability of the national school meals programme.		C: Capacity development and technical support provided	
Jordan	Output Indicator C.5*		Number of capacity strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities (new)			

Jordan	Output Indicator C.6*		Number of tools or products developed or revised to enhance national food security and nutrition systems as a result of WFP capacity strengthening support (new)			
Jordan	Output Indicator C.7*		Number of national institutions benefitting from embedded or seconded expertise as a result of WFP capacity strengthening support (new)			
Jordan	Output C		The most vulnerable people in Jordan benefit from strengthened, effective, equitable and inclusive national social protection schemes.		C: Capacity development and technical support provided	
Jordan	Output Indicator C.5*		Number of capacity strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities (new)			
Jordan	Output Indicator C.6*		Number of tools or products developed or revised to enhance national food security and nutrition systems as a result of WFP capacity strengthening support (new)			
Jordan	Output Indicator C.7*		Number of national institutions benefitting from embedded or seconded expertise as a result of WFP capacity strengthening support (new)			
Jordan	Activity 04	JO02.01.021.SMP1	Provide nutrition-sensitive school feeding to targeted children.	04 School meal programme	SMP: School meal activities	
Jordan	Output A		School meals recipients benefit from improved access to nutritious and diversified food.		A: Resources transferred	
Jordan	Output Indicator A.1		Number of women, men, boys and girls receiving food/cash-based transfers/commodity vouchers/capacity strengthening transfers			
Jordan	Output Indicator A.2		Quantity of food provided			
Jordan	Output Indicator A.3		Total amount of cash transferred to targeted beneficiaries			
Jordan	Output Indicator A.6		Number of institutional sites assisted			
Jordan	Output B		School meals recipients benefit from improved access to nutritious and diversified food.		B: Nutritious foods provided	
Jordan	Output E*		School meal recipients benefit from improved access to nutritious and diversified food.		E*: Social and behaviour change communication (SBCC) delivered	
Jordan	Output Indicator E*.4		Number of people reached through interpersonal SBCC approaches			
Jordan	Output F		School meal recipients benefit from improved access to nutritious and diversified food.		F: Purchases from smallholders completed	
Jordan	Output Indicator F.2		Quantity of fortified foods, complementary foods and specialized nutritious foods purchased from local suppliers			
Jordan	Output N*		School meals recipients benefit from improved access to nutritious and diversified food.		N*: School feeding provided	
Jordan	Output Indicator N*.1		Feeding days as percentage of total school days			
Jordan	Output Indicator N*.2		Average number of school days per month on which multi-fortified or at least 4 food groups were provided (nutrition-sensitive indicator)			

Jordan	Strategic Outcome 03	JO02.01.031	Vulnerable populations in Jordan, with a focus on women and young people, are more self-reliant and have better livelihood opportunities by 2022.	Livelihood opportunities	1.1: Maintained/enhanced individual and household access to adequate food	Effective targeting criteria, sufficient capacity of the cooperating partner to implement the programme, well designed activity culturally acceptable for women.
Jordan	Outcome Indicator 1.1.1		Food Consumption Score			
Jordan	Outcome Indicator 1.1.2.2		Consumption-based Coping Strategy Index (Average)			
Jordan	Outcome Indicator 1.1.2.3		Livelihood-based Coping Strategy Index (Percentage of households using coping strategies)			
Jordan	Outcome Indicator 1.1.2.4		Livelihood-based Coping Strategy Index (Average)			
Jordan	Outcome Indicator 1.1.33		Proportion of the population in targeted communities reporting environmental benefits			
Jordan	Outcome Indicator 1.1.34		Proportion of targeted communities where there is evidence of improved capacity to manage climate shocks and risks			
Jordan	Outcome Indicator 1.1.62		Number of national programmes enhanced as a result of WFP-facilitated South-South and triangular cooperation support (new)			
Jordan	Activity 05	JO02.01.031.ACL1	Provide livelihood support (training, income-generating opportunities, asset creation) to vulnerable people in rural and urban settings, with a focus on women and young people	05 Livelihood support	ACL: Asset creation and livelihood support activities	
Jordan	Output A		Vulnerable people are supported in enhancing their livelihoods by participating in asset creation linked to climate change adaptation and disaster risk reduction.		A: Resources transferred	
Jordan	Output Indicator A.1		Number of women, men, boys and girls receiving food/cash-based transfers/commodity vouchers/capacity strengthening transfers			
Jordan	Output Indicator A.3		Total amount of cash transferred to targeted beneficiaries			
Jordan	Output A		Vulnerable people are supported in enhancing their livelihoods through training and small business promotion.		A: Resources transferred	
Jordan	Output Indicator A.1		Number of women, men, boys and girls receiving food/cash-based transfers/commodity vouchers/capacity strengthening transfers			
Jordan	Output Indicator A.3		Total amount of cash transferred to targeted beneficiaries			
Jordan	Output A		Vulnerable smallholder farmers are supported in sustainably improving their livelihoods by benefiting from strengthened capacities and asset provision.		A: Resources transferred	
Jordan	Output Indicator A.1		Number of women, men, boys and girls receiving food/cash-based transfers/commodity vouchers/capacity strengthening transfers			
Jordan	Output Indicator A.3		Total amount of cash transferred to targeted beneficiaries			
Jordan	Output C		Vulnerable people are supported in enhancing their livelihoods through training and small business promotion.		C: Capacity development and technical support provided	
Jordan	Output Indicator C.4*		Number of people engaged in capacity strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities (new)			
Jordan	Output D		Vulnerable people are supported in enhancing their livelihoods by participating in asset creation linked to climate change adaptation and disaster risk reduction.		D: Assets created	
Jordan	Output Indicator D.1		Number of assets built, restored or maintained by targeted households and communities, by type and unit of measure			
Jordan	Output D		Vulnerable people are supported in enhancing their livelihoods through training and small business promotion.		D: Assets created	
Jordan	Output Indicator D.2*		Number of people provided with direct access to energy products or services			
Jordan	Output F		Vulnerable smallholder farmers are supported in sustainably improving their livelihoods by benefiting from strengthened capacities and asset provision.		F: Purchases from smallholders completed	
Jordan	Output Indicator F.1		Number of smallholder farmers supported/trained			

Jordan	Strategic Goal 2		Partner to support implementation of the SDGs		SDG 17: Strengthen the means of implementation and revitalize the global partnership for sustainable development	
Jordan	Strategic Objective 5		Partner for SDG results			
Jordan	Strategic Result 8	JO02.08	Sharing of knowledge, expertise and technology strengthen global partnership support to country efforts to achieve the SDGs (SDG Target 17.16)	Sharing of knowledge, expertise and tech	SDG Target: 17.16 Enhance the Global Partnership for Sustainable Development, complemented by multi-stakeholder partnerships that mobilize and share knowledge, expertise, technology and financial resources, to support the achievement of the Sustainable Development Goals in all countries, in particular developing countries	
Jordan	Strategic Result 8 National SDG Target		National result: Develop a comprehensive, action-oriented food security plan (Zero hunger strategic review, recommendation 3). Link to UNSDF: Fostering Partnerships and Innovation (under outcome 1).			
Jordan	Strategic Outcome 04	JO02.08.041	Partnerships in support of the Sustainable Development Goals in Jordan are strengthened through effective and innovative solutions from WFP and its partners by 2022.	Innovation and partnership	8.1: Enhanced common coordination platforms	food security sector plan in place that increases coordination within the sector and other actors. □ continuing to innovate within WFP activities and acting as a catalyst for others
Jordan	Outcome Indicator 8.1.3		Partnerships Index (new)			
Jordan	Outcome Indicator 8.1.4		Number of national food security and nutrition policies, programmes and system components enhanced as a result of WFP capacity strengthening (new)			
Jordan	Activity 06	JO02.08.041.CSI1	With other actors, develop a comprehensive food security and nutrition sector plan linked to other sectors and supported by a coordination structure	06 Food security sector	CSI: Institutional capacity strengthening activities	
Jordan	Output M		People in Jordan benefit from strengthened national capacities to effectively plan, coordinate and monitor the food security sector.		M: National coordination mechanisms supported	
Jordan	Output Indicator M.1		Number of national coordination mechanisms supported			
Jordan	Activity 07	JO02.08.041.CPA1	Facilitate knowledge exchange between partners and the Government to promote piloting and scaling of innovative approaches to achieving the SDGs.	07 Innovation approach	CPA: Service provision and platforms activities	
Jordan	Output C		Vulnerable people in Jordan benefit from increased access of humanitarian and development partners to innovative assistance programming that enables them to provide more effective support, including in times of crisis.		C: Capacity development and technical support provided	
Jordan	Output Indicator C.4*		Number of people engaged in capacity strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities (new)			
Jordan	Output Indicator C.6*		Number of tools or products developed or revised to enhance national food security and nutrition systems as a result of WFP capacity strengthening support (new)			
Jordan	Output K		Vulnerable people in Jordan benefit from increased access of humanitarian and development partners to innovative assistance programming that enables them to provide more effective support, including in times of crisis.		K: Partnerships supported	
Jordan	Output Indicator K.1		Number of partners supported			



Country		WBS Code	Description	WINGS / Short Description	Category	Assumptions
Jordan	Logframe (version 3.0) Type: csp-based	JO02	Jordan (2020 Jan - 2022 Dec)			
Jordan	Strategic Goal 1		Support countries to achieve zero hunger		SDG2: End hunger, achieve food security and improved nutrition and promote sustainable agriculture	
Jordan	Cross-cutting Result C.1				Affected populations are able to hold WFP and partners accountable for meeting their hunger needs in a manner that reflects their views and preferences	
Jordan	Cross-cutting Indicator C.1.1		Proportion of assisted people informed about the programme (who is included, what people will receive, length of assistance)			
Jordan	Cross-cutting Indicator C.1.2		Proportion of project activities for which beneficiary feedback is documented, analysed and integrated into programme improvements			
Jordan	Cross-cutting Result C.2				Affected populations are able to benefit from WFP programmes in a manner that ensures and promotes their safety, dignity and integrity	
Jordan	Cross-cutting Indicator C.2.2		Proportion of targeted people receiving assistance without safety challenges (new)			
Jordan	Cross-cutting Indicator C.2.3		Proportion of targeted people who report that WFP programmes are dignified (new)			
Jordan	Cross-cutting Indicator C.2.4		Proportion of targeted people having unhindered access to WFP programmes (new)			
Jordan	Cross-cutting Result C.3				Improved gender equality and women's empowerment among WFP-assisted population	
Jordan	Cross-cutting Indicator C.3.1		Proportion of households where women, men, or both women and men make decisions on the use of food/cash/vouchers, disaggregated by transfer modality			
Jordan	Cross-cutting Indicator C.3.2		Proportion of food assistance decision-making entity – committees, boards, teams, etc. – members who are women			
Jordan	Cross-cutting Indicator C.3.3		Type of transfer (food, cash, voucher, no compensation) received by participants in WFP activities, disaggregated by sex and type of activity			
Jordan	Cross-cutting Result C.4				Targeted communities benefit from WFP programmes in a manner that does not harm the environment	
Jordan	Cross-cutting Indicator C.4.1		Proportion of activities for which environmental risks have been screened and, as required, mitigation actions identified			
Jordan	Cross-cutting Indicator C.4.1*		Proportion of FLAs/MOUs/CCs for CSP activities screened for environmental and social risk			

Source: CSP – Country Office

# Annex XI. Subject being evaluated – further information

Table 19: Description of the CSP and main shifts from the T-ICSP<sup>214</sup>

SO/Activity	Description and main shifts from the T-ICSP
<b>SO1:</b> Crisis-affected populations in Jordan, including refugees, meet their food and nutrition needs throughout the year.	
<b>Act 1:</b> Provide nutrition-sensitive food assistance to refugees and other crisis-affected populations	<p>The focus is <b>crisis response</b> to address the needs of populations affected by shocks. SO1 responds to the basic food and nutrition requirements of refugees through the unconditional transfer of resources (e.g., CBT) to support access to food. WFP provides CBT with a transfer value of USD 32 per month per person to extremely vulnerable households and USD 21 per month per person to moderately vulnerable households in host communities. In camps, all households receive USD 32 per month. Refugees in communities are provided with an electronic card (Mastercard) that can be used to withdraw cash at nearly 1,000 ATMs and/or used at 200 WFP contracted shops to purchase food commodities, while refugees in camps benefit from food-restricted electronic vouchers operated via blockchain technology/iris scanning. SO1 has received most of the financial support and has the highest caseload of WFP beneficiaries. Under SO1, WFP supports the Government of Jordan in emergency preparedness and response through capacity strengthening of the National Centre for Security and Crisis Management (NCSCM).</p> <p>In 2020, the CO received for the first time a grant from Bill &amp; Melinda Gates Foundation to enhance financial inclusion of refugees and identify women empowerment opportunities. In 2021, the CO undertook a retargeting exercise to ensure the caseload under Act 1 includes the most vulnerable persons. The previous targeting exercise was done in 2015. In addition to the retargeting, and because the CO anticipated a funding shortfall, a prioritization exercise was embedded in the retargeting process.</p> <p><b>Shifts from T-ICSP:</b> Act 1 is unchanged, while Act 2 under the T-ICSP now corresponds to SO2/Act 4 under the CSP.</p>
<b>Act 2:</b> Provide tools, systems and training to the Government to enhance its emergency preparedness and response capabilities	
<b>SO2:</b> Vulnerable populations in Jordan, including children, are covered by adequate social protection schemes by 2022.	
<b>Act 3:</b> Support the Government in reforming and expanding national social protection schemes	<p>The focus is <b>resilience-building</b> by supporting adequate and appropriate social safety nets. The priority for WFP is to work with national stakeholders to influence social protection reform. In 2019, WFP signed a Memorandum of Understanding (MoU) with NAF covering the provision of technical assistance and support during 2020-2022. WFP supports a number of building blocks of the social safety net delivery chain, including the operational processes of data validation through household visits, digital payments enrolment and systems integration, Monitoring and Evaluation, Grievance and Redress Mechanisms (GRM) to enhance NAF's transparency and accountability.</p>
<b>Act 4:</b> Provide nutrition-sensitive school feeding to targeted children	

<sup>214</sup> As the CSP BR02 was not approved at the time of the report drafting, it is not reflected in Table 4.

SO/Activity	Description and main shifts from the T-ICSP
	<p>WFP has been a long-term supporter of Government of Jordan school feeding programmes through the provision of nutritious snacks and set up of Healthy Kitchens. Critical to WFP's engagement is the support for the development of the National School Feeding Strategy (NSFS).</p> <p><b>Shifts from T-ICSP:</b> While technical assistance for social programmes to Government of Jordan entities was already part of Act 3 under the T-ICSP, it was essentially focused on meeting the basic food and nutrition needs of vulnerable Jordanians through the provision of unconditional resource transfers. Act 4 is unchanged.</p>
<p><b>SO3:</b> Vulnerable populations in Jordan, with a focus on women and young people, are more self-reliant and have better livelihood opportunities by 2022</p>	
<p><b>Act 5:</b> Provide livelihood support (training, income-generating opportunities, asset creation) to vulnerable people in rural and urban settings, with a focus on women and young people</p>	<p>The focus is <b>resilience-building</b>, targeting selected beneficiaries of WFP food assistance and NAF to increase self-reliance and transition out of those programmes. Support for smallholders has been gradually introduced to enhance market access, post-harvest handling and linkages. Vulnerable women and youth have been assisted with asset creation, training and income-generating opportunities linked to a variety of sectors, supporting a wide variety of livelihoods. The support to smallholder farmers is to a limited extent linked to the water-climate-food security nexus – highlighted in the CSP for resilience activities – and the promotion of water resource management.</p> <p><b>Shifts from T-ICSP:</b> Act 5 is unchanged but, under the CSP, now includes a focus on youth.</p>
<p><b>SO4:</b> Partnerships in support of the Sustainable Development Goals in Jordan are strengthened through effective and innovative solutions from WFP and its partners by 2022</p>	
<p><b>Act 6:</b> With other actors, develop a comprehensive food security and nutrition sector plan linked to other sectors and supported by a coordination structure</p>	<p>The focus is on <b>resilience-building</b> and capacity strengthening of Government of Jordan institutions and other stakeholders in their ability to support the food security and nutrition of diverse population groups. Key is the focus on supporting innovative technologies and practices. Under Act 6, WFP has supported the Government of Jordan with the development of the National Food Security Strategy. Under Act 7, WFP has engaged with the private sector, especially start-ups, to promote innovative solutions through Public-Private Partnerships (PPP) to achieve SDG2.</p>
<p><b>Act 7:</b> Facilitate knowledge exchange between partners and the Government to promote piloting and scaling of innovative approaches to achieving the SDGs</p>	<p><b>Shifts from T-ICSP:</b> SO4 was not part of the T-ICSP and was introduced within the CSP with Acts 6 and 7 to contribute to achieving SDG 17.</p>

**Table 20: T-ICSP CPB cumulative financial overview by SO and activity**

SO	Activity	NBP (USD)	Allocated Resources (USD)	Allocated Resources / NBP (%)	Expenditure (USD)	Expenditure / Allocated Resources (%)
SO1	Act 1	373,181,548	339,770,995	91.0%	337,923,676	99.5%
	Act 2	11,035,024	8,670,829	78.6%	8,425,773	97.2%
	<b>sub-total</b>	<b>384,216,572</b>	<b>348,441,824</b>	<b>90.7%</b>	<b>346,349,450</b>	<b>99.4%</b>
SO2	Act 3	14,122,345	3,473,515	24.6%	3,316,420	95.5%
	Act 4	18,939,662	14,901,442	78.7%	14,513,667	97.4%
	<b>sub-total</b>	<b>33,062,007</b>	<b>18,374,958</b>	<b>55.6%</b>	<b>17,830,087</b>	<b>97.0%</b>
SO3	Act 5	44,356,859	9,359,830	21.1%	9,316,290	99.5%
	<b>sub-total</b>	<b>44,356,859</b>	<b>9,359,830</b>	<b>21.1%</b>	<b>9,316,290</b>	<b>99.5%</b>
Non-SO specific	Non-activity specific	0	50,206	-	0	0.0%
Total Direct Operational Cost		461,635,439	376,226,820	81.5%	373,495,826	99.3%
DSC		12,888,364	7,547,234	58.6%	6,642,307	88.0%
Total Direct Costs		474,523,803	383,774,054	80.9%	380,138,133	99.1%
ISC		30,844,047	24,830,587	80.5%	24,830,587	100.0%
<b>Grand Total</b>		<b>505,367,850</b>	<b>408,604,642</b>	<b>80.9%</b>	<b>404,968,721</b>	<b>99.1%</b>

Source: ACR1-A Standard Country Report Cumulative for JO01, (accessed on 15 June 2021 from IRM Analytics).

## Annex XII. Detailed overview of outputs and outcomes

Table 21: Planned versus actual beneficiaries by gender, 2018 to mid-2021

Indicator	Planned value	Actual value	% achieved
2018			
Male	533,735	499,985	93.7%
Female	538,840	586,938	108.9%
Total	1,072,575	1,086,923	101.3%
2019			
Male	535,215	533,413	99.7%
Female	537,360	609,315	113.4%
Total	1,072,575	1,142,728	106.5%
2020			
Male	457,998	483,171	105.5%
Female	455,527	569,834	125.1%
Total	913,525	1,053,005	115.3%
Mid-2021			
Male	538,754	365,544	67.8%
Female	534,461	367,009	68.7%
Total	1,073,215	732,554	68.3%

**Table 22: Planned versus actual cash and food transfers, 2018 to mid-2021**

Indicator	Unit	Planned value	Actual value	% achieved
2018				
Food transferred	MT	11,327	10,881	96.1%
Cash transferred	US\$	180,503,492	162,381,490	90.0%
2019				
Food transferred	MT	7,441	4,014	53.9%
Cash transferred	US\$	204,445,386	172,247,631	84.3%
2020				
Food transferred	MT	1,885	1,582	83.9%
Cash transferred	US\$	185,426,207	166,687,571	89.9%
Mid-2021				
Food transferred	MT	1,086	621	57.2%
Cash transferred	US\$	103,336,455	90,007,857	87.1%

Source: 2018-2020 ACRs. Jordan Country Office shared data for January-June 2021 (accessed on 28 October 2021).

**Table 23: T-ICSP output indicators, 2018 to 2019**

Output indicator	Unit	2018			2019		
		Planned	Actual	% achieved	Planned	Actual	% achieved
SO1: Food insecure Syrian refugees have access to safe, adequate and nutritious food throughout the year.							
Activity 1: Provide unconditional resource transfers to refugees.							
Beneficiaries receiving cash-based transfers	Male	260,000	246,131	94.7%	260,000	245,300	94.3%
	Female	260,000	251,102	96.6%	260,000	243,346	93.6%

Beneficiaries receiving food transfers	Male	56,251	54,966	97.7%	56,252	56,845	101.1%
	Female	56,250	56,076	99.7%	56,248	56,393	100.3%
Food transfers	MT	6,717	9,153	136.3%	380	367	96.6%
Cash-based transfers	US\$	163,299,435	154,496,813	94.6%	178,033,898	163,263,843	91.7%
Number of retailers in cash-based transfer	Retailers	205	201	98%	210	212	99.1%
Number of technical assistance activities provided	Unit	2	2	100%	1	1	100
Activity 2: Provide school meals and nutrition related communication and behavioral change activities to refugee children							
Beneficiaries receiving cash-based transfers	Male	15,408	14,178	92.0%	15,407	14,892	96.7%
	Female	16,632	17,071	102.6%	16,632	16,490	99.1%
Beneficiaries receiving food transfers	Male	10,000	11,273	112.7%	7,500	13,221	176.3%
	Female	10,000	13,779	137.8%	7,500	14,760	196.8%
Food transfers	MT	32	23	71.7%	43	61	141.9%
Cash-based transfers	US\$	3,373,825	2,581,818	76.5%	3,264,737	3,264,737	100%
Average number of school days per month on which multifortified foods or at least four food groups were provided	Days	36	36	100%	18	18	100%
Number of schools assisted by WFP	School	43	43	100%	43	43	100%
Number of people reached through interpersonal SBCC approaches <sup>215</sup>	Male	Not started	Not started	Not started	20	20	100%
	Female	Not started	Not started	Not started	80	80	100%
SO2: Vulnerable Jordanians, including school-aged children, are enabled to meet their basic food and nutrition needs all year long.							
Activity 3: Provide unconditional resource transfers to vulnerable Jordanians							
Beneficiaries receiving food transfers	Male	70,000	71,162	101.7%	70,000	114,716	163.9%

<sup>215</sup> According to ACR 2018, for SO1 and SO2 “the nutrition messaging activities are planned for 2019 and will be reported on in next year's ACR.”

	Female	70,000	87,730	125.3%	70,000	138,409	197.7%
Food transfers	MT	3,149	329	10.5%	5,282	942	17.8%
Number of technical assistance activities provided	Unit	Not reported in ACR	Not reported in ACR	Not reported in ACR	3	3	100%
Activity 4: Provide school meals and nutrition related communication and behavioral change activities to children in host communities.							
Beneficiaries receiving cash-based transfers	Male	29,235	24,972	85.4%	29,235	25,327	86.6%
	Female	29,940	34,335	114.7%	29,941	33,409	111.6%
Beneficiaries receiving food transfers	Male	171,000	148,766	87.0%	171,000	142,526	83.3%
	Female	171,000	205,438	120.1%	171,000	190,478	111.4%
Food transfers	MT	1,700	1,375	80.9%	1,734	2,643	152.4%
Cash-based transfers	US\$	3,152,265	2,949,463	93.6%	3,570,480	3,333,948	93.4%
Average number of schooldays per month on which multifortified foods or at least four food groups were provided	Days	17	17	100%	17	17	100%
Number of schools assisted by WFP	School	1,832	1,832	100%	1,832	1,832	100%
Number of people reached through interpersonal SBCC approaches	Male	Not started	Not started	Not started	7,740	7,740	100%
	Female	Not started	Not started	Not started	10,260	10,260	100%
SO3: Vulnerable women and men in targeted refugee and Jordanian communities sustainably improve their skills, capacities, and livelihood opportunities by 2019.							
Activity 5: Provide asset creation and livelihood support activities including through individual capacity strengthening to vulnerable Syrians and Jordanians							
Beneficiaries receiving cash-based transfers	Male	8,000	5,434	67.9%	8,000	6,332	79.2%
	Female	12,000	5,655	47.1%	12,000	5,713	47.6%
Cash-based transfers	US\$	10,677,966	2,353,396	22%	19,576,271	3,057,217	15.6%
Number of training sessions/workshop organized	Session	2	2	100%	5	5	100%
Number of people trained	Individual	250	247	98.8%	18	18	100%



Number of social infrastructures rehabilitated (School Building, Facility Center, Community Building, Market Stalls, etc.)	Number	279	279	100%	350	350	100%
Number of tree seedlings produced	Number	610,000	610,000	100%	1,600,000	1,600,000	100%

Source: ACR 2018-2019; COMET report CM-R020 Actual Beneficiaries – disaggregated by gender, age group against planned (accessed on 27 October 2020); COMET Report CM-RO14 Food and CBT for 2018 (accessed on 9 July 2021).

**Table 24: T-ICSP outcome indicators, 2018 to 2019**

Outcome indicator	Gender	2018				2019			
		Base value	Follow up	Year end target	CSP End Target	Base value	Follow up	Year end target	CSP end Target
SO1: Food insecure Syrian refugees have access to safe, adequate and nutritious food throughout the year.									
Activity 1: Provide unconditional resource transfers to refugees. <sup>216</sup>									
Percentage of households with Acceptable Food Consumption Score	Male	71.00	72.00	≥71.00	≥71.00	77.60	92	≥90	≥90
	Female	67.00	71.00	≥67.00	≥67.00	74.40	89	≥90	≥90
	Overall	70.00	71.00	≥70.00	≥70.00	76.50	91	≥90	≥90
Percentage of households with Borderline Food Consumption Score	Male	24.00	21.00	≤24.00	≤24.00	17.90	7	≤9	≤9
	Female	27.00	22.00	≤26.00	≤26.00	20.30	10	≤9	≤9
	Overall	24.00	22.00	≤24.00	≤24.00	18.70	8	≤9	≤9
Percentage of households with Poor Food Consumption Score	Male	5	7	≤5	≤5	4.50	1	≤1	≤1
	Female	7	7	≤7	≤7	5.30	1	≤1	≤1
	Overall	6	7	≤6	≤6	4.80	1	≤1	≤1

<sup>216</sup> Figures for 2019 outcome indicators under Act 1 reflect 'Overall Syrian refugees'.

Consumption-based Coping Strategy Index (Average)	Male	17.00	12.30	≤17.00	≤17.00	11.93	3.59	≤3	≤3
	Female	18.20	13.40	≤18.00	≤18.00	12.60	4.56	≤3	≤3
	Overall	17.30	12.60	≤17.00	≤17.00	12.14	3.80	≤3	≤3
Food Expenditure Share	Male	46.00	37.00	≤45.00	≤45.00	40	=39	=39	54
	Female	45.00	36.00	≤45.00	≤45.00	36	=39	=39	51
	Overall	46.00	37.00	≤45.00	≤45.00	39	=39	=39	53
SO2: Vulnerable Jordanians, including school-aged children, are enabled to meet their basic food and nutrition needs all year long.									
Activity3: Provide unconditional resource transfers to vulnerable Jordanians.									
Percentage of households with Acceptable Food Consumption Score	Male	Not reported in ACR				74.20	Not available	≥85	≥85
	Female	Not reported in ACR				67.90	Not available	≥85	≥85
	Overall	Not reported in ACR				72.50	Not available	≥85	≥85
Percentage of households with Borderline Food Consumption Score	Male	Not reported in ACR				20.40	Not available	≤10	≤10
	Female	Not reported in ACR				24.90	Not available	≤10	≤10
	Overall	Not reported in ACR				21.60	Not available	≤10	≤10
Percentage of households with Poor Food Consumption Score	Male	Not reported in ACR				5.40	Not available	≤5	≤5
	Female	Not reported in ACR				7.20	Not available	≤5	≤5
	Overall	Not reported in ACR				5.90	Not available	≤5	≤5
Activity 4: Provide school meals and nutrition related communication and behavioral change activities to children in host communities.									

Drop-out rate	Overall	Not reported in ACR				1	1	=1	=1
Retention rate	Overall	Not reported in ACR				99	99	=99	=99
SO3: Vulnerable women and men in targeted refugee and Jordanian communities sustainably improve their skills, capacities, and livelihood opportunities by 2019.									
Activity 5: Provide asset creation and livelihood support activities, including through individual capacity strengthening to vulnerable Syrians and Jordanians.									
Proportion of the population in targeted communities reporting benefits from an enhanced asset base	Overall	0	83.00	=85.00	=85.00	0	93	≥90	≥90
Proportion of the population in targeted communities reporting environmental benefits	Overall	Not reported in ACR				0	63	≥70	≥70
Consumption-based Coping Strategy Index (Average)	Male	10.27	8	≤10.00	≤10.00	-	-	-	-
	Female	9.54	8.20	≤9	≤9	-	-	-	-
	Overall	10.00	8.70	≤10.00	≤10.00	-	-	-	-
Percentage of households with Acceptable Food Consumption Score	Male	63.80	78.60	≥64.00	≥64.00	-	-	-	-
	Female	81.60	83.00	≥82.00	≥82.00	-	-	-	-
	Overall	71.20	80.50	≥71.00	≥71.00	-	-	-	-
Percentage of households with Borderline Food Consumption Score	Male	21.70	10.70	≤22.00	≤22.00	-	-	-	-
	Female	8.20	17.00	≤8	≤8	-	-	-	-
	Overall	16.20	13.20	≤16.00	≤16.00	-	-	-	-
Percentage of households with Poor Food Consumption Score	Male	14.50	10.70	≤14.00	≤14.00	-	-	-	-
	Female	10.20	0	≤10.00	≤10.00	-	-	-	-
	Overall	12.70	6.30	≤13.00	≤13.00	-	-	-	-
Food Expenditure Share	Male	40.90	40.70	≤41.00	≤41.00	-	-	-	-

	Female	35.40	35.65	≤35.00	≤35.00	-	-	-	-
	Overall	38.63	38.56	≤39.00	≤39.00	-	-	-	-
Livelihood-based Coping Strategy Index (Average)	Male	5.19	1.17	≤5	≤5	-	-	-	-
	Female	4.27	1.66	≤4	≤4	-	-	-	-
	Overall	4.80	1.40	≤5	≤5	-	-	-	-
Jordanians and Syrians participating in agricultural activity									
Percentage of households with Acceptable Food Consumption Score	Male	-	-	-	-	77	90.50	≥85	≥85
	Female	-	-	-	-	81.80	93.50	≥85	≥85
	Overall	-	-	-	-	77.50	91.10	≥85	≥85
Percentage of households with Borderline Food Consumption Score	Male	-	-	-	-	14.40	8.10	≤10	≤10
	Female	-	-	-	-	13.60	6.50	≤10	≤10
	Overall	-	-	-	-	14.50	7.80	≤10	≤10
Percentage of households with Poor Food Consumption Score	Male	-	-	-	-	8.60	1.40	≤5	≤5
	Female	-	-	-	-	4.60	0	≤5	≤5
	Overall	-	-	-	-	8	1.10	≤5	≤5
Consumption-based Coping Strategy Index (Average)	Male	-	-	-	-	4.34	3.35	≤4	≤4
	Female	-	-	-	-	7.04	2.60	≤4	≤4
	Overall	-	-	-	-	4.63	3.24	≤4	≤4
Livelihood-based Coping Strategy Index (Average)	Male	-	-	-	-	8.02	5.37	≤5	≤5
	Female	-	-	-	-	9.72	6.69	≤5	≤5
	Overall	-	-	-	-	8.20	5.64	≤5	≤5
Food expenditure share	Male	-	-	-	-	30.30	32.60	≤30	≤30
	Female	-	-	-	-	27.70	30.97	≤30	≤30
	Overall	-	-	-	-	30.02	32.35	≤30	≤30

Jordanians and Syrians participating in rehabilitation of schools activity									
Percentage of households with Acceptable Food Consumption Score	Male	-	-	-	-	85.70	83.10	≥85	≥85
	Female	-	-	-	-	69.50	81.40	≥85	≥85
	Overall	-	-	-	-	82.80	82.80	≥85	≥85
Percentage of households with Borderline Food Consumption Score	Male	-	-	-	-	10.30	13.60	≤12	≤12
	Female	-	-	-	-	22	18.60	≤12	≤12
	Overall	-	-	-	-	12.40	14.50	≤12	≤12
Percentage of households with Poor Food Consumption Score	Male	-	-	-	-	4	3.30	≤3	≤3
	Female	-	-	-	-	8.50	0	≤3	≤3
	Overall	-	-	-	-	4.80	2.70	≤3	≤3
Consumption-based Coping Strategy Index (Average)	Male	-	-	-	-	5.48	5.20	≤4	≤4
	Female	-	-	-	-	6.57	4.67	≤4	≤4
	Overall	-	-	-	-	5.67	5.11	≤4	≤4
Livelihood-based Coping Strategy Index (Average)	Male	-	-	-	-	15.38	14.96	≤10	≤10
	Female	-	-	-	-	13.86	13.20	≤10	≤10
	Overall	-	-	-	-	15.11	14.65	≤10	≤10
Food expenditure share	Male	-	-	-	-	39.22	34.93	≤38	≤38
	Female	-	-	-	-	36.97	33.64	≤38	≤38
	Overall	-	-	-	-	38.82	34.70	≤38	≤38

Source: ACR 2018-2019.

**Table 25: CSP output indicators, 2020 to mid-2021**

Output indicator	Unit	2020			Mid-2021		
		Planned	Actual	% achieved	Planned	Actual	% achieved
SO1: Crisis affected populations in Jordan, including refugees, meet their food and nutrition needs throughout the year.							
Activity 1: Provide nutrition-sensitive food assistance to refugees and other crisis-affected populations.							
Beneficiaries receiving cash-based transfers	Male	240,000	233,868	97.4%	262,500	261,586	99.7%
	Female	240,000	265,383	110.6%	262,500	263,688	100.5%
Beneficiaries receiving food transfers	Male	55,952	176,100	314.7%	108,795	138,013	126.9%
	Female	55,948	199,728	357.0%	108,795	139,122	127.9%
Food transfers	MT	495	457	92.3%	456	366	80.3%
Cash-based transfers	US\$	162,711,864	164,078,703	100.8%	89,177,967	87,376,473	98.0%
Number of retailers in cash-based transfers	Retailer	321	205	63.9%	205	205	100.0%
Number of direct beneficiaries of capacity-strengthening transfers	Male	0	7,404	-	0	0	-
	Female	0	7,464	-	0	0	-
Activity 2: Provide tools, systems and training to the Government to enhance its emergency preparedness and response capabilities.							
Number of technical assistance activities provided	Unit	1	1	100%	1	0	0%
Number of tools or products developed or revised to enhance national food security and nutrition systems as a result of WFP capacity strengthening support (new)	Unit	-	-	-	1	0	0%
SO2: Vulnerable populations in Jordan, including children, are covered by adequate social protection schemes by 2022.							
Activity 3: Support the Government in reforming and expanding national social protection schemes.							

Number of capacity-strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities	Unit	2	2	100%	2	2	100%
Number of tools or products developed	Unit	-	-	-	1	0	0%
Number of national institutions benefiting from embedded or seconded expertise as a result of WFP capacity-strengthening support	Unit	1	1	100%	1	1	100%
Number of capacity-strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities	Unit	4	4	100%	4	4	100%
Number of tools or products developed or revised to enhance national food security and nutrition systems as a result of WFP capacity-strengthening support	Unit	4	4	100%	3	3	100%
Number of national institutions benefiting from embedded or seconded expertise as a result of WFP capacity-strengthening support	Unit	1	1	100%	2	2	100%
Activity 4: Provide nutrition-sensitive school feeding to targeted children.							
Beneficiaries receiving cash-based transfers	Male	44,269	39,031	88.2%	44,520	0	0%
	Female	44,256	48,757	110.2%	44,505	0	0%

Beneficiaries receiving food transfers	Male	179,750	297,445	165.5%	180,750	73,682	40.8%
	Female	179,750	384,788	214.1%	180,750	83,890	46.4%
Food transfers	MT	1,390	1,125	80.9%	720	255.4	35.5%
Cash-based transfers	US\$	6,019,342	1,516,517	25.2%	2,267,400	0	0%
Number of schools assisted by WFP	School	1,875	1,875	100%	1875	20	1.1%
Number of direct beneficiaries of capacity-strengthening transfers	Male	7,760	0	0%	7,760	0	0%
	Female	10,340	0	0%	10,340	0	0%
Average number of school days per month on which multivitaminized or at least four food groups were provided (nutrition-sensitive indicator)	Days	17	2	11.8%	17	1	5.9%
SO3: Vulnerable populations in Jordan, with a focus on women and young people, are more self-reliant and have better livelihood opportunities by 2022.							
Activity 5: Activity 05: Provide livelihood support (training, income-generating opportunities, asset creation) to vulnerable people in rural and urban settings, with a focus on women and young people.							
Beneficiaries receiving cash-based transfers	Male	22,481	4,414	19.6%	26,979	4,396	16.3%
	Female	20,019	4,141	20.7%	24,021	3,934	16.4%
Cash-based transfers	US\$	16,695,000	1,092,352	6.5%	11,352,600	2,631,384	23.2%
Number of direct beneficiaries of capacity strengthening transfers	Male	1,875	1,875	100%	4,063	0	0%
	Female	1,875	1,875	100%	4,063	0	0%
Number of tree seedlings produced/provided	Number	1,000,000	1,000,000	100%	400,000	400,000	100%
Number of smallholder farmers supported by WFP	Individual	250	250	100%	300	300	100%
SO4: Partnerships in support of the Sustainable Development Goals in Jordan are strengthened through effective and innovative solutions from WFP and its							



partners by 2022.							
Activity 6: With other actors, develop a comprehensive food security and nutrition sector plan linked to other sectors and supported by a coordination structure.							
Number of national coordination mechanisms supported	Unit	1	1	100%	1	1	100%
Activity 7: Facilitate knowledge exchange between partners and the Government to promote piloting and scaling of innovative approaches to achieving the SDGs.							
Number of people engaged in capacity-strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities	Individual	249	182	73.1%	1,650	1,650	100%
Number of partners supported	Partner	3	3	100%	3	3	100%

Source: ACR 2020. Jordan Country Office shared data for January-June 2021 (accessed on 28 October 2021).

Note: For Act 6 'Number of national coordination mechanisms supported' and Act 7 'Number of partners supported', planned figures reflect the entire 2021 period as planned Jan-June 2021 (i.e. 'mid-2021') figures are not available

**Table 26: CSP outcome indicators, 2020**

Outcome indicator	Gender	2020			
		Base value	Follow up	Year end target	CSP end target
SO1: Crisis-affected populations in Jordan, including refugees, meet their food and nutrition needs throughout the year.					
Activity 1: Provide nutrition-sensitive food assistance to refugees and other crisis-affected populations. <sup>217</sup>					
Consumption-based	Male	3.59	10.28	≤3.55	≤3.48

<sup>217</sup> Figures for 2020 outcome indicators under Act 1 reflect 'Overall Syrian refugees'.

Coping Strategy Index (Average)	Female	4.56	10.65	≤4.23	≤3.56
	Overall	3.8	10.36	≤3.68	≤3.43
Food Consumption Score – Nutrition: Percentage of households that consumed heme iron rich food daily (in the last 7 days)	Male	3	Not available	≥9	≥27.2
	Female	2	Not available	≥11.4	≥40.9
	Overall	3	Not available	≥10	≥32.2
Food Consumption Score – Nutrition: Percentage of households that consumed Vit A rich food daily (in the last 7 days)	Male	71	Not available	≥72.8	≥78.2
	Female	67	Not available	≥69.9	≥79.9
	Overall	70	Not available	≥72.2	≥79.1
Food Consumption Score – Nutrition: Percentage of households that consumed Protein rich food daily (in the last 7 days)	Male	84	Not available	≥84.5	≥87.6
	Female	78	Not available	≥80.4	≥87
	Overall	82	Not available	≥83.7	≥87.8
Food Consumption Score – Nutrition: Percentage of households that never consumed heme iron rich food (in the last 7 days)	Male	23	Not available	≤21.8	≤17.4
	Female	27	Not available	≤24.3	≤16.2
	Overall	24	Not available	≤22.3	≤16.8
Food Consumption Score – Nutrition: Percentage of households that never consumed protein-rich food (in the last 7 days)	Male	1	Not available	≤1.2	≤0.9
	Female	1	Not available	≤0.7	≤0.5
	Overall	1	Not available	≤1	≤0.8
	Male	3	Not available	≤3.3	≤2.6
	Female	5	Not available	≤4.3	≤2.9

Food Consumption Score – Nutrition: Percentage of households that had never consumed Vit A rich food (in the last 7 days)	Overall	4	Not available	≤3.5	≤2.6
Food Consumption Score – Nutrition: Percentage of households that sometimes consumed heme iron rich food (in the last 7 days)	Male	74	Not available	≥69.3	≥55.4
	Female	72	Not available	≥64.4	≥42.9
	Overall	73	Not available	≥67.7	≥51
Food Consumption Score – Nutrition: Percentage of households that sometimes consumed protein-rich food (in the last 7 days)	Male	15	Not available	≥14.3	≥11.4
	Female	21	Not available	≥18.9	≥12.6
	Overall	17	Not available	≥15.2	≥11.5
Food Consumption Score – Nutrition: Percentage of households that sometimes consumed Vit A rich food (in the last 7 days)	Male	26	Not available	≥23.9	≥19.2
	Female	29	Not available	≥25.9	≥17.3
	Overall	26	Not available	≥24.3	≥18.3
Percentage of households with Acceptable Food Consumption Score	Male	92	88.79	≥92.3	≥92.9
	Female	89	83.25	≥89.6	≥90.8
	Overall	91	87.5	≥91.4	≥92.2
Percentage of households with Borderline Food Consumption Score	Male	7	8.24	≤7.1	≤7
	Female	10	12.5	≤9.7	≤9.2
	Overall	8	≤7.8	≤7.9	9.2

Percentage of households with Poor Food Consumption Score	Male	1	2.97	$\leq 0.7$	=0
	Female	1	4.25	$\leq 0.7$	=0
	Overall	1	3.3	$\leq 0.7$	=0
Livelihood-based Coping Strategy Index: Percentage of households not using livelihood-based coping strategies	Male	11.6	7.05	$\geq 21.1$	$\geq 40.1$
	Female	10.9	9.75	$\geq 22.3$	$\geq 45.1$
	Overall	11.5	7.7	$\geq 21.5$	$\geq 41.5$
Livelihood-based Coping Strategy Index: Percentage of households using crisis coping strategies	Male	32.9	39.2	$\leq 28.5$	$\leq 19.7$
	Female	41.2	39.5	$\leq 35$	$\leq 22.7$
	Overall	34.6	39.3	$\leq 29.8$	$\leq 20.1$
Livelihood-based Coping Strategy Index: Percentage of households using emergency coping strategies	Male	5.3	10.47	$\leq 3.5$	=0
	Female	6.3	11.75	$\leq 4.2$	=0
	Overall	5.5	10.7	$\leq 3.7$	=0
Livelihood-based Coping Strategy Index: Percentage of households using stress coping strategies	Male	5.2	43.28	$\leq 46.9$	$\leq 40.2$
	Female	41.6	39	$\leq 38.5$	$\leq 32.2$
	Overall	48.5	42.3	$\leq 45.1$	$\leq 38.4$
Activity 2: Provide tools, systems and training to the Government to enhance its emergency preparedness and response capabilities.					
Number of national food security and nutrition policies, programmes and system components	Overall	0	0	=0	$\geq 1$

enhanced as a result of WFP capacity strengthening					
SO2: Vulnerable populations in Jordan, including children, are covered by adequate social protection schemes by 2022.					
Activity 3: Support the Government in reforming and expanding national social protection schemes.					
Proportion of cash-based transfers channelled through national social protection systems as a result of WFP capacity-strengthening support	Overall	0	0	=0	=0
Number of national food security and nutrition policies, programmes and system components enhanced as a result of WFP capacity strengthening	Overall	0	1	≥1	≥3
Activity 4: Provide nutrition-sensitive school feeding to targeted children.					
Number of national programmes enhanced as a result of WFP-facilitated South-South and triangular cooperation support	Overall	0	0	=0	≥1
Drop-out rate (camps)	Overall	2.3	Not available	≤2	≤1
Retention rate (camps)	Overall	97.7	Not available	≥98	≥99
Drop-out rate (host community)	Overall	1	Not available	≤1	≤1
Retention rate (host community)	Overall	99	Not available	≥99	≥99

SO3: Vulnerable populations in Jordan, with a focus on women and young people, are more self-reliant and have better livelihood opportunities by 2022.					
Activity 5: Provide livelihood support (training, income-generating opportunities, asset creation) to vulnerable people in rural and urban settings, with a focus on women and young people.					
Number of national programmes enhanced as a result of WFP-facilitated South-South and triangular cooperation support	Overall	0	0	=0	≥1
Proportion of the population in targeted communities reporting environmental benefits	Overall	63	92	≥70	≥70
DAA Activities					
Consumption-based Coping Strategy Index (Average)	Male	5.1	17.6	≤4.1	≤2.61
	Female	4.2	16.8	≤3.4	≤2.15
	Overall	4.8	17.2	≤3.8	≤2.46
Percentage of households with Acceptable Food Consumption Score	Male	97	73	≥98	≥98
	Female	90	71	≥92	≥95
	Overall	94	72	≥95	≥97
Percentage of households with Borderline Food Consumption Score	Male	3	24	≤2	≤2
	Female	10	27	≤8	≤5
	Overall	6	26	≤5	≤3
Percentage of households with Poor	Male	0	3	=0	=0
	Female	0	2	=0	=0

Food Consumption Score	Overall	0	2	=0	=0
Livelihood-based Coping Strategy Index: Percentage of households not using livelihood-based coping strategies	Male	14	4	≥30	≥55
	Female	21	4	≥37	≥60
	Overall	16	4	≥33	≥57
Livelihood-based Coping Strategy Index: Percentage of households using crisis coping strategies	Male	42	38	≤34	≤22
	Female	37	38	≤30	≤19
	Overall	41	38	≤33	≤21
Livelihood-based Coping Strategy Index: Percentage of households using emergency coping strategies	Male	6	27	≤5	≤3
	Female	2	30.5	≤2	≤1
	Overall	4	29	≤3	≤2
Livelihood-based Coping Strategy Index: Percentage of households using stress coping strategies	Male	39	31	≤31	≤20
	Female	40	27.5	≤32	≤20
	Overall	39	29	≤31	≤20
MOA Activities					
Consumption-based Coping Strategy Index (Average)	Male	2.5	2	≤2	≤1.29
	Female	3.3	1.9	≤2.6	≤1.67
	Overall	2.6	2	≤2.1	≤1.34
Percentage of households with Acceptable Food Consumption Score	Male	63	85	≥70	≥81
	Female	60	967	≥68	≥80
	Overall	62	88	≥70	≥81

Percentage of households with Borderline Food Consumption Score	Male	34	13	≤27	≤17
	Female	20	4	≤16	≤10
	Overall	32	11	≤26	≤16
Percentage of households with Poor Food Consumption Score	Male	3	1	≤3	≤2
	Female	20	0	≤16	≤10
	Overall	6	1	≤5	≤3
Livelihood-based Coping Strategy Index: Percentage of households not using livelihood based coping strategies	Male	2	9	≥22	≥50
	Female	7	0	≥25	≥52
	Overall	3	7	≥22	≥50
Livelihood-based Coping Strategy Index: Percentage of households using crisis coping strategies	Male	33	9	≤26	≤17
	Female	7	12	≤5	≤3
	Overall	29	10	≤23	≤15
Livelihood-based Coping Strategy Index: Percentage of households using emergency coping strategies	Male	10	15	≤8	≤5
	Female	7	8	≤5	≤3
	Overall	9	13	≤8	≤5
Livelihood-based Coping Strategy Index: Percentage of households using stress coping strategies	Male	55	67	≤44	≤28
	Female	80	80	≤64	≤41
	Overall	58	70	≤47	≤30

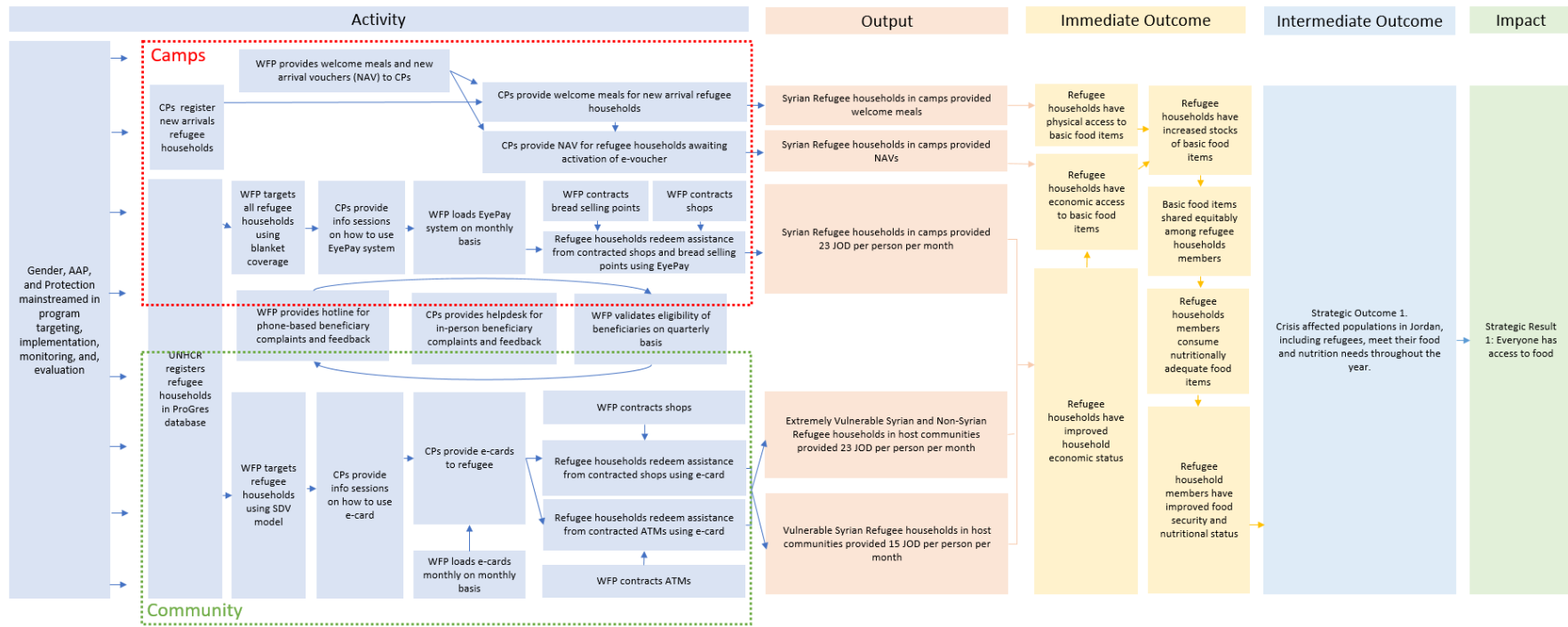


SO4: Partnerships in support of the Sustainable Development Goals in Jordan are strengthened through effective and innovative solutions from WFP and its partners by 2022.					
Activity 6: With other actors, develop a comprehensive food security and nutrition sector plan linked to other sectors and supported by a coordination structure.					
Number of national food security and nutrition policies, programmes and system components enhanced as a result of WFP capacity strengthening	Overall	0	0	≥1	≥1
Activity 7: Facilitate knowledge exchange between partners and the Government to promote piloting and scaling of innovative approaches to achieving the SDGs.					
Partnerships Index	Overall	0	3	≥4	≥9

Source: ACR 2020.

# Annex XIII. Activity Theories of Change (ToCs)

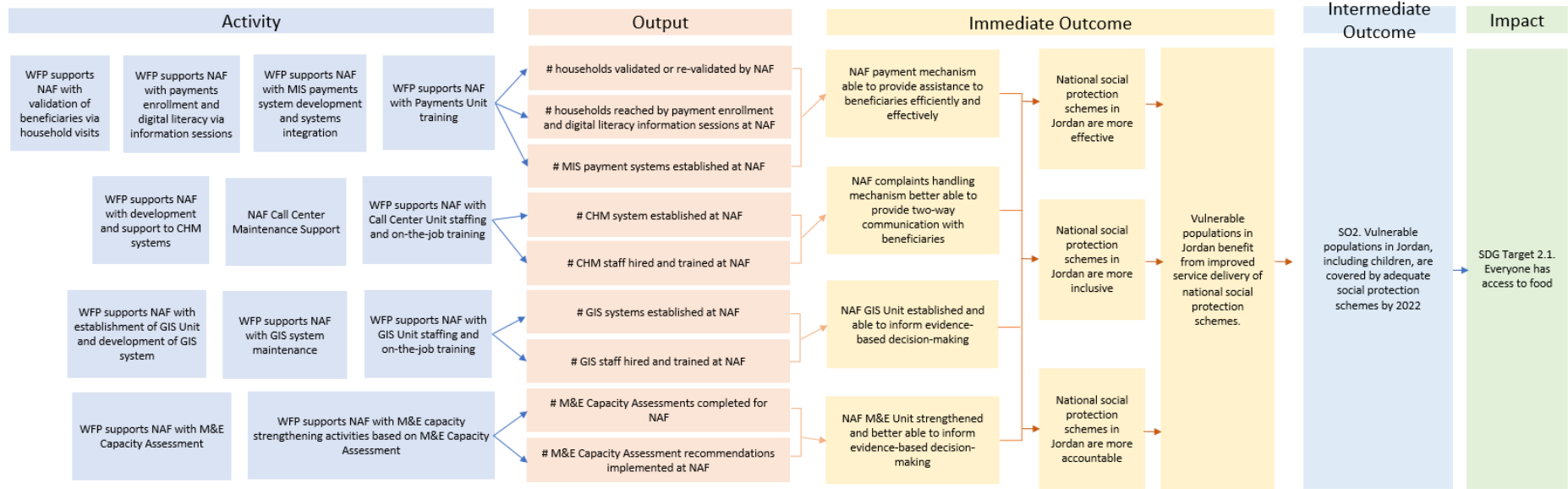
## General Food Assistance (GFA) ToC



Assumptions	Output	Immediate Outcome	Intermediate Outcome	Impact
<ul style="list-style-type: none"> <li>• Donor funding available for program implementation</li> <li>• Donor support for cash-based program implementation</li> <li>• ProGRES database data sufficiently accurate and detailed for effective targeting of vulnerable households</li> <li>• WFP targeting model sufficient for robust targeting of vulnerable households</li> <li>• Contracted ATMs, shops, and bread selling points are open and accessible</li> <li>• WFP and CP staff are adequately trained and equipped to implement program interventions</li> <li>• Contracted shops and bread selling points provide safe and secure environment for redemption of assistance</li> </ul>	<ul style="list-style-type: none"> <li>• Transfer value sufficient to meet the basic food needs of households</li> </ul>	<ul style="list-style-type: none"> <li>• Basic food items are affordable, available, and desirable in contracted shops</li> <li>• Household member health allows for adequate utilization of nutrients</li> <li>• Households members have adequate knowledge of good nutritional practices</li> </ul>	<ul style="list-style-type: none"> <li>• ???</li> </ul>	<ul style="list-style-type: none"> <li>• ???</li> </ul>

Source: Country Office

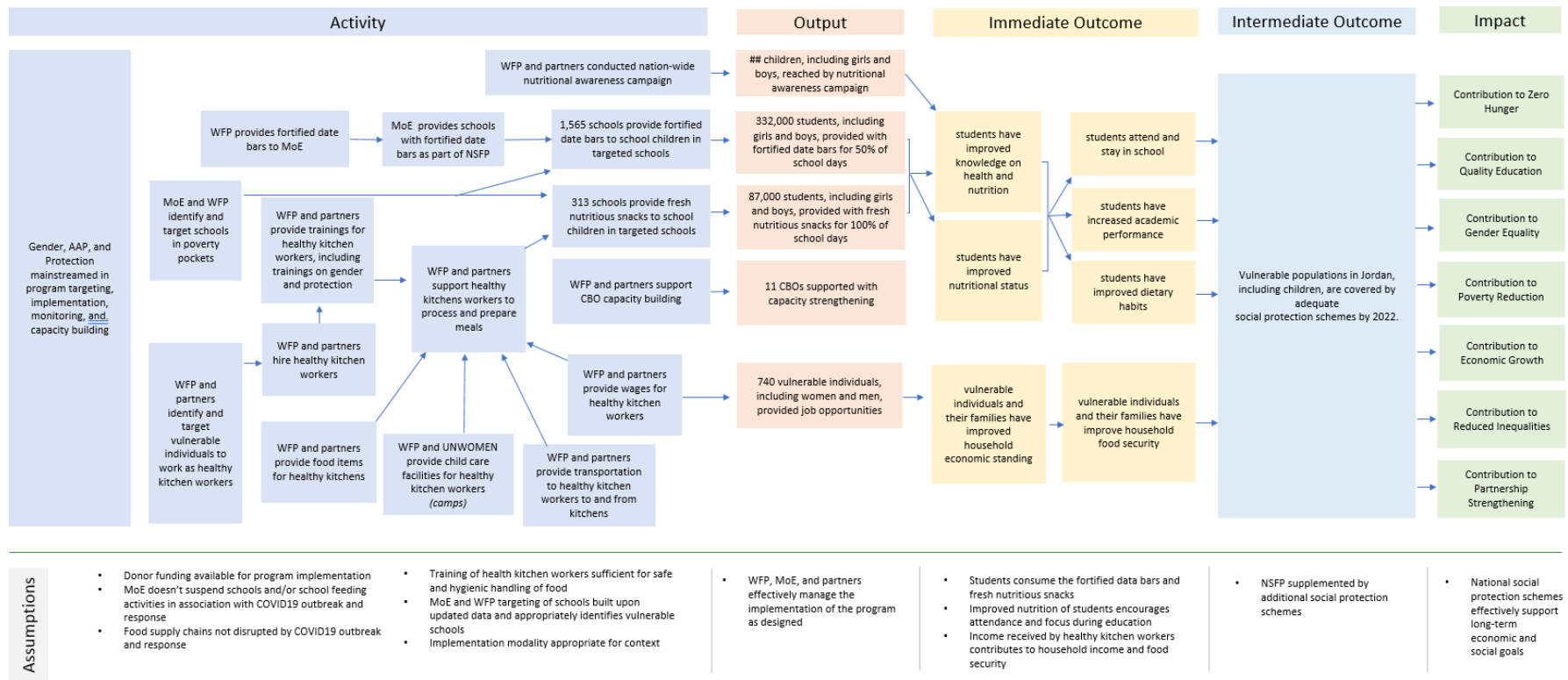
## National Aid Fund (NAF) ToC



Assumptions

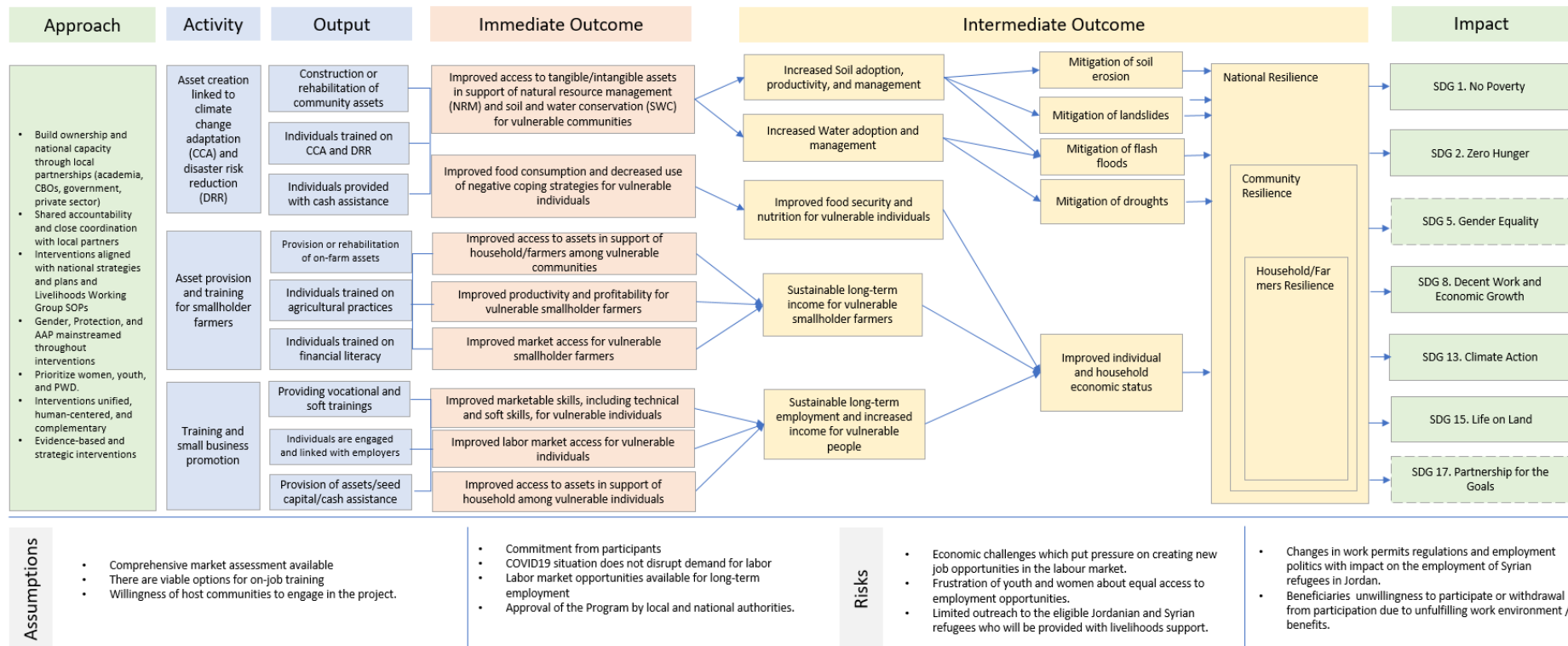
Source: Country Office

# School Feeding ToC



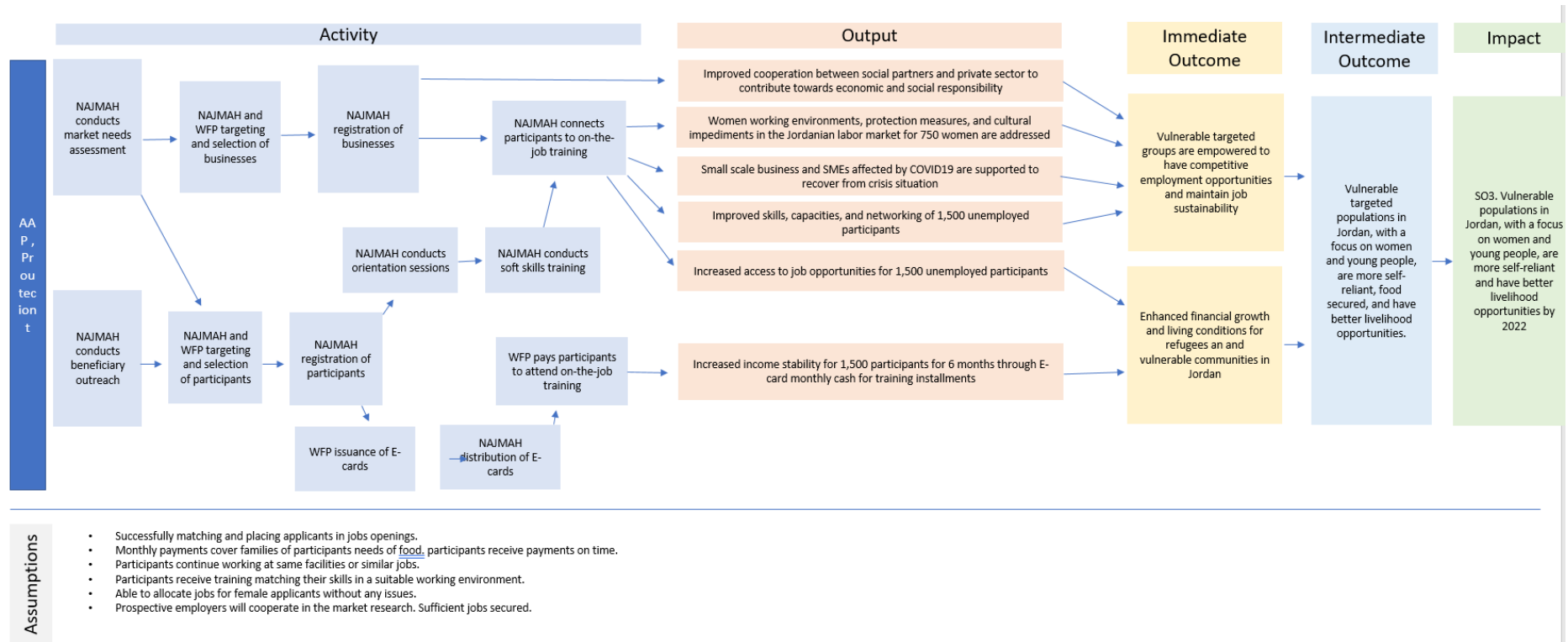
Source: Country Office

## Activity 5 (livelihoods support) ToC



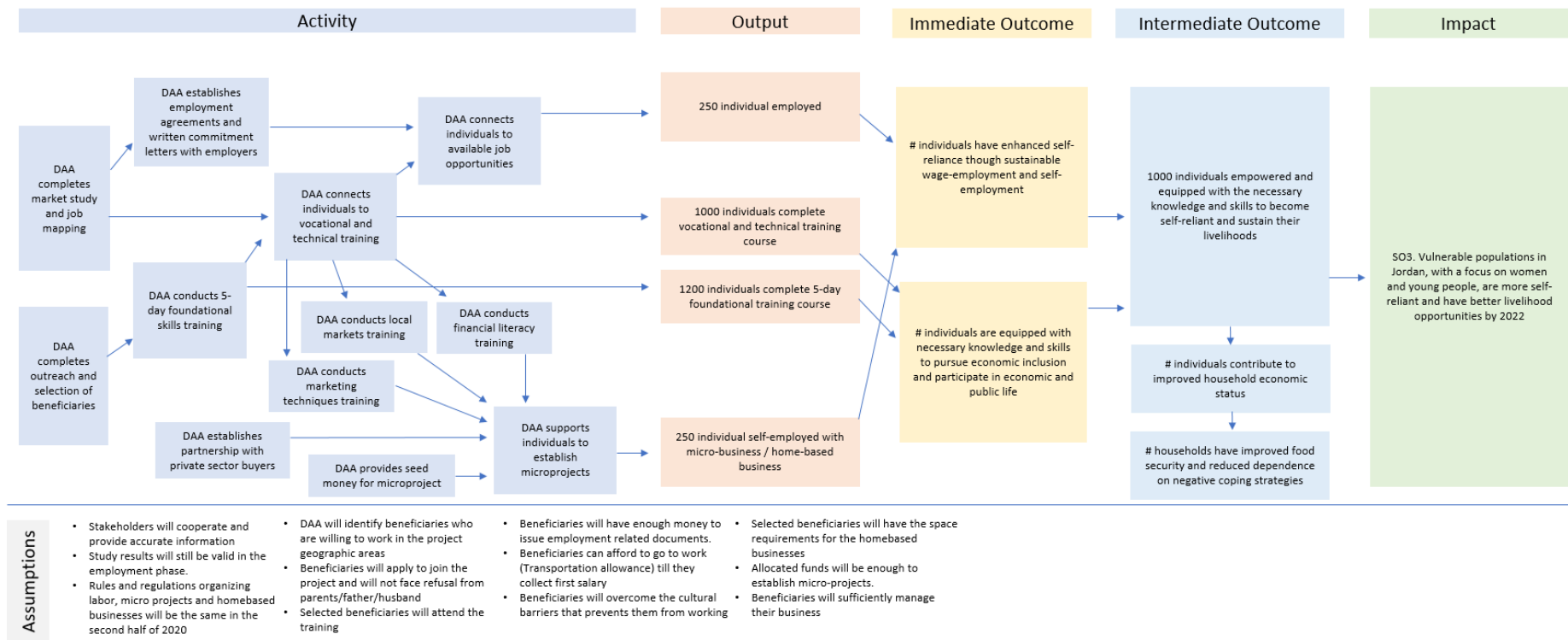
Source: Country Office

## The National Alliance against Hunger and Malnutrition (NAJMAH) ToC



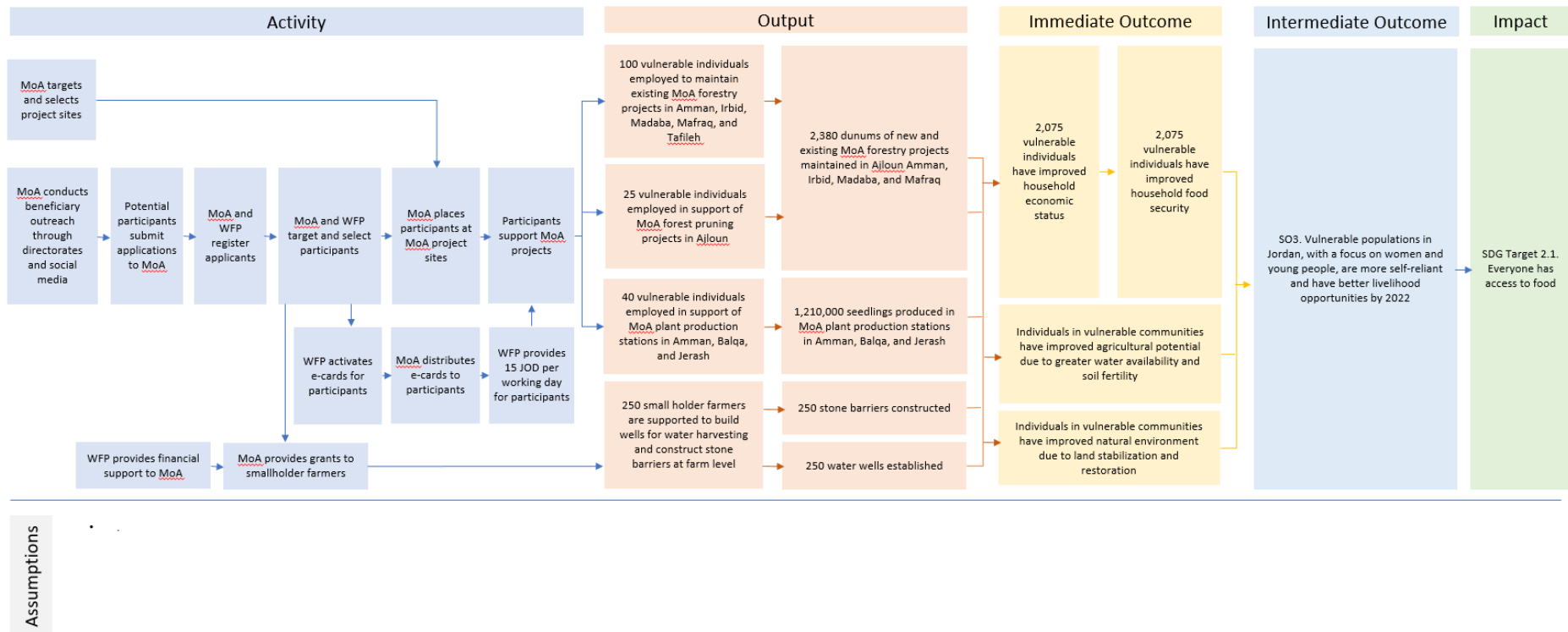
Source: Country Office

## Dar Abu Abdullah (DAA) ToC



Source: Country Office

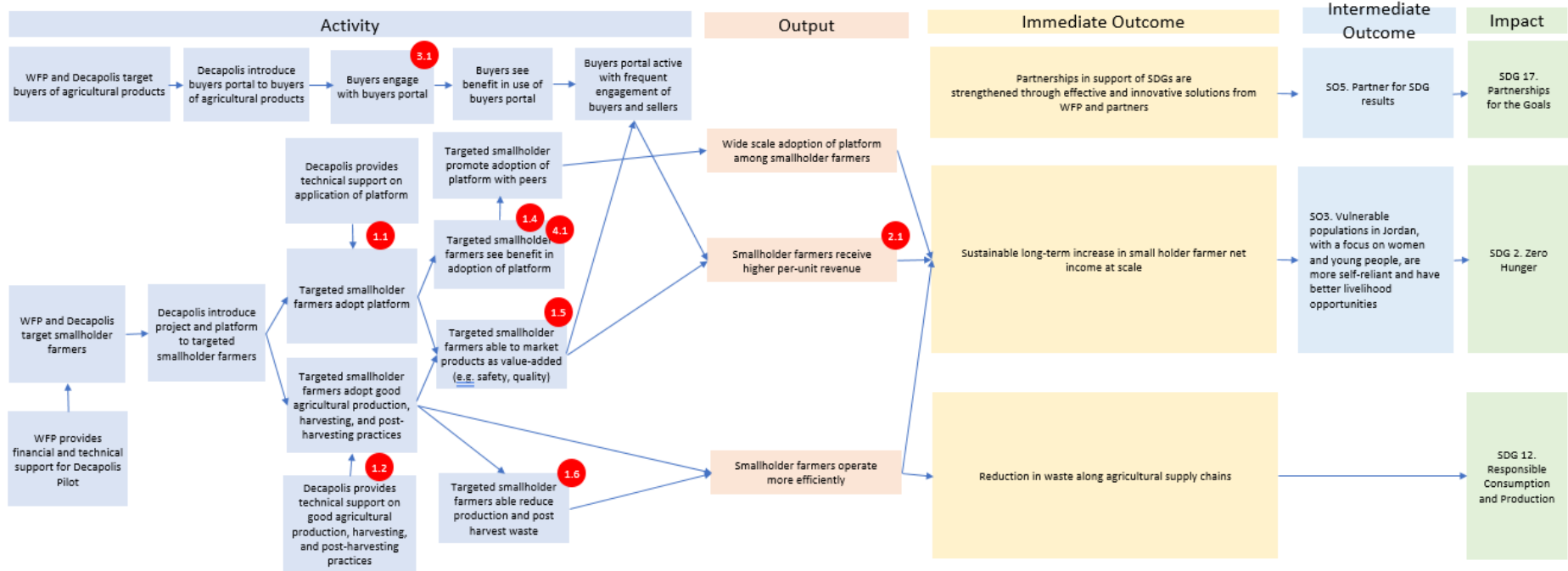
## Ministry of Agriculture (MoA) ToC



Source: Country Office

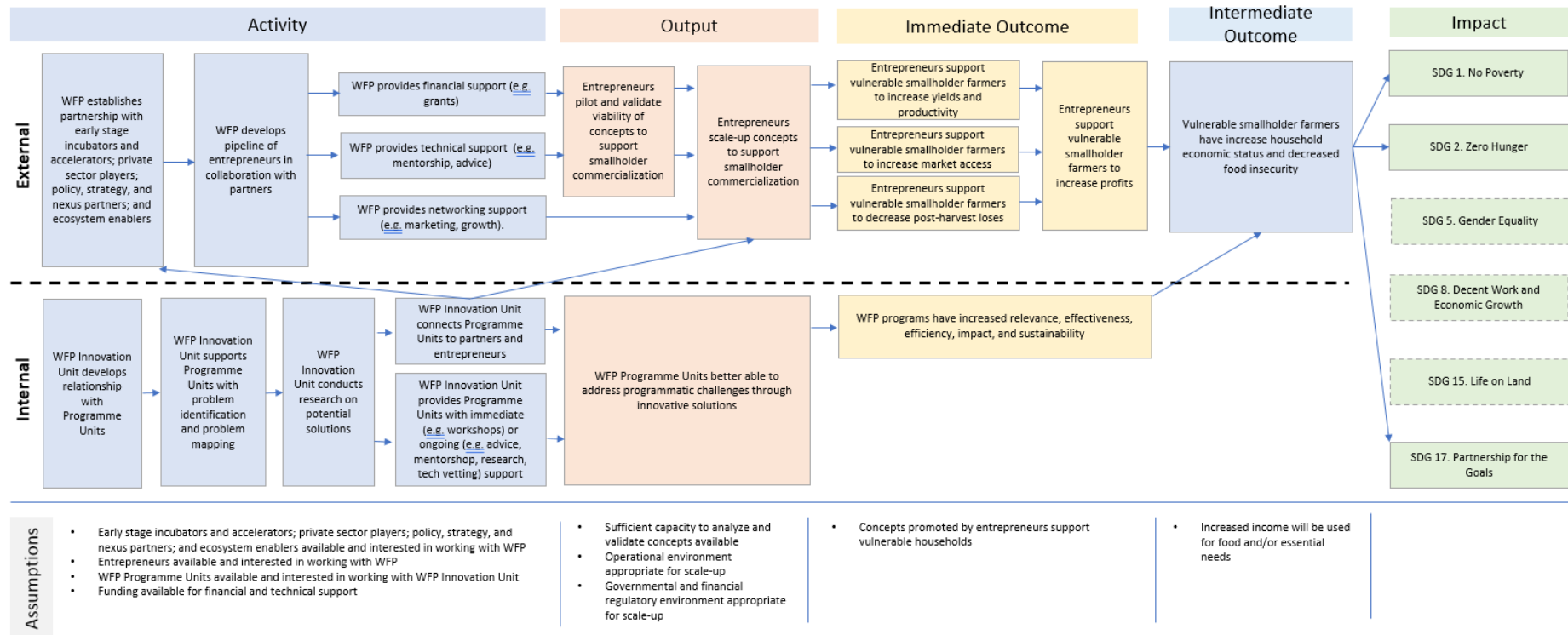


## Decapolis ToC



Source: Country Office

## Activity 7 (innovative approaches) ToC



Source: Country Office

# Annex XIV. Details of technologies used in cash-based transfers (CBTs)

## Blockchain Technology

1. WFP has been rolling out blockchain technology – a type of distributed hardware wallet technology – as part of its Building Blocks pilot, to deliver food assistance and expand refugees' choices in how they access and spend their cash assistance in a more efficient, secure and transparent way. Building Blocks facilitates cash transfers while protecting beneficiary data, controlling financial risks, and allowing for greater collaboration. Cash value from WFP or other partners is stored in a beneficiary 'account' maintained on the blockchain, but the cash that beneficiaries receive or spend on goods and services is paid to the beneficiaries or to the retailers through a commercial financial service provider. Built on a private, permissioned blockchain, and integrated with United Nations High Commissioner for Refugees' (UNHCR's) existing biometric authentication technology (iris scan in particular), WFP has a record of every transaction.

## Mobile Money

2. By developing the use of Mobile Money (MM) and new electronic solutions for money transfer and payment within the still limited<sup>218</sup> but expanding MM Jordanian market,<sup>219</sup> WFP is most likely increasing the efficiency of its activities. In so doing, it also accompanies the National Aid Fund migration from cash to MM, as well as the Central Bank of Jordan (CBJ) commitment to expand the MM sector,<sup>220</sup> and corresponds to other agency policy (UNICEF for instance has been pushing for MM in camps).<sup>221</sup> The MM agent network, including the Post Office, is interoperable and may allow Syrian refugees to open an account without a passport but with an MOI card. Due to this flexibility, MM is considered a feasible CBT modality by humanitarian agencies and the Government. The five MM providers are interoperable via JoMoPay, the national mobile payment switch. ATMs can be used for MM withdrawals and MM accounts can be opened at Post Offices. Available MM services are self-wallet management; cash out at agents; cash out at ATMs; pay utility bills; and receive remittance. The diversity of institutions and processes using MM make it a flexible mechanism, thus maximizing its efficiency. The WFP Country Office judges the MM services relatively reliable.

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<sup>218</sup> Only 1.1% of the population holds a mobile money account as of 2017.

<sup>219</sup> Seven MM providers are present and the market leader is Zain, followed by Umniah.

<sup>220</sup> WFP. July 2020. Macro Financial Assessment (MaFA) Jordan.

<sup>221</sup> KII.

# Annex XV. Activity3/SO2 overview of outputs achieved

1. Under the Country Strategic Plan (CSP) period, the Government has been focused on expansion and reform of social assistance to protect poor and vulnerable Jordanians. Social assistance is provided under the National Aid Fund, a semi-autonomous arm of the Ministry of Social Development. The National Aid Fund operates a range of cash programmes, of which the National Aid Fund recurring cash assistance programme is the largest. The National Aid Fund manages programme implementation including data verification, selection of beneficiaries, enrolment, payment, Monitoring, Evaluation and Learning (MEL) and complaints handling. The Government of Jordan, with support from the World Bank (WB), embarked on a programme to expand and reform these social safety nets by the start of 2022. This has involved strengthening systems, consolidating and expanding coverage of the cash transfer programme under the National Aid Fund to 185,000 households, establishing the National Unified Registry (NUR), and enhancing the shock-responsiveness of the social protection system. WFP's CCS to date has primarily focused on supporting this planned reform and expansion of the National Aid Fund, working in partnership with the WB and UNICEF. The WB has led on targeting design and UNICEF on registration and Management Information System (MIS) development. WFP's areas of technical assistance were: i) providing support to data collection for validation of household eligibility (through a partnership with a private sector service provider); ii) supporting the transition to digital payments; iii) establishing complaint and feedback mechanisms; iv) setting up a MEL framework and results chain; and v) establishing Geographic Information System (GIS) capabilities.

2. While the Theory of Change for Activity 3 does not state numerical targets for all planned outputs, analysis of monitoring data triangulated with testimonies of KIIs suggests that almost all outputs were achieved under the CSP period, for example:

- All three of the expected operational systems are built and functional (complaints and feedback; payments; GIS systems).<sup>222</sup> The digital payments system was operationalized in April 2020 and has moved the programme away from a semi-automated system where beneficiary lists were shared manually with the Central Bank and the Post Office delivered cash-in-hand payments, to an end-to-end digital payment system. Beneficiaries receive their transfers through banking and digital wallets. WFP created a payment MIS, integrated into the systems of the Central Bank and the payment service providers and into the National Aid Fund's wider MIS, to fully automate the process from generation of the initial beneficiary list through to reconciliation. For the complaints and feedback mechanisms, WFP set up a call centre unit with staff, and designed the automated system to log, manage, refer and close all cases. This was operationalized in 2020.
- The planned monitoring & evaluation (M&E) capacity assessment of National Aid Fund was completed in November 2020.<sup>223</sup> A roadmap<sup>224</sup> for supporting National Aid Fund to implement the recommendations has been drafted and execution of this is a priority for the last 18 months of the CSP (mid-2021-2022).
- Staff recruitment and training to National Aid Fund has also happened as expected. WFP is covering the costs of 11 complaints and feedback mechanisms staff; one M&E staff; one GIS staff and two payment staff, as well as 55 social workers needed for the household validation exercise (costs of which are jointly shared by UNICEF and WFP).<sup>225</sup>

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<sup>222</sup> ACR 2020; KIIs.

<sup>223</sup> WFP. 2020. Monitoring, Evaluation, and Learning Capacity Needs Assessment of the National Aid Fund: Desk Review and Needs Assessment.

<sup>224</sup> WFP. 2021. World Food Programme Jordan Country Office M&E Capacity Strengthening Roadmap with the National Aid Fund Under CSP Activity 3 2021-2022. Internal Draft dated 24 January 2021, unpublished.

<sup>225</sup> ACR 2020; KIIs.

- On the expansion of National Aid Fund's Takaful cash assistance,<sup>226</sup> WFP is supporting validation of new households and revalidation of existing National Aid Fund beneficiaries (National Aid Fund's planned target is coverage of 185,000 beneficiary households enrolled by 2022). WFP designed and quality assured the validation form in collaboration with National Aid Fund; contracted and trained a private company to manage the data collection process (training was supported by National Aid Fund's own social workers), including all logistical arrangements for the visits, which were carried out by National Aid Fund's social workers and the company. In 2019, WFP supported validation of 30,000 new households and 64,400 were reached in 2020.<sup>227</sup> In 2021, the total number of conducted visits was 232,203.<sup>228</sup> While there is no annual validation target reported on, WFP's activities have clearly been sufficient for National Aid Fund to achieve its planned annual enrolment targets.<sup>229</sup>
- WFP has supported the transition of Takaful beneficiaries over to the digital payment system through digital literacy sessions, to build familiarity of beneficiaries with the process for opening accounts and receiving their transfers via the new payment process. The digital literacy sessions are a work in progress. WFP has reportedly reached 60,000 beneficiary households in 2019-2020<sup>230</sup> but no data was provided on what proportion of these were long-term Takaful (rather than emergency cash)<sup>231</sup> beneficiaries.

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<sup>226</sup> Takaful is the flagship cash social assistance programme under the National Aid Fund. The Government of Jordan, with support from the World Bank, is in the process of reforming and expanding this programme. The programme is scaling up incrementally to reach 85,000 poor households identified through the NUR, which are validated through home visits. Another 100,000 households currently assisted under various other National Aid Fund programmes will be revalidated and eligible households transitioned to Takaful.

<sup>227</sup> ACRs.

<sup>228</sup> Data provided by CO, 26 January 2022.

<sup>229</sup> 45,000 households in 2019; 55,000 in 2020; and 85,000 in 2021.

<sup>230</sup> ACR.

<sup>231</sup> The original planned expansion of Takaful envisaged reaching 185,000 households by the end of 2021. In 2020, due to COVID-19, the Government of Jordan with support from donors, also committed to provide temporary emergency cash assistance to 200,000 additional vulnerable households for six months.

# Annex XVI. Social protection: experiences and lessons

## Overview of Social Protection

- The Government of Jordan launched its first comprehensive National Social Protection Strategy<sup>232</sup> in 2019, articulating the Government's commitment to break the intergenerational cycle of poverty and provide a "social protection floor"<sup>233</sup> to reduce vulnerability and contribute to resilience of Jordanians. The strategy is organized around three pillars: i) decent work and social security; ii) social assistance; and iii) social services.
- The Ministry of Social Development is the custodian of the social protection strategy. In the years prior to formulation of the strategy, the World Bank (WB) and UNICEF have been the main international partners providing support on matters relating to social assistance (and UNICEF also on social services) while the International Labour Organization (ILO) has engaged on matters of social security. WFP began its complementary engagement to support the strategy in 2019.
- During the country strategic plan (CSP) period, the Government focused on expansion and reform of social assistance to protect the poor and the vulnerable. Social assistance is provided through the National Aid Fund. This institution operates a range of cash programmes,<sup>234</sup> of which the National Aid Fund recurring cash assistance programme is the largest. The National Aid Fund manages programme implementation, including data verification, selection of beneficiaries, enrolment, payment, Monitoring, Evaluation and Learning (MEL) and complaints handling. The Government, with support from the WB, embarked on a programme to expand and reform these social safety nets by 2022. This has involved strengthening systems, consolidating and expanding coverage of the cash transfer programme under the National Aid Fund to 185,000 households, establishing the National Unified Registry (NUR),<sup>235</sup> and enhancing the shock-responsiveness of the social protection system.<sup>236</sup>
- WFP's Country Capacity Strengthening (CCS) to date has primarily focused on supporting this planned reform and expansion of the National Aid Fund, working in partnership with the WB and UNICEF. The WB has led on targeting design and UNICEF on registration and Management Information System (MIS) development. WFP's areas of technical assistance were: i) supporting data collection for verification of household eligibility; ii) supporting the transition to digital payments; iii) establishing complaints and feedback mechanisms; iv) setting up a MEL framework; and v) establishing Geographical Information System (GIS) capabilities.

## WFP's CCS for Social Protection: Experiences and Lessons

- WFP adopted an approach focusing on CCS, filling gaps and strengthening the National Aid Fund, rather than direct implementation by WFP. This is recognized by all stakeholders (government, UN, donors) as the most appropriate way to support vulnerable Jordanians, given: i) the upper middle income country context; ii) the existing policy commitment to social protection; and iii) the advanced stage of development of national social protection systems. CCS work is in the early stages but has progressed well to date. Analysis generates several lessons:
  - WFP's CCS work with National Aid Fund is relevant, appropriate and evidence-based.

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<sup>232</sup> The Hashemite Kingdom of Jordan. 2019. Jordan National Social Protection Strategy 2019-2025.

<sup>233</sup> ILO. (n.d.) Social protection floor.

<sup>234</sup> Recurrent Monthly Financial Aid Programme, Temporary Financial Aid Programme, Takmeely Programme/Takaful (Complimentary Support Programme), The Emergency Financial Aid Programme, Physical Rehabilitation Aid, Training and Employment Programme, and Bread Subsidy.

<sup>235</sup> An automated data-exchange system to verify eligibility information of households in order to improve the coverage and coordination of safety net programmes.

<sup>236</sup> WFP. 2020. Monitoring, evaluation, and learning capacity needs assessment of the National Aid Fund: Desk review and needs assessment.

- WFP’s CCS work with National Aid Fund is strategically aligned with other partners, though there are areas for improvement.
- WFP’s CCS work with National Aid Fund is perceived to be leveraging the organization’s core comparative advantages.
- WFP’s CCS intervention with National Aid Fund is well designed and with a clear emerging Theory of Change.
- While CCS is new and there are gaps in monitoring data, experience with implementation to date has been positive.
- WFP has been able to reflect on good practices from its humanitarian assistance delivery for refugees and apply the same principles in the design of National Aid Fund systems, such as the complaints and feedback mechanisms (Call Centre) and digital payments.
- There was clear consensus among all external stakeholders that WFP support is enabling a systemic transformation in National Aid Fund, in a short space of time.
- WFP’s engagement in wider areas of CCS in the Strategic Plan is welcomed. WFP’s new partnership with the Ministry of Social Development will be valuable, providing WFP’s CCS is well coordinated with that of other partners and is well supported internally.
- Going forward, WFP’s engagement with National Aid Fund opens an opportunity to explore harmonization between WFP’s CCS work and support for refugees.

### CCS and Future Opportunities

These findings highlight several priorities for WFP to explore under the next CSP:

- **Priority area 1:** Consolidate progress made and strengthen outcome measurement.
- **Priority area 2:** Strengthen WFP’s broader offering on CCS for social protection.
- **Priority area 3:** Explore, where possible, opportunities to harmonize the building blocks for different existing social safety nets.

# Annex XVII. Sustainable livelihoods: experiences and lessons

## What has WFP support focused on?

- **Over the evaluation period, WFP Jordan positioned itself to respond to both the Syrian humanitarian crisis and deepening national vulnerabilities.** According to the sustainable livelihoods Theory of Change (ToC), WFP's portfolio was built on three pillars: i) asset creation linked to climate change adaptation and disaster risk reduction; ii) asset provision and training for smallholder farmers; and iii) training and small business promotion. Livelihood interventions sought to improve food security for beneficiaries, strengthen community cohesion, and stimulate local economic development opportunities to generate higher incomes and employment for vulnerable communities and families. It intervened in both rural and urban contexts and at three levels – namely household, community and institutional. At the Government's request, support focused on vulnerable Jordanians (70 percent) and Syrian refugees (30 percent).
- **However, the livelihoods component was significantly underfunded** with less than 1/3 of the requested budget received over the period 2018-2020.<sup>237</sup> There were four main interventions:
  - The afforestation component of the EU Project Madad implemented with FAO and IFAD
  - A water harvesting and land reclamation project implemented through the Ministry of Agriculture in Jordan
  - A wage employment intervention implemented through the local NGO National Alliance Against Hunger and Malnutrition (NAJMAH)
  - A wage employment and self-employment support intervention implemented through the local non-governmental organization, Dar Abu Abdullah (DAA).

## What has been achieved?

- **Results varied according to projects.** Through the four interventions implemented over the period 2018-2020, WFP has supported 13,413 vulnerable community members with livelihood-building activities.<sup>238</sup>
- In particular, wage employment and self-employment support contributed to job and small business creation. In addition, environmental conservation was promoted through the establishment (or rehabilitation) of forests and the use of water conservation techniques.
- Food Assistance for Assets (FFA) activities linked to forestation (and tree nursery management) have contributed to improving environmental management. However, their contribution to the livelihoods of refugees or vulnerable Jordanians as individuals was transient.

## Lessons

- Wage employment and self-employment activities have resulted in a significant amount of job creation, both for vulnerable Jordanians and refugees, mainly in urban settings.
- Country Strategic Plan (CSP) livelihood ambitions have not been matched with an adequate level of resources.

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<sup>237</sup> ACR 2018- 2020.

<sup>238</sup> Ibid.



- A more profound and sufficient understanding of livelihood strategies and determinants of poverty was required in the WFP identification and formulation processes.
- The livelihoods component was not framed within a more long-term vision.
- WFP's lack of focus along the food security–water–climate change nexus limited the capacity to develop a strong livelihoods portfolio.
- It is encouraging to see that the terms of reference of the new Act 5 manager are aligned to this area of action and foresee the definition of a WFP value proposition and position paper in terms of livelihoods support and Climate Change Adaptation around the food security–water–climate change nexus.

### **Resilience, Livelihoods, Climate Change and Future Opportunities**

These findings highlight several priorities for WFP to explore under the next CSP: to strengthen its livelihoods workstream and take advantage of opportunities for working across the food security–water–climate change nexus; and enhance livelihood sustainably for both refugees and vulnerable Jordanians.

**Priority area 1:** WFP vision and added value in terms of resilience, livelihoods and climate change.

**Priority area 2:** Adapt WFP organizational structure and processes to enhance livelihoods support.

**Priority area 3:** Expand thematic areas of action.

**Priority area 4:** Targeting and coordination.

# Annex XVIII. Findings–Conclusions–Recommendations Mapping

Recommendation	Conclusions (paragraph number)	Findings (paragraph number)
1: Build the next Country Strategic Plan and monitor its performance on the basis of a more integrated framework with a clearer and more realistic focus on selected transformative dimensions. Build on the foundation that has been established.	241. 243. 244. 245. 246. 250. 251. 256. 258. 259. 261. 262. 267.	98. 100. 106. 122. 123. 126. 140. 160 161. 162. 163. 164. 165. 166. 167. 201. 217. 218. 219. 220. 221. 222. 223. 224. 225. 226. 227. 228. 229. 230. 231. 236. 237. 238.
2: Ensure WFP has the necessary in-country expertise to match the ambitions of its planned transition, and in growth areas.	242. 245. 261. 262. 271.	141. 142. 176. 177. 178. 179. 208. 229. 234. 239.
3: Use the platform that has been built to develop a coherent strategy to address, in partnership with others, external barriers to harmonization and transitioning to strengthen relevance to beneficiary needs and achieve greater effectiveness.	240. 244. 245. 246. 250.	119. 123. 124. 125. 126. 127. 180. 181. 182. 183. 228. 229. 230. 233.
4: Enhance accountability to affected populations.	247. 250. 251. 253. 254. 255.	99. 102. 113. 168. 169. 170. 171. 172. 183. 174. 175. 192. 193. 194. 195. 196. 197. 198. 199. 200. 214. 235.
5: Support increased capacity strengthening of a national social protection system for vulnerable population groups in Jordan. Work further towards harmonization between General Food Assistance and National Aid Fund services.	243. 245. 258. 259. 260. 261. 262. 263. 264.	129. 130. 131. 132. 133. 134. 135. 136. 137. 138. 139. 140. 141. 142. 143. 144. 145.
6: Build on, and learn from, earlier phases. Continue the development of a dual livelihoods approach that works across the food security–water–climate change nexus and supports	241. 243. 244. 250. 251. 252. 256. 259. 261. 262. 264. 265. 266. 267. 269.	124.127. 146. 147. 148. 149. 150. 151. 152. 153. 154. 155. 156. 157. 158. 159. 160. 161. 162. 163 164. 165. 166. 167. 184. 185. 186.

transitioning of refugees from food assistance to self-reliance.		
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# Annex XX. Acronyms

<b>AAP</b>	Accountability to Affected Populations
<b>ACR</b>	Annual Country Report
<b>BMZ</b>	Bundesministerium für wirtschaftliche Zusammenarbeit und Entwicklung
<b>CAABU</b>	Council for Arab-British Understanding
<b>CARI</b>	Consolidated Approach to Reporting Indicators of Food Security
<b>CBJ</b>	Central Bank of Jordan
<b>CBO</b>	Community-Based Organization
<b>CBT</b>	cash-based transfer
<b>CCA</b>	Climate Change Adaptation
<b>CCF</b>	Common Cash Facility
<b>CCS</b>	Country Capacity Strengthening
<b>CEQAS</b>	Centralized Evaluation Quality Assurance System
<b>CFM</b>	complaints and feedback mechanisms
<b>CO</b>	Country Office
<b>COVID-19</b>	Coronavirus disease 2019
<b>CP</b>	Cooperating Partner
<b>CPB</b>	Country Portfolio Budget
<b>CPP</b>	Corporate Planning and Performance Division
<b>CSO</b>	Civil Society Organization
<b>CSP</b>	Country Strategic Plan
<b>CSPE</b>	Country Strategic Plan Evaluation
<b>DAA</b>	Dar Abu Abdallah
<b>DAC</b>	Development Assistance Committee
<b>DFAT</b>	Department of Foreign Affairs and Trade in Australia
<b>DoE</b>	Director of Evaluation
<b>DRR</b>	Disaster Risk Reduction
<b>EB</b>	Executive Board
<b>ECHO</b>	Directorate-General for European Civil Protection and Humanitarian Aid Operations
<b>EM</b>	Evaluation Manager
<b>EMOP</b>	Emergency Operation
<b>EQ</b>	Evaluation Question
<b>ER</b>	Evaluation Report
<b>ET</b>	Evaluation Team
<b>EU</b>	European Union
<b>FAO</b>	Food and Agriculture Organization
<b>FCDO</b>	Foreign, Commonwealth & Development Office in the UK
<b>FCS</b>	Food Consumption Score
<b>FFA</b>	Food Assistance for Assets
<b>FFT</b>	Food Assistance for Training
<b>FGD</b>	Focus Group Discussion
<b>FLA</b>	Field Level Agreement
<b>FSOM</b>	Food Security Outcome Monitoring

<b>GBV</b>	Gender-Based Violence
<b>GDP</b>	Gross Domestic Product
<b>GEEW</b>	Gender equality and empowerment of women
<b>GFA</b>	General Food Assistance
<b>GFFO</b>	German Federal Foreign Office
<b>GIS</b>	Geographic Information System
<b>GIZ</b>	Deutsche Gesellschaft für Internationale Zusammenarbeit
<b>GoJ</b>	Government of Jordan
<b>HDI</b>	Human Development Index
<b>HQ</b>	Headquarters
<b>ICA</b>	Integrated Context Analysis
<b>T-ICSP</b>	Transitional Interim Country Strategic Plan
<b>IFAD</b>	International Fund for Agricultural Development
<b>ILO</b>	International Labour Organization
<b>IR</b>	Inception report
<b>IRG</b>	Internal Reference Group
<b>JOD</b>	Jordanian Dinar
<b>JRP</b>	Jordan Response Plan
<b>KfW</b>	Kreditanstalt für Wiederaufbau
<b>KII</b>	Key Informant Interview
<b>LTA</b>	Long Term Agreement
<b>M&amp;E</b>	Monitoring & evaluation
<b>MEB</b>	Minimum Expenditure Basket
<b>MEL</b>	Monitoring, Evaluation and Learning
<b>MENA</b>	Middle East and North Africa
<b>MIS</b>	Management Information System
<b>MM</b>	Mobile Money
<b>MoA</b>	Ministry of Agriculture in Jordan
<b>MoE</b>	Ministry of Education in Jordan
<b>MoL</b>	Ministry of Labour in Jordan
<b>MoPIC</b>	Ministry of Planning and International Cooperation in Jordan
<b>MoSD</b>	Ministry of Social Development
<b>MoU</b>	Memorandum of Understanding
<b>NAF</b>	National Aid Fund
<b>NAJMAH</b>	The National Alliance against Hunger and Malnutrition
<b>NARC</b>	National Agricultural Research Center
<b>NBP</b>	Needs-Based Plan
<b>NCSCM</b>	National Center for Security and Crisis Management
<b>NFSS</b>	National Food Security Strategy
<b>NGO</b>	non-governmental organization
<b>NRC</b>	Norwegian Refugee Council
<b>NSFP</b>	National School Feeding Programme
<b>NSFS</b>	National School Feeding Strategy
<b>NSPS</b>	National Social Protection Strategy
<b>NUR</b>	National Unified Registry
<b>OCHA</b>	United Nations Office for the Coordination of Humanitarian Affairs
<b>ODA</b>	Official Development Assistance

<b>OECD</b>	Organisation for Economic Co-operation and Development
<b>OECD DAC</b>	OECD Development Assistance Committee
<b>OEV</b>	WFP Office of Evaluation
<b>PDM</b>	Post Distribution Monitoring
<b>PRRO</b>	Protracted Relief and Recovery Operation
<b>QA</b>	Quality Assurance
<b>RAM</b>	Research Assessment and Monitoring
<b>RB</b>	Regional Bureau
<b>RBC</b>	Regional Bureau in Cairo
<b>RBM</b>	Results-Based Management
<b>RHAS</b>	Royal Health Awareness Society
<b>RMC</b>	Resource Management Committee
<b>SBCC</b>	Social and Behaviour Change Communication
<b>SDG</b>	Sustainable Development Goal
<b>SER</b>	summary evaluation report
<b>SGBV</b>	Sexual and Gender-Based Violence
<b>SF</b>	school feeding
<b>SMP</b>	School Meal Programme
<b>SO</b>	Strategic Outcome
<b>SSQ</b>	Semi-Structured Questionnaire
<b>TL</b>	Team Leader
<b>ToC</b>	Theory of Change
<b>ToR</b>	Terms of Reference
<b>UK</b>	United Kingdom
<b>UN</b>	United Nations
<b>UNCF</b>	United Nations Cooperation Framework
<b>UNCT</b>	United Nations Country Team
<b>UNDP</b>	United Nations Development Programme
<b>UNEG</b>	United Nations Evaluation Group
<b>UNHCR</b>	United Nations High Commissioner for Refugees
<b>UNICEF</b>	United Nations Children's Fund
<b>UNOPS</b>	United Nations Office for Project Services
<b>UNRWA</b>	United Nations Relief and Works Agency for Palestine Refugees in the Near East
<b>UNSDF</b>	United Nations Sustainable Development Framework
<b>UN Women</b>	United Nations Entity for Gender Equality and the Empowerment of Women
<b>URT</b>	Unconditional Resource Transfer
<b>USA</b>	United States of America
<b>USAID</b>	United States Agency for International Development
<b>USD</b>	United States Dollar
<b>VAF</b>	Vulnerability Assessment Framework
<b>VAM</b>	Vulnerability Analysis and Mapping
<b>WB</b>	World Bank
<b>WFP</b>	World Food Programme

**Office of Evaluation**

**World Food Programme**

Via Cesare Giulio Viola 68/70

00148 Rome, Italy

T +39 06 65131 [wfp.org/independent-evaluation](http://wfp.org/independent-evaluation)