

Evaluation of WFP Jordan country strategic plan 2023-2027

Terms of reference

November 2025



Contents

1. Introduction.....	1
1.1. Introduction.....	1
2. Reasons for the evaluation	1
2.1. Rationale	1
2.2. Objectives	1
2.3. Key evaluation stakeholders and partners.....	1
3. Context and subject of the evaluation	3
3.1. Humanitarian and development challenges	3
3.2. The subject of the evaluation	6
4. Evaluation scope, criteria and questions	12
5. Methodological approach and ethical considerations.....	13
5.1. Evaluation approach.....	14
5.2. Preliminary considerations on evaluability and methodological implications	14
5.3. Ethical considerations	15
5.4. Quality assurance	16
6. Organization of the evaluation.....	17
6.1. Phases and deliverables.....	17
6.2. Evaluation team composition.....	17
6.3. Roles and responsibilities	18
6.4. Security considerations.....	19
6.5. Communication.....	19
6.6. The proposal.....	19
Annex I. List of relevant previous evaluations and audits.....	21
Annex II. Additional analytics	22
Annex III. Acronyms and abbreviations	25

List of figures

Figure 1: Refugees and other people of concern as of September 2025.....	4
Figure 2: Timeline of the main events affecting Jordan's context and WFP operations (2021-2025).....	5
Figure 3: Jordan CSP 2020-2022 and CSP 2023-2027, overview of outcomes, activities and transfer modalities	8
Figure 4: CSP Jordan 2023-2027 top five donors.....	9
Figure 5: Jordan CSPs planned and actual beneficiaries (2021-2024)	11
Figure 6: Jordan CSP actual beneficiaries by programme area (2021-2024).....	11
Figure 7: Funding levels of the Syrian Arab Republic Regional Refugee and Resilience Plan (Jordan 3RP) (2021-2025).....	22
Figure 8: Achievement rates in terms of number of WFP beneficiaries reached and food/CBT distributed (planned vs. actual %) (2021-2024)	22
Figure 9: Jordan CSP beneficiaries, composition by age category (2021-2024).....	23

List of tables

Table 1: CSP Jordan 2023-2027 cumulative financial overview as of 31 December 2024.....	10
Table 2: Evaluation Questions	12
Table 3: Summary timeline – key evaluation milestones.....	17
Table 4: Summary of evaluation team and areas of expertise required.....	18
Table 5: CSP Jordan (2023-2027) logframe analysis.....	23
Table 6: Analysis of results reporting in Jordan Annual Country Reports [2023-2024].....	24

1. Introduction

1.1. Introduction

1. These terms of reference (ToR) were prepared by the WFP Office of Evaluation based upon an initial document review and consultation with stakeholders. Their purpose is to provide key information to stakeholders about the evaluation, to guide the evaluation team and to specify expectations during the various phases of the evaluation.

2. The ToR are structured as follows: Section 2 presents the rationale, objectives, stakeholders and main users of the evaluation; section 3 presents the context and the WFP portfolio; section 4 defines the evaluation scope, criteria and questions; section 5 identifies the evaluation the methodological approach and ethical consideration; and section 6 indicates how the evaluation will be organized.

2. Reasons for the evaluation

2.1. Rationale

3. Country strategic plan evaluations (CSPEs) are conducted in line with the WFP Policy on Country Strategic Plans (2016) and the Evaluation Policy (2022). The CSPE is expected to provide an opportunity for the Jordan country office (CO) to benefit from an independent assessment of its programme of work; and generate evidence to help inform the design of their new Country Strategic Plan (CSP), scheduled for Executive Board approval in November 2027.

2.2. Objectives

4. Evaluations serve the dual objectives of accountability and learning. As such, this evaluation will: 1) provide evaluation evidence and learning on WFP performance for country-level strategic decisions, specifically for developing the future engagement of WFP in Jordan, including development of the next country strategic plan; and 2) provide accountability for results to WFP stakeholders.

2.3. Key evaluation stakeholders and partners

Evaluation stakeholders

5. The evaluation will seek the views of, and aim to be useful to, a broad range of internal and external WFP stakeholders. Within WFP, the key stakeholders of the CSPE are the WFP Jordan country office, Regional Office for Middle East, North Africa and Eastern Europe, and headquarters technical divisions including Analysis Planning and Performance and the Programme policy and guidance divisions, and the WFP Office of Evaluation (OEV). Other key stakeholders include the Executive Board (EB), the Government of Jordan, local and international non-governmental organizations (NGOs), and the United Nations country team.

6. The CSPE will seek to engage with affected populations in Jordan, including beneficiary household members, community leaders, smallholder farmers, teachers, school personnel, social workers and other participants in WFP activities to learn directly from their perspectives and experiences. Special attention will be paid to the voices of women and girls, refugees and marginalised population groups.

Key partners

7. The Government of Jordan's Ministry of Planning and international Cooperation is WFP's main partner for CSP implementation. The evaluation will seek inputs to generate lessons on strategic orientation and inform strategies for future collaboration. In particular, the evaluation will engage with national partners including National Aid Fund (NAF), Ministry of Social Development, Ministry of Education, Ministry of Agriculture, Ministry of Labour, Department of Statistics and the Food Security Council, among others.

8. Other key stakeholders of the CSP include a range of **United Nations** agencies (including UNHCR, UNICEF, UN Women, UNDP, UNOCHA, UNRWA, FAO and UN Resident Coordinator Office); **NGOs and civil society institutions** (including Royal Health Awareness Society (RHAS), Jordan Hashemite Charity Organization (JHCO), Save the Children Jordan, IUCN, CEWAS, IMC, ACTED and the Norwegian Refugee Council); multilateral and bilateral **donors; international financial institutions** (including World Bank); and **private sector** partners (including the financial service providers). A final list of stakeholders along with additional details on engagement will be finalized in consultation with the country office during the inception phase.

3. Context and subject of the evaluation

3.1. Humanitarian and development challenges

9. The Hashemite Kingdom of Jordan (Jordan) lies at the heart of a geopolitically fragile region, sharing borders with Syria to the north and Iraq to the east — both enduring long-standing conflicts and humanitarian emergencies. In 2024, renewed escalations in Gaza, the West Bank, and Lebanon have deepened regional instability, compounding the pressures Jordan faces as it strives to maintain internal stability while navigating the ripple effects of neighbouring crises.¹

10. Despite regional challenges, the country's Gross Domestic Product (GDP) growth has been modest but consistent at 2.9 percent in 2023 and 2.5 percent in 2024.² However, in July 2023, Jordan was reclassified from an upper middle-income country to a lower middle-income country.³ Unemployment affects 21.4 percent of the population and disproportionately affects women. While female unemployment rates increased from 30.7 percent in 2021 to 32.9 percent in 2024, male employment prospects improved, with unemployment falling by 4 percentage points — from 22.4 percent to 18.2 percent over the same period.⁴ Jordan currently ranks 122 out of 148 countries according to the Global Gender Gap report.⁵ Additionally, 11.1 percent of the population aged 5 years and older in Jordan having some form of disability or functional difficulty, underscoring the need for inclusive services⁶.

11. Jordan is among the countries hosting the largest refugee populations per capita in the world. These include more than 2.39 million registered Palestine refugees⁷ most of which are living outside camps. In addition, there are more than 433,375 refugees registered with United Nations Refugee Agency (UNHCR) including 376,312 from Syria as of September 2025⁸ (see Figure 1). Following the fall of the Assad government in Syrian Arab Republic in December 2024, there has been an increase in voluntary repatriations of refugees from Jordan to Syria. As of September 2025, UNHCR reports that 148,863 registered refugees have returned (compared to 11,677 returns in 2024)⁹.

¹ WFP Jordan Annual Country Reports 2022-2024.

² World Bank Data. Accessed on 15 September 2025

³ Jordan was reclassified from an upper-middle-income country to a lower-middle-income country in July 2023 by the World Bank as a result of a large upward revision (+8.6percent) to population estimates.

⁴ Department of Statistics -Government of Jordan. 2025. [Jordan Statistical Yearbook 2024](#)

⁵ World Economic Forum. [Global Gender Gap Report 2025](#)

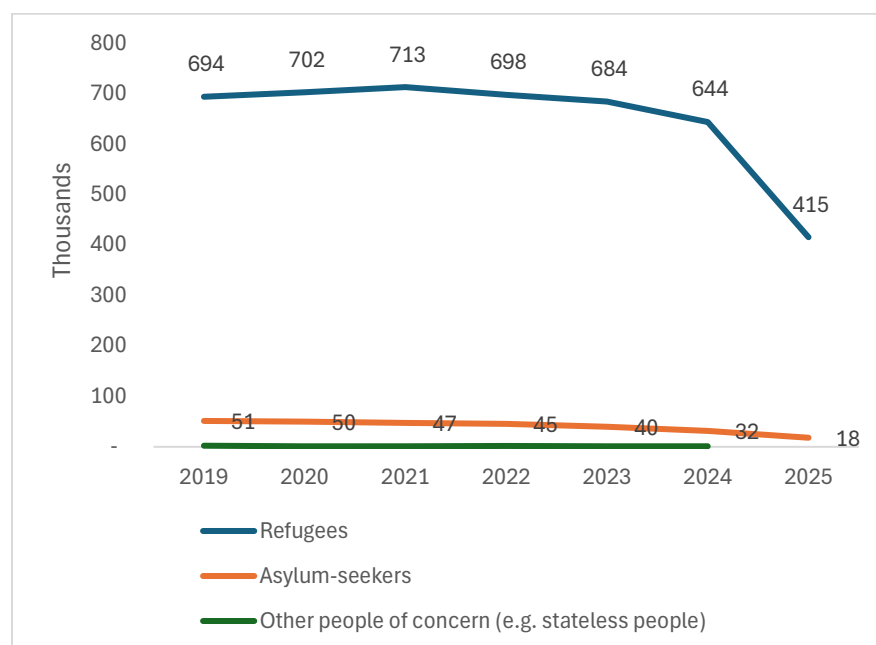
⁶ Department of Statistics. Government of Jordan. [Census 2015](#)

⁷ [United Nations Relief and Works Agency for Palestinian Refugees in the Near East](#) ,The UN Refugee Agency. [Jordan homepage](#)

⁸ [UNHCR Operational Data Portal](#) accessed on 16 September 2025

⁹ UNHCR. 2025. Dashboard on [Voluntary returns of Syrian refugees from Jordan](#)

Figure 1: Refugees and other people of concern as of September 2025



Source: Office of Evaluation-UNHCR data portal- data extracted on 17 September 2025

12. Despite many policies and actions towards integration of Syrian refugees in the community, vulnerabilities remain high, with 67 percent falling below the poverty line^{10,11}. Nine out of 10 refugees are resorting to debt to cover their basic needs, such as rent, food and medicine. Food insecurity is high with 83 percent of refugees in communities and 53 percent of refugees in camps reported to be food insecure.¹² The initial trends mentioned above on Syrian refugee returns might help ease the burden on public services.¹³

13. Jordan is a net food importer with fragile food systems due to increased water scarcity, land degradation and frequent climatic shocks. Projections indicate a further 30 percent reduction in water availability per capita by 2040, impacting agriculture, food security, rural employment and social systems¹⁴ underscoring a need for stronger climate resilient projects. Specific challenges to nutrition include multiple forms of malnutrition, including undernutrition, micronutrient deficiencies, overweight, obesity and diet-related non-communicable diseases. 7.4 percent of children under 5 are stunted while 9.2 percent are overweight. Anaemia rates are high among women of reproductive age (37.7 percent) and obesity prevalence (46.3 and 31.5 percent among men and women) is higher than regional averages.¹⁵

14. The key national plans guiding WFP's work include Jordan's National Vision and Strategy for 2025, National Food Security Strategy (NFSS) for 2021–2030, National Social Protection Strategy (2019-2025/2025-2033), the National School Feeding Strategy (NSFS) 2021-2025. Promoting peace in the region remains high on government's agenda and most recently Jordan has supported provision of humanitarian support to the Palestinians in Gaza including through WFP. (Figure 2)

15. Relevant UN frameworks are the United Nations sustainable development cooperation framework

¹⁰ UNHCR. 2024. [Socio-Economic Survey on Refugees in Host Communities - Vulnerability Assessment Framework \(VAF\)](#)

¹¹ Poverty estimates for Jordan were at 15.7 percent estimated by Department of Statistics in 2017

¹² WFP. 2025. Quarter 2 report on Food Security outcome Monitoring

¹³ World Bank. 2025. [MENA Economic Update](#)

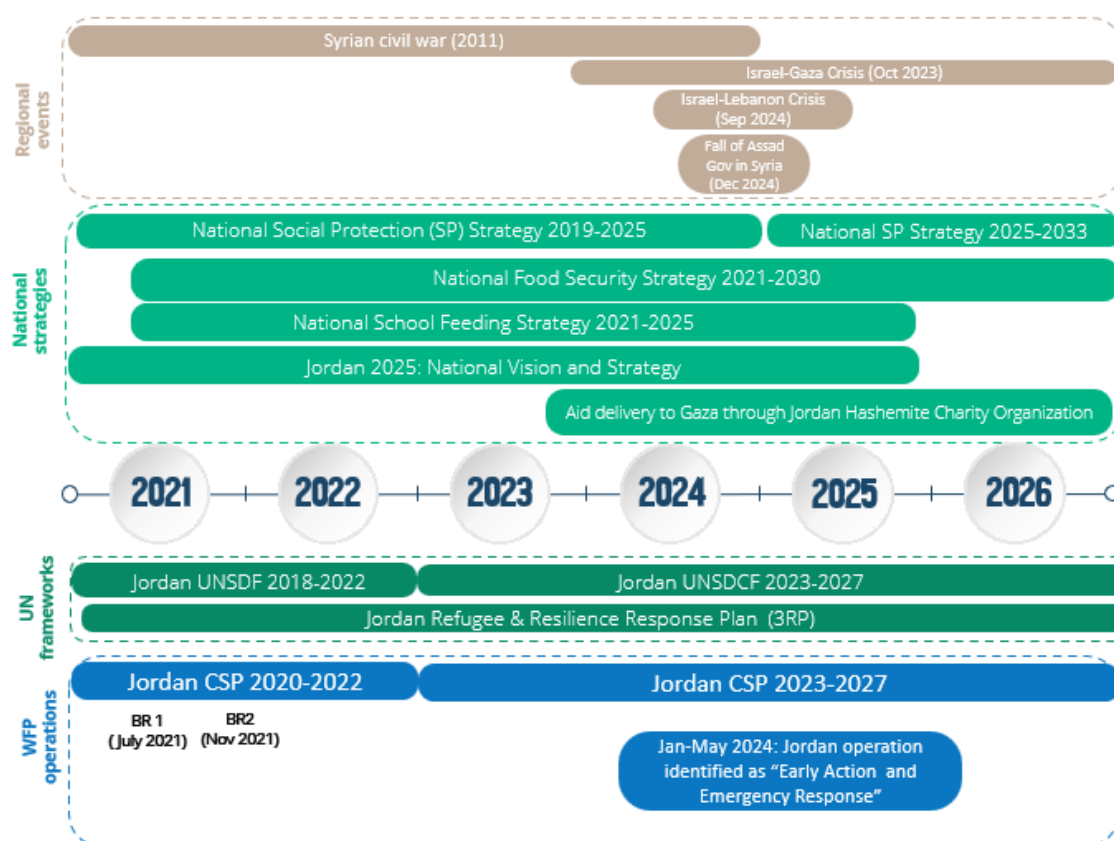
¹⁴ World Bank Group. 2022. Jordan [Country Climate Development Report](#).

¹⁵ Global Nutrition Report. [Country Nutrition Profile Jordan](#)

for 2023–2027, and the Jordan Refugee & Resilience Response Plan (3RP) for the Syrian Crises¹⁶(Figure 2).

16. Since 2021, 75 percent of humanitarian funding was routed through the 3RP, whose funding needs decreased by 43 percent since 2021, going from 1.6 USD billion to less than 1 USD billion in 2025. Funding levels remained relatively stable, averaging around 33 percent per year until 2024. However, the plan is significantly underfunded for 2025, with funding dropping to just 8 percent as of 30th September 2025. (see Figure 7 in Annex II). WFP has been the largest UN recipient of the 3RP since 2021 (second largest in 2022), accounting for 27 percent of resources received on average per year until 2024 and 41 percent in 2025¹⁷.

Figure 2: Timeline of the main events affecting Jordan’s context and WFP operations (2021-2025)



Source: CSP Jordan 2020-2022, 2023-2027 and related budget revisions, Annual Country Reports. Note: UNDAF=United Nations Development Assistance Framework; UNSDCF=United Nations Sustainable Development Cooperation Framework; BR=Budget Revision; Early Action and Emergency Response as per the [2023 WFP Emergency Activation Protocol](#).

17. During 2021–2023, Official Development Assistance (ODA) funding represented between 7.5 percent of Gross National Income (GNI) in 2021 and 4.1 percent in 2022. This was similar to the regional trends as observed in Iraq and Lebanon except Syria which experienced a much higher reliance on ODA.^{18,19}

¹⁶ [Jordan Refugees Response Hub](#)

¹⁷ <https://fts.unocha.org/countries/114/summary/2025>

¹⁸ Our world in data. [Foreign aid received as a share of national income](#)

¹⁹ In Syria, ODA represented 113 percent of GNI in 2021 and around 40 percent in 2022

3.2. The subject of the evaluation

18. The five-year CSP was approved in November 2022, preceded by a three-year CSP 2020-2022, a two-year transitional Interim Country Strategic Plan (T-ICSP) 2018-2020 and a series of regional and country specific projects before. WFP has been present in Jordan since 1964, phasing out direct food assistance in 2007 and resuming it in 2012 to assist the influx of Syrian refugees.

19. Link to the approved CSP documents:

- a. [Jordan Country Strategic Plan 2023-2027](#)
- b. [Jordan Country Strategic Plan 2020-2022 \(Latest Budget Revision\)](#)

20. **The evaluation of the Jordan CSP 2020-2022** conducted in 2021 concluded that WFP was aligned with government priorities and remained relevant during evolving needs. The essential humanitarian response was effective, and WFP worked to transition to resilience and self-reliance activities. Capacity support for the Government brought positive results in the strengthening of national social safety nets for vulnerable Jordanians, but sustainable livelihoods had some gaps owing to funding shortfalls and an insufficiently rigorous design. Efforts to increase the efficiency, effectiveness, and sustainability of its operations were recognized, but monitoring and learning were not carried out systematically. There were some gaps in crosscutting issues including communication with beneficiaries on targeting and mainstreaming gender and protection in livelihoods activities.

21. The evaluation provided 6 recommendations with 36 sub-recommendations. WFP Country office agreed to 34 and partially agreed to two sub recommendations and committed to several associated actions summarized below:

- Developing a **theory of change** and accompanying frameworks for the next CSP, leveraging WFP's comparative advantages and **articulating a clear value proposition** focused on refugee response, social protection, climate action, food security governance and analytics.
- Refining and building upon the **technical assistance** to National Aid Fund, Ministry of Social Development and Ministry of Education and monitoring progress with clearer targets.
- Operationalizing the **refugee self-reliance strategy** with a coordinated approach with UNHCR and developing a clear value proposition for its three core programme pillars – refugee response, social protection and climate action. Shifting to the use of single electronic wallets by all partners to improve the mobile money ecosystem inside refugee camps.
- Improving **integration of crosscutting priorities** through a gender analysis and optimizing gender transformation with special attention to livelihoods support interventions. Increasing field presence, investing further in community consultations and inclusion.
- **Strengthening monitoring and evaluation capacities** and evidence generation for all activities and assessing the cost-efficiency and cost-effectiveness of various modalities for better informed programming.
- Undertaking a **staffing review**, addressing any gaps through additional positions and training or mentoring of the staff and filling additional gaps through strategic external partnerships. Deploying the right expertise in its interventions on the food security–water–climate change nexus.
- Developing action plans to access **diversified, flexible funding** supporting both humanitarian response and the transition strategy.

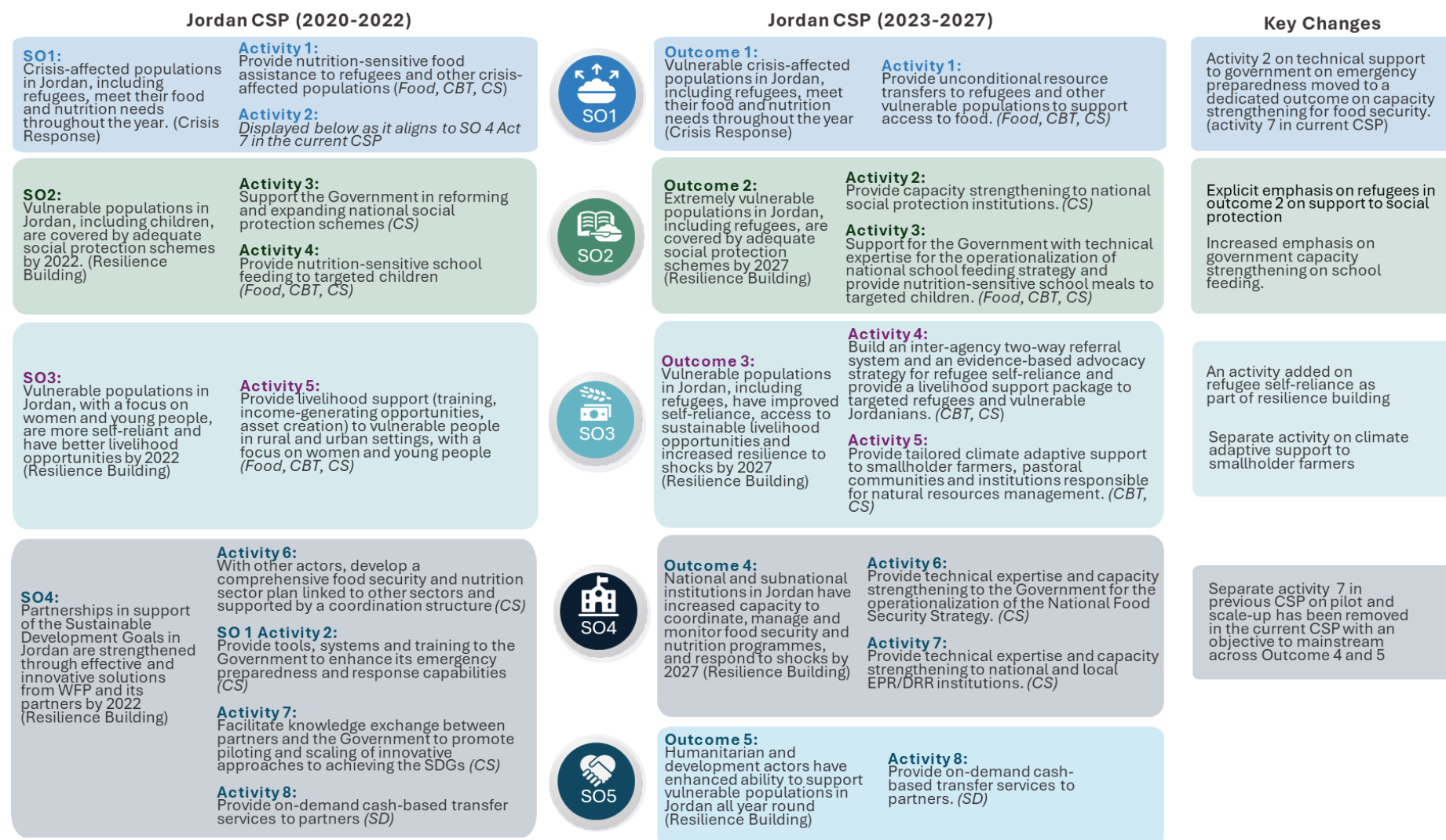
22. The **CSP 2023-2027** continued the large-scale provision of unconditional food assistance for vulnerable populations in Jordan, including refugees, technical assistance for national social protection programmes, refocused on education and nutrition activities and expanded its climate action to strengthen

adaptive livelihoods, and sustainable management of natural resources and food systems.²⁰ With years of implementation, crisis response remains very protracted. The CSP aimed for increased refugee self-reliance through more long-term approaches, to reduce needs substantially by the end of the CSP period. Figure 3 below lists the outcomes, activities and modalities of intervention and how these have evolved from the previous CSP.

23. Underpinning the design of Strategic Outcome 1 of the CSP 2023-2027 was an assumption that regional stability would be maintained, which as highlighted in the context section above, was not the case. Specifically, the design assumed that there would be no additional migration to Jordan, no large-scale return of refugees from Jordan and no major increases in global food and transports costs. The key assumptions for the other outcomes included continued UN-IFI cooperation and sustained government commitment and ownership.

²⁰ [Jordan country strategic plan \(2023–2027\)](#)

Figure 3: Jordan CSP 2020-2022 and CSP 2023-2027, overview of outcomes, activities and transfer modalities

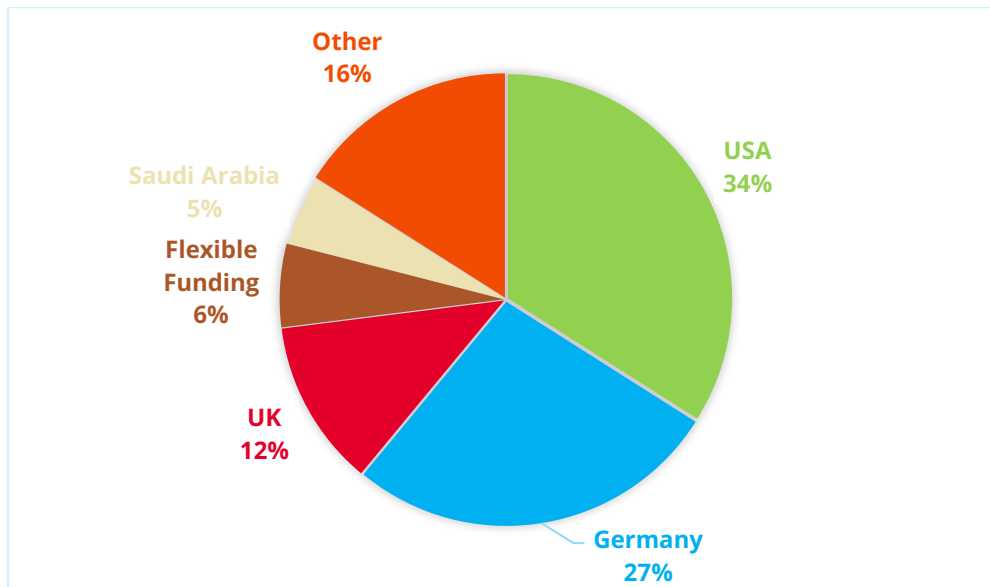


Source: CSP Logframes for both CSPs. Modalities of interventions: Food, Cash-based Transfer (CBT), Capacity Strengthening (CS), Service Delivery (SD)

Financial overview of Jordan CSP 2023-2027

24. As of September 2025, 41.5 percent of the total country portfolio budget (USD 996,677,249) was funded. Annual overview shows funding shortfalls have been more pronounced since 2024 onwards. The main sources of funding are the United States of America followed by Germany, United Kingdom, Flexible Funding and Saudi Arabia (See Figure 4).

Figure 4: CSP Jordan 2023-2027 top five donors



Source: WFP Factory, Resource Situation Report (data extracted in September 2025)

25. Table 1 below provides an overview of the budget structure and funding level of the CSP 2023-2027 by CSP outcome, showing that Crisis Response focus area (Outcome 1) represents 71 percent of the budget. Resourcing levels across the Strategic Outcomes are unevenly distributed. As of September 2025, Outcome 4 is the most well-resourced at 73.8 percent, followed by Outcome 2 at 57.9 percent. Outcome 3 received only 11.5 percent of required financial needs.

Table 1: CSP Jordan 2023-2027 cumulative financial overview as of 31 December 2024

Focus Area	Strategic outcome	Activity	NBP (USD)	Cumulative allocated resources (USD)	Resourcing level (%)
Crisis response	SO 1-Vulnerable crisis-affected populations in Jordan, including refugees, meet their food and nutrition needs throughout the year	Act. 1	710,129,307	318,524,186	 44.9%
	Non Activity Specific			64,369	not applicable
	Sub-total SO 1		710,129,307	318,588,555	 44.9%
Resilience building	SO 2 -Extremely vulnerable populations in Jordan, including refugees, are covered by adequate social protection schemes by 2027	Act. 2	11,418,755	3,950,952	 34.6%
		Act. 3	57,464,581	35,945,874	 62.6%
	Sub-total SO 2		68,883,336	39,896,826	 57.9%
	SO 3-Vulnerable populations in Jordan, including refugees, have improved self-reliance, access to sustainable livelihood opportunities and increased resilience to shocks by 2027	Act. 4	33,887,503	1,641,702	 4.8%
		Act. 5	36,899,354	4,191,846	 11.4%
		Non-Activity Specific		2,334,503	not applicable
	Sub-total SO 3		70,786,857	8,168,051	 11.5%
	SO 4-National and subnational institutions in Jordan have increased capacity to coordinate, manage and monitor food security and nutrition programmes, and respond to shocks by 2027.	Act. 6	2,780,380	1,726,130	 62.1%
		Act. 7	2,772,132	2,370,014	 85.5%
	Sub-total SO 4		5,552,511	4,096,144	 73.8%
	SO 5- Humanitarian and development actors have enhanced ability to support vulnerable populations in Jordan all year round	Act. 8	46,887,935	11,708,310	 25.0%
	Sub-total SO 5		46,887,935	11,708,310	 25.0%
	Non SO Specific			2,285,378	not applicable
	Total Direct Operational Cost		902,239,947	384,743,264	 42.6%
	Direct Support Cost (DSC)		36,586,745	15,217,257	 41.6%
	Indirect Support Cost (ISC)		57,850,557	20,768,070	 35.9%
	Grand Total		996,677,249	420,728,591	 42.2%

Source: SPA Plus, ACR1 -Cumulative Financial Overview (Internal Version) report as of 24 September 2025

Note: The CSP budget has not undergone any budget revisions since approval.

Beneficiary outlook:

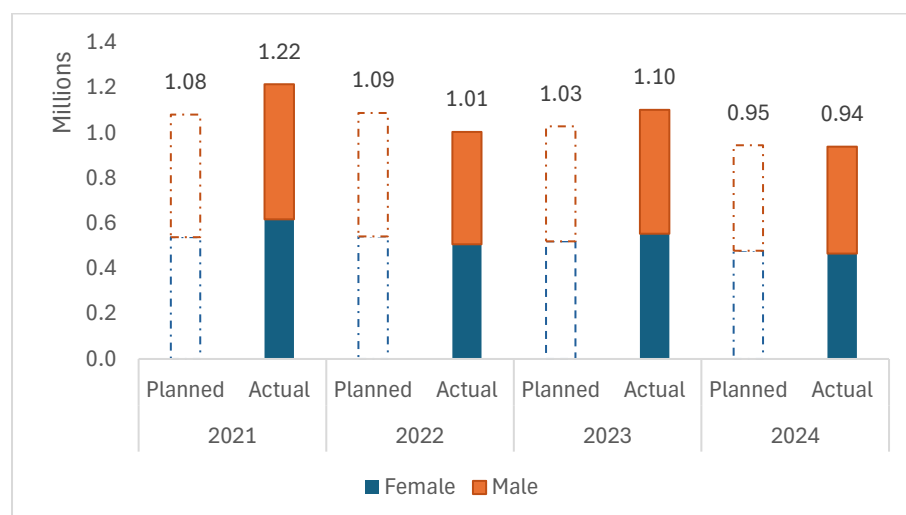
26. The annual planned figures remained relatively stable, averaging around one million people per year. Figure 5 presents an overview of both planned and actual beneficiary numbers from 2021 to 2024, spanning the current CSP and part of the previous one. WFP exceeded targets in 2021 and 2023, assisting 112 percent and 107 percent of the planned beneficiaries, respectively (see Figure 8 in Annex II). The increase in the number of students enrolled in public schools assisted by WFP through School feeding may explain this overachievement. 2024 saw the lowest number of actual beneficiaries, with WFP reaching approximately 940,000 people (Figure 5). About 100,000 of these beneficiaries were only assisted in the first half of the year. This aligns with the reprioritization exercise resulting in reduced refugee caseload owing to funding shortfall.

27. Unconditional Resource Transfer (URT) beneficiaries represented on average 57 percent of people assisted per year, followed by those reached through School Based programmes (43 percent). It is worth noting that the number of actual URT beneficiaries has decreased by half since 2021, dropping from 811,000 to 416,000 in 2024 (Figure 6).

28. The ratio of men and women assisted has been broadly equal. In terms of age distribution, children aged 5 to 11 consistently represented the largest group of beneficiaries, accounting for an average

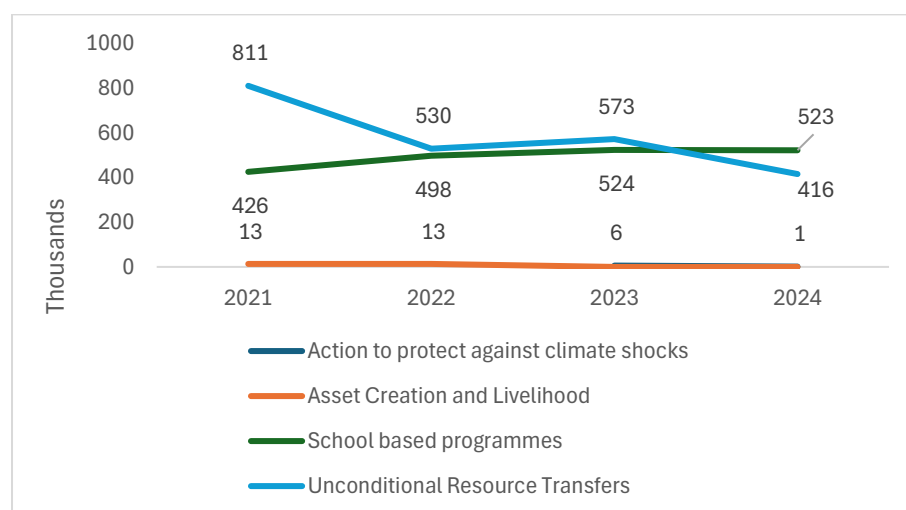
of 54 percent annually followed by adults (aged 18 to 59) at 23 percent. (see Figure 9 in Annex II)

Figure 5: Jordan CSPs planned and actual beneficiaries (2021-2024)



Source: WFP report from COMET system; CM-R001b, Jordan

Figure 6: Jordan CSP actual beneficiaries by programme area (2021-2024)



Source: WFP report from COMET system

Staffing

29. Jordan Country Office employs 131 personnel in 2025 compared to 162 in 2022. The ratio of national staff has remained consistent at about 91 percent of the total. 81 percent of the current staff are long-term employees and 44 percent are women. The country office is in Amman with a field office in Mafrq.

4. Evaluation scope, criteria and questions

30. The unit of analysis of this evaluation is the country strategic plan 2023-2027 and previous CSP 2020-2022 (see paragraph below), understood as the set of strategic outcomes, outputs, activities and inputs that were included in CSP document approved by WFP Executive Board (EB), as well as any subsequent budget revisions.

31. The temporal scope of the evaluation covers the period since the cut-off date of the data collection of the previous CSPE (mid-2021). The evaluation will focus primarily on the current CSP 2023-2027, the tail-end of the previous CSP will be covered focusing on the CSP 2023-2027 design process (including use of evidence), the continuity between the two CSPs and any strategic shifts envisioned. This will allow an assessment of results trends, contextual evolutions, and the transition between these CSPs.

32. The evaluation will focus on assessing progress towards the CSP expected outcomes and cross cutting results, including any unintended consequences, positive or negative. In so doing, the evaluation will also analyse the WFP partnership strategy, including WFP strategic positioning in the evolving volatile regional context including recent changes in refugee movement, and WFP's added value in relation with national governments and the international community.

33. The evaluation will address five main questions common to all WFP CSPEs. Evaluation questions and sub questions will be validated and refined during the inception phase, as relevant and appropriate to the country strategic plan and country context, including as they relate to assessing the response to any unforeseen crisis. While covering the full scope of the CSP 2023-2027, the proposed evaluation questions aim to facilitate enquiry into Jordan's experience implementing shock-responsive safety nets and anticipatory action and WFP Jordan's increased focus in providing technical assistance to government on school feeding, social protection and climate resilience.

Table 2: Evaluation Questions

EQ1 – To what extent was the CSP strategically positioned to address food and nutrition insecurity in Jordan, and how well did it adapt over time?	
1.1	How well did the CSP position WFP to address the food and nutrition insecurity needs in Jordan and how relevant did it remain to evolving needs?
1.2	To what extent was the CSP grounded in realistic assumptions, including on funding and contextual stability?
1.3	How well is WFP positioned for its country capacity strengthening role?
1.4	To what extent and how did WFP, through the CSP, consistently target and prioritise those most vulnerable to food insecurity and malnutrition specially during funding limitations particularly for refugee response and resilience?
EQ2 – What contributions did the CSP make to food security and nutrition in Jordan, taking account of the context?	
2.1	What results did WFP achieve for meeting basic needs of crises affected populations; supporting social protection; improving resilience to climatic shocks; strengthening national institutions ; and serving the needs of partners' How was WFP's performance affected by the evolving regional context? Were there any missed opportunities, or unintended positive or negative effects?
2.2	To what extent did WFP's efforts toward programme integration, advocacy (including for refugee integration), and innovation in programming affect results?
2.3	To what extent and how has WFP set in place conditions to ensure the sustainability of the results, including appropriate plans for transition and handover at national and local level (including harmonization with national systems, locally led responses, appropriate transfer modality and others)?
EQ3: To what extent did the CSP achieve its cross-cutting aims and how has this impacted programme quality?	

- 3.1 To what extent and how did WFP integrate: protection and AAP; Gender equality and Inclusion; nutrition; and environment in its programming? How did this effect the achievement of results and programme quality?
- 3.2 To what extent were programmes conflict-sensitive; and how well did WFP adhere to the humanitarian principles and manage any needed trade-offs?

EQ4: To what extent has WFP used its resources efficiently?

- 4.1 To what extent and how did the WFP improve the timeliness of its response and cost-efficiency during CSP implementation? How did the choice of partnerships, supply sources, transfer modalities and innovations contribute to any gains?
- 4.2 To what extent and how did WFP strategically focus and prioritize its intervention to optimize limited resources within the shrinking funding landscape?

EQ5 What are the critical factors, internal and external to WFP, explaining performance and results?

- 5.1 How well and in what ways did WFP establish and leverage strategic and operational partnerships particularly with Government, UNHCR and other UN agencies, IFIs and local actors and how did these influence performance and results?
- 5.2 Did WFP have appropriate institutional arrangements in place to deliver the CSP, including staffing and reporting arrangements? Did the Country Office have adequate support available from regional office and headquarters considering the escalation of regional conflict stretching needs at regional office and the restructuring in headquarters?
- 5.3 To what extent did monitoring systems systematically support strategic and operational decision-making and help identify and manage risks and assumptions over time?

34. The evaluation will adopt standard UNEG and OECD/DAC evaluation criteria, namely: relevance, efficiency, effectiveness, coherence, and sustainability as well as connectedness and coverage as applicable. Moreover, it will give attention to assessing adherence to humanitarian principles, protection issues, Accountability to Affected Population, environmental impact of WFP activities, and to the extent feasible, differential effects on men, women, girls, boys, persons with disabilities, and other relevant socio-economic groups.

35. During the inception phase, the evaluation team in consultation with the Office of Evaluation and the Country Office will identify a limited number of key themes of interest, related to the main thrust of WFP activities, challenges or good practices in the country. These themes could also be related to the key assumptions underpinning the logic of intervention of the country strategic plan; or may be informed by the recommendations of previous evaluations. The themes of special interests identified should be described in the inception report and translated into specific lines of inquiry under the relevant evaluation questions and sub-questions.

5. Methodological approach and ethical considerations

5.1. Evaluation approach

36. The CSPE will use a **theory-based approach** to assess WFP's contribution to outcomes. This may entail the reconstruction of a theory of change (ToC) prior to the inception mission based on desk review, which will be discussed, adjusted and amended in discussions with the country office. The reconstructed ToC will show the intervention logic, i.e. the intended causal pathways from WFP activities to outputs to strategic outcomes, as well as the internal and external assumptions made for the intended change to take place along these pathways.

37. The CSPE will adopt a **mixed methods approach**, whereby data collection and analysis are informed by a feedback loop combining a deductive approach, which starts from predefined analytical categories, with an inductive approach that leaves space for lines of inquiry that had not been identified at the inception stage, including eventually the analysis of unintended outcomes, positive or negative. Data will be collected through a mix of primary and secondary sources with different techniques including desk review, semi-structured or open-ended interviews, surveys, focus groups and direct observation. Systematic data triangulation across different sources and methods should be carried out to validate findings and avoid bias in evaluative judgement.

22. During the inception phase, the evaluation team will be expected to develop a detailed methodological design, including a detailed [evaluation matrix](#), in line with the approach proposed in these terms of reference. The design will be presented in the inception report and informed by a thorough evaluability assessment. The latter should be based on desk review of key programming, monitoring and reporting documents and on some scoping interviews with the programme managers. Evaluation firms are encouraged to propose realistic, innovative data collection and analysis methods in their proposal. These may include, but are not limited to:

- **outcome harvesting** for assessing results of resilience-building efforts specifically, and
- **process tracing** for assessing results of institutional capacity strengthening activities. This will also include an additional annex specifically on interlinkages between and results of, and the approach to capacity strengthening on shock responsive social protection and resilience building.

38. The methodology should also include quantitative analysis of existing data including trends on WFP outputs, outcomes, funding, expenditures, human resources and management performance indicators among others. In addition, the team is expected to analyse monitoring and complaints and feedback data available with country office. The quantitative analysis should aim at data disaggregation by sex, age, disability status, nationality, refugee status, or other characteristics as relevant to, and feasible in Jordan. Moreover, the selection of informants and site visits should ensure to the extent possible that all voices are heard. In this connection, it will be very important at the inception stage to conduct a stakeholders' mapping and analysis that should be as detailed and comprehensive as possible.

39. The evaluation should be designed and conducted in a gender and inclusion-responsive manner, ensuring that diverse voices are included and heard throughout the evaluation process, and focusing on addressing and analysing the differential effects on men, women, girls, boys, persons with disabilities, and other relevant socio-economic groups.²¹

5.2. Preliminary considerations on evaluability and methodological implications

40. This CSPE will be able to build on several sources of secondary evidence. Annex 1 provides a list of previous CSPE and the evaluations and audits covering the evaluation period. In addition to the CSP evaluation of the previous cycle summarized above, the **Impact Evaluation of the School Meal Programme** in Jordan completed in 2022 will be highly relevant for the CSPE. The evaluation assessed the

²¹ In choosing the methods to evaluate the CSP, the evaluation team should refer to the Office of Evaluation's Technical Note for Gender Integration in WFP Evaluations and the Technical Note on Integration of Disability Inclusion in Evaluation.

impact of a new delivery model piloted within Jordan's National School Feeding Programme where children in poverty pocket areas get healthy meals prepared by women in community-based kitchens. The evaluation reported increased diversity in children's diets in schools receiving healthy meals compared with children in schools receiving the status quo meal options. These children are more physically active and have decreased reported absences. Increased income of participating women and marginally higher life satisfaction for workers were also reported. Considering the positive impacts on children, the evaluation concluded that there is a compelling case for scaling up the provision of healthier meals.

41. During the inception phase, the evaluation team will be expected to perform an in-depth evaluability assessment and critically assess data availability, quality and gaps to inform its choice of evaluation methods. This will include an analysis of the results framework and related indicators to validate the pre-assessment made by the Office of Evaluation.

42. At this stage the following evaluability challenges have been identified:

- The evaluation covers 1.5 years year of the CSP 2020-2022 and the first three and half years of the CSP 2023-2027. A trend analysis of performance indicators across the two CSPs may represent a challenge, as the Corporate Results Framework has changed over time to be aligned with the WFP Strategic Plans.
- The validity of some of the outcome indicators related to country capacity strengthening would need to be verified during the inception phase.
- A preliminary overview of the availability of data shows some gaps in baseline and follow-up data for some indicators. Specifically, the outcome indicators for capacity strengthening activities were changed across the years and the values reported not consistent. In addition, the outcomes for resilience and small holder farmers activities maybe challenging owing to delayed or limited implementation (see table 5 and 6 in Annex 2).
- The security situation in the region is currently very volatile and may have implications on access of the evaluation team.

43. The evaluation team will review and assess these limitations and devise measures to mitigate them. Any other evaluability challenges identified by the team during the inception phase will be discussed in the inception report together with appropriate mitigation measures where possible.

5.3. Ethical considerations

44. Evaluations must conform to WFP and United Nations Evaluation Group (UNEG) ethical standards and norms.²² Accordingly, the evaluation firm is responsible for safeguarding and ensuring ethics at all stages of the evaluation cycle in line with the UNEG guiding ethical principles for evaluation (Integrity, Accountability, Respect, Beneficence).²³ This includes, but is not limited to, ensuring informed consent, protecting personal data and privacy, confidentiality and anonymity of participants, ensuring cultural sensitivity, respecting the autonomy of participants, ensuring fair and inclusive participation of stakeholders (including women and socially excluded groups) and ensuring that the evaluation results do no harm to participants or their communities. The team is expected to make efforts to hear the voices of marginalized and hard to reach groups.

45. Personal data will be processed in accordance with principles of fair and legitimate processing; purpose specification; proportionality and necessity (data minimization); necessary retention; accuracy; confidentiality; security; transparency; safe and appropriate transfers; and accountability.

46. The commissioning office will ensure that the team and the evaluation manager will not have been involved in the design, implementation, financial management or monitoring of the CSP Jordan, have no

²² For further information on how to apply the UNEG norms and standards (<http://www.unevaluation.org/document/detail/1914>) in each step of the evaluation, the evaluation team can also consult the Technical Note on Principles, Norms and Standards for evaluations (<https://docs.wfp.org/api/documents/WFP-0000003179/download/>).

²³ Beneficence means striving to do good for people and planet while minimizing harms arising from evaluation as an intervention.

vested interest, nor have any other potential or perceived conflicts of interest.²⁴

47. All members of the evaluation team will abide by the [2020 UNEG Ethical Guidelines](#) and the [2014 Guidelines on Integrating Human Rights and Gender Equality in Evaluations](#). In addition to signing a pledge of ethical conduct in evaluation, the evaluation team will also commit to signing a Confidentiality, Internet and Data Security Statement.²⁵

48. Should the evaluators uncover allegations of wrongdoing and misconduct in the implementation of a programme either by a WFP staff or a partner (including fraud, food diversions, misuse of WFP assets, harassment, sexual harassment, etc), the evaluation team should report those allegations to WFP Office of Inspection and Investigation (OIGI) through WFP hotline (<http://www.wfpHotline.ethicspoint.com/>). At the same time, the team leader should inform the Evaluation Manager and the Director and Deputy Director of Evaluation that there are allegations of wrongdoing and misconduct without breaking confidentiality.

5.4. Quality assurance

49. The WFP evaluation quality assurance system sets out processes with steps for quality assurance and templates for evaluation products based on quality checklists. This process does not interfere with the views or independence of the evaluation team but ensures that the report provides credible evidence and analysis in a clear and convincing way and draws its conclusions and recommendations on that basis. The evaluation team will be required to ensure the quality of data (reliability, consistency and accuracy) throughout the data collection, synthesis, analysis and reporting phases.

50. All evaluation deliverables (i.e., inception report and main evaluation report) must be subject to a thorough quality assurance review by the evaluation company in line with the WFP evaluation quality assurance system prior to submission of the deliverables to OEV. This includes a full editorial review and reviewing the response to comments-matrices and changes made to evaluation deliverables after OEV and stakeholder comments. However, quality assurance goes beyond reviewing deliverables and should include up-front guidance to the evaluation team. The person(s) responsible for quality assurance should therefore attend OEV briefing sessions and key meetings with the evaluation team. It is essential that the evaluation company foresees sufficient resources and time for this quality assurance.

51. The Office of Evaluation will conduct its own quality assurance of all evaluation deliverables at two levels: the evaluation manager (QA1) and a senior evaluation officer (QA2). The evaluation manager, with QA2 support as needed, will provide guidance to the evaluation team on any aspects of the evaluation (substantive areas to be covered, methodology, interaction with stakeholders, organizational matters etc.) as required. They will both review all evaluation deliverables. The (Deputy) Director of OEV must approve all evaluation deliverables.

52. All final evaluation reports will be subjected to a post hoc quality assessment (PHQA) by an independent entity through a process that is managed by the Office of Evaluation. The overall PHQA results will be published on the WFP website alongside the final evaluation report.

²⁴ Conflicts of interest are typically identified by a lack of independence or a lack of impartiality. These conflicts occur when a primary interest, such as the objectivity of an evaluation, could be influenced by a secondary interest, such as personal considerations or financial gains" (UNEG 2020 Guidelines). There should be no official, professional, personal or financial relationships that might cause, or lead to a perception of bias in terms of what is evaluated, how the evaluation is designed and conducted, and the findings presented. A conflict of interest can also occur when, because of a person's possibilities for future contracts, the evaluator's ability to provide an impartial analysis is compromised. Cases of upstream conflict of interest are those in which consultants could influence the analysis or recommendations so that they are consistent with findings previously stated by themselves. Cases of downstream conflict of interest are those in which evaluators could artificially create favourable conditions for consideration in a downstream assignment. The potential for bias increases when an evaluator's work is solely focused on one agency. During the evaluation process, the evaluators are not allowed to have another contract with the evaluand/ unit subject to evaluation. To avoid conflicts of interest, particular care should be taken to ensure that independence and impartiality are maintained.

²⁵ If there are changes in the evaluation team or a sub-contracting for some of the planned evaluation activities, the confidentiality agreement, internet and data security statement, and ethics pledge should also be signed by those additional members.

6. Organization of the evaluation

6.1. Phases and deliverables

53. The evaluation is structured in five phases summarized in Table 3 below. The evaluation team will be involved in phases 2 to 5 of the CSPE. The country office and regional office have been consulted on the timeframe to ensure good alignment with the country office planning and decision-making so that the evidence generated by the CSPE can be used effectively.

Table 3: Summary timeline – key evaluation milestones

Main phases	Timeline	Tasks and deliverables
1. Preparation	November 2025 December 2026	Final ToR Evaluation team and/or firm selection & contract
2. Inception	January 2026 February 2026 March 2026	HQ briefings and desk review Inception mission to Amman (one week) * Inception report
3. Data collection	May 2026 June 2026 June 2026	Evaluation mission, data collection and exit debriefing (3-weeks) ** Analysis workshop (evaluation team plus, subject to team agreement, evaluation manager attendance) - 2.5 days Preliminary findings debrief (3 weeks after the exit debriefing)
4. Reporting	July 2026 August 2026 September 2026 November 2026 December 2026	Report drafting Comments process Stakeholder workshop Final evaluation report Summary evaluation report validated by Team Leader
5. Dissemination	Jan 2027 onwards till the final EB session in Nov 2027	Management response and Executive Board preparation Wider dissemination

**Within the first two weeks to avoid overlap with Ramadan*

***Within the first three weeks to avoid overlap with Eid-Al Adha*

6.2. Evaluation team composition

54. The evaluation will be conducted by a gender, geographically, culturally and linguistically diverse and balanced evaluation team of **3-4 consultants** with relevant expertise (including a **team leader (senior evaluator)**, **1-2 senior national/ regional thematic experts based in country and a data analyst**). The selected evaluation firm is responsible for proposing a mix of evaluators and thematic experts with multi-lingual language skills (Arabic and English) who can effectively cover the areas of evaluation. The team leader should have excellent synthesis and evaluation report writing skills in English.

55. The evaluation team will have strong methodological competencies in designing feasible data capture methods and analysis as well as synthesis and reporting skills. The evaluation team should have good knowledge of gender, equity, wider inclusion issues. In addition, the team members should have experience in humanitarian and development contexts and knowledge of the WFP food and technical assistance modalities. In particular, experience with refugee settings, familiarity/knowledge of the issues related to Syrian crises, and of the wider situation in the Middle East would be highly desirable.

56. The national experts should have a good overview of national stakeholders in the areas of WFP operations to be able to lead the stakeholder mapping, both at capital and field level, and identification of key informants across different parts of the country.

Table 4: Summary of evaluation team and areas of expertise required

	Minimum requirements	Desirable competencies
Team Leadership	- Team Management, coordination, planning, ability to resolve problems and deliver on time - Strong presentation skills and excellent writing skills - Experience in leading complex, strategic evaluations at country level, such as evaluations of country strategic plans, organisational positioning and nexus dynamics, including with UN organizations - Experience in conflict-affected and politically complex settings - Experience with applying theory based mixed methods approaches - Strong ability to navigate political sensitivities, and strong understanding the complexity of the relation between UN and member states.	Prior experience in Jordan; prior experience in the region; prior experience of working with WFP
Thematic expertise	- Humanitarian assistance, including humanitarian principles and protection, assistance for refugees and displaced people. - Nutrition (treatment and prevention of moderate acute malnutrition and nutrition-sensitive programming) - Climate change, Food systems and resilience - School feeding (including home-grown school feeding and links to rural economies) - Cash-based transfer	
Other expertise needed	- Institutional capacity strengthening and Social Protection - Interagency coordination and response mechanisms - Gender and inclusion analysis - Protection and Accountability to affected people - Targeting	
National Experts	- Expertise in relevant technical areas above - In-depth knowledge of the political, economic and social context in Jordan - Good knowledge of national stakeholders in the areas of WFP operations - Proven experience in conducting data collection, including interviews and focus group discussions for evaluation or research studies	- Experience in working with the UN - Solid English writing skills
Research Analyst	- Relevant understanding of evaluation and research - Ability to provide qualitative and quantitative research support to evaluation teams including analysis of monitoring data, data cleaning and analysis and proficiency in excel and other analysis software - Strong writing and presentation skills, proofreading, and note taking.	Previous experience with WFP evaluation
Quality assurance and editorial expertise	- Experience in writing high quality, complex evaluation deliverables (detailed reports and summaries) - Experience in quality assurance of written technical reports and briefs - Previous experience with WFP evaluations	

6.3. Roles and responsibilities

57. This evaluation is managed by the WFP Office of Evaluation. Sameera Ashraf has been appointed as evaluation manager (EM) and Lia Carboni has been appointed as OEV research analyst (RA). Both have not worked on issues associated with the subject of evaluation. The EM, assisted by the OEV RA, is responsible for drafting the ToR; selecting and contracting the evaluation team; preparing and managing

the budget; setting up the Internal Reference Group; organizing the team briefing and the in-country stakeholder workshop; supporting the preparation of the field mission; drafting the summary evaluation report; conducting the first-level quality assurance of the evaluation products and soliciting WFP stakeholders' feedback on draft products. The evaluation manager will be the main interlocutor between the team, represented by the team leader, and WFP counterparts to ensure a smooth implementation process. Judith Friedman, Senior Evaluation Officer, will provide second-level quality assurance. The Director of Evaluation will clear the final evaluation products and present the CSPE to the WFP Executive Board for consideration in November 2027.

58. An [internal reference group](#) composed of selected WFP stakeholders at country office, regional office and headquarters levels will be expected to review and comment on draft evaluation reports; provide feedback during evaluation briefings; be available for interviews with the evaluation team.

59. The country office will facilitate the evaluation team's contacts with stakeholders in Jordan; provide logistic support during the fieldwork and organize an in-country stakeholder workshop. Yingci Sun has been nominated the WFP country office focal point and will assist in communicating with the evaluation manager and CSPE team and setting up meetings and coordinating field visits. To ensure the independence of the evaluation, WFP staff will not be part of the evaluation team or participate in meetings where their presence could bias the responses of the stakeholders.

6.4. Security considerations

60. As an "independent supplier" of evaluation services to WFP, the contracted firm will be responsible for ensuring the security of the evaluation team, and for making adequate arrangements for evacuation for medical or insecurity reasons. However, to avoid any security incidents, the evaluation manager will ensure that the WFP country office registers the team members with the security officer on arrival in country and arranges a security briefing for them to gain an understanding of the security situation on the ground. The evaluation team must observe applicable United Nations Department of Safety and Security rules including taking security training (BSAFE & SSAFE) and attending in-country briefings.

61. As per annex I of LTA agreement, companies are expected to travel to all relevant WFP programme countries, including those with hazardous contexts. Prior to company participation in a mini-bid and submission of proposal, the company is advised to check whether government restrictions are in place that prevent team members from travelling to countries/areas to carry out the services. If it is the case that government restrictions prevent team member travel, the company should not participate in the mini bid.

6.5. Communication

62. It is important that evaluation reports are accessible to a wide audience, as foreseen in the Evaluation Policy, to ensure the credibility of WFP – through transparent reporting – and the usefulness of evaluations.

63. The summary evaluation report along with the management response to the evaluation recommendations will be presented to the WFP Executive Board in November 2027. The final evaluation report will be posted on the public WFP website and the Office of Evaluation will ensure dissemination of lessons through the annual evaluation report. This will be accompanied by an evaluation brief and an infographic with key highlights.

64. All evaluation products will be produced in English.

6.6. The proposal

65. Technical and financial offers for this evaluation should consider in-country inception (minimum 5 working days) and data collection missions (3 weeks excluding travel days), and travel of the evaluation team leader for the stakeholder workshop to be held in Amman. Proposals should build in sufficient flexibility to deal with possible risks and restrictions or flare-up of regional conflict.

66. While the Summary Evaluation Report is drafted by the Evaluation Manager, financial proposals should budget time for the Team Leader to review and validate the final draft before it is submitted to the

Executive Board.

67. Following the technical and financial assessment, an improved offer could be requested by WFP to the preferred bid(s) to better respond to the ToR requirements. WFP may conduct reference checks and interviews with selected team members.

Annex I. List of relevant previous evaluations and audits

WFP Centralized and Decentralized Evaluations carried out in Lebanon since mid-2021

Policy Evaluations

[Evaluation of WFP's Policy on Building Resilience for Food Security and Nutrition](#)

[Evaluation of WFP's Policy on Country Strategic Plans](#)

[Evaluation of WFP's Enterprise Risk Management Policy](#)

Strategic Evaluations

[Mid-term evaluation of WFP's Strategic Plan 2022-2025](#)

[Strategic evaluation on WFP's support to refugees, internally displaced persons, and migrants](#)

[WFP's Approach to Targeting and Prioritization](#) (with Jordan Country Office as a case study)

Synthesis

[School Feeding in Emergencies: a synthesis evaluation](#)

[Synthesis of evidence and lessons on WFP's cooperating partners from centralized and decentralized evaluations](#)

Impact Evaluation

[Impact Evaluation of the School Meal Programme in Jordan](#) – Dec 2024

Source: OEV/MIS

WFP Internal Audits of Jordan country office since mid-2021

Internal Audits

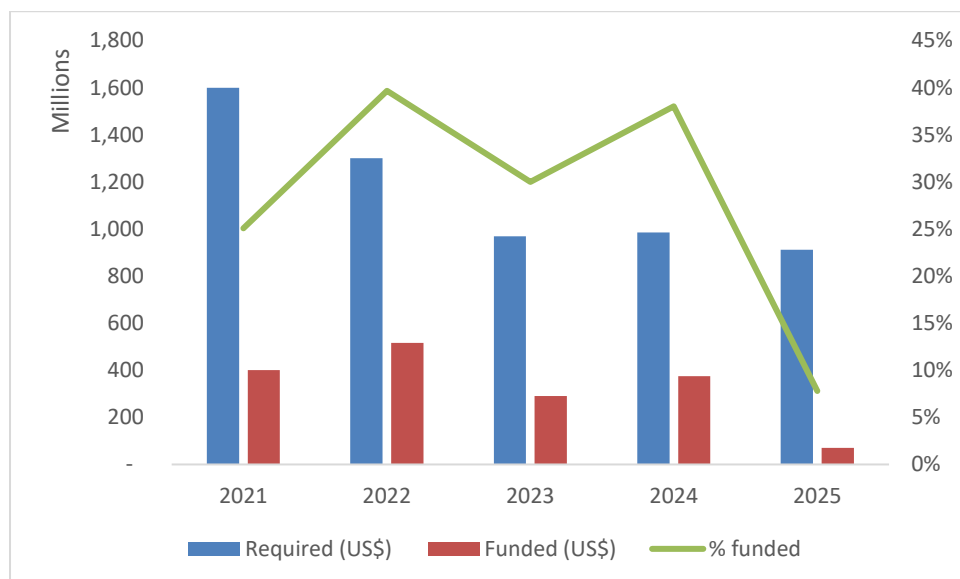
[Internal Audit of WFP Operations in Jordan](#) - May 2022

[Internal Audit of WFP's Regional Bureau for the Middle East, Northern Africa and Eastern Europe](#) December 2024

Source: WFP Internal Audit

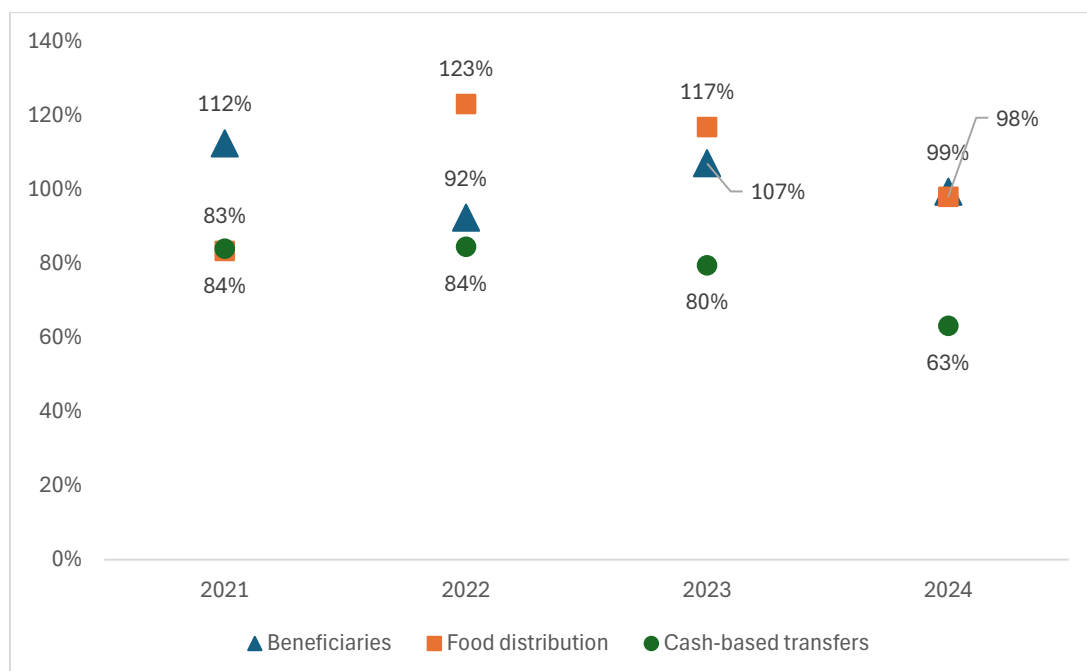
Annex II. Additional analytics

Figure 7: Funding levels of the Syrian Arab Republic Regional Refugee and Resilience Plan (Jordan 3RP) (2021-2025)



Source: <https://fts.unocha.org/countries/114/summary/2025>

Figure 8: Achievement rates in terms of number of WFP beneficiaries reached and food/CBT distributed (planned vs. actual %) (2021-2024)



Source: WFP COMET system. CM-R001b, Jordan

Figure 9: Jordan CSP beneficiaries, composition by age category (2021-2024)

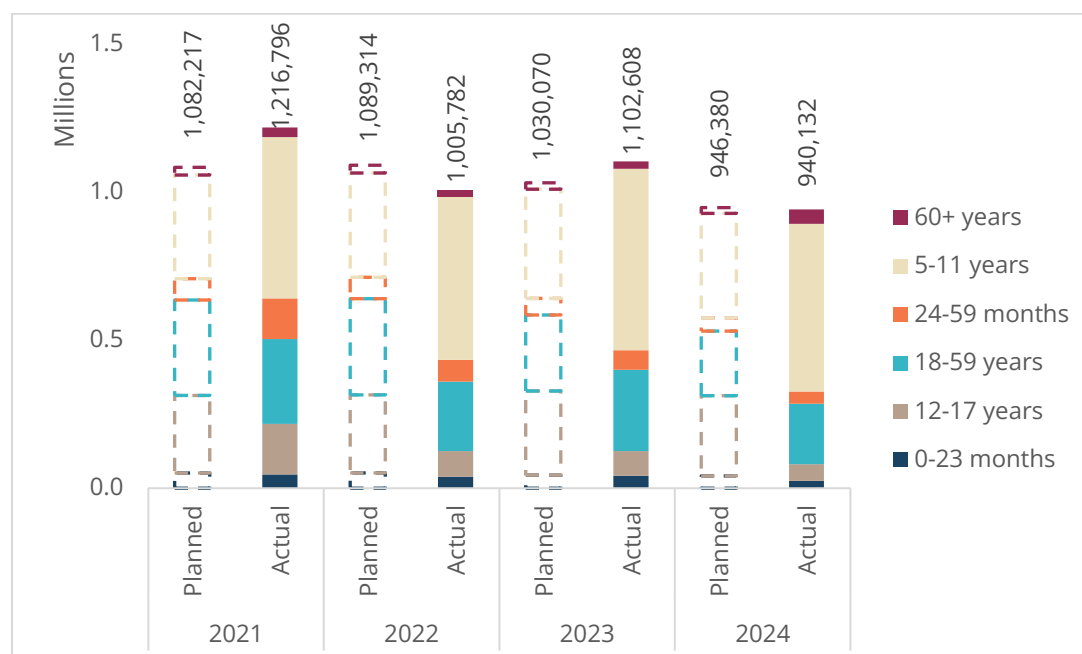


Table 5: CSP Jordan (2023-2027) logframe analysis

Logframe version		Outcome indicators	Cross-cutting indicators	Output indicators
v 1.0 22/08/23	Total nr. of indicators	26	15	76
V 2.0 24/01/24	New indicators	0	0	3
	Discontinued indicators	0	0	0
	Total nr. of indicators	26	15	79
v 3.0 22/04/24	New indicators	0	0	5
	Discontinued indicators	0	2	5
	Total nr. of indicators	26	13	79
v4.0 06/11/24	New indicators	1	0	1
	Discontinued indicators	0	0	0
	Total nr. of indicators	27	13	79
	New indicators	0	3	73

Logframe version		Outcome indicators	Cross-cutting indicators	Output indicators
v 5.0 04/03/2025	Discontinued indicators	19	0	0
	Total nr. of indicators	46	16	152
v 6.0 17/08/25	New indicators	0	1	0
	Discontinued indicators	0		0
	Total nr. of indicators	46	17	152
Total nr. of indicators that were included in all versions of the logframe		25	13	0

Table 6: Analysis of results reporting in Jordan Annual Country Reports [2023-2024]

		ACR 2023	ACR 2024
Outcome indicators			
	Total number of indicators in applicable logframe	26	27
Baselines	Nr. of indicators with any baselines reported	26	27
Year-end targets	Nr. of indicators with any year-end targets reported	26	27
CSP-end targets	Nr. of indicators with any CSP-end targets reported	26	27
Follow-up	Nr. of indicators with any follow-up values reported	24	25
Cross-cutting indicators			
	Total number of indicators in applicable logframe	15	13
Baselines	Nr. of indicators with any baselines reported	15	13
Year-end targets	Nr. of indicators with any year-end targets reported	15	13
CSP-end targets	Nr. of indicators with any CSP-end targets reported	15	13
Follow-up	Nr. of indicators with any follow-up values reported	12	9
Output indicators			
	Total number of indicators in applicable logframe	76	79
Targets	Nr. of indicators with any targets reported	75	78
Actual values	Nr. of indicators with any actual values reported	72	75

Annex III. Acronyms and abbreviations

Abbreviation	Definition
CBT	Cash-based Transfer
CO	Country Office
CS	Capacity Strengthening
CSP	Country Strategic Plan
CSPE	Country Strategic Plan Evaluation
EB	Executive Board
EM	Evaluation Manager
FAO	Food and Agriculture Organization
GDP	Gross Domestic Product
GNI	Gross National Income
HQ	Headquarters
Jordan 3RP	Jordan Refugee & Resilience Response Plan
LTA	Long-Term Agreement
NAF	National Aid Fund
NFSS	National Food Security Strategy
OCHA	UN Office for the Coordination of Humanitarian Affairs
OEV	EFP Office of Evaluation
ODA	Official Development Assistance
OIGI	WFP Office of Inspection and Investigation
PHQA	Post Hoc Quality Assessment
QA	Quality Assurance
RA	Research Analyst
SSAFE	Safe and Secure Approaches in Field Environments
SD	Service Delivery
SO	Strategic Outcome
T-ICSP	Transitional Interim Country Strategic Plan
TOC	Theory of Change

Abbreviation	Definition
TOR	Terms of Reference
UN	United Nations
UNDP	United Nations Development Programme
UNEG	United Nation Evaluation Group
UNHCR	United Nations Refugee Agency
UNICEF	United Nations International Children's Emergency Fund
UNOCHA	United Nations Office for the Coordination of Humanitarian Affairs
URT	Unconditional Resource Transfer
UNRWA	United Nations Relief and Works Agency for Palestine Refugee in the near east
USD	US Dollar
WFP	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