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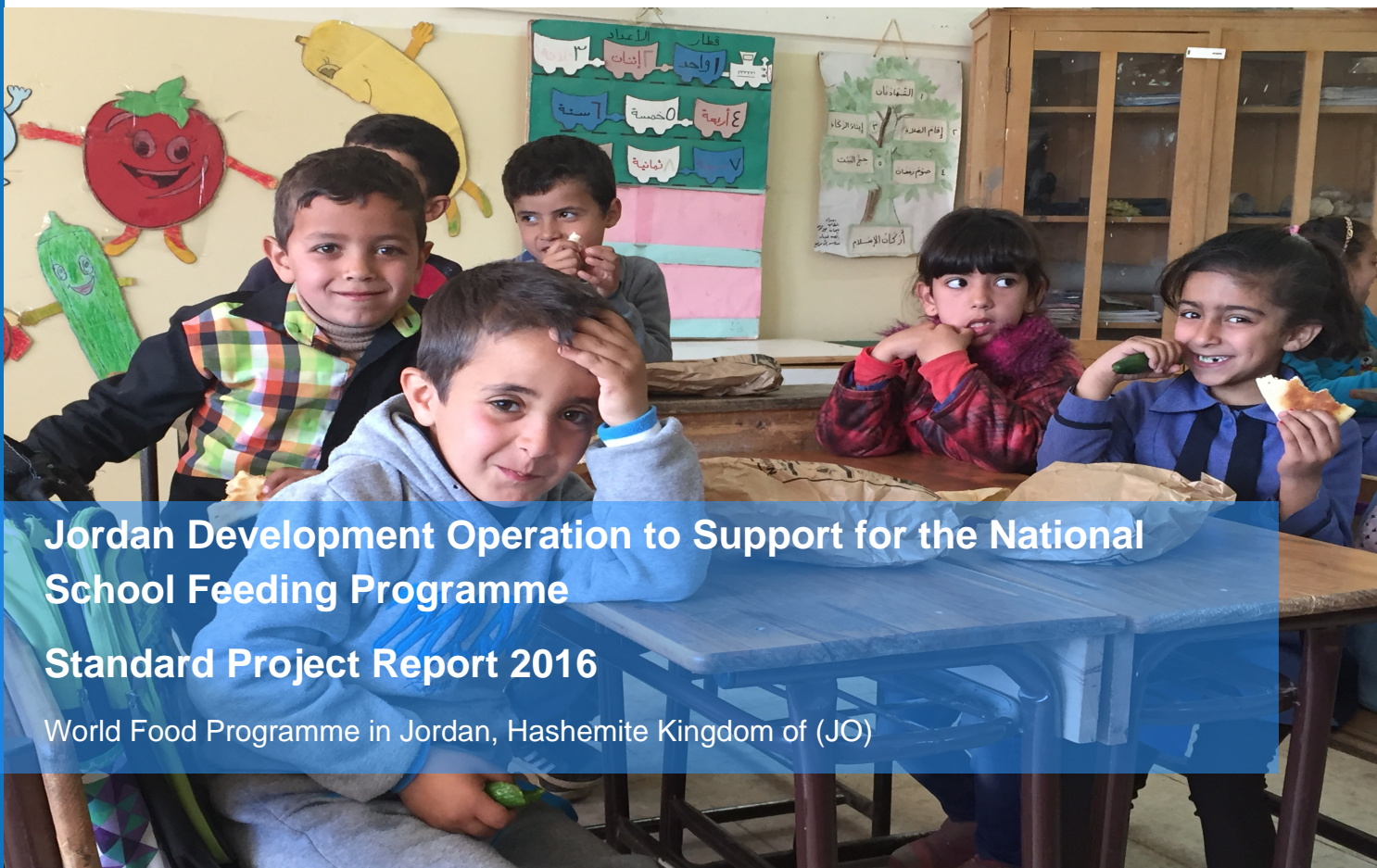
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SPR Reading Guidance



**Jordan Development Operation to Support for the National
School Feeding Programme
Standard Project Report 2016**

World Food Programme in Jordan, Hashemite Kingdom of (JO)



World Food Programme

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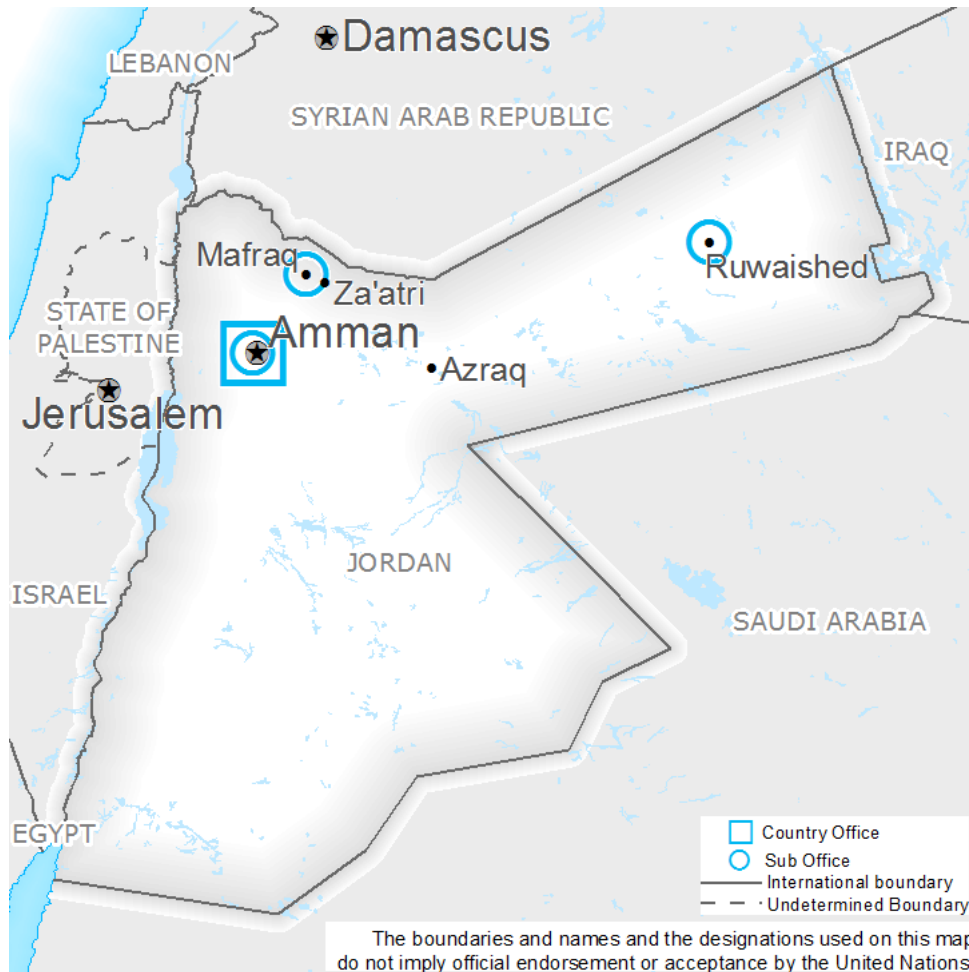
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Country Context and WFP Objectives



Country Context

Jordan is an upper middle income country, with a population of 9.5 million, out of which 2.9 million are considered guests. Despite this classification, it is also a resource-poor, food-deficit country with limited agricultural land, no energy resources and scarce water supply. While progress has been made in socio-economic development and poverty alleviation, unemployment and inflation remain fundamental problems, with the economic situation deteriorating drastically over the past few years. According to the 2016 third quarter report released by the Department of Statistics, the unemployment rate reached 15.8 percent, an increase from 13 percent during the same period in 2015. The unemployment rate for men was 13.8 percent compared to 25.2 percent for women.

Since the onset of the Syria conflict in 2011, over 650,000 registered Syrian refugees sought safe haven in Jordan (UNHCR). Only 21 percent of registered refugees live in refugee camps, with the remaining 79 percent living among their Jordanian hosts in urban and rural areas. This rapid increase in the population has placed enormous pressure on Jordan's national services and infrastructure, resulting in overcrowded health centres and schools, and overstretched sanitation and municipal services, including water supply, the demand for which increased by 40 percent in areas where most of the Syrian refugees reside.

Jordan has achieved universal primary education, with the 2015 net enrolment ratio at 96 percent for girls and 98 percent for boys. The presence of over 220,000 school aged Syrian children as a result of the Syria crisis has seen the country make every effort to provide learning opportunities. The majority of schools are implementing a double shift system, decreasing the length of classes to accommodate the additional students [1].

Nationwide, 0.5 percent of all Jordanian households suffer from food insecurity, while 5.7 percent are vulnerable to food insecurity. Out of those vulnerable to food insecurity, 14 percent of the households receive cash or in-kind assistance from the National Aid Fund (NAF) throughout Jordan. The 2016 WFP Comprehensive Food Security Monitoring Exercise revealed that a majority of Syrian refugee households living in host communities continue to be either food insecure or vulnerable to food insecurity, at 72 percent, while showing an improvement over 2015 levels which peaked at 85 percent.

At the London Conference in February, world leaders came together to raise the funds needed to support people affected by the war in Syria. As a result, Jordan committed to allowing Syrians to apply for work permits. The conference introduced a new holistic approach between the Jordanian Government and the international community to deal with the Syrian crisis, titled the Jordan Compact, which outlines a number of measures to create employment opportunities for Syrian refugees and Jordanians, a step in the right direction to improve economic welfare and subsequently, food security.

[1] UNICEF, The State of the World's Children Report, 2015

Response of the Government and Strategic Coordination

Through strong ties with the Government, WFP is increasingly able to better address food insecurity in Jordan. WFP provided the Government with valuable technical support, and strengthened institutional capacity to address the short and long-term food needs of targeted Jordanians.

A continued collaboration with the Ministry of Agriculture has allowed WFP and its cooperating partners to invest in an integrated and robust set of interventions and activities that will aim to improve livelihoods through human, physical, natural and capital asset creations. WFP has engaged in discussions with the Ministry of Planning and International Cooperation to contribute to the enhancement of the safety net system of the Government using WFP expertise in cash-based transfers.

In line with the Jordan Poverty Reduction Strategy, which put in place a series of social programmes aimed at increasing employment opportunities, curbing unemployment, combating poverty and offering in-kind and cash assistance for the poor and marginalized groups within the Jordanian society, WFP introduced innovative and sustainable solutions by developing resilience-based approaches.

WFP's programmes are in line with government strategies and policies, namely the Jordan 2025, the National Food Security Strategy (2014–2019), and the Jordan Response Plan for the Syria Crisis (2016–2018). The programmes are in line Sustainable Development Goals 2 and 17, as well as the United Nations Assistance Framework (UNDAF) for 2015–2017.

WFP engaged with the Rome-based Agencies, the Food and Agriculture Organisation (FAO) and the International Fund for Agricultural Development (IFAD), to reduce the pressure on host communities affected by the Syria crisis by investing in livelihoods and social cohesion. In June, all three organisations submitted a Madad funding proposal, which highlights WFP's comparative advantage of transferring cash to beneficiaries, while FAO drew on its advantage of providing technical support to determine the most suitable activities. WFP closely coordinates with FAO on a national level, especially in relation to agricultural based economic activities.

WFP continued its positive collaboration with the Ministry of Education, a key partner for the success of the National School Feeding Programme. Through the Ministry's direct support and technical assistance, WFP was able to help maintain the school enrolment status of school children between 5 and 12 years of age in public schools. WFP's strategic coordination and partnership with the Royal Health Awareness Society (RHAS) established in 2015 for the implementation of the Healthy Kitchen Model, which aim to promote health and empower individuals to adopt healthy lifestyles, continued to flourish. RHAS technical capacity and support, combined with the engagement of the local community, enabled WFP to provide healthy nutritious meals to 55 schools, reaching more than 10,000 children.

Based on the successful implementation of the Healthy Kitchen Model, the Ministry of Education, WFP and all relevant stakeholders have agreed to develop an action plan for the expansion of the model with the aim of reaching 480,000 Jordanian and Syrian students by 2021. In parallel, the Ministry of Education and WFP have created a special committee to work on the establishment of a national school meals fund to stabilise the financial resources available for the programme.

Summary of WFP Operational Objectives

WFP provided assistance to food insecure Jordanians and Syrian refugees affected by the economic crisis and the ongoing Syrian conflict. The emphasis was on encouraging participation, particularly of women and youth, in the labour market by developing human capacity and increasing chances of employability in the future. Through its projects, WFP's close collaboration with the Government of Jordan was further improved, and innovative solutions were explored, aimed at transitioning from humanitarian assistance towards interventions to enhance resilience to shocks with scalable and sustainable solutions.

PRRO 200537 (2013-2016) 'Assistance to the food insecure and vulnerable Jordanians affected by the protracted economic crisis aggravated by the Syrian conflict', approved budget USD 62 million, provided Jordanians vulnerable to food insecurity with targeted food assistance (TFA), food assistance for training (FFT) and food assistance for assets (FFA). All three activities aimed to meet and improve food consumption and quality of diet; protect the livelihoods of affected communities and families; and restore or strengthen livelihoods through asset creation. Moreover, WFP contributed to enhancing the national institutions to address food insecurity by strengthening monitoring systems and establishing a government-led multi-stakeholder Food Security and Nutrition Partnership for policy dialogue on productive and social safety-nets.

Development Project 200478 (2011-2016) 'Support for the National School Feeding Programme, approved budget USD 24 million, assisted school children living in poverty-stricken areas through the distribution of date bars, while the Government continued to provide High Energy Biscuits (HEB) and fruit from its own resources. Building on its successful launch in 2015, WFP's innovative home-grown school meals project, the Healthy Kitchen Model, provided fresh oven-baked pastries, a piece of fruit and a vegetable. Through this project, WFP was able to not only diversify the school meals, but also create employment opportunities in the local community, especially for women, who are the main working force in the kitchen.

In response to the ongoing Syrian crisis, WFP's Regional Emergency Operation (EMOP) 200433 has provided food assistance through cash-based transfers (CBTs) to Syrian refugees in communities and camps, in addition to school meals and daily distributions of fresh bread in the camps. Outside the camps, WFP has implemented a targeted approach with families assessed as either extremely vulnerable or vulnerable to food insecurity. Extremely vulnerable to food insecurity families received JOD 20 (USD 28), while families vulnerable to food insecurity received JOD 10 (USD 14) per month. Amongst the Syrian refugee population, those identified as the most vulnerable to food insecurity and in need of food assistance were: widows, youth headed households, households with a majority of children or elderly, divorced single women below 50 years of age, and single elderly people who live below the Jordanian national poverty line of JOD 68 (USD 95.2) per capita, per month.

Country Resources and Results

Resources for Results

2016 has been an exceptional year for WFP in Jordan. The main projects were fully funded, except for the PRRO.

Similar to previous years, contributions to the PRRO were limited, covering less than 20 percent of the requirements. Combined with increased earmarking towards specific activities, flexibility on allocation between food and cash-based transfers (CBT) based on country priorities was not feasible. Unpredictability and limited funding forced WFP to prioritise activities, reducing the number of beneficiaries assisted and implementing geographical prioritisation by focusing on the governorates most affected by the Syrian crisis.

WFP's PRRO was fully in line with the Government's strategies and policies; ensuring equity of assistance between the host communities and refugees, and contributing to social cohesion.

WFP partnered with United Nations agencies and local non-governmental organisations (NGOs) to provide complementary inputs and maximise the impact of support. The partnership with Tkiyet Um Ali (TUA) allowed WFP to reach 90,000 vulnerable Jordanians through a comprehensive food basket. The partnership with the United Nations Development Programme (UNDP) allowed both agencies to reach a higher number of vulnerable Jordanians with limited funding of both agencies.

The Development Project 'Support to the National School Feeding Programme' was fully funded through generous contributions from donors. This project was based on the strategic partnership between WFP and the Ministry of Education and benefited from a strong collaboration with the Royal Health Awareness Society. As part of this project, WFP complemented the existing National School Feeding Programme by providing fortified date bars to Jordanian school children. WFP continued piloting the Healthy Kitchen Model which focused on providing healthy meals to school children. Following positive evaluation findings and clear commitment from the national authority, the Healthy Kitchen Model was expanded from one governorate in 2015 to five governorates in 2016. The full coverage of the programme enabled WFP to continue piloting the Healthy Kitchen Model which brought social and economic benefits, and enhanced the effectiveness and efficiency of the Government's assistance as a social safety net tool.

Achievements at Country Level

The repercussions of the global financial crisis coupled with the sudden and increasing arrival of Syrian refugees in 2012 had dire consequences on Jordan's economy. With public debt amounting to over 90 percent of the country's gross domestic product (GDP), the Government has taken a number of measures to slash spending, including ending fuel subsidies, and gradually lifting electricity and water subsidies.

WFP, in partnership with the Food and Agriculture Organisation (FAO) initiated the update of the National Food Security Strategy as per the request of the Government. The overall objective of the strategy update was to review the food security strategy in line with the protracted Syrian crisis and its impact on Jordan. The review process will include updating statistics and policies which might need to be re-examined to reflect changes. Moreover, an action plan for the strategy will be developed, based on inputs provided by relevant stakeholders. The action plan will be aligned with the Government's Jordan 2025 vision.

Through WFP's strategic partnership with the Ministry of Education, WFP maintained its support to the National School Feeding Programme, reaching 350,000 school children with fortified date bars in complement to the Ministry's distribution of fortified biscuits and fruits.

At the same time, WFP took steps to enhance the national programme by providing technical assistance to enhance its effectiveness and to pilot alternative models, such as the Healthy Kitchen Model. The Healthy Kitchen Model aimed to provide school children with freshly baked meals that are locally sourced, concomitantly creating job opportunities, notably for women. By the end of the year, the Healthy Kitchen Pilot expanded to reach 10,000 school children.

The Healthy Kitchen Model was assessed independently and was found to have a positive impact on the local economy. Evidence-based findings were presented at a high-level event leading to the Ministry of Education's decision to expand the model nationwide from 2017 onwards. The Ministry of Education and WFP established a task force with representation from relevant stakeholders, including the Ministry of Planning, the Ministry of Health, the Ministry of Agriculture, the Royal Health Awareness Society and the Chamber of Industry. The task force started

developing a comprehensive expansion plan and mapping options to establish a national school meals fund. This was an important first step in formalising the National School Feeding Programme as a sustainable social protection programme.

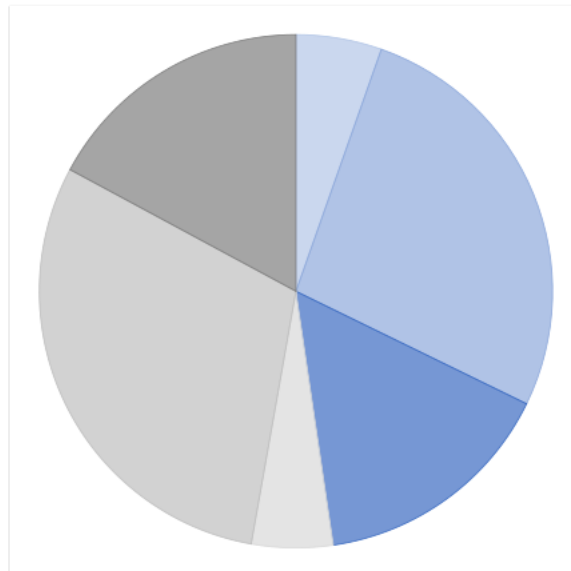


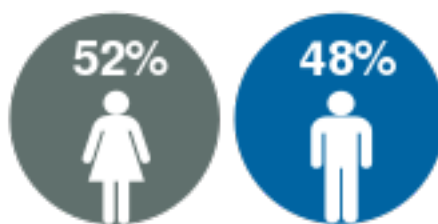
Annual Country Beneficiaries

Beneficiaries	Male	Female	Total
Children (under 5 years)	56,752	53,830	110,582
Children (5-18 years)	281,857	315,976	597,833
Adults (18 years plus)	162,312	180,101	342,413
Total number of beneficiaries in 2016	500,921	549,907	1,050,828

Country Beneficiaries by Gender and Age

- Children (under 5 years)
- Children (5-18 years)
- Adults (18 years plus)
- Children (under 5 years)
- Children (5-18 years)
- Adults (18 years plus)





Annual Food Distribution in Country (mt)

Project Type	Cereals	Oil	Pulses	Mix	Other	Total
Development Project	-	-	-	695	-	695
Regional EMOP	8,184	-	-	283	5,407	13,874
Single Country PRRO	554	-	587	-	737	1,879
Total Food Distributed in 2016	8,738	-	587	978	6,144	16,447



Cash Based Transfer and Commodity Voucher Distribution (USD)

Project Type	Cash	Value Voucher	Commodity Voucher
Regional EMOP	1,056,765	139,105,153	-
Single Country PRRO	583,129	1,031,453	-
Total Distributed in 2016	1,639,893	140,136,606	-

Supply Chain

For the PRRO, sugar and lentils were procured locally on a delivery at place basis. The commodities were delivered directly from the suppliers to the non-governmental organisation (NGO) warehouses. Commodities were distributed to the beneficiaries on a monthly basis up until the end of the year - as per the agreement with the local NGO. WFP and the Government jointly provided school meals on an alternate basis. The Government provided high energy biscuit and fruit to each child two days per week and WFP provided fortified date bar per child for the remaining three days during the year. Both, the biscuits and date bars were produced locally. The Government contributed by providing the transport from food suppliers to schools, in addition to providing the storage of commodities.

WFP created alliances with local mills and the date bars producers to transform WFP in-kind commodities (wheat flour, sugar and date paste) in stocks to date bars. One of the main challenges that WFP faced for the unique requirements of fortified date bars production, was that some of the commodities did not meet the production specifications. WFP contracted local mills and agreed on a swapping mechanism ensuring that the produced wheat flour is meeting the requested specifications. In a second step, the wheat flour, along with other commodities, was

transported to the local date bars producers.

To further ensure the efficiency and effectiveness of the operation, WFP opted to use cash contributions, in some cases, to pay for the date bars against production costs to avoid pipeline breaks.

The date paste required special handling and special storage conditions. WFP, together with third party service providers, ensured temperature controlled storage facilities for the bars were available to maintain the quality of the date bars.

Minimal losses were encountered during the year versus the handled commodities. An amount of 116.6 mt of date paste and 21 mt of date bars were destroyed, in line with cooperate destruction procedures. This was after they underwent several laboratory tests since 2015, to confirm their unconformity, and in line with approval of the Government for the destruction of the date bars.

WFP performed regular monitoring visits to schools, ensuring that the storing conditions and food handling were in line with WFP procedures. Quality inspections were also conducted throughout the year. As a result, WFP was able to ensure only minimal food losses.

To mitigate losses, WFP contracted an independent Quality and Quantity inspection service provider to carry out the required verifications, laboratory testing, and quality control on commodities at different stages of the supply chain, including at origin to improve efficiency.

WFP and the Government will work closely to jointly carry out an assessment of the supply chain of the Ministry of Education to further enhance the joint supply chain capacity and improve the value of money for the operation. Consequently, the effectiveness and efficiency of the operation will be further improved.



Annual Food Purchases for the Country (mt)

Commodity	Local	Regional/International	Total
Bread	6,944	-	6,944
Bulgur Wheat	156	-	156
Canned Chicken	37	-	37
Canned Fish	24	-	24
Canned Meat	37	-	37
Canned Pulses	35	-	35
Canned Vegetables	86	-	86
Chickpeas	281	-	281
Crackers	23	-	23
Dried Fruits	27	-	27
Halawa	23	-	23
High Energy Biscuits	346	-	346
Iodised Salt	34	-	34
Lentils	478	134	612
Mineral Water	22	-	22
Rations	4,521	-	4,521
Rice	390	-	390
Sugar	655	-	655

Commodity	Local	Regional/International	Total
Tea	5	-	5
Vegetable Oil	94	-	94
Wheat Flour	312	-	312
Total	14,531	134	14,665
Percentage	99.1%	0.9%	

Implementation of Evaluation Recommendations and Lessons Learned

WFP was able to build on three key principles recognised from 2015. Areas identified for strengthening were: increasing partnership and complementarities with other local agencies; enhancing communication and coordination with the Government, donors, partners and United Nations agencies; and focusing on gender mainstreaming and increased participation of women under the PRRO.

WFP strategically altered the design of the food assistance-for-training (FFT) activity, hence increasing the sustainability and success rates. This was achieved with thorough selection of work areas based on job market demand, helping to increase the placement and retention rate of hired participants. This was coupled with well-designed programme-matching between beneficiaries and vocational areas.

During 2015, WFP noted that women participation in the food assistance-for-assets (FFA) activities were not as desired. In an effort to promote women participation and engagement in all stages of the project implementation, WFP prioritised women in the less laborious activities such as plant and animal production which increased the enrolment of women from 20 percent to 35 percent during the year.

For WFP to continue addressing gaps, challenges and areas of improvements, WFP is planning to conduct a decentralised evaluation for implemented activities by the second quarter of 2017. The evaluation will focus on gender, social protection, sustaining engagement with beneficiaries, partnerships and integration with national planning processes and institutions.

WFP's implementation of the Development Project was built on past experiences, best practises and lessons learned which are foreseen to shape Jordan's National School Feeding Programme for years to come, changing the type of intervention WFP will undertake here in the future.

A high-level consultative workshop held in August resulted in a rich dialogue unlocking potentials for new partnerships. It also paved the way for the development of a well-informed, practical, and comprehensive plan for the forthcoming expansion, based on best practices from other WFP offices, in Palestine and Brazil. Stakeholders discussed the potential for corporate social responsibility projects (CSR) to create win-win opportunities and encourage the private sector to support the implementation of the programme.

To ensure that corporate standards are met, and in an effort to standardise and maintain the quality of the freshly baked meals, WFP will conduct trainings for bakers in the different kitchens in 2017. The trainings will address the baking process, recipes and tools used. WFP will seek to enhance the logistic performance of implementing partners based on an assessment that will be conducted to identify gaps and challenges.

The Jordanian Government, United Nations agencies, non-governmental organisations and the private sector recommended in their role as stakeholders, the substitution of imported fruits with local products, by engaging the Ministry of Agriculture in the programme. They also recommended to continue with measures that promote health awareness education, support job creation, women empowerment and ensure the systematization of fund-raising efforts, through the creation of a national school meals fund.

Project Objectives and Results

Project Objectives

In line with Sustainable Development Goal (SDG) 2, as well as WFP's Strategic Objective 4, reduce undernutrition and break the inter-generational cycle of hunger, WFP provided support to Jordan's government-led National School Feeding Programme. The programme targeted school children between the ages of 5 to 12 years old attending government schools in poverty pockets regardless of their nationality.

The specific objectives were to support the Government in expanding school meals coverage as a productive social safety net and maintaining school enrolment at a time of government budgetary constraints and economic hardships among poor households; and enhancing the quality and sustainability of the National School Feeding Programme through the provision of technical assistance in improving institutional capacity for the design, management and planning of the programme.

WFP's partnership with the Government aimed at paving the way for the transformation of the National School Feeding Programme into a Healthy Kitchen Model, which entails the production of freshly baked meals, promote economic opportunities and the strengthening of local economies so as to institute the programme as an integral part of national social protection.

The project was fully in line with the Government Action Plan 2013-2016, the National Poverty Reduction Strategy, the National School Health Strategy, the Ministry of Education's Strategic Plan, the development priorities of the United Nations Development Assistance Framework (UNDAF) and the Jordan Response Plan.



Approved Budget for Project Duration (USD)

Cost Category	
Capacity Dev.t and Augmentation	3,071,901
Direct Support Costs	4,534,482
Food and Related Costs	15,000,443
Indirect Support Costs	1,582,478
Total	24,189,303

Project Activities

WFP complemented the National School Feeding Programme, which supported 350,000 children aged between 5 to 12 years attending government schools. The schools were located in poverty areas as per the poverty report published by the Ministry of Planning. WFP and the Government jointly provided school meals on an alternate basis with the Government providing 50 g of high energy biscuit and a piece of fruit to each child two days per week and WFP providing 80 g of fortified date bar per child for the remaining three days during the first half of 2016. During the first half of the year, more schools than initially planned were assisted, as per a request of the Ministry of Education. Both the biscuits and date bars were produced locally. Since the approach was towards supporting the expansion of the Healthy Kitchen Model, WFP was unable to provide date bars for the full 26 days during the second half of the year. In response, the Government increased its assistance to cover for the remaining feeding days.

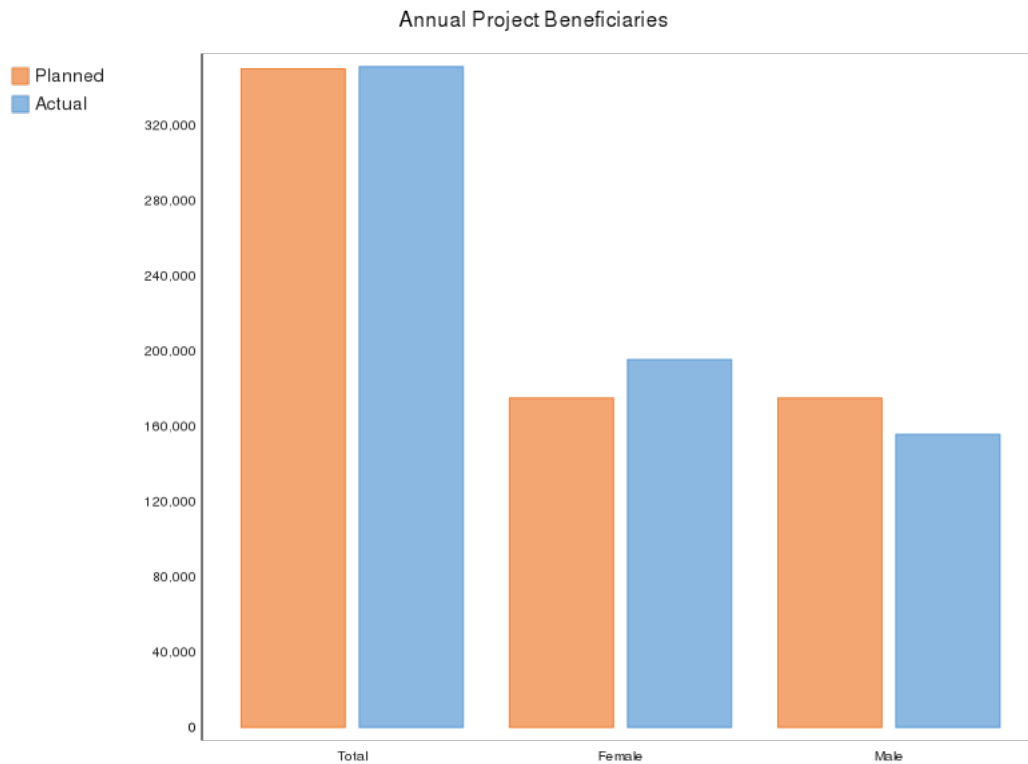
Since the programme provided meals to all school children attending the morning shifts regardless of their gender and nationality and due to the high rate of female enrolment at schools, WFP reached more females during the academic year. This will be reflected in future targeting.

As part of the Healthy Kitchen Model, WFP provided 10,000 school children previously benefiting from the date bar distribution with daily healthy meals consisting of freshly baked foods (cheese, za'atar, or healthy pizza pastry), a

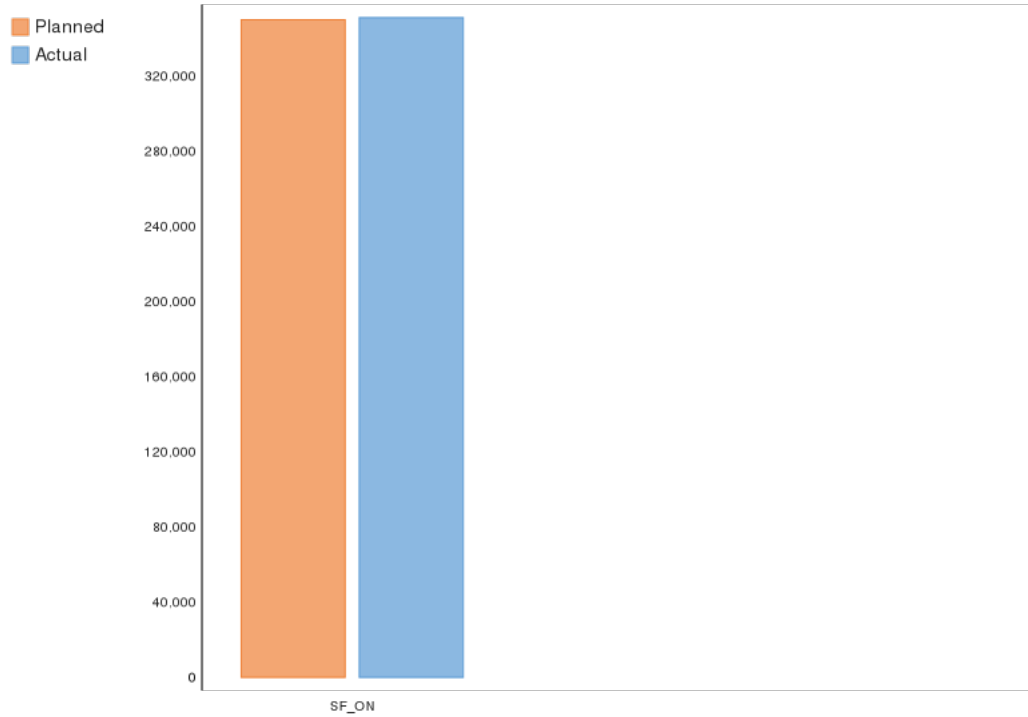
piece of vegetable and a fresh seasonal fruit. The meals provided children with 330 kilocalories daily. By the end of 2016, five kitchens were operational in the governorates of Madaba, Irbid, Ajloun, Zarqa and Mafrq. Women made up 80 percent of those working in kitchens. The main role of women was food preparation, packaging of the meal, and managing the workflow at the kitchens. WFP's implementing partner the Royal Health Awareness Society (RHAS) provided technical support to the management of charity based organisations, including trainings on financial procedures and supply chain management. RHAS through direct partnerships with charity based organisations (CBOs) ensured that the CBOs gave priority to local products without compromising quality.

The involvement of CBOs who ran the kitchens created a link with the local communities. The organisations strengthened the support and gathered momentum towards the continuation of the National School Feeding Programme providing a direct channel of communication between the local communities benefiting from the programme and WFP.

WFP provided technical assistance to hold a high level consultative workshop in August to discuss the expansion plan of the Healthy Kitchen Model. The workshop was attended by His Excellency Deputy Prime Minister and Minister of Education, and high level representatives from different stakeholders in Jordan, including the Government, non-governmental organisations, CBOs, donors and the private sector. This level of engagement confirmed Jordan's political will to support the National School Feeding Programme contributing to its success. As a result, a committee was established to oversee the drafting of the action plan for the expansion of the Healthy Kitchen Model.

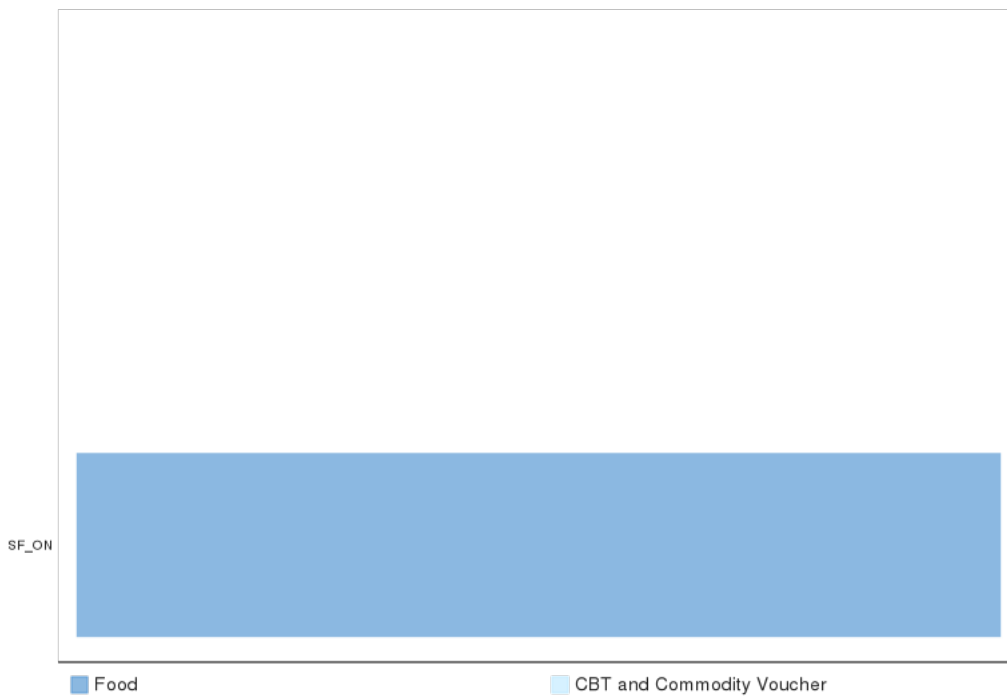


Annual Project Beneficiaries by Activity



SF_ON: School Feeding (on-site)

Modality of Transfer by Activity



SF_ON: School Feeding (on-site)



Annual Project Food Distribution

Commodity	Planned Distribution (mt)	Actual Distribution (mt)	% Actual v. Planned
High Energy Biscuits	588	695	118.2%
Total	588	695	118.2%

Operational Partnerships

The strategic partnership with the Ministry of Education was strengthened during the year. The project was endorsed by His Excellency Deputy Prime Minister and Minister of Education and fully supported by the Director of Education and the Ministry's Secretary General. This was instrumental in creating momentum for the transition towards the Healthy Kitchen Model and commitment to the capacity development actions needed.

With the expansion of the Healthy Kitchen Model, WFP's partnership with the Royal Health Awareness Society (RHAS) progressed. The long term mission of RHAS is to promote health and empower Jordanians to adopt healthy lifestyles and behaviours, in line with national development goals.

As WFP's main cooperating partner for this activity, RHAS played an active role in selecting the charity based organisations (CBOs), enhancing the capacity to cater as per the programme needs and monitoring the production and the quality of meals. The local non-governmental organisation demonstrated flexibility and agility during the implementation process. RHAS's partnership with CBOs brought an added value through hiring women from the communities and enhancing their work experience, gaining knowledge about food production and quality which in return would strengthen local ownership.

WFP developed partnerships with other ministries, including with the Ministry of Health, which accredited the kitchens and provided health certificates to the staff. The Ministry of Agriculture and Jordan's Food and Drug Administration supported with the quality control of the freshly baked meals. All these stakeholders participated in the school meals task force to work on the Healthy Kitchen Model expansion plan, called upon by His Excellency Deputy Prime Minister and Minister of Education.

WFP also set the stage for a joint collaboration with the United Nations Children's Fund (UNICEF), foreseen to materialise in 2017 over the Healthy Kitchen Model. The partnership will build on the agencies shared goals related to increased attendance, retention and completion rates, while enhancing learning achievements of school children across Jordan regardless of their nationality.

Performance Monitoring

Monitoring plans for the National School Feeding Programme were designed to provide timely and relevant information for sound programme decision making at the country level. Given the number of schools in the country, WFP and the Ministry of Education jointly monitored the programme performance in coordination with focal points at the directorate level targeting schools in poverty pockets in all governorates. WFP conducted 238 school monitoring visits over 2016 either independently or jointly with Ministry of Education counterparts.

To address the gaps highlighted in 2015 and improve monitoring and reporting, WFP had planned to use the existing Education Management Information System (EMIS) as a platform for electronic data collection at the school level. It is designed to collect and report on data in a flexible and cost effective manner providing standard education indicators on the regional, local and school level. A new model was developed and integrated in the existing system to facilitate a smoother flow of information from schools to the Ministry of Education, and partners working in the education sector such as United Nations agencies, donors and the private sector. Two technical trainings were conducted on data collection targeting 62 EMIS focal points at the directorate level.

Due to technical issues with EMIS, data collection for WFP's indicators was not feasible in 2016. Meanwhile, WFP received the reports from the Government manually. The system is expected to be fully running in 2017.

For the Healthy Kitchen Model, a different monitoring tool was developed to monitor and provide results for the different stages of the new model. Field monitors closely monitored and followed up on the production of meals,

storage space, hygiene, food preparation area, packaging and delivery to schools. In addition, monitors conducted spot-checks to targeted schools and interviewed children to have their feedback on the quality, preferences, and satisfaction. The expansion of the pilot from one to five governorates in the second phase of the project required an increase of number of visits to monitor the new model.

WFP hired a local external consultant to conduct an assessment for the Healthy Kitchen Model to provide a comprehensive multi-dimensional analysis of the model. The assessment aimed to analyse in relation to the model the cost/benefit and feasibility, provide a socio-economic analysis, review funding needs, and explore sustainable funding possibilities, especially those at grassroots level, that would ensure the sustainability of the model and identify production capacities and food quality control mechanisms.

Female field monitors chaired focus group discussions with women working in the kitchen, facilitating an easier and more transparent dialogue. This helped WFP address challenges and concerns regarding the design and implementation of the programme. As part of WFP's commitment to strengthen the capacity of the Government in the field of data collection and sharing, analyses and reporting, WFP will continue to provide technical support during 2017 to fully utilise data collection and inform project design.

Results/Outcomes

Strategic Objective 4: Reduce undernutrition and break the inter-generational cycle of hunger, Outcome 4.1: National School Feeding Programme expanded as a social safety net

Activity: National School Feeding Programme

The country maintained its achievement in education sector; notably the high enrolment rate and low dropout rate for primary schools during the year. The national recognition of the National School Feeding Programme as a social protection measure was achieved by providing the Government with evidence-based data on the success rate of the programme. WFP's technical assistance also helped improve institutional capacity in design, management and planning of the programme. WFP's expansion of partnerships with different school meals stakeholders, most notably the Government, the private sector and international agencies, all contributed to a coherent understanding.

To complement the capacity development and augmentation activities conducted in 2015, which were based on Jordan's System Approach for Better Education Results (SABER) report recommendations, the implementation of the Healthy Kitchen Model continued in 2016. WFP will coordinate with the Ministry of Education to conduct a follow-up SABER workshop to discuss the overall achievements on the action points in second quarter of 2017.

With the completion of the full academic year of the Healthy Kitchen Model, a comprehensive assessment of the model was conducted, analysing the cost and benefits of the Healthy Kitchen Model. The results of the assessment showed that the Healthy Kitchen Pilot if scaled up to 170,000 school children would have evident income multiplier on different sectors including: transportation, health, agriculture, manufacturing, education and the construction sector. In regards to employment, the assessment indicated that the model would generate up to 6,600 economic opportunities. This would in turn cut down Jordan's 15.8 percent unemployment rate by 1.1 percent through the creation of up to 21,000 direct and indirect job opportunities in the country. In terms of food insecurity, the scaled up model would result in an increase of apple production of 7 percent and to a raise of other fruit production yearly. These positive results provided a sound basis for Jordan to move forward with planning the expansion of the model to a nationwide coverage.

To reach the goal of expanding the Healthy Kitchen Model, WFP agreed with the Government to distribute date bars for three days out of the total feeding days during the fall semester. The Government of Jordan complemented the remaining feeding days by providing high energy biscuits and fruits to targeted school children. WFP was able to reach more than 10,000 school children in 55 out of 356 schools with healthy kitchen meals in five governorates in comparison to three governorates during the first half of 2016.

Progress Towards Gender Equality

WFP implemented measures to promote gender equality at the country and project levels. WFP recognised that the economic crisis in the region has a direct effect on livelihoods especially of women. The Jordanian labour market had already challenges prior to the crisis. One of the main challenges of the Jordanian economy is its persisting high unemployment level. The labour participation rate was 67 percent among men, and 18 percent among women, which is one of the lowest in the world and lower in the region. Women tend to have less access to livelihood and employment opportunities, affecting their income and ability to meet their basic needs.

Through the Healthy Kitchen Model, vulnerable Jordanians were employed to prepare healthy meals for school children. To address the fact that women have less employment opportunities than men, WFP encouraged women participation by ensuring that the selected charity based organisation is a reputable and trusted hub for the local community, and close to their residence. The participants were empowered by strengthening their capacities and technical skills through various trainings. Trainings accredited by Hazard Analysis Critical Control point focussed on meals preparation. On the job trainings also focused on budgeting, storage, procurement and supply chain management.

Women and men working in the kitchen participated in gender awareness sessions led by the WFP gender focal points. Participants were sensitised on WFP's do no harm policy and zero tolerance towards gender-based violence. The session was followed by an open discussions on how their participation in the project impacted their household's dynamics. Women working in the kitchens stated that their early working hours made their husbands more open to take a role in their children's care and in housekeeping. Some of them added that they developed basic financial management skills, as they had to manage their income covering their transport and needs in addition to their families.

Gender visibility items such as aprons with gender/WFP logos, and leaflets including referral guidance on psychosocial support were given to women working in the kitchens. The targeted women reported that their participation in this programme improved their food security, livelihoods, and self-esteem.

School meals and Education Management Information System (EMIS) focal points at the Ministry of Education also received trainings on gender awareness of whom 50 percent were women. The session highlighted the linkages between gender-based violence, education, nutrition and poverty.

The proportion of women committee members also increased compared to 2015, indicating that the project is successful in ensuring the participation of women.

Protection and Accountability to Affected Populations

WFP designed and implemented its programmes to take protection concerns into consideration. School meals were provided to all children attending the morning shifts regardless of their nationality to mitigate any potential tensions that could arise if one group was singled out. Monitoring visits and focus group discussions with teachers, school principals and school children were conducted to ensure that school children were aware of the programme, entitlements, and modality. No beneficiaries reported any concerns towards their lack of knowledge about the programme.

Complementary to the meal provided, WFP conducted awareness sessions about hygiene, the importance of healthy eating habits and the nutritional value of distributed meals to school children, parents and communities through WFP's cooperating partner Royal Health Awareness Society (RHAS).

School principals and school meals focal points at the directorate level maintained good communication channels, which included regular visits to schools and direct contact through phone calls to receive feedback. Monitoring visits were increased to enhance the feedback mechanism at the school level. Most of the feedback received from school children was on the quality and the importance of the meal provided to children and how it improved their concentration in class.

Women working in the kitchens voiced their concerns about having to leave their houses early in the morning, which posed potential safety concerns. Shared transportation for women was arranged to mitigate the risk of traveling alone in the dark. WFP and the implementing partner are looking into more sustainable measures to address their concerns.

In 2017, WFP plans to make use of the availability of internet connection at schools to design a survey so that school children can voice their feedback on the activity. Additional trainings on protection and accountability to affected populations for focal points are planned for 2017.

Feeding Dreams with WFP's Healthy Kitchen Pilot

Meet Hala, an 11 year old Jordanian girl from the governorate of Madaba, Jordan. She is one of the top students in her class. Her favourite subject is English and her ultimate dream is to become a paediatrician when she grows up.

Hala is one of 10,000 students across the country that benefit from WFP's innovative Healthy Kitchen Pilot (HKP). The programme was launched in Madaba in 2015 with the aim of introducing a more diverse healthy school meal for children and a more sustainable National School Feeding Programme in Jordan. Under this programme, school

children receive fresh oven-baked pastries and a piece of fruit each school day.

Hala's father unexpectedly left the family when she was just seven years old and after her mother remarried a year later, Hala was moved to live with her paternal grandparents, Adham and Mona, along with her elder sister Tamara and her younger brother Samer. Taking care of the children placed a huge financial strain on Hala's elderly grandparents who had to spend their savings to keep their grandchildren in school. Although they did their best to support their grandchildren, educating Hala and her siblings came at the expense of other basic household needs, chief among which was food.

When, in 2015, Hala's school began providing school meals under the HKP to students for the first time, one teacher said that Hala was so hungry she did not even notice that she was eating part of the paper bag within which the hot pastry was held. Before school meals were introduced, Hala was surviving on one meal a day. Her grandparents were too poor to afford a proper breakfast for her and her siblings. The only thing she could afford was a packet of crisps at 10 Jordanian piasters (14 cents); a bag which she used to buy from the corner shop next to her school.

Hala's favourite part of the meal are the apples, which at home are considered a luxury. She feels that the meals give her enough energy to focus in class and play sports, which according to her, means higher grades and a step closer to achieving her ultimate dream of being a doctor.

Many teachers have noted the significant impact these school meals have had on children in terms of their performance ever since the programme was launched. The principal said that the school received new students since the launch of the HKP as more parents have heard about the programme it offers.

What sets the HKP from other traditional models of school meals is its engagement of the local community as the pastries are baked and packaged by women trained under the programme which in turn provides them with economic opportunities and income to contribute towards their households while the fruit and vegetables that go into the meal are purchased from local farmers. This way children get to enjoy a different fresh and healthy snack each day of the school week.

Due to the success of the pilot, the programme was expanded to include more schools in Madaba and to the governorates of Irbid, Ajloun, Zaraqa and Mafraq with plans to reach most public schools in Jordan by 2018.

Figures and Indicators

Data Notes

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Jordanian students in Madaba enjoy a break at school to snack on fresh pastries and vegetables provided by WFP's Healthy Kitchens Programme.

The Healthy Kitchens programme provides nutritious meals to Jordanian and Syrian children, as well as jobs for women across Jordan who make these healthy treats daily.

Overview of Project Beneficiary Information

Table 1: Overview of Project Beneficiary Information

Beneficiary Category	Planned (male)	Planned (female)	Planned (total)	Actual (male)	Actual (female)	Actual (total)	% Actual v. Planned (male)	% Actual v. Planned (female)	% Actual v. Planned (total)
Total Beneficiaries	175,000	175,000	350,000	155,700	195,469	351,169	89.0%	111.7%	100.3%
By Age-group:									
Children (5-18 years)	175,000	175,000	350,000	155,700	195,469	351,169	89.0%	111.7%	100.3%
By Residence status:									
Residents	175,000	175,000	350,000	154,298	196,871	351,169	88.2%	112.5%	100.3%

Participants and Beneficiaries by Activity and Modality

Table 2: Beneficiaries by Activity and Modality

Activity	Planned (food)	Planned (CBT)	Planned (total)	Actual (food)	Actual (CBT)	Actual (total)	% Actual v. Planned (food)	% Actual v. Planned (CBT)	% Actual v. Planned (total)
School Feeding (on-site)	350,000	-	350,000	351,169	-	351,169	100.3%	-	100.3%

Annex: Participants by Activity and Modality

Activity	Planned (food)	Planned (CBT)	Planned (total)	Actual (food)	Actual (CBT)	Actual (total)	% Actual v. Planned (food)	% Actual v. Planned (CBT)	% Actual v. Planned (total)
School Feeding (on-site)	350,000	-	350,000	351,169	-	351,169	100.3%	-	100.3%

Participants and Beneficiaries by Activity (excluding nutrition)

Table 3: Participants and Beneficiaries by Activity (excluding nutrition)

Beneficiary Category	Planned (male)	Planned (female)	Planned (total)	Actual (male)	Actual (female)	Actual (total)	% Actual v. Planned (male)	% Actual v. Planned (female)	% Actual v. Planned (total)
School Feeding (on-site)									
Children receiving school meals in primary schools	175,000	175,000	350,000	175,584	175,585	351,169	100.3%	100.3%	100.3%
Total participants	175,000	175,000	350,000	175,584	175,585	351,169	100.3%	100.3%	100.3%
Total beneficiaries	175,000	175,000	350,000	175,584	175,585	351,169	100.3%	100.3%	100.3%

Project Indicators

Outcome Indicators

Outcome	Project End Target	Base Value	Previous Follow-up	Latest Follow-up
SO4 Reduce undernutrition and break the intergenerational cycle of hunger				
Increased equitable access to and utilization of education				
Retention rate in WFP-assisted primary schools				
<i>JORDAN, Project End Target: 2016.12, MOE statistics, Base value: 2015.12, Secondary data, MOE statistics, Previous Follow-up: 2015.12, Secondary data, MOE statistics, Latest Follow-up: 2016.12, Secondary data, MOE statistics</i>	>99.00	99.00	99.50	99.69
Retention rate (girls) in WFP-assisted primary schools				
<i>JORDAN, Project End Target: 2016.12, Base value: 2015.12, Secondary data, MOE statistic, Previous Follow-up: 2015.12, Secondary data, MOE statistics, Latest Follow-up: 2016.12, Secondary data, MOE statistics</i>	>99.00	99.00	99.50	99.74

Outcome	Project End Target	Base Value	Previous Follow-up	Latest Follow-up
Retention rate (boys) in WFP-assisted primary schools				
<i>JORDAN, Project End Target: 2016.12, Base value: 2015.12, Secondary data, MOE statistic, Previous Follow-up: 2015.12, Secondary data, MOE statistics, Latest Follow-up: 2016.12, Secondary data, MOE statistics</i>	=99.00	99.00	99.50	99.63
Drop-out rate in WFP-assisted primary schools				
<i>JORDAN, Project End Target: 2016.12, MOE statistics, Base value: 2015.12, Secondary data, MOE statistics, Previous Follow-up: 2015.12, Secondary data, MOE statistics, Latest Follow-up: 2016.12, Secondary data, MOE statistics</i>	=1.00	1.00	0.50	0.31
Drop-out rate (girls) in WFP-assisted primary schools				
<i>JORDAN, Project End Target: 2016.12, Base value: 2015.12, Secondary data, Previous Follow-up: 2015.12, Secondary data, MOE statistics, Latest Follow-up: 2016.12, Secondary data, MOE statistics</i>	=1.00	1.00	0.50	0.26
Drop-out rate (boys) in WFP-assisted primary schools				
<i>JORDAN, Project End Target: 2016.12, MOE -EMIS, Base value: 2015.12, Secondary data, Previous Follow-up: 2015.12, Secondary data, MOE statistics, Latest Follow-up: 2016.12, Secondary data, MOE statistics</i>	=1.00	1.00	0.50	0.37
Ownership and capacity strengthened to reduce undernutrition and increase access to education at regional, national and community levels				
NCI: School Feeding National Capacity Index				
<i>JORDAN, Project End Target: 2016.12, Stakeholder workshop to evaluate, Base value: 2014.12, Secondary data, SABER</i>	>3.00	2.20	-	-

Output Indicators

Output	Unit	Planned	Actual	% Actual vs. Planned
SO4: School Feeding (on-site)				
Number of feeding days	instance	60	54	90.0%
Number of government staff trained by WFP in nutrition programme design, implementation and other nutrition related areas (technical/strategic/managerial)	individual	70	62	88.6%
Number of schools assisted by WFP	school	1,790	1,796	100.3%
Number of training sessions/workshop organized	training session	2	2	100.0%
Out-sourced model piloted in at least one region (no=0, yes=1)	activity	2	2	100.0%

Gender Indicators

Cross-cutting Indicators	Project End Target	Base Value	Previous Follow-up	Latest Follow-up
Proportion of women beneficiaries in leadership positions of project management committees				
<i>JORDAN, School Feeding, Project End Target: 2016.12, Base value: 2015.12, Latest Follow-up: 2016.12</i>	=50.00	45.00	-	50.00
Proportion of women project management committee members trained on modalities of food, cash, or voucher distribution				
<i>JORDAN, School Feeding, Project End Target: 2016.12, Base value: 2014.12, Previous Follow-up: 2015.12, Latest Follow-up: 2016.12</i>	=50.00	27.00	44.00	50.00

Protection and Accountability to Affected Populations Indicators

Cross-cutting Indicators	Project End Target	Base Value	Previous Follow-up	Latest Follow-up
Proportion of assisted people (men) informed about the programme (who is included, what people will receive, where people can complain)				
<i>JORDAN, School Feeding, Project End Target: 2016.12, Base value: 2014.12, Previous Follow-up: 2015.12, Latest Follow-up: 2016.12</i>	=100.00	100.00	100.00	100.00
Proportion of assisted people (men) who do not experience safety problems travelling to, from and/or at WFP programme site				
<i>JORDAN, School Feeding, Project End Target: 2016.12, Base value: 2014.12, Previous Follow-up: 2015.12, Latest Follow-up: 2016.12</i>	=100.00	100.00	100.00	100.00
Proportion of assisted people (women) informed about the programme (who is included, what people will receive, where people can complain)				
<i>JORDAN, School Feeding, Project End Target: 2016.12, Base value: 2014.12, Previous Follow-up: 2015.12, Latest Follow-up: 2016.12</i>	=100.00	100.00	100.00	100.00
Proportion of assisted people (women) who do not experience safety problems travelling to, from and/or at WFP programme sites				
<i>JORDAN, School Feeding, Project End Target: 2016.12, Base value: 2014.12, Previous Follow-up: 2015.12, Latest Follow-up: 2016.12</i>	=100.00	100.00	100.00	100.00
Proportion of assisted people informed about the programme (who is included, what people will receive, where people can complain)				
<i>JORDAN, School Feeding, Project End Target: 2016.12, Base value: 2014.12, Previous Follow-up: 2015.12, Latest Follow-up: 2016.12</i>	=100.00	100.00	100.00	100.00
Proportion of assisted people who do not experience safety problems travelling to, from and/or at WFP programme site				
<i>JORDAN, School Feeding, Project End Target: 2016.12, Base value: 2014.12, Previous Follow-up: 2015.12, Latest Follow-up: 2016.12</i>	=100.00	100.00	100.00	100.00

Partnership Indicators

Cross-cutting Indicators	Project End Target	Latest Follow-up
Amount of complementary funds provided to the project by partners (including NGOs, civil society, private sector organizations, international financial institutions and regional development banks)		
<i>JORDAN, School Feeding, Project End Target: 2016.12, Latest Follow-up: 2016.12</i>	=7,000,000.00	7,000,000.00
Number of partner organizations that provide complementary inputs and services		
<i>JORDAN, School Feeding, Project End Target: 2016.12, Latest Follow-up: 2016.12</i>	=1.00	1.00
Proportion of project activities implemented with the engagement of complementary partners		
<i>JORDAN, School Feeding, Project End Target: 2016.12, Latest Follow-up: 2016.12</i>	=100.00	100.00

Resource Inputs from Donors

Resource Inputs from Donors

Donor	Cont. Ref. No.	Commodity	Purchased in 2016 (mt)	
			In-Kind	Cash
Canada	CAN-C-00412-01	High Energy Biscuits	-	93
		Total	-	93