



**WFP EVALUATION**

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

July 2022

Informal consultation



World Food  
Programme

SAVING  
LIVES  
CHANGING  
LIVES

# Context

- Population - 10 million
- Syrian Refugees - 1.36 million
- Upper middle-income country
- COVID-19 impact
- Economic downturn
- Increased unemployment
- Climate change
- Food insecurity varies
- Government strategies



# WFP CSP in Jordan 2020-2022

**Shift:** towards resilience and expanded capacity strengthening support for the government, while providing large-scale humanitarian assistance



Crisis affected populations, including refugees meet their food and nutrition needs

**S01**



Vulnerable populations, including children covered by adequate social protection

**S02**



Vulnerable populations, with a focus on women and young people, are more self-reliant and have better livelihood opportunities

**S03**



Partnership in support of the SDG in Jordan are strengthened through effective and innovative solutions from WFP and its partners

**S04**

# Evaluation methodology



- Document review including monitoring and financial data
- Field missions
- E-Survey
- Key informant interviews and focus group discussions
- Consideration on gender, inclusion, and accountability to affected populations
- Deep dive on social protection and sustainable livelihoods

# Findings

# Q1 To what extent are WFP's strategic position, role and specific contribution based on country priorities and people's needs, as well as WFP's strengths?



**Rebalancing** of WFP portfolio toward supporting capacity strengthening - coherent with **national priorities** and **strategies**



Systemic efforts to collect **high-quality data** on vulnerable Jordanian and refugee families' **needs**

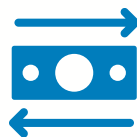


Clear ability to **adapt to evolving needs** during **COVID-19** - General Food Assistance expansion and engagement with National Aid Fund



WFP is among **the leading agencies** within the UNCT - an important **humanitarian response player**

## Q2 What is the extent and quality of WFP's specific contribution to CSP strategic outcomes?



**SO1 GFA** - a **vital lifesaving source** for the most **vulnerable refugees** with a **high-quality** implementation of **Cash Based Transfers**



**SO2 Early indications:** positive contribution to enhance **National Aid Fund systems**, improving the quality of **social protection** for vulnerable Jordanians



**SO2** Partnership with the Ministry of Education to develop the **National School Feeding Strategy (NSFS)**



**SO3** Less solid progress has been made in supporting a pathway toward **sustainable livelihoods**



**SO4** In partnership with the Ministry of Agriculture, co-led the development of the **National Food Security Strategy (NFSS)**

## Q2 What is the extent and quality of WFP's specific contribution to CSP strategic outcomes?



**Accountability to affected populations, protection and gender** are addressed, but would benefit from further strengthening



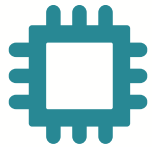
A legacy to support the **national social protection system** and **national frameworks**



Focusing on **self-reliance** and **resilience** is increasingly important. Targeting both Jordanian and refugee vulnerable families contributes to **social cohesion**



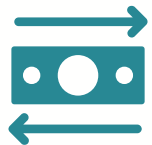
# Q3 To what extent did WFP use its resources efficiently in contributing to CSP outputs and strategic outcomes?



**Minimized disruptions** during the COVID-19 crisis using **technology**



Rigorous **vulnerability-based targeting**: central to WFP's refugees' General Food Assistance



Reasonable **Cost-Transfer Ratios** especially for Activity 1

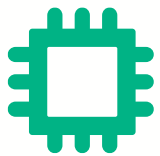
# Q4 What are the factors that explain WFP performance and the extent to which it has made the strategic shift expected by the CSP?



Growing risk of **unstable funding** - active **fundraising strategy**



**Significant attention to partnerships** with **the government**, donors, UN agencies, World Bank, civil society, and the innovative private sector



**Use of technology** strengthened WFP's ability to respond, including COVID-19 related needs



WFP's high-quality data, surveys and reports did not always support **evidence-based programming**, except for GFA

# Conclusions

The **key strength** of WFP's humanitarian operations has been **sustaining GFA at scale** and reaching the most vulnerable refugee households.



WFP has **maintained** an **essential humanitarian response** as vulnerabilities of **refugee and Jordanian communities** deepen, provided **capacity strengthening for national institutions**, and is working towards harmonizing approaches



WFP's humanitarian operations at scale provided **a buffer against increasing food insecurity** and vulnerabilities. However, there were shortcomings in **communicating the targeting methodology** used with beneficiaries

# Conclusions



**WFP has started to evolve and to transition** from unconditional cash assistance towards **resilience, livelihoods, self-reliance**, and more predictable **social safety nets** for vulnerable refugee and Jordanian households



WFP has taken steps to increase the **efficiency, effectiveness**, and **sustainability** of its operations, but **monitoring and learning** has not been undertaken systematically during CSP implementation

# Recommendations

- 1 Develop and monitor the next CSP based on a more integrated framework with a clearer and realistic focus on selected transformative dimensions
- 2 Ensure WFP has the necessary in-country expertise to match its ambitions
- 3 Use the existing platform for a coherent strategy to address, in partnership with others, external barriers to harmonization and transitioning to meet beneficiary needs
- 4 Enhance accountability to affected populations through Inclusive Community Engagement and improved Complaints and Feedback Mechanisms
- 5 Support increased capacity strengthening of a national social protection system for vulnerable population groups
- 6 Continue the development of a dual livelihoods approach that works across the food security/water/climate change nexus and supports transitioning of refugees from food assistance to self-reliance