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Jordan country strategic plan (2020–2022)

Duration	1 January 2020–31 December 2022
Total cost to WFP	USD 699,563,116
Gender and age marker*	4

* <http://gender.manuals.wfp.org/en/gender-toolkit/gender-in-programming/gender-and-age-marker/>.

Executive summary

Jordan is an upper-middle-income country that has weathered a series of shocks in the last decade, notably the Syrian and Iraqi crises, which triggered an unprecedented influx of refugees, disrupted trade and lowered investments. Jordan stands in exceptional solidarity with the 665,000 Syrian and 90,000 refugees of other nationalities registered with the United Nations High Commissioner for Refugees, notwithstanding the social, economic and environmental impacts of hosting them.

Through this country strategic plan, WFP will provide humanitarian assistance for existing and future crises, albeit with a broader scope than solely Syrian refugees. In line with national priorities, WFP will transition towards resilience building focused on supporting social protection and livelihoods, with an emphasis on empowering women and young people. This will be done by focusing on four strategic outcomes:

- Crisis-affected populations in Jordan, including refugees, meet their food and nutrition needs throughout the year.
- Vulnerable populations in Jordan, including children, are covered by adequate social protection schemes by 2022.

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- Vulnerable populations in Jordan, with a focus on women and young people, are more self-reliant and have better livelihood opportunities by 2022.
- Partnerships in support of the Sustainable Development Goals in Jordan are strengthened through effective and innovative solutions from WFP and its partners by 2022.

This country strategic plan starts a rebalancing of WFP's portfolio towards Jordan itself, as the country faces increasing challenges. Upstream work will be prioritized to strengthen national capacity to deliver transformative results for residents of Jordan bypassed by economic opportunities.

Partnerships will evolve, with closer, more strategic relationships with government entities. Nutrition, gender equality and protection are taken into consideration throughout the planned activities.

The country strategic plan maximizes internal and external coherence, with outcomes and activities reinforcing each other and supporting the relevant Sustainable Development Goals. It is aligned with the priorities of the Government and will contribute to the achievement of the United Nations Sustainable Development framework for Jordan for 2018–2022. It is also consistent with the WFP Strategic Plan (2017–2021) and the WFP Gender Policy (2015–2020).

Draft decision*

The Board approves the Jordan country strategic plan (2020–2022) (WFP/EB.2/2019/7-A/4) at a total cost to WFP of USD 699,563,116.

* This is a draft decision. For the final decision adopted by the Board, please refer to the decisions and recommendations document issued at the end of the session.

1. Country analysis

1.1 Country context

1. Jordan has a population of 10 million that is predominantly urban (90 percent) and young (74 percent below age 30). Thirty percent of the population is non-resident, including a high proportion of refugees,¹ and 49 percent is female. There is significant gender inequality.
2. Jordan is vulnerable to various kinds of shocks. It is located in an earthquake-prone area, has limited water availability, experiences land degradation and is susceptible to flash floods, landslides and recurrent droughts that leave individuals, households and communities vulnerable to extensive asset and livelihood losses. Jordan meets most of its energy and food requirements through imports, including over 90 percent of its cereal requirements, and is thus vulnerable to international market shocks.
3. The Syrian and Iraqi crises remain the largest recent shocks affecting Jordan. These translated into an unprecedented influx of refugees, disrupted trade routes and depressed investment, thus affecting the country's economy and social fabric.
4. Jordan has shown exceptional solidarity with the 665,000 registered Syrian refugees (83 percent of whom live in host communities and 17 percent in camps) and 90,000 registered refugees of other nationalities it hosts.² Refugees are estimated to cost the country USD 2.5 billion per year, representing 6 percent of its gross domestic product (GDP).³ The influx of refugees has tested the country's resilience.
5. While Syrian refugees have slowly started to return to the Syrian Arab Republic (20,000 since October 2018, 60 percent female), the vast majority express no intention of returning in the next 12 months.⁴ Facilitated returns may start once adequate conditions are met, but when and how many Syrians may return in the coming years remain unknown.

1.2 Progress towards Sustainable Development Goal 2

Targets

6. *Access to food. (SDG target 2.1)* Jordan falls into the moderate category on the Global Hunger Index, with a score of 11.2 in 2018,⁵ but this ranking masks stark disparities among regions and wealth groups and depends on household composition.
7. Access to food in Jordan is especially sensitive to market prices and income variations. The Jordan consumer price index has increased by 25 percent since 2010 (15 percent for food), while average wages have remained almost fixed, leading to weaker purchasing power.⁶

¹ General Population and Housing Census 2015.

http://www.dos.gov.jo/dos_home_e/main/population/census2015/Main_Result.pdf.

² United Nations High Commissioner for Refugees. Registered persons of concern: refugees and asylum seekers in Jordan. This population is 50.6 percent male and 49.3 percent female, 47.7 percent children and 4.5 percent elderly, with the remaining 47.8 percent classified as adults. <https://data2.unhcr.org/en/documents/download/69795>

³ World Bank. 2016. *MENA's Forced Displacement Crisis*. <https://openknowledge.worldbank.org/handle/10986/24383>.

⁴ UNHCR Intention Survey, March 2019. Gender breakdown not available in the summary document. <https://reliefweb.int/sites/reliefweb.int/files/resources/68443.pdf>.

⁵ Global Hunger Index. *Jordan*. <https://www.globalhungerindex.org/jordan.html>.

⁶ CEIC. *Consumer Price Index: Jordan*. <https://www.ceicdata.com/en/jordan/consumer-price-index-2010100/cpi-fb-food>.

8. The poverty rate has increased slightly in the past decade, from 14.4 percent in 2010⁷ to 15.7 percent in 2019, and is strongly correlated with family size.⁸ The poorest tenth of Jordanians live in families with an average of 7.7 members, including four members below the age of 20. Poor households have fewer elderly people and are less likely to have an elderly head of household. They spend one third of their overall expenditure on food.⁹
9. Unemployment has risen sharply in the last decade to stand at 18.7 percent in the fourth quarter of 2018. It is 16.6 percent for men and 26.7 percent for women and reaches 30 percent among young people aged 18–24.¹⁰ The labour market is divided along age, gender and wealth lines. Sixty-eight percent of the poorest tenth of men participate in the labour market, higher than the proportion of the richest tenth (61 percent). Unemployment among men in the poorest tenth (24 percent) is twice that of men in the richest tenth (12 percent).¹¹
10. Despite the fact that there is no gender gap in primary education and women represent 52 percent of university students, female participation in the workforce is one of the lowest worldwide, at 14 percent (versus 64 percent for men).¹² Women experience significant pay gaps and are over-represented in the informal labour market.¹³
11. A small proportion of vulnerable Jordanians, mainly elderly, widowed and divorced people, people living with disability and households headed by women, receive cash assistance from the National Aid Fund (NAF); 60 percent of NAF beneficiaries are women. Coverage remains limited, however, and 11 percent of households supported by the NAF are food-insecure while 59 percent are vulnerable to food insecurity, with households of seven members or more likely to be food-insecure.¹⁴
12. Access to food remains a challenge for Syrian refugees. While humanitarian assistance has acted as a buffer, the increase in the cost of basic needs, including food, rent and healthcare, has led to increased difficulties. Eighty percent of Syrian refugee households are either food-insecure or vulnerable to food insecurity. Female-headed households make up 27 percent of households in camps and 16 percent in host communities and are more likely than male-headed households to be food-insecure (16 percent versus 13 percent).¹⁵

⁷ The World Bank. *Jordan Economic Monitor. Spring 2014*.

<https://www.worldbank.org/content/dam/Worldbank/document/MNA/JEM-Spring-2014.pdf>. Transient poverty affected a third of the population in 2010.

⁸ According to the Department of Statistics, on average the annual income of women-heading households is 20 percent less than those of men-heading households. http://www.dos.gov.jo/dos_home_e/main/linked-html/household/2017/G3/Table4G3_Jor.pdf.

⁹ Jordan Social Protection Policy. <http://www.mop.gov.jo/EchoBusV3.0/SystemAssets/pdf/MOP-pdf/NSPR-Ar-V6.pdf>. (in Arabic).

¹⁰ Unemployment among young people (18–24 years) is 46 percent for women and 23 percent for men as of the fourth quarter of 2018. CEIC. *Jordan Unemployment Rate*. <https://www.ceicdata.com/en/indicator/jordan/unemployment-rate>.

¹¹ Jordan social protection policy. <http://www.mop.gov.jo/EchoBusV3.0/SystemAssets/pdf/MOP-pdf/NSPR-Ar-V6.pdf>. (in Arabic).

¹² World Bank. *Data: Labor force participation: Jordan*. <https://data.worldbank.org/indicator/SL.TLF.CACT.FE.ZS?locations=JO>.

¹³ UN-Women and REACH. 2017. *Women working: Jordanian and Syrian refugee women's labour force participation and attitudes towards employment*. <http://jordan.unwomen.org/en/digital-library/publications/2017/3/jordanian-and-syrian-refugee-womens-labour-force-participation-and-attitudes-towards-employment>.

¹⁴ WFP and REACH. 2019. *Jordan - Comprehensive Food Security and Vulnerability Assessment, 2018*. <https://www1.wfp.org/publications/wfp-jordan-comprehensive-food-security-and-vulnerability-assessment-2018>.

¹⁵ Ibid.

13. The average household per capita expenditure on food has reportedly risen by 56 percent since 2016. Over 40 percent of household expenditures go to food. Negative coping mechanisms are widespread among refugees living in host communities, with 26 percent of households depending on income generated by men members in socially-degrading, high risk or illegal temporary jobs to meet their food needs. Households with at least one member living with disability are more prone to using livelihood coping strategies. These negative coping mechanisms have an impact on all members of the household: men, women, boys and girls.¹⁶
14. Jordanian authorities have issued nearly 143,000 annual work permits to Syrian refugees since January 2016 (only 4.5 percent to women).¹⁷ A larger proportion of Syrian refugee women (94 percent) than Jordanian women are unemployed, probably due to the broader gendered negative impact of displacement on Syrian women's employment. The recent policy change allowing Syrian women to set up home-based businesses opens new prospects for improvement of their situations.
15. Among refugees of other nationalities, two thirds of households are either food-insecure or vulnerable to food insecurity, with Sudanese and Somali households faring the worst. These groups are still largely bypassed by assistance, however, and their access to work varies by nationality.¹⁸
16. Overall, women and girls are more likely to face food insecurity because gender-based structural and socio-cultural inequalities mean that they are more apt to experience adverse consequences, including livelihood-related discrimination, restricted access to assets, social exclusion and violence.
17. *End malnutrition (SDG target 2.2)*. Jordan is experiencing a nutritional transition that is associated with an increase in overweight and obesity, especially in women aged 15–49. This transition is contributing to one of the world's highest rates of diet-related, non-communicable diseases, including diabetes, cardiovascular diseases, hypertension and cancer.¹⁹ Men over 25 are at higher risk of premature death due to non-communicable diseases than women.²⁰
18. Malnutrition in the form of micronutrient deficiencies exists, but recent data is not available beyond anaemia, which has improved slightly for children age 6–59 months (31.7 percent) but deteriorated for women (42.7 percent in 2018 versus 26 percent in 2002). The adoption of adequate infant and young child feeding practices remains low; only 26 percent of children up to 5 months of age were exclusively breastfed in 2018.²¹ A micronutrient deficiency survey to be conducted jointly by WFP and the United Nations Children's Fund (UNICEF) will provide updated data, with a focus on gender and age.

¹⁶ *Ibid.*

¹⁷ Livelihoods Working Group. Unpublished. Breakdown by age is not available.

¹⁸ WFP and REACH. 2019. *Jordan - Comprehensive Food Security and Vulnerability Assessment, 2018*. <https://www1.wfp.org/publications/wfp-jordan-comprehensive-food-security-and-vulnerability-assessment-2018>.

¹⁹ Government of Jordan, Department of Statistics. 2013. *Jordan Population and Family Health Survey 2012*. http://www.dos.gov.jo/dos_home_e/main/linked-pdf/HealthPopulation2012.pdf.

²⁰ <http://moh.gov.jo/Echobusv3.0/SystemAssets/debfff26b-c6df-4244-b7f6-4244cdf58733.pdf>.

²¹ Government of Jordan, Department of Statistics. 2018. *Jordan Population and Family Health Survey 2017–18*. http://www.dos.gov.jo/dos_home_e/main/linked-html/DHS2017_en.pdf.

19. *Smallholder productivity and incomes (SDG target 2.3)*. Agriculture accounts for only 3 percent of GDP and employs only 3.5 percent of the workforce²² but remains important, with strong links to other sectors. The rural poor rely heavily on agriculture but face challenges, including low productivity, limited access to financing and high prices for inputs such as energy, veterinary services and feed. In addition to increased competition from imports, Jordan faces competition in terms of quality and price of agricultural produce. Furthermore, marketing platforms require improvement.
20. Women account for a large proportion of the agricultural labour force, particularly in subsistence farming. Women's roles in the agricultural sector remain limited, however, and most female labour is informal and unpaid. Moreover, rural women and girls have limited access to productive resources such as land, agricultural inputs, credit and other financing, extension services and technology. Women's leadership and participation in producer organizations, decision making and local governance remain low and their needs and priorities are insufficiently addressed by rural and agricultural policies.²³
21. *Sustainable food systems (SDG target 2.4)*. Large areas of productive rain-fed agricultural land have been lost to urban development. Agricultural food systems are hampered by a shortage of good-quality irrigation water (91 percent of Jordan has a dry climate); low water use efficiency; mismanagement and degradation of limited land resources; poor farm management practices; inequalities; large variations in seasonal rainfall and increasing frequency of drought; high production and marketing costs; weak research and extension services and information systems; and poor crop diversification.²⁴
22. Growing pressure on limited water supplies will lead to a decline in the availability of water for food production, compounded by competition for water for industrial and domestic uses and the effects of climate change.

Macroeconomic environment

23. Jordan is an upper-middle-income country but has one of the smallest economies in the Middle East. GDP is USD 40.1 billion and GDP per capita is USD 4,130. The country had a GINI coefficient of 33.7 in 2010, the most recent year for which the coefficient is available.²⁵
24. In the last decade, Jordan's score on the Human Development Index has improved slightly, reaching 0.735 in 2018 despite a 60 percent population increase and significantly slower economic growth (2.1 percent in 2018²⁶) owing partly to external shocks, including the global financial crisis, the Arab Spring and the Syrian and Iraqi conflicts. With limited natural resources and scarce water, Jordan's economy is driven by services (tourism), resources (phosphates, potash) and foreign aid.

Key cross-sectoral linkages

25. For Jordan, achieving zero hunger (Sustainable Development Goal (SDG) 2) is particularly interlinked with the SDGs relating to education (SDG 4), gender equality (SDG 5) and climate change (SDG 13):

²² <https://data.worldbank.org/indicator/SL.AGR.EMPL.ZS?locations=JO>. 1.1 percent of employed women work in agriculture versus 3.9 percent of men.

²³ UN-Women and REACH. 2018. *Women's participation in the agricultural sector, rural institutions and community life*. <http://jordan.unwomen.org/en/digital-library/publications/2018/womens-participation-in-the-agricultural-sector-rural-institutions-and-community-life>.

²⁴ I. Badran and others. 2018. *Strategic Review: Achieving Sustainable Development Goal 2 (Zero Hunger) in Jordan by 2030*. https://docs.wfp.org/api/documents/WFP-0000104937/download/?_ga=2.148580343.1703306510.1560093169-591208273.1534415095.

²⁵ World Bank. *Data: Gini index*: <https://data.worldbank.org/indicator/SI.POV.GINI?locations=JOT-JO>. The Gini coefficient indicates income distribution across income percentiles in a population. A higher Gini coefficient indicates greater inequality.

²⁶ <https://data.worldbank.org/country/jordan>.

- *Education (SDG 4)*: Jordan has achieved universal primary education, with net enrolment at 96 percent for girls and 98 percent for boys. While education is free up to age 16 (including for refugees, notably through dedicated second shifts in schools), the heightened demand for education from 236,000 refugee school-aged children (117,000 boys and 119,000 girls) has strained the education sector, resulting in reduced quality and availability of public education.²⁷

Approximately 70,000 children age 5–17 are engaged in child labour (53 percent age 15–17 years and over 88 percent boys), most commonly in agriculture and retail trade. While Jordanian children accounted for 80 percent of the total population of working children, they constituted only 1.75 percent of all Jordanian children; nearly twice that percentage, of Syrian children, or 3.22 percent, were engaged in child labour.²⁸

- *Gender equality (SDG 5)*: Jordan's score on the Gender Inequality Index improved from 0.502 in 2010 to 0.460 in 2017, for a ranking of 108th of 160 countries,²⁹ but the country ranked 138th of 144 in the 2018 Global Gender Gap Index.³⁰ While the constitution guarantees gender equality before the law, women and girls remain disadvantaged with respect to nationality, civil status, inheritance, and child custody.³¹

Women shoulder the clear majority of unpaid care and domestic work and face restrictions on mobility. Jordan ranks in the bottom third in terms of women's access to financial services, which has implications for economic performance, family welfare and food security and nutrition.

- *Climate action (SDG 13)*: The combined effects of climate change and population growth (including migration) are expected to put more pressure on limited land and water resources and to increase the challenge of sustainable development in Jordan. Climate change will act as a threat multiplier, aggravating existing water problems by decreasing water availability and putting further pressure on groundwater aquifers where recharge rates have already been exceeded.³²

1.3 Hunger gaps and challenges

26. A country strategic review carried out in 2018³³ highlighted the following gaps and challenges:

- *Institutional framework for food security*. Governance of food security is dispersed among many actors, with limited coordination. National strategies and policies do not adequately focus on food security or incorporate cross-cutting issues like gender and age, nor is there a functional food security sector or institutional framework.
- *Social protection*. Social safety nets function but are stretched in the face of high poverty rates, unemployment and inflation. There is a need to improve targeting and coordination and to expand gender- and age-responsive social programmes.

²⁷ Jordan Response Plan for the Syria Crisis 2018–2020.

<https://static1.squarespace.com/static/522c2552e4b0d3c39ccd1e00/t/5ab3565f8a922d5e4a011286/1521702505515/JRP+Final+Copy+21-3.pdf>.

²⁸ University of Jordan Center for Strategic Studies and International Labour Organization. 2016. *National Child Labour Survey 2016 of Jordan: Summary Report on Main Findings, table 6*. https://www.ilo.org/beirut/publications/WCMS_510520/lang-en/index.htm.

²⁹ World Bank. *Data: Jordan*. <http://hdr.undp.org/en/countries/profiles/JOR>.

³⁰ countryeconomy.com. *Jordan – Global Gender Gap Index*. <https://countryeconomy.com/demography/global-gender-gap-index/jordan>.

³¹ Organisation for Economic Co-operation and Development. 2018. *Women's Political Participation in Jordan*. <https://www.oecd.org/mena/governance/womens-political-participation-in-jordan.pdf>.

³² Ministry of Foreign Affairs of the Netherlands. 2018. *Climate change profile : Jordan*. https://reliefweb.int/sites/reliefweb.int/files/resources/Jordan_2.pdf.

³³ I. Badran and others. 2018. *Strategic Review: Achieving Sustainable Development Goal 2 (Zero Hunger) in Jordan by 2030*. https://docs.wfp.org/api/documents/WFP-0000104937/download/?_ga=2.148580343.1703306510.1560093169-591208273.1534415095.

- *Economic opportunities.* Unemployment and limited economic opportunities limit access to food. Studies point to structural obstacles, including a disconnect between higher education and market needs, and recommend investment in technical education and vocational training.
- *Nutrition.* Measures are required to analyse and curb trends in malnutrition, including the increasing prevalence of over-nutrition, and reduce its health, social and economic costs. Those primarily affected by malnutrition include children age 0–59 months, adolescent girls and pregnant and lactating women.
- *Water-climate-food security nexus.* Jordan is one of the most water-stressed countries in the world, with annual renewable water resources of 100 m³ per capita. The threshold of severe water scarcity is 500 m³. Projections indicate that demand will exceed supply by 30 percent over the next decade owing to population and economic growth. Furthermore, water shortages will be compounded by climate change. This poses a significant threat to food security, with differential impacts by age and, given existing gender roles and responsibilities, gender.³⁴
- *Vulnerability to shocks.* Jordan is highly vulnerable to shocks (see section 1.1) and its disaster risk reduction framework is still nascent, with limited coordination among sectors and between the central and local levels and gaps in operational response readiness. Furthermore, the principles of the Sendai Framework for Disaster Risk Reduction 2015–2030 have yet to be incorporated into the framework in relation to women, young people and people with disabilities.
- *Gender inequalities.* Gender inequalities are prevalent, including in political representation, economic participation and private life. The most common barriers are cultural or societal pressures, a lack of job opportunities matching women's skills and discriminatory institutional practices and socio-cultural norms that result, for instance, in limited engagement of women in public leadership.

1.4 Key country priorities

Government

27. The Government's vision is to shift from being a provider of jobs and subsidies to being an enabler of economic opportunities in a private-sector-led economy based on services where the state addresses gaps and the needs of the most vulnerable Jordanians. The "Jordan 2025" strategy³⁵ and its complementary executive development plans prioritize:
- developing a comprehensive approach to addressing food security challenges;
 - improving social services through restructuring and optimizing social protection systems;
 - enhancing economic growth while reducing poverty and public debt;
 - tackling unemployment and low productivity levels;
 - increasing women's participation in the labour market and paying attention to people with special needs;
 - addressing public over-employment and poor public sector performance; and
 - innovating, including through the digitalization of the business sector.
28. The country strategic review echoes these considerations and recommends addressing gaps in the food security institutional set-up through the development of a comprehensive, action-oriented food security sector plan supported by research and incorporating gender equality and age considerations. It also calls for strengthened poverty reduction measures,

³⁴ Caroline Van Den Berg and others. 2016. *The Cost of irrigation water in the Jordan Valley*. <http://documents.worldbank.org/curated/en/275541467993509610/The-cost-of-irrigation-water-in-the-Jordan-Valley>.

³⁵ Government of Jordan. *Jordan 2025: A National Vision and Strategy*. http://www.nationalplanningcycles.org/sites/default/files/planning_cycle_repository/jordan/jo2025part1.pdf.

notably social policies and programmes, and consideration of the water-climate-energy-food security nexus.

29. The Jordan response plan for the Syrian crisis for 2017–2019³⁶ calls for continued food assistance for the most vulnerable refugees and for promoting linkages with sustainable livelihoods while strengthening national protection systems for vulnerable Syrians and Jordanians.
30. Jordan's 2017 voluntary national review on the implementation of the 2030 Agenda for Sustainable Development³⁷ highlights a number of goals and measures, such as strengthening the link between education and the labour market; supporting entrepreneurship to reduce unemployment and ensure decent work; reducing poverty and ensuring equitable access to social services; and systematically working to reduce all forms of inequality, including geographic, age and gender inequality.
31. A 2018 report on a capacity assessment of the disaster risk management system in Jordan³⁸ recommends strengthening emergency preparedness and response and related coordination, information management and financing.
32. Lastly, the National Social Protection Strategy for 2019–2025 calls for improved targeting, coordination and expansion of gender- and age-responsive social programmes and posits the NAF as a central social assistance programme alongside the national school meals programme (NSMP), which benefits girls (51 percent) and boys (49 percent) almost equally.

United Nations and other partners

33. The United Nations sustainable development framework (UNSDf) for Jordan for 2018–2022³⁹ is a pledge of United Nations support for a more sustainable path to development, prosperity, peace and security, focused particularly on benefiting young people, women and the most vulnerable groups, such as the poor, refugees and people in remote or disadvantaged areas, including pockets of urban poverty.

2. Strategic implications for WFP

2.1 WFP's experience and lessons learned

34. Recent evaluations⁴⁰ note that WFP assistance has made important contributions to the collective response to the Syrian crisis and largely achieved the intended results, with notable positive effects on dietary diversity and prevention of negative coping strategies. The prevailing cash-based transfer modality has supported beneficiaries' purchasing power and injected USD 750 million into the Jordanian economy since 2014.
35. The evaluations recognize the country office as a leader in innovation, proactively initiating and adopting innovations such as iris scanning and blockchain technology to enhance the efficiency of assistance and hydroponics as a new way of growing food that saves water while offering potential livelihood opportunities for men and women equitably. They further note that partners

³⁶ Ministry of Planning and International Cooperation. *The Jordan response plan for the Syria crisis 2017–2019*. <http://www.jrpsc.org/jrp-publications>.

³⁷ Government of Jordan. 2017. *Jordan's Way to Sustainable Development: First National Voluntary Review on the Implementation of the 2030 Agenda*. <https://sustainabledevelopment.un.org/content/documents/16289Jordan.pdf>.

³⁸ Capacity for Disaster Reduction Initiative. 2018. *Capacity Assessment of the Disaster Risk Management System in Jordan* (draft version). <https://data2.unhcr.org/fr/documents/download/67193>.

³⁹ Government of Jordan and United Nations. 2017. *United Nations Sustainable Development Framework in Jordan 2018–2022*. http://jo.one.un.org/uploaded/publications_book/1525335438.pdf.

⁴⁰ *Decentralized Evaluation: WFP's General Food Assistance to Syrian Refugees in Jordan 2015 to mid-2018: Evaluation Report*. <https://www1.wfp.org/publications/jordan-general-food-assistance-syrian-refugees-evaluation>; and *Corporate Emergency Evaluation of the WFP Regional Response to the Syrian Crisis (January 2015–March 2018)*. <https://www1.wfp.org/publications/evaluation-wfps-regional-response-syrian-crisis-2015-2017>.

value WFP's innovative approaches, from which others can learn, and support the inclusion of activities linked to innovation in the country strategic plan (CSP).

36. The evaluations recommend investing more effort in accountability to affected populations, gender equality, protection and working effectively with others to maximize added value and making these issues central to the design of the CSP. In response, the country office has established a protection committee to mainstream protection and accountability to affected populations throughout its activities. In particular, it will continue to enhance its guidelines on how to receive and process protection concerns at the field level, to conduct regular training sessions with staff and partners on protection risks and how to deal with them, to capture through its hotline and helpdesks protection issues, categorizing them and ensuring adequate referral with due confidentiality and sensitivity, and to strengthen referral pathways with partner agencies.
37. The country office has also joined WFP's gender transformation programme. It will also increase its gender-responsive monitoring and partnerships with specialized organizations like the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women).
38. The design of the CSP also takes into account a recommendation that resilience-building activities be designed to meet the various needs of those in a middle-income country.

2.2 Opportunities for WFP

39. Opportunities to help close hunger gaps and provide value added include:
 - continuing to meet the basic food needs of refugees of all ages and those affected by emergencies equitably while supporting Jordan's preparedness to respond to emergencies;
 - supporting national efforts to enhance gender- and age-responsive social protection, including through support for the NAF and the NSMP;
 - building self-reliance through targeted decent employment for those bypassed by mainstream economic opportunities (notably women, young people and people living with disabilities);
 - enhancing the water-agriculture-climate nexus, including through asset creation, and revitalizing smallholder agriculture through links between local markets and WFP beneficiaries;
 - enhancing the gender-transformative potential and nutrition-sensitivity of interventions, including through social and behaviour change communication (SBCC) across age groups and using school feeding as a platform for doing so;
 - creating a food security sector plan that increases coordination among actors and supports related research and improved availability of gender- and age-disaggregated data; and
 - continuing to innovate to ensure the results of WFP activities are equitable across gender and age groups and act as a catalyst for other actors.

2.3 Strategic changes

40. This CSP introduces two main strategic changes. First, as Jordan faces increasing challenges, WFP will begin to rebalance its portfolio towards Jordan itself, in line with the country's priorities linked to the 2030 Agenda. Thus, upstream work to strengthen the capacities of national institutions, strategies and programmes, in addition to providing support for livelihoods, will increasingly be prioritized to deliver transformative and equitable results for Jordanians bypassed by socio-economic opportunities.
41. Second, WFP will work alongside other United Nations agencies and the Government to establish a comprehensive vulnerability assessment framework that provides standardized characterizations of the most vulnerable groups, regardless of nationality or status, with a view to applying a more equitable approach to resource distribution to beneficiaries of social services in the medium term. For instance, in this CSP WFP will start to provide support to the refugees of other nationalities most in need, taking into account age and gender and including those unable to work, such as people with disabilities and marginalized women.

3. WFP strategic orientation

3.1 Direction, focus and intended impacts

42. The CSP reflects broad consultation with the Government and other stakeholders, including partners and beneficiaries, and consideration of the country strategic review, as well as country-office-led assessments, evaluations and gender studies.⁴¹ It covers the period 2020–2022, both as a first step in a long-term vision and to align with the UNSDF cycle.
43. Through four strategic outcomes contributing directly to SDGs 2 and 17, WFP will continue to support Jordan's ability to assist the refugees it hosts while gradually expanding its support to enhance the country's resilience by helping to safeguard development gains and contributing to addressing the pressures stemming from socio-economic, geographic, age and gender inequities and inequalities affecting residents and refugees.
44. The CSP maximizes internal and external coherence, with outcomes and activities reinforcing each other and supporting other SDGs, notably SDGs 1 (no poverty), 5 (gender equality), 8 (decent work and economic growth) and 13 (climate action).
45. WFP will continue to mainstream gender, age and disability considerations in the design, targeting, implementation and monitoring of CSP activities to address the underlying causes of food insecurity and ensure that particular needs are met. WFP will notably apply gender equitable and transformative approaches to its work to address economic and other inequalities between women and men and girls and boys.
46. In particular, WFP will provide humanitarian assistance in response to existing and future crises, albeit with a broader scope than solely Syrian refugees. In line with national priorities, WFP will focus on supporting national social protection efforts and providing livelihood opportunities that also support the empowerment of women and young people at the individual, household and community levels.
47. WFP will further seek to collaborate with other actors in the food security and nutrition sector to provide a comprehensive vision and to guide action aimed at bringing about enhanced and more equitable food security.
48. Building on WFP's expertise and tapping into the WFP Innovation Accelerator and related networks, WFP will develop and pilot innovative approaches, particularly in relation to the water-climate-food security nexus.

3.2 Strategic outcomes, focus areas, expected outputs and key activities

Strategic outcome 1: Crisis-affected populations in Jordan, including refugees, meet their food and nutrition needs throughout the year

49. Under this strategic outcome WFP will provide humanitarian assistance in response to existing and future crises. Food assistance will continue for Syrian refugees and will be expanded to cover food-insecure refugees of other nationalities (e.g. Iraqi, Somali).
50. A new focus on emergency preparedness and response will ensure that people affected by emerging crises are equitably supported while national capacities are strengthened (activity 2). Linkages will also be made to social protection schemes (activity 3) and the creation of disaster risk reduction assets (activity 5).

Focus area

51. This strategic outcome focuses on crisis response.

⁴¹ Jordan country office. 2018. *Gender Analysis and Programme Review*; and WFP. 2019. *The potential of cash-based interventions to promote gender equality and women's empowerment: A multi-country study*. <https://www1.wfp.org/publications/gender-and-cash-wfp-study>.

Expected outputs

52. Strategic outcome 1 will be achieved through the following outputs:
- Targeted refugees receive nutrition-sensitive food assistance that meets their basic food and nutrition needs.
 - Refugees going back to the Syrian Arab Republic through facilitated returns receive a return package.
 - People affected by arising crises receive assistance that meets their food needs during and after the crises.
 - People vulnerable to shocks are protected through the enhanced ability of national authorities to reduce disaster risks and respond to emergencies.

Key activities*Activity 1: Provide nutrition-sensitive food assistance to refugees and other crisis-affected populations*

53. WFP will provide food assistance in the form of cash-based transfers to 480,000 refugees. In line with the prevailing practice of humanitarian partners, the eligibility of, and amount of assistance provided to refugees from the Syrian Arab Republic and other countries residing in host communities will be determined on the basis of vulnerability to food insecurity, while all Syrian refugees in camps will be supported.
54. Enabled by functioning markets, adequate financial services and infrastructure throughout the country, beneficiaries in communities will receive electronic cards that can be used to withdraw cash from automated teller machines (ATMs) or to purchase food items in a network of 200 WFP partner shops. In collaboration with other actors, WFP will make an effort to extend this modality to the camps. Until this can be achieved, camp residents will benefit from food-restricted electronic vouchers operated through blockchain technology that can be redeemed in camp supermarkets.
55. The amount of food assistance provided will depend on a household's assessed vulnerability to food insecurity and household size. Any adult woman or man will be able to receive the assistance for him or herself or for their household. WFP will implement gender equality and women's empowerment activities, with a focus on increasing women's financial literacy, to ensure that women feel empowered to receive cash. Monitoring will continue to track the effects of assistance on intra-household dynamics, including and control over assistance provided, to ensure that the particular needs of household members of different ages and genders are met. Joint decision making over the use of assistance will be encouraged.
56. Refugees arriving in camps will receive in-kind food assistance until they are given access to camp facilities. The food needs of those returning to the Syrian Arab Republic will be supported as part of a broader return package if the humanitarian actors collectively so decide.
57. WFP will enhance the nutrition-sensitivity of its food assistance by working with retailers to ensure that nutritious items meeting the particular needs of young children, the elderly and people living with disability are accessible at reasonable prices. WFP will also implement gender-responsive SBCC activities to encourage healthy eating habits and behaviours, including exclusive breastfeeding practices, and to transform discriminatory gender roles (e.g. by encouraging the sharing of caring functions between women and men).
58. In line with a recommendation resulting from a decentralized evaluation,⁴² WFP will continue to reflect, with its partners, on the future strategic direction of refugee food assistance, taking into consideration political feasibility and risk. Approaches, methodologies and tools for enhancing programme quality, including vulnerability analysis, targeting, monitoring and evaluation, transaction data analysis and mechanisms of accountability to beneficiaries and partners, will be

⁴² *Decentralized Evaluation: WFP's General Food Assistance to Syrian Refugees in Jordan 2015 to mid-2018: Evaluation Report.* <https://www1.wfp.org/publications/jordan-general-food-assistance-syrian-refugees-evaluation>.

adjusted as required. Exchanges with other country offices in the region implementing similar activities will be actively pursued in order to benefit from mutual learning.

59. WFP will collaborate with the Office of the United Nations High Commissioner for Refugees (UNHCR) and other organizations supporting refugees' basic needs and will participate in relevant forums, including those focused on gender and disability inclusion, protection and accountability to affected populations. Partnerships with non-governmental organizations (NGOs) and specialized organizations will serve to enhance accountability to affected populations, protection and gender responsiveness and will be used to conduct SBCC.
60. WFP may also provide food assistance as required to populations affected by future crises, in close collaboration with the National Center for Security and Crisis Management, civil defence authorities and relevant local authorities.

Activity 2: Provide tools, systems and training to the Government to enhance its emergency preparedness and response capabilities

61. In line with the recommendations arising from the capacity assessment of the disaster risk management system in Jordan, WFP will aim to strengthen the capacity of the National Center for Security and Crisis Management and other relevant government stakeholders such as the Civil Defense Directorate, the Department of Statistics, the National Agricultural Research Centre and the Drought Monitoring Unit through technical assistance focused on disaster risk reduction and emergency preparedness and response.
62. In collaboration with actors involved in disaster risk reduction, including the United Nations Development Programme (UNDP) and the Office for the Coordination of Humanitarian Affairs, WFP will focus on supporting:
 - simulation exercises and the development of digital tools to enhance emergency response, improve timely information management and reduce response costs and lead times; and
 - the establishment and enhancement of gender- and age-responsive early warning systems for high food prices, droughts and floods, in order to anticipate and mitigate shocks.

Strategic outcome 2: Vulnerable populations in Jordan, including children, are covered by adequate social protection schemes by 2022

63. WFP will support social protection and, in line with the National Social Protection Strategy, will contribute to efforts to strengthen the sector and enhance targeting, coordination, monitoring and evaluation of key schemes.
64. The strategy explicitly positions the NAF and the NSMP as important national social assistance programmes. Aligned with the intention to increasingly strengthen national systems contributing to SDG 2, WFP will support these programmes through technical assistance that reflects core cross-cutting concerns (e.g. gender equality, age and disability) while also supporting the delivery of the NSMP. Opportunities for South–South cooperation will be explored.

Focus area

65. This outcome focuses on resilience building.

Expected outputs

66. Strategic outcome 2 will be achieved through the following outputs:
 - The most vulnerable people in Jordan benefit from strengthened, effective, equitable and inclusive national social protection schemes.
 - Children in Jordan benefit from the enhanced capacity of the Government to increase the effectiveness and sustainability of the national school meals programme.
 - School meal recipients benefit from improved access to nutritious and diversified food.

Key activities

Activity 3: Support the Government in reforming and expanding national social protection schemes

67. In collaboration with the World Bank, UNICEF and other partners, WFP will provide technical assistance to the NAF in areas of WFP expertise with a view to enhancing the efficiency, equity and effectiveness of the most significant national social programme. WFP's technical assistance will initially focus on supporting the digitization of payment systems, the establishment of grievance and redress mechanisms accessible to all, the validation of beneficiaries and the design of graduation programmes. As the NAF expands and introduces services complementary to its cash assistance programme, WFP support will probably broaden, based on NAF priorities and requests for technical support.
68. WFP will also support the NSMP through capacity strengthening work with the Ministry of Education focused on developing a school meals strategy embedded in a national policy framework, inclusive of national stakeholders beyond the Ministry of Education and defining a vision for school feeding linked to clear objectives and gender and age considerations;⁴³ supporting the effective operationalization of the strategy by strengthening the Government's ability to target, implement, monitor, evaluate and report on school feeding in ways that are gender- and age-responsive; enhancing school feeding effectiveness by promoting multisectoral and integrated school meal models; and enhancing the sustainability of school feeding by supporting the diversification of funding sources. In addition, WFP will work with the Government to introduce a gender-transformative agenda through the NSMP.
69. WFP will continue to work closely with the Ministry of Education and will seek to widen the partners' platform to the ministries responsible for health, social development and agriculture and the Jordan Food and Drug Administration. WFP will also engage with UNICEF and the United Nations Educational, Scientific and Cultural Organization.
70. More broadly, WFP will contribute, alongside its partners, to the formulation of an action plan for the National Social Protection Strategy and will explore extending support to other Government-led priority programmes such as those supporting people with disabilities led by the Ministry of Social Development.

Activity 4: Provide nutrition-sensitive school feeding to targeted children

71. Through the NSMP, the Ministry of Education provides school feeding to 424,000 boys and girls, from kindergarten to sixth grade (age 4–12) for children enrolled in 1,847 public schools in pockets of poverty across Jordan, and from kindergarten to twelfth grade (age 4–17) for children in camps. This social programme, which benefits both Jordanian and refugee children, acts as an incentive for regular school attendance, supports the learning environment and contributes to building social cohesion between refugees and their host communities.
72. In parallel with strengthening the institutional school feeding framework at large under activity 3, WFP will continue to support the implementation of the NSMP by procuring locally a portion of the fortified biscuits distributed by the Ministry of Education through the programme; and by implementing in partnership with local NGOs a variant of the programme through which 1,513 women and men in need of economic support from local communities get the opportunity to earn income by baking, packing and delivering locally produced and procured snacks to selected schools in communities (282) and camps (31).
73. WFP will also work with the Ministry of Education to further enhance this programme with a view to informing key decisions on the development of the institutional school feeding framework based on lessons learned.
74. In particular, to enhance the nutritional impact of the activity, WFP will work with the Ministry of Education to review, and adjust as required, the composition of the snack to enhance its

⁴³ The Systems Approach for Better Education Results (SABER) framework and the related five quality criteria will be used to guide this process.

nutritional value and diversity. WFP will also provide nutritional education to schoolchildren and conduct gender- and age-responsive SBCC to improve the dietary habits of families and caregivers.

75. To further enhance the programme's efficiency and its local economic impact, new models will be tested and linkages will be created with small farmers and producers supported under activity 5.
76. To further increase women's economic empowerment, WFP will continue to ensure that women obtain key positions (e.g. baker) and, where appropriate, that all-woman baking teams are established for the preparation of school snacks.

Strategic outcome 3: Vulnerable populations in Jordan, with a focus on women and young people, are more self-reliant and have better livelihood opportunities by 2022

77. In line with evaluation recommendations, WFP will partner with national institutions to revamp and expand livelihood support for the Jordanians and refugees most marginalized by the labour market, notably women, young people and people living with disability, while seeking to have a positive impact on the water-climate-food security nexus. In doing so, WFP will be attentive to addressing the barriers that women face in gaining access to the workforce and to ensuring that asset creation is informed by and promotes sustainable water resource management.
78. Actions under this outcome will be linked to activities 1 and 3 by providing opportunities for selected beneficiaries of WFP food assistance and the NAF programme to increase self-reliance and transition out of those programmes in the medium term. Support for smallholders – men and women equitably – will also be gradually introduced to enhance post-harvest handling and access to markets. Linkages will also be made to programmes such as the NSMP (activity 4).

Focus area

79. This strategic outcome focuses on resilience building.

Expected outputs

80. Strategic outcome 3 will be achieved through the following outputs:
 - Vulnerable people are supported in enhancing their livelihoods by participating in asset creation linked to climate change adaptation and disaster risk reduction.
 - Vulnerable people are supported in enhancing their livelihoods through training and small business promotion.
 - Vulnerable smallholder farmers are supported in sustainably improving their livelihoods by benefiting from strengthened capacities and asset provision.

Key activities

Activity 5: Provide livelihood support (training, income-generating opportunities, asset creation) to vulnerable people in rural and urban settings, with a focus on women and young people

81. With high unemployment, especially among women and young people, creating decent employment and livelihood opportunities is a national priority. Based on evaluation recommendations, specific assessments and consultations with actors in this field, WFP will revamp and expand its livelihood support to provide an array of interventions designed to fit different contexts and the needs of different target groups, with a focus on addressing social and economic barriers affecting the participation of women and young people in the workforce and the economy, including unpaid care and domestic work, to enable participation and engagement in livelihood activities.
82. Relevant national authorities will be involved in the design of the interventions, as will both men and women beneficiaries, to ensure that their particular needs are taken into account and that equitable income-generation opportunities are created. Specialized partners will support activity implementation. WFP will follow the standard operating procedures developed by the livelihoods

working group, which is chaired by the International Labour Organization and aims to ensure equitable access to decent working environments and conditions and the provision of work permits and health insurance.

83. WFP will partner with the ministries responsible for social development, agriculture, labour, water and the environment on livelihood activities. Strategic partnerships with the Food and Agriculture Organization of the United Nations (FAO), UNDP, UN-Women and the International Labour Organization will also be deepened.
84. The interventions will support 125,600 beneficiaries and will include:
 - *Provision of employment opportunities through food-for-assets activities tailored to different settings, including urban and rural settings:* Activity selection will be based on relevant analyses, systematically including gender and age considerations, and will focus on building assets that contribute to the water – climate – energy - food security nexus, with a focus on climate change adaptation and disaster risk reduction efforts in line with national strategies and local priorities. The assets created will contribute to soil and land management, flood and drought mitigation, forestation and the rehabilitation of other public and community infrastructures, as relevant. They will be equally accessed by, controlled by and of benefit to women and men in the communities.
 - In the design and implementation of the activities and in selecting assets and partners, WFP will pay due attention to supporting positive water resource management and will partner with the Ministry of Water, FAO and specialized local research and operational institutions to that end. WFP will also work with communities to ensure that plans are in place for the maintenance of the assets built and dedicated agreements will be signed to this end.
 - *Support for groups of women to develop livelihoods that grow their capital, enhance their entrepreneurial skills and decision-making abilities and enable their transition to sustainable livelihoods:* Adapted from the “graduation” approach, which has gained recognition for its holistic treatment of poverty, the intervention will combine multidimensional support to address the immediate needs of participants through cash support, livelihood support through the provision of productive assets (e.g. hydroponic production units, small livestock, food production units) and training on technical skills, enterprise development and savings and financial planning, alongside long-term investments in life skills and positive behaviour change.
 - *Support for smallholder farmers:* Women and men will be targeted equitably to enhance their economic benefits through a set of activities that include training (e.g. on water conservation techniques and the value chain) and asset provision aimed at enhancing production and access to markets and reducing losses through the use of innovative, climate-adapted techniques.

Strategic outcome 4: Partnerships in support of the Sustainable Development Goals in Jordan are strengthened through effective and innovative solutions from WFP and its partners by 2022

85. WFP will foster partnerships with the Government, civil society, academia and the private sector aimed at building Jordan’s resilience to shocks and its ability to support the food security and nutrition of diverse population groups equitably.
86. In line with the recommendations deriving from the country strategic review, WFP will join other actors in advocating enhanced coherence of the food security and nutrition sector and supporting the development of a sector plan that provides a comprehensive, gender- and age-responsive framework for all stakeholders involved in the achievement of SDG 2 and serves to coordinate key policies and programmes, promote research linked to food security and nutrition objectives and support adequate gender- and age-responsive monitoring of SDG 2 indicators.
87. WFP will further capitalize on its strong reputation for innovation to build partnerships through which it will continue to innovate in support of all activities under the CSP, while increasingly acting as a catalyst for innovation by others aimed at tackling the root causes of food insecurity.

Focus area

88. This strategic outcome focuses on resilience building.

Expected outputs

89. Strategic outcome 4 will be achieved through the following outputs:

- People in Jordan benefit from strengthened national capacities to effectively plan, coordinate and monitor the food security sector.
- Vulnerable people in Jordan benefit from increased access of humanitarian and development partners to innovative assistance programming that enables them to provide more effective support, including in times of crisis.

Key activities

Activity 6: With other actors, develop a comprehensive food security and nutrition sector plan linked to other sectors and supported by a coordination structure

90. WFP will join other actors in advocating enhanced coherence of the food security and nutrition sector. In partnership with the relevant government ministries (notably those responsible for agriculture, social development and health), the Department of Statistics, international organizations (including FAO, IFAD and the World Bank) and local research institutes, WFP will seek to strengthen the institutional framework around SDG 2, coordinate related policies and programmes, create linkages to other sectors, promote research relevant to food security and nutrition objectives and support adequate monitoring of SDG 2 indicators.
91. In particular, WFP will contribute to developing a sector plan like those that exist for education and health, to provide a strategic framework for all stakeholders involved in the achievement of SDG 2 and monitoring of the associated impact on related SDGs. The plan will be aligned with national priorities and informed by relevant policies and studies, including the country strategic review, the household income and expenditure survey and the upcoming micronutrient deficiency survey. It will promote age-responsive and gender-equitable actions that reflect the different needs of the various gender and age groups.

Activity 7: Facilitate knowledge exchange between partners and the Government to promote piloting and scaling of innovative approaches to achieving the SDGs

92. WFP is leading the way on innovation in Jordan and the region at large, and this CSP will expand and amplify its efforts in that regard. In collaboration with the WFP Innovation Accelerator and other partners, WFP will act as a catalyst for innovation, contributing to and supporting innovation in Jordan to leverage innovative ideas and expertise.
93. Emphasis will be placed on developing innovative solutions around the water-climate-energy-food security nexus to address age and gender inequalities, nutrition and other challenges identified in the country strategic review. A systematic review of who will benefit from the proposed innovation, notably in terms of age and gender, will be undertaken to select ideas.
94. The country office will facilitate workshops, lectures and training on innovation techniques that could contribute to partnerships with Government, academic institutions, civil society organizations and entrepreneurs, with consideration given to inclusion, diversity and equity in content and process. WFP will also run or co-lead bootcamps or hackathons with local partners to generate feasible ideas, ensuring the inclusion of diverse women and men.
95. Potential innovations will be assessed to see what they might achieve, for whom, and how well they align with the Government's priorities and WFP's goals. WFP will support testing of ideas locally and, if appropriate, their scale-up. Innovative solutions will be made available to partners and targeted populations and will be shared within WFP and externally through global practice-sharing networks.

3.3 Transition and exit strategies

96. This CSP gives effect to a shift in WFP's portfolio towards support for the Government through capacity strengthening and technical assistance for national priority programmes in social protection and livelihood support, thus laying the foundation for fewer direct WFP interventions in the future.
97. Working towards enhancing the efficiency, effectiveness, inclusiveness, equity and sustainability of national social programmes will contribute to reducing the need for parallel delivery systems by WFP and its partners in the long run. For example, efforts to strengthen the school feeding institutional framework (activity 3), including supporting the establishment of sustainable national funding sources for school feeding, will gradually reduce the need for WFP delivery of support for the NSMP (activity 4).
98. While WFP will continue to support refugees, the need for support is expected to diminish gradually as refugees return to their homes or become self-reliant with the support of WFP livelihood interventions. Through its engagement in social protection, WFP, alongside other actors, will also encourage a unified social assistance system that addresses the needs of people of different ages, genders, abilities and nationalities equitably, thus reducing the long-term need for continued humanitarian assistance for refugees.
99. Transition and exit strategies will include gender-equitable, transformative programming to reduce the inequalities that undermine food security and nutrition.

4. Implementation arrangements

4.1 Beneficiary analysis

100. *Activity 1:* The most vulnerable registered Syrian refugees in camps and host communities (470,000), along with refugees of other nationalities (10,000), will receive nutrition-sensitive food assistance (cash-based transfers) to meet their basic needs. WFP anticipates a reduction of 30,000 refugees per year, taking into consideration potential returns and enhanced self-reliance as a result of livelihood support by WFP (activity 5) and its partners.
101. Syrian refugees in communities will be targeted based on social and demographic vulnerability criteria,⁴⁴ allowing WFP to strengthen accountability to affected populations by ensuring the inclusion of households with elderly members, people with disabilities or medical health conditions and single-women-headed households; facilitating the communication of inclusion criteria to beneficiaries and non-beneficiaries; and allowing for regular updates, thus minimizing inclusion and exclusion errors. Refugees of other nationalities will be targeted based on UNHCR criteria that identify those most vulnerable to poverty and food insecurity.
102. From 2021 on, targeting by WFP and its partners will be further informed by the results of a UNICEF, UNHCR and WFP joint comprehensive vulnerability assessment.
103. As relevant, the number of Syrian refugees supported with return packages will be determined in conjunction with other actors. Should an emergency occur, the size and composition of the group of crisis-affected people supported will depend on the type and magnitude of the crisis.
104. *Activity 2:* People vulnerable to emergencies throughout the country will indirectly benefit from efforts to strengthen national actors' capacity to prepare for and respond to emergencies in gender- and age-responsive ways.
105. *Activity 3:* Recipients of government-led social programmes, including people with disabilities, will indirectly benefit from WFP's efforts to strengthen the NAF and NSMP, as well as from broader efforts to strengthen the social protection framework in line with the social protection strategy.

⁴⁴ These include the marital status, gender and age of the principal applicant, medical and health issues, the presence of disability and the dependency ratio.

106. *Activity 4:* Children attending primary schools in poor areas and refugee camps (424,000) will benefit from the NSMP. The number of children is foreseen to increase slightly, in line with enrolment. In addition, 740 women and men, including some with disabilities, working at 17 kitchen facilities will benefit from decent work opportunities.
107. *Activity 5:* People in targeted communities bypassed by economic opportunities, particularly women and young people, will benefit from livelihood support in the form of decent employment for asset creation, support for home businesses and other small businesses and related training. Targeted communities will also benefit indirectly from assets that reduce disaster risk and enable adaptation to climate change. A limited number of smallholder farmers, women and men, equitably, will receive dedicated support.
108. Geographic targeting and activity design will be informed by assessments using the three-pronged approach. The analyses will be participatory and will incorporate gender and age considerations.
109. *Activities 6 and 7:* Food-insecure people across Jordan will benefit indirectly from WFP's efforts to strengthen the food and nutrition sector and to promote innovations that help address humanitarian and development challenges in an equitable manner.

TABLE 1: BENEFICIARIES BY STRATEGIC OUTCOME AND ACTIVITY (ALL YEARS)^a						
Strategic outcome	Activity	Girls	Boys	Women	Men	Total
1	1. Provide nutrition-sensitive food assistance to refugees and other crisis-affected populations	117 600	124 800	122 400	115 200	480 000
	2. Provide tools, systems and training to the Government to enhance its emergency preparedness and response capabilities				-	-
2	3. Support the Government in reforming and expanding national social protection schemes				-	-
	4. Provide nutrition-sensitive school feeding to targeted children	211 980	212 033	776 ^b	737 ^b	425 526
3	5. Provide livelihood support (training, income-generating opportunities, asset creation) to vulnerable people in rural and urban settings, with a focus on women and young people	24 618	25 874	34 540	40 569	125 600^c
4	6. With other actors, develop a comprehensive food security and nutrition sector plan linked to other sectors and supported by a coordination structure				-	-
	7. Facilitate knowledge exchange between partners and the Government to promote piloting and scaling of innovative approaches to achieving the SDGs				-	-
Total		344 064	352 330	153 203	152 028	1 001 625^d

^a Girls and boys are beneficiaries under 18 years old.

^b Beneficiary numbers reflect the number of male and female workers, as well as adult members of their households.

^c Beneficiary numbers reflect the individual participants and their households. Participants may be predominately women but total numbers reflect the full family composition.

^d Beneficiaries supported through more than one source (e.g. food assistance and school meals in camps) are counted only once.

4.2 Transfers

Food and cash-based transfers

	Strategic outcome 1				Strategic outcome 2			Strategic outcome 3	
	Activity 1				Activity 4			Activity 5	
Beneficiary type	Syrian refugees in camps		Refugees in host communities (vulnerable)	Refugees in host communities (extremely vulnerable)	Refugees (new arrivals)	Refugee children in camps (age 5–17)	Children in community (age 5–12)	School meal workers	Livelihood (FFA) beneficiaries
Modality	cash-based transfers	Food	cash-based transfers	cash-based transfers	Food	Food	Food	cash-based transfers	cash-based transfers
Snacks						0.495/ 230	0.519/ 230		
Biscuits						80	80		
Dates		130							
Food packages					1 unit (2 900)				
Total kcal/day		94			2 140	300 (healthy snack) 350 (date bar)	300 (healthy snack) 350 kcal (date bar)		
% kcal from protein									
Cash-based transfers (USD/person/day)	1.082		0.706	1.082				2.618 (in camps) 2.53 (host communities)	4.24
Number of feeding days per year	365	30	365	365	1	140 (snack) 20 (biscuit)	100 (snack) 50 (biscuit)	162 (camps) 100 (communities)	180

Abbreviation: FFA – food for assets

TABLE 3: TOTAL FOOD AND CASH-BASED TRANSFER REQUIREMENTS AND VALUES		
Food type/cash-based transfer	Total (mt)	Total (USD)
Mixed and blended food	4 194	7 424 820
Others	1 485	2 298 133
Total (food)	5 679	9 722 953
Cash-based transfers (incl. commodity vouchers)		541 704 562
Total (food and cash-based transfer value)	5 679	551 427 515

Capacity strengthening including South–South cooperation

110. As WFP increasingly supports the strengthening of government and partner capacities, it will actively pursue South-South cooperation regionally and globally, particularly engaging with the WFP centres of excellence in Brazil (to explore various school feeding models and means to enhance linkages with line ministries, the private sector and smallholder farmers under activity 3) and China (focused on equitable technology transfers and fostering leadership in men and women smallholder farmers under activity 5).

4.3 Supply chain

111. Country office supply chain staff will maintain effective, efficient contracts with service providers in the food, financial, technology and service provision sectors. WFP will favour local procurement (school snacks and food packages for new arrivals in camps will be locally procured) to enhance its contribution to the local economy and will seek to mitigate risks in food management and maximize food quality and safety through work with authorities and retailers. In line with the findings of the forthcoming micronutrient deficiency survey, WFP will also explore supporting national fortification efforts.

112. Country office supply chain staff will also contribute to maximizing the impact of strategic outcome 1 by working closely with retailers to ensure price competitiveness and the availability of age-specific, nutritionally adequate food items; to actively encourage women's employment; to enhance access for people with disabilities; to ensure respectful treatment of refugees; and to country office supply chain staff will also support the remaining strategic outcomes by supporting the Ministry of Education in enhancing its transport and distribution capacity, testing new models and reducing costs and by supporting engagement with smallholder farmers in relation to post-harvest losses and market linkages.

4.4 Country office capacity and profile

113. The country office has conducted an organizational realignment process to ensure that its structure and workforce are fit to deliver on the CSP commitments. It will maintain its field presence through two field offices, in Amman and Mafraq.

4.5 Partnerships

114. WFP will prepare a partnership strategy to review and define how partnerships will evolve in line with the vision and main strategic shifts of the CSP. Information on the intended partners for each activity is provided in the activity description. The text below provides an overview of the main trends.

115. WFP intends to put deeper, broader relationships with the Government at the core of its partnership efforts in support of a more sustainable vision for WFP's programmes in Jordan.

116. Partnerships with civil society organizations, particularly local NGOs such as those focused on supporting women (e.g. the Jordanian National Commission for Women), young people and people with disabilities, will also be strengthened to enhance the localization of WFP's support

and ensure that it is informed by a thorough understanding of the particular circumstances of these groups, the barriers they face and how to best integrate them into WFP's activities in a participatory manner. Where relevant, WFP will also aim to build the capacity of these local partners.

117. As WFP engages more in livelihood support, notably for smallholder farmers, and seeks to facilitate a wider partnership in the food security and nutrition sector, partnership with FAO will be central, and complementarity strategies, programmes and activities will be actively pursued.
118. Finally, facilitating a broad and diverse network of partners with the Government, academic institutions, civil society organizations and entrepreneurs will be the foundation for driving innovation by all and for all.

5. Performance management and evaluation

5.1 Monitoring and evaluation arrangements

119. A gender-responsive monitoring, review and evaluation plan incorporating baselines and milestones for the newest CSP elements will be developed.
120. WFP will enhance its use of gender-responsive indicators and data analysis disaggregated by sex, age and disability to shed light on the differentiated effects of WFP's assistance on the lives of women, men, girls and boys and to enable the organization to adapt its programme accordingly.
121. WFP will continue to invest in robust monitoring, notably at the outcome level, and to establish long-term partnerships with reputable specialized institutions for this purpose. To ensure the responsiveness of the monitoring and evaluation approach to gender, age and disability inclusion, joint monitoring and reviews will be sought with specialized organizations.
122. The Office of Evaluation will conduct a CSP evaluation in 2021 and the country office will conduct a decentralized evaluation, probably focused on strategic outcome 2, in 2021. The country office will also support the UNSDF evaluation.
123. Accountability to affected populations will be strengthened through various means, including a reinforced hotline, using monitoring visits as opportunities for information exchange and possibly establishing an automated two-way communication mechanism.
124. WFP will also contribute to the monitoring of relevant SDGs, notably SDGs 1, 4, 5 and 13, through strategic partnerships with UN-Women and UNICEF and work with the Department of Statistics.

5.2 Risk management

Strategic risks

125. Jordan is vulnerable to various shocks that can affect food security and cause asset and livelihood losses. Similarly, a failure to manage Jordan's dwindling water resources would pose severe threats to food security. To mitigate this, WFP analyses changing circumstances and their potential impacts; ensures open communications with the Government; maintains contingency plans for various risks to operations and staff; maintains diverse sourcing options; tracks price changes through the Safety Nets Alert Platform (SNAP); and ensures that the design and implementation of its activities support positive water resource management.

Operational risks

126. WFP strives to operate in a safe, transparent manner, in line with national and international standards. Poor performance, including due to lack of country office capacity, weak programme management, inadequacy of IT systems, insufficient safeguarding and protection of beneficiaries, data loss or a breach in confidentiality of beneficiary data, would damage WFP's reputation. Similarly, resistance or limited capacity to systematically address persistent gender inequalities might limit the CSP's intended results.

127. Mitigation measures include conducting a staffing realignment exercise, regularly training staff and partners, developing, updating and enforcing standard operating procedures for programme management and IT systems, ensuring that beneficiary feedback is heard and acted upon and that adequate safeguarding and protection measures are in place and integrating gender and age considerations into the design, implementation and monitoring of all activities. In relation to gender, WFP will ensure that it selects partners with gender-transformative programming capacity.

Fiduciary risks

128. Risks that encompass breaches of obligations, such as failure to deliver services contracted for by partners, non-compliance with rules, regulations and procedures and leaks of information, are proactively monitored. Mitigation measures include close oversight of payment processes, thorough reconciliation processes for cash-based transfers and rigorous data protection measures. The cross-functional oversight committee also serves to ensure that systematic action is taken in response to oversight exercises and to embed a compliance mind-set in all personnel.

6. Resources for results

6.1 Country portfolio budget

TABLE 4: COUNTRY PORTFOLIO BUDGET (USD)				
Strategic outcome	Year 1 2020	Year 2 2021	Year 3 2022	Total
1	191 273 603	179 484 394	169 016 866	539 774 863
2	17 346 750	17 630 831	17 913 697	52 891 278
3	27 356 227	36 038 341	38 099 577	101 494 146
4	1 907 441	1 823 700	1 671 688	5 402 829
Total	237 884 021	234 977 266	226 701 829	699 563 116

6.2 Resourcing outlook

129. Generous contributions during the period 2013–2018 meant that WFP received 65 percent of its annual requirements on average. Based on WFP's understanding of recent trends, funding for refugee support is expected to remain steady, supported by regular communications with current donors.
130. As WFP rebalances its portfolio, increased funding requirements are anticipated for resilience-building activities, while crisis response requirements are likely to fall. Adequate resources will be allocated annually to the activities contributing to gender equality outcomes.

6.3 Resource mobilization strategy

131. Over the past years, consistent support from humanitarian donors has enabled WFP to firmly demonstrate its value as a humanitarian aid partner and provide uninterrupted support to its beneficiaries.
132. In line with its partnership strategy (see section 4.5), WFP will continue to nurture the solid partnerships and trust it enjoys with existing donors and to be a partner of choice, engaging regularly with its donors through consultations and information-sharing, demonstrating results and value for money, ensuring transparency and accountability in resource management and providing adequate, tailor-made visibility to highlight donors' contributions.

133. WFP will also conduct a comprehensive mapping of current and future partnerships and funding opportunities, seeking to broaden its donor base to non-traditional donors and the private sector and to mobilize resources through campaigns. WFP will also expand its fundraising efforts for social protection and resilience-building activities and encourage flexible multi-year contributions.

ANNEX I**LOGICAL FRAMEWORK FOR JORDAN COUNTRY STRATEGIC PLAN (2020–2022)**

Strategic Goal 1: Support countries to achieve zero hunger

Strategic Objective 1: End hunger by protecting access to food

Strategic result 1: Everyone has access to food

Strategic outcome 1: Crisis affected populations in Jordan, including refugees, meet their food and nutrition needs throughout the year.

Outcome category:

Maintained/enhanced individual and household access to adequate food

Nutrition-sensitive

Focus area: crisis response

Assumption

Funding availability for targeted intervention

Outcome indicators

Consumption-based coping strategy index (average)

Food consumption score

Food consumption score – nutrition

Livelihood-based coping strategies (average)

Minimum dietary diversity for women

Number of national food security and nutrition policies, programmes and system components enhanced as a result of WFP capacity strengthening

Activities and outputs**1. Provide nutrition-sensitive food assistance to refugees and other crisis-affected populations. (URT: Unconditional resource transfers to support access to food)**

People affected by arising crises receive assistance that meets their food needs during and after the crises. (A: Resources transferred)

Refugees going back to the Syrian Arab Republic through facilitated returns receive a return package. (A: Resources transferred)

Targeted refugees receive nutrition-sensitive food assistance that meets their basic food and nutrition needs. (A: Resources transferred)

2. Provide tools, systems and training to the Government to enhance its emergency preparedness and response capabilities. (EPA: Emergency preparedness activities)

People vulnerable to shocks are protected through the enhanced ability of national authorities to reduce disaster risks and respond to emergencies. (C: Capacity development and technical support provided)

Strategic outcome 2: Vulnerable populations in Jordan, including children, are covered by adequate social protection schemes by 2022.

Outcome category:

Maintained/enhanced individual and household access to adequate food

Nutrition-sensitive

Focus area: resilience building

Assumptions:

Donors express interest in supporting the programme, effective targeting criteria, government ownership

Outcome indicators

Attendance rate

Enrolment rate

Number of national food security and nutrition policies, programmes and system components enhanced as a result of WFP capacity strengthening

Number of national programmes enhanced as a result of WFP-facilitated South–South and triangular cooperation support

Proportion of cash-based transfers channelled through national social protection systems as a result of WFP capacity strengthening support

Retention rate/drop-out rate

SABER school feeding national capacity

Activities and outputs

3. Support the Government in reforming and expanding national social protection schemes. (CSI: Institutional capacity strengthening activities)

Children in Jordan benefit from the enhanced capacity of the Government to increase the effectiveness and sustainability of the national school meals programme. (C: Capacity development and technical support provided)

The most vulnerable people in Jordan benefit from strengthened, effective, equitable and inclusive national social protection schemes. (C: Capacity development and technical support provided)

4. Provide nutrition-sensitive school feeding to targeted children. (SMP: School meal activities)

School meal recipients benefit from improved access to nutritious and diversified food. (E: Social and behaviour change communication (SBCC) delivered)

School meal recipients benefit from improved access to nutritious and diversified food. (F: Purchases from smallholders completed)

School meals recipients benefit from improved access to nutritious and diversified food. (A: Resources transferred)

School meals recipients benefit from improved access to nutritious and diversified food. (N: School feeding provided)

Strategic outcome 3: Vulnerable populations in Jordan, with a focus on women and young people, are more self-reliant and have better livelihood opportunities by 2022.

Outcome category:
Maintained/enhanced individual and household access to adequate food

Focus area: resilience building

Assumptions

Effective targeting criteria, sufficient capacity of the cooperating partner to implement the programme, well designed activity culturally acceptable for women.

Outcome indicators

Consumption-based coping strategy index (average)

Food consumption score

Livelihood-based coping strategies (average)

Number of national programmes enhanced as a result of WFP-facilitated South–South and triangular cooperation support

Proportion of targeted communities where there is evidence of improved capacity to manage climate shocks and risks

Proportion of the population in targeted communities reporting environmental benefits

Activities and outputs

5. Provide livelihood support (training, income-generating opportunities, asset creation) to vulnerable people in rural and urban settings, with a focus on women and young people. (ACL: Asset creation and livelihood support activities)

Vulnerable people are supported in enhancing their livelihoods by participating in asset creation linked to climate change adaptation and disaster risk reduction. (A: Resources transferred)

Vulnerable people are supported in enhancing their livelihoods by participating in asset creation linked to climate change adaptation and disaster risk reduction. (D: Assets created)

Vulnerable people are supported in enhancing their livelihoods through training and small business promotion. (A: Resources transferred)

Vulnerable people are supported in enhancing their livelihoods through training and small business promotion. (C: Capacity development and technical support provided)

Vulnerable people are supported in enhancing their livelihoods through training and small business promotion. (D: Assets created)

Vulnerable smallholder farmers are supported in sustainably improving their livelihoods by benefiting from strengthened capacities and asset provision. (A: Resources transferred)

Vulnerable smallholder farmers are supported in sustainably improving their livelihoods by benefiting from strengthened capacities and asset provision. (F: Purchases from smallholders completed)

Strategic Goal 2: Partner to support implementation of the SDGs

Strategic Objective 5: Partner for SDG results**Strategic Result 8: Sharing of knowledge, expertise and technology strengthen global partnership support to country efforts to achieve the SDGs**

Strategic outcome 4: Partnerships in support of the Sustainable Development Goals in Jordan are strengthened through effective and innovative solutions from WFP and its partners by 2022.

Outcome category:
Enhanced common
coordination platforms

Focus area: resilience building

Assumptions

Food security sector plan in place that increases coordination within the sector and other actors: continuing to innovate within WFP activities and acting as a catalyst for others

Outcome indicators

Number of national food security and nutrition policies, programmes and system components enhanced as a result of WFP capacity strengthening

Partnerships index

Activities and outputs

6. With other actors, develop a comprehensive food security and nutrition sector plan linked to other sectors and supported by a coordination structure. (CSI: Institutional capacity strengthening activities)

People in Jordan benefit from strengthened national capacities to effectively plan, coordinate and monitor the food security sector. (M: National coordination mechanisms supported)

7. Facilitate knowledge exchange between partners and the Government to promote piloting and scaling of innovative approaches to achieving the SDGs. (CPA: Service provision and platforms activities)

Vulnerable people in Jordan benefit from increased access of humanitarian and development partners to innovative assistance programming that enables them to provide more effective support, including in times of crisis. (C: Capacity development and technical support provided)

Vulnerable people in Jordan benefit from increased access of humanitarian and development partners to innovative assistance programming that enables them to provide more effective support, including in times of crisis. (K: Partnerships supported)

Strategic Goal 1: Support Countries to achieve zero hunger**C.1. Affected populations are able to hold WFP and partners accountable for meeting their hunger needs in a manner that reflects their views and preferences****Cross-cutting indicators**

C.1.1: Proportion of assisted people informed about the programme (who is included, what people will receive, length of assistance)

C.1.2: Proportion of project activities for which beneficiary feedback is documented, analysed and integrated into programme improvements

C.2. Affected populations are able to benefit from WFP programmes in a manner that ensures and promotes their safety, dignity and integrity**Cross-cutting indicators**

C.2.2: Proportion of targeted people receiving assistance without safety challenges

C.2.3: Proportion of targeted people who report that WFP programmes are dignified

C.2.4: Proportion of targeted people having unhindered access to WFP programmes

C.3. Improved gender equality and women's empowerment among WFP-assisted population**Cross-cutting indicators**

C.3.1: Proportion of households where women, men, or both women and men make decisions on the use of food/cash/vouchers, disaggregated by transfer modality

C.3.2: Proportion of food assistance decision-making entity – committees, boards, teams, etc. – members who are women

C.3.3: Type of transfer (food, cash, voucher, no compensation) received by participants in WFP activities, disaggregated by sex and type of activity

C.4. Targeted communities benefit from WFP programmes in a manner that does not harm the environment**Cross-cutting indicators**

C.4.1: Proportion of activities for which environmental risks have been screened and, as required, mitigation actions identified

ANNEX II

INDICATIVE COST BREAKDOWN BY STRATEGIC OUTCOME (USD)					
	Strategic Result 1	Strategic Result 1	Strategic Result 1	Strategic Result 8	Total
	Strategic outcome 1	Strategic outcome 2	Strategic outcome 3	Strategic outcome 4	
Focus area	Crisis response	Resilience building	Resilience building	Resilience building	
Transfer	481 527 215	44 284 035	89 819 343	4 740 334	620 370 928
Implementation	11 362 915	4 011 107	2 846 918	193 200	18 414 140
Adjusted direct support costs	13 940 727	1 368 029	2 633 406	139 545	18 081 708
Subtotal	506 830 857	49 663 172	95 299 667	5 073 080	656 866 776
Indirect support costs (6.5%)	32 944 006	3 228 106	6 194 478	329 750	42 696 340
Total	539 774 863	52 891 278	101 494 146	5 402 830	699 563 116

Acronyms used in the document

CSP	country strategic plan
FAO	Food and Agriculture Organization of the United Nations
GDP	gross domestic product
NAF	National Aid Fund
NGO	non-governmental organization
NSMP	national school meals programme
SBCC	social and behaviour change communication
SDG	Sustainable Development Goal
UNDP	United Nations Development Programme
UNHCR	Office of the United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
UNSDF	United Nations sustainable development framework
UN-Women	United Nations Entity for Gender Equality and the Empowerment of Women