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## Draft Jordan country strategic plan (2023–2027)

Duration	1 January 2023–31 December 2027
Total cost to WFP	USD 996,677,249
Gender and age marker*	4

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

### Executive summary

Jordan is an upper-middle-income country with 10.8 million people, including 2.9 million non-citizens (refugees and migrant workers). The country hosts the second-highest share of refugees per capita in the world, putting unprecedented pressure on its budgetary and natural resources, infrastructure and labour market. Over the past decade, Jordan's stagnating economy has failed to create jobs to meet the requirements of its rapidly growing, and largely urban, population. Furthermore, Jordan is a semi-arid country, facing chronic water scarcity and a growing set of climate hazards.

In this context Jordan faces three main drivers of food insecurity: a protracted refugee crisis, with 1.3 million Syrian refugees and 90,000 refugees of other origin, many of whom cannot meet their food needs independently; a difficult socioeconomic situation, exacerbated by the coronavirus disease 2019 pandemic and the global food price increases triggered by the Ukraine crisis, with high unemployment and increasing poverty affecting people's economic access to food; and increasingly frequent climate-related shocks that, combined with chronic water scarcity, undermine sustainable development.

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#### Focal points:

Ms. C. Fleischer  
Regional Director  
Middle East, Northern Africa and Eastern Europe  
email: [corinne.fleischer@wfp.org](mailto:corinne.fleischer@wfp.org)

Mr. A. Mendes  
Country Director  
email: [alberto.mendes@wfp.org](mailto:alberto.mendes@wfp.org)

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The country strategic plan for 2023–2027 represents WFP's contribution to addressing food insecurity in Jordan, aligning with the priorities of the Government, including the Jordan 2025 strategy, as well as the United Nations sustainable development cooperation framework for 2023–2027. The country strategic plan contributes to the achievement of Sustainable Development Goals 1, 2, 4, 11 and 17, both directly and indirectly.

WFP will build on experience, lessons learned, comparative advantages and collaboration with humanitarian and development stakeholders to respond to growing food and nutrition needs and build sustainable solutions for refugee self-reliance. It will continue its large-scale provision of unconditional food assistance for vulnerable populations in Jordan, including refugees, and its technical assistance for national social protection programmes and systems, refocus its education and nutrition activities and expand its climate action to strengthen adaptive livelihoods, sustainable management of natural resources and food systems.

The country strategic plan will continue to refine existing operations to achieve five outcomes:

- *Outcome 1:* Vulnerable crisis-affected populations in Jordan, including refugees, meet their food and nutrition needs throughout the year.
- *Outcome 2:* Extremely vulnerable populations in Jordan, including refugees, are covered by adequate social protection schemes by 2027.
- *Outcome 3:* Vulnerable populations in Jordan, including refugees, have improved self-reliance, access to sustainable livelihood opportunities and increased resilience to shocks by 2027.
- *Outcome 4:* National and subnational institutions in Jordan have increased capacity to coordinate, manage and monitor food security and nutrition programmes, and respond to shocks by 2027.
- *Outcome 5:* Humanitarian and development actors have enhanced ability to support vulnerable populations in Jordan all year round.

Inclusion of gender, youth and disability, nutrition-sensitive programming, protection, community engagement for accountability to affected populations, environmental sustainability and promotion of public-private partnerships for innovative food security solutions are mainstreamed throughout the portfolio.

## **Draft decision\***

The Board approves the Jordan country strategic plan (2023–2027) (WFP/EB.2/2022/X-X/X) at a total cost to WFP of USD 996,677,249.

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\* 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 is an upper-middle-income country with a population of 10.8 million people. Ninety percent of the population live in urban areas and 50 percent are under 25.<sup>1</sup> Jordan hosts the second-highest share of refugees per capita in the world, with 1.4 million refugees, mostly from the Syrian Arab Republic but also from Iraq, Yemen, Somalia and other countries.<sup>2,3,4</sup>
2. Eighty-two percent of refugees live among the host population, with others residing in camps. Seventeen percent of Syrian refugee households have a member living with disability. As there is little possibility for voluntary repatriation in the near term, Jordan has promoted a progressive, enabling environment for refugees, linking the attainment of Jordan's own national goals with a conducive approach to hosting refugees, allowing them access to the education and healthcare systems and opening certain economic sectors for employment.
3. Since 2016, Jordan's annual economic growth rate has remained below 2 percent. The economy has contracted 5 percent since the onset of the coronavirus disease 2019 (COVID-19) pandemic. Unemployment rose from 19 percent in 2019 to 23 percent by the end of 2021, disproportionately affecting young people age 15–24 (52 percent) and women (31 percent).<sup>5,6</sup> The ongoing conflict in Eastern Europe is already producing further shocks for Jordan (e.g., higher food prices).
4. Jordan is struggling to improve its weak economic performance, which stems in part from the Syrian crisis and places extra pressure on a limited labour market, social welfare and natural resources. Public and private consumption has grown much faster than investment. Reduction in government revenues and increased spending on healthcare, social protection and security has led to a higher fiscal deficit and public debt and the country's trade balance has deteriorated.
5. Jordan improved its ranking in the Global Gender Gap Index, rising from 138th of 153 countries in 2020 to 131st of 156 in 2021. Despite women's high educational attainment, prevailing social norms allow relatively few women to be economically active, and they are mainly employed in a limited number of sectors such as education, health and social work.<sup>7,8</sup>
6. Jordan is a semi-arid country with limited water resources, most of which are not replenishable, making it the third most water-scarce country in the world.<sup>9</sup> Rapid population growth is pushing water demand well beyond supply. Water scarcity renders Jordan environmentally sensitive to climate change.

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<sup>1</sup> Department of Statistics. 2021. *Statistical Yearbook of Jordan, 2021 (excerpt), Population of the Kingdom by Sex According to the 1952, 1961, 1979, 1994, 2015 Censuses, and Estimated Population for Some Selected Years*.

<sup>2</sup> Office of the United Nations High Commissioner for Refugees. 2020. *Regional Strategic Overview 2021–2022*.

<sup>3</sup> As of 25 June 2022, 760,064 refugees were registered with the Office of the United Nations High Commissioner for Refugees, of which 675,040 were Syrian (89 percent of all registered refugees). See Office of the United Nations High Commissioner for Refugees, Syria Regional Refugee Response. 2022. *Total registered Syrian refugees*.

<sup>4</sup> *Ibid.*

<sup>5</sup> Department of Statistics. 2021. *Statistical Yearbook of Jordan, 2021 (excerpt), Population of the Kingdom by Sex According to the 1952, 1961, 1979, 1994, 2015 Censuses, and Estimated Population for Some Selected Years*.

<sup>6</sup> Unemployment among male and female young people is 48 percent and 70 percent, respectively.

<sup>7</sup> United States Agency for International Development. 2020. *Final report: USAID/Jordan Gender Analysis and Assessment*.

<sup>8</sup> United Nations country team. 2021. *Gender discrimination, wage inequality challenge women in Jordan* World Economic Forum. 2021. *Global Gender Gap Report 2021: Insight Report*.

<sup>9</sup> Water Management Initiative. USAID Jordan, prepared by Tetra Tech. 2018. (Not available online.)

7. Eighty percent of people live within 30 km of Jordan's main seismic fault line and are at risk of earthquakes.<sup>10</sup>

## **1.2 Progress towards the 2030 Agenda for Sustainable Development**

8. The Government has integrated the Sustainable Development Goals (SDGs) into Jordan 2025 and other national strategies. Although the 2021 United Nations common country analysis indicates notable progress in implementing the national development agenda, high turnover of senior government officials and coordination gaps have slowed progress. In 2022, Jordan conducted its second voluntary national review of its progress towards achievement of the 2030 Agenda for Sustainable Development, which should revitalize related activities.

## **1.3 Progress towards Sustainable Development Goals 2 and 17**

### ***Progress on Sustainable Development Goals 2 targets***

9. *Access to food.* Jordan is a broadly food-secure country, ranking 38th of 107 countries in the Global Hunger Index for 2021. Jordan imports 90 percent of its staple foods, however, making it susceptible to supply chain shocks and price fluctuations.<sup>11</sup> Conscious of these vulnerabilities and the importance of food security, His Majesty King Abdullah II urged the Government to develop a national food security strategy, whose formulation was supported by WFP.
10. *End malnutrition.* Jordan faces the double burden of overnutrition and micronutrient deficiencies. Overweight and obesity in children increases with age and is over 65 percent in girls and women of reproductive age and over 50 percent in men.<sup>12</sup> Moreover, infant and young child feeding practices are poor, with low levels of exclusive breastfeeding and dietary diversity.
11. *Smallholder productivity and incomes.* Although the agricultural sector accounts for only 3 percent of gross domestic product and employs 3.5 percent of the population, it has strong political influence.<sup>13</sup> Productivity is low and declining due to a shortage of irrigation water, land degradation and fragmentation, high prices for energy and other inputs and a lack of investment in innovative farming practices.
12. Women account for approximately one third of the agricultural labour force but their role in the sector is limited, and most female labour is informal and unpaid. Rural women have limited access to productive resources such as land, technology and credit, and their leadership and participation in decision making and local governance are limited.<sup>14</sup>
13. *Sustainable food systems.* Agricultural food systems are hampered by a shortage of good quality irrigation water and inefficient water use, compounded by the effects of climate change. Over the past decade, 40 percent of rainfed farmland has been lost and currently 33 percent of cultivable land lies idle. Following the 2021 United Nations food systems summit Jordan developed a road map to improving the efficiency and sustainability of its food systems.<sup>15</sup>

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<sup>10</sup> United Nations. 2022. *Jordan Common Country Analysis*. (Publication pending.)

<sup>11</sup> Food and Agriculture Organization of the United Nations. 2022. *Global Information and Early Warning System – Country Briefs – Jordan*.

<sup>12</sup> United Nations Jordan. 2021. *Policy Brief: Healthy Diets for all in Jordan*.

<sup>13</sup> United Nations. 2022. *Jordan Common Country Analysis*. (Publication pending.)

<sup>14</sup> United Nations Entity for Gender Equality and the Empowerment of Women. 2018. *Women's Participation in the Agricultural Sector, Rural Institutions and Community Life*.

<sup>15</sup> *Ibid.*

### **Progress on Sustainable Development Goal 17 targets**

14. *Capacity strengthening.* Limited resources have affected the capacity of government institutions and hampered their ability to adopt modern technologies, contributing to significant gaps in available data and rendering it difficult to track progress on SDG milestones and indicators.
15. *Policy coherence.* Government institutions struggle to address overlapping institutional mandates. Insufficient coordination across ministries and agencies and a mismatch between mandates and resources has slowed progress in implementing the 2030 Agenda.
16. *Diversified resourcing and enhanced global partnership.* International donors provide substantial resources to support both refugee and host communities, and Jordan depends heavily on external assistance to maintain economic stability and fund development programmes.<sup>16</sup> International financial institutions engage with the Government to address fiscal constraints and economic policies.

### **1.4 Hunger gaps and challenges**

17. *Social protection.* Social safety nets are stretched in the face of high poverty rates (15 percent), unemployment and inflation, a situation further aggravated by the COVID-19 pandemic.<sup>17</sup> In 2020 the National Aid Fund was expanded to assist the most vulnerable Jordanians affected by the pandemic, proving the shock-responsiveness of the social protection system.<sup>18</sup>
18. *Economic opportunities.* Unemployment and limited economic opportunities challenge access to food for all vulnerable people in Jordan. Studies point to structural obstacles to improving economic opportunity, including a disconnect between higher education and market needs, and recommend further investment in technical education and vocational training.<sup>19</sup>
19. Despite the issuance of 234,000 work permits to refugees since 2016 under the Jordan Compact, permits are limited to certain sectors and many refugees remain economically inactive.<sup>20</sup> Although unconditional food assistance has provided a lifeline, the increasing cost of basic needs, including food, prevents many from fully meeting their needs, especially in the case of women-headed households and households with persons with disabilities.<sup>21,22</sup>
20. *Food security.* The Jordan consumer price index has increased by 26 percent since 2018 while average wages have remained almost fixed, diminishing purchasing power and contributing to food insecurity.<sup>23</sup> Three percent of Jordanian households are classified as food-insecure, compared to 8 percent of refugees in camps and 18 percent of refugees in host communities. Vulnerability to food insecurity, however, ranges from 35 percent among Jordanians to 82 percent and 63 percent among refugees in camps and host communities,

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<sup>16</sup> Jordan received USD 2.8 billion in net official development assistance in 2019 (USD 277 per capita). World Bank Data portal. [Net ODA received per capita \(current US\\$\) – Jordan](#).

<sup>17</sup> World Bank Group. 2020. *Poverty & Equity Brief, Middle East & North Africa, Jordan, April 2020*.

<sup>18</sup> Khaleej Times. 2020. *Sheikh Mohammed announces Arab Government Excellence Award winners*.

<sup>19</sup> Assaad, R. and others. 2021. *Barriers to Economic Participation for Young People in Jordan: A Gendered Analysis*. UNICEF Policy Brief.

<sup>20</sup> Hashemite Kingdom of Jordan, Ministry of Planning and International Cooperation. 2020. *Jordan Response Plan for the Syria Crisis 2020–2022*.

<sup>21</sup> Twenty-two percent of households are women-headed; 15 percent of households have a member with a disability.

<sup>22</sup> WFP. 2022. *Food Security Outcome Monitoring. Quarter 1, 2022*. (Not available online.)

<sup>23</sup> Jordan Department of Statistics. 2022. *Press release: 3.59% is the Increase of the Consumer Price Index for April 2022 compared with the same month of 2021 (100=2018)*.

respectively.<sup>24,25</sup> Households headed by women or those with members who have a disability are more likely to be food-insecure. WFP food assistance, provided at scale, has been vital in reducing food insecurity among refugees. Without continued assistance, refugees would likely resort to extreme negative coping strategies and a significant portion would fall into food insecurity.<sup>26</sup>

21. *Nutrition.* Poor dietary diversity among women and children is prevalent in the Syrian refugee population. Sixty-eight percent of refugee women in camps and 75 percent in host communities have poor dietary diversity and suffer from micronutrient deficiencies.<sup>27</sup>
22. *Institutional framework for food security.* Food security governance is dispersed among many actors, and coordination is limited. The national food security strategy for 2021–2030 calls for the establishment of a coordinating body to bring together relevant actors to operationalize the strategy.
23. *Vulnerability to shocks and stresses.* While the national strategy for disaster risk reduction (DRR) provides a general framework for coordination of sectors, in practice there are identified gaps in the operationalization of the strategy for actors' readiness and operational response coordination. The principles of the Sendai Framework for Disaster Risk Reduction 2015–2030 relating to women, young people and persons living with disability have yet to be incorporated into the framework.
24. *Gender inequality.* Women-headed refugee households are more prone to food insecurity: 88 percent were food-insecure in 2021, compared to 84 percent of men-headed households.<sup>28</sup> Similarly, women-headed households were more likely to adopt negative coping strategies, with 73 percent resorting to crisis- or emergency-level coping strategies in that year compared to 67 percent of men-headed households.

## 2. Strategic implications for WFP

### 2.1 Achievements, lessons learned and strategic changes for WFP

25. The 2021 evaluation of the previous country strategic plan (CSP) for Jordan concluded that overall WFP had successfully and efficiently adjusted programme interventions to respond to deepening vulnerability among both Jordanian and refugee communities.
26. The evaluation informed the following overarching principles, which guided the design of this second-generation CSP:
  - *Tailored to the needs of Jordan.* WFP will capitalize on its excellent partnership with the Government, designing interlinked, aligned and complementary activities that serve the national agenda.
  - *Sustainable and flexible.* For the refugee response, WFP will collaborate with the Office of the United Nations High Commissioner for Refugees (UNHCR) and other stakeholders to promote sustainable solutions adapted to protracted crisis. Under the national development agenda, WFP will contribute to mitigating socioeconomic deprivation through inclusive and shock-responsive social protection systems and to addressing climate-related challenges by supporting the adaptation of livelihoods and strengthened natural resource management.

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<sup>24</sup> WFP Food Security Outcome Monitoring. Quarter 1, 2022. (Not available online.)

<sup>25</sup> WFP. 2022. [Food Security Outcome Monitoring – Q4 2021: Camps Factsheet](#).

<sup>26</sup> WFP Food Security Outcome Monitoring. Quarter 1, 2022. (Not available online.)

<sup>27</sup> *Ibid.*

<sup>28</sup> WFP. 2022. [Food Security Outcome Monitoring – Q4 2021: Camps Factsheet](#).

## **2.2 Alignment with national development plans, the United Nations sustainable development cooperation framework and other frameworks**

27. The United Nations sustainable development cooperation framework (UNSDCF) for Jordan for 2023–2027 is aligned with government priorities. WFP actively participated in the UNSDCF formulation process and has aligned this CSP with the framework.
28. The CSP will contribute to key national priorities identified by the Government with regard to food security, social protection and water and natural resource management by expanding public-private partnerships and creating an enabling environment that is conducive to building self-reliance.

## **2.3 Engagement with key stakeholders**

29. The design of the CSP was informed by a consultative process whereby WFP held consultations with beneficiaries, government institutions, other United Nations entities and donors. These consultations were complemented by a gender analysis.
30. Consultations with refugees focused on understanding their views of self-reliance and pathways to achieving it, thus informing the design of sustainable solutions under the CSP.
31. Technical consultations with government institutions ensured that the CSP is grounded in the national agenda and is fully aligned with government strategies and priorities.
32. Donors expressed strong support for the sustainability agenda for refugees and recognized WFP's comparative advantage in the provision of technical assistance to government social protection institutions, noting the national focus on social safety nets as the main tool for ensuring access to food for vulnerable Jordanians. Furthermore, donors welcomed the increased focus on climate action and the joint approaches with other United Nations entities.

# **3. WFP strategic portfolio**

## **3.1 Direction, focus and intended impacts**

33. This CSP is based on three interlinked and mutually reinforcing pillars and five CSP outcomes. The three pillars are humanitarian assistance (relating to CSP outcome 1); response to structural issues (encompassing CSP outcomes 2, 3 and 4); and enabling services (relating to CSP outcome 5). These pillars and outcomes are aligned with the WFP strategic plan for 2022–2025, the priorities of the Government of Jordan and the UNSDCF for 2023–2027; drawing on the outcomes of Jordan's previous CSP, they are predicated on the following theory of change:
  - *If WFP and its partners stabilize the food security situation of the most vulnerable refugees through humanitarian food assistance harmonized with national social safety nets and advance the self-reliance of moderately vulnerable refugees through livelihood programming while advocating an enabling environment;*
  - *and contribute to more efficient, effective and inclusive social protection systems and food systems that can enhance human capital development and economic growth and respond to shocks and stressors with flexibility and at scale through the provision of technical assistance to government institutions;*
  - *and support the sustainable management of natural resources and strengthen the climate resilience of vulnerable smallholder farmers and pastoralist communities through climate-smart technologies, efficient water usage and enhanced climate risk management;*

- *then* food insecurity and malnutrition in Jordan will decrease over the course of the CSP and the foundations for inclusive and sustainable socioeconomic development and progress towards SDGs 2 and 17 will be established.

34. *Cross-cutting dimensions.* Inclusion of gender, youth and disability, nutrition-sensitive programming, protection, community engagement for accountability to affected populations (AAP), promotion of public-private partnerships for innovative food security solutions and environmental sustainability will be mainstreamed across all CSP outcomes.

### **3.2 Country strategic plan outcomes, WFP strategic outcomes, focus areas, expected outputs and key activities**

#### ***Country strategic plan outcome 1: Vulnerable crisis-affected populations in Jordan, including refugees, meet their food and nutrition needs throughout the year***

35. Under this outcome WFP will provide humanitarian assistance in response to existing and future crises, especially the protracted Syrian refugee crisis.

#### ***WFP strategic outcome***

36. This CSP outcome is aligned with WFP strategic outcome 1 (People are better able to meet their urgent food and nutrition needs).

#### ***Focus area***

37. CSP outcome 1 focuses on crisis response and contributes to SDG 1 (no poverty) and SDG 2 (zero hunger).

#### ***Alignment with national priorities***

38. CSP outcome 1 is aligned with UNSDCF outcome 2: enhanced access to quality social services, protection, and self-reliance opportunities for all people living in vulnerable situations in the country.

#### ***Expected outputs***

39. This CSP outcome will be achieved through the following output:

- Output 1: Vulnerable crisis-affected people in Jordan, including refugees, receive unconditional assistance to meet their basic food and nutrition needs.

#### ***Key activities***

*Activity 1: Provide unconditional resource transfers to refugees and other vulnerable populations to support access to food*

40. WFP will provide food assistance through cash-based transfers (CBTs) to the most vulnerable refugees – both Syrians and those of other nationalities – living in camps and among host communities. In host communities, WFP assistance will target the most vulnerable refugees based on the COVID-19 responsive targeting model introduced in 2021, which relies on a combination of demographic criteria identified as strong predictors of vulnerability. These include households with persons with disability, those headed by women, older persons or minors, those with high dependency ratios, large families or low levels of education and those that UNHCR has flagged for protection considerations.

41. The amount of food assistance provided will be tailored to each household's assessed vulnerability to food insecurity and to household size. Refugees in camps and those classified as extremely vulnerable in host communities will receive higher-value transfers than those considered moderately vulnerable.



42. WFP will leverage its CBT operation to promote the financial inclusion of refugees, a key enabler for the refugee sustainable solutions agenda. With regard to general food assistance (GFA) there will be a gradual transition from the use of WFP-owned accounts to mobile money, which is the only refugee-owned account model presently authorized by the Central Bank of Jordan. Electronic cards will serve as an alternate solution for beneficiaries who cannot access mobile money.
43. The adoption of mobile money will require work on both the regulatory and the technological enabling environments (Central Bank and financial service providers) and on the capabilities of the beneficiaries (sensitization and financial literacy).
44. To encourage nutritious diets among GFA recipients, WFP will integrate a nutrition sensitization component through social and behaviour change communication activities, with an emphasis on household members with specific nutritional needs such as pregnant and lactating women and girls and children age 6–23 months.
45. Through targeted training, media campaigns and community mobilization focusing on women of reproductive age and their influencers (e.g., husbands, mothers and in-laws), WFP will increase awareness of women's and children's nutritional needs and encourage the consumption of adequately diverse diets.
46. In close collaboration with the National Centre for Security and Crisis Management, relevant authorities and UNHCR, WFP may, as required, also provide food assistance to populations affected by unforeseen future crises.

### ***Partnerships***

47. WFP's main strategic partners for CSP outcome 1 are the Ministry of Planning and International Cooperation, the Syrian Refugee Affairs Directorate and UNHCR. WFP will collaborate with non-governmental organizations (NGOs) and specialized organizations to enhance AAP, protection, gender, disability inclusion and nutrition-sensitive social and behaviour change communication.

### ***Assumptions***

48. WFP assumes that no new regional crises that would induce additional migration to Jordan will develop; that sufficient funding will be made available and that increases in global food and transport costs will not be prohibitive. It is further assumed that there will be no large-scale return of refugees currently in Jordan.

### ***Transition/handover strategy***

49. While refugees require continued GFA due to their vulnerability given their long-term exile and the socioeconomic impact of COVID-19, WFP will reorient the refugee response towards more sustainable approaches. This will be done in partnership with UNHCR by harmonizing GFA with national social assistance schemes and strengthening refugee self-reliance.
50. The identification of refugees with self-reliance potential will allow reductions in unconditional assistance. The journey towards greater self-reliance will either be through a more conducive enabling environment for the most skilled and entrepreneurial individuals or by building their capacity to participate in the labour market (profiling, advocacy and livelihood support). Consequently, a phased decrease over the course of the CSP is planned for activity 1, as the sustainable solutions agenda for refugees materializes. It is anticipated that by the end of the CSP term WFP will be supporting a smaller number of refugees who face the most challenging and complex barriers to self-reliance.

***Country strategic plan outcome 2: Extremely vulnerable populations in Jordan, including refugees, are covered by adequate social protection schemes by 2027***

51. Given the national focus on social safety nets as the main tool for ensuring access to food for vulnerable Jordanians, WFP will build on achievements and lessons learned from the previous CSP on the provision of technical assistance to the primary government institutions responsible for social assistance schemes. In alignment with the national social protection strategy, this technical assistance will contribute to more efficient, effective and inclusive social protection systems that can enhance human capital development and respond to shocks and stressors flexibly and at scale.
52. To nurture social cohesion between Jordanian and refugee populations and actively promote a vulnerability-based approach over a status-based one, WFP will reorient the design of GFA to align it with the building blocks of the main national safety net delivery chain.
53. In line with the operationalization of the national school feeding strategy, WFP will support the Government with its roll-out of a nutrition-sensitive, home-grown and community-based school feeding model.

***WFP strategic outcome***

54. This CSP outcome is aligned with WFP strategic outcome 2 (People have better nutrition, health and education outcomes).

***Focus area***

55. CSP outcome 2 focuses on resilience building and contributes to SDG 1 (no poverty), SDG 2 (zero hunger) and SDG 4 (quality education).

***Alignment with national priorities***

56. This CSP outcome is aligned with the national social protection strategy for 2019–2025, the national education strategic plan for 2018–2022 and the national school feeding strategy for 2021–2025.
57. CSP outcome 2 is aligned with UNSDCF outcome 2: enhanced access to quality social services, protection, and self-reliance opportunities for all people living in vulnerable situations in the country.

***Expected outputs***

58. This CSP outcome will be achieved through the following outputs:
  - Output 2: The most vulnerable people in Jordan benefit from strengthened, effective, inclusive and shock-responsive national social protection schemes.
  - Output 3: Vulnerable refugees receive humanitarian assistance harmonized with national social assistance schemes.
  - Output 4: Targeted schoolchildren in Jordan benefit from the enhanced capacity of the Government to implement an effective and sustainable National School Feeding Programme.
  - Output 5: School feeding recipients benefit from nutritious and diverse home-grown food to improve their nutritional status and increase their school attendance.

***Key activities***

*Activity 2: Provide capacity strengthening to national social protection institutions*

59. WFP will continue to provide technical assistance and financial support to the National Aid Fund, the main national social safety net, which reaches over 225,000 households. The agreed priorities for WFP are the digitization of payment systems, beneficiary data

validation, enhanced accountability to beneficiaries, improved utilization of available data and evidence-based decision making. Gender will be a cross-cutting component of the relevant activities.

60. WFP will continue to provide advisory services to the Ministry of Social Development to enhance priority areas such as improving the shock responsiveness of social assistance programmes, strengthening the effectiveness of resilience building activities and enhancing information technology systems (monitoring and evaluation, management information systems and community feedback mechanisms).
61. WFP will work with partners on the interoperability of the referral mechanisms of relevant social protection service providers through improved utilization of the unified national register.
62. WFP will advocate a more inclusive social protection system. With the Government and other United Nations entities, WFP will promote and adopt a joint vulnerability assessment framework that allows common analysis of vulnerability across governorates and populations to serve as a basis for harmonizing approaches to social assistance programmes and crisis response activities.

*Activity 3: Support the Government with technical expertise for the operationalization of the national school feeding strategy to provide nutrition-sensitive school meals to targeted children*

63. Under the national school feeding programme, which is the main national social safety net for children in Jordan, the Ministry of Education, with WFP support, provides healthy and nutritious school meals to girls and boys from kindergarten to sixth grade (age 5–12) enrolled in public schools located in pockets of poverty across Jordan. WFP also provides complementary support to schoolchildren from kindergarten to twelfth grade in refugee camps.
64. WFP will provide capacity strengthening for the Ministry of Education to improve the effectiveness and sustainability of the national school feeding programme. Mobilizing its technical expertise to design and scale-up alternative home-grown school feeding, WFP will explore nutrition-sensitive community-based school feeding models that serve the objectives of the national school feeding strategy and leverage schools as a platform for change in educating children on health and nutrition. In addition to meals, WFP will integrate a gender-transformative nutrition behaviour change approach to encourage healthy eating habits for children.
65. Through this new model, WFP will support vulnerable women from local communities who will earn fair wages by preparing and packing locally procured and produced healthy snacks for selected schools. Until the Ministry of Education has the capacity to fully manage the national school feeding programme, WFP will manage the local procurement of a portion of the required food.

### **Partnerships**

66. WFP will nurture established partnerships with the National Aid Fund, the Ministry of Social Development and the Ministry of Education and foster closer collaboration with the Ministry of Labour, the Social Security Corporation, the Ministry of Health and the Jordan Food and Drug Administration.
67. WFP technical assistance to the National Aid Fund and the Ministry of Social Development will continue to be designed and implemented in coordination and complementarity with other key social protection actors such as the World Bank, the United Nations Children's Fund (UNICEF), the International Labour Organization and UNHCR.
68. The Royal Health Awareness Society will remain the strategic and operational partner of both the Ministry of Education and WFP.

69. Under the new school feeding models, the Ministry of Education and WFP will prioritize food procurement from small local producers, including those supported by WFP under this CSP, to maximize positive impacts on the local economy.
70. WFP will partner with the World Bank to embed an impact evaluation into the new school feeding models.

### **Assumptions**

71. This outcome assumes continued strategic cooperation between international financial institutions and United Nations entities on technical support for the main national social assistance programmes, as well as a sustained commitment from the Government to further strengthen its ownership of the national school feeding programme.

### **Transition/handover strategy**

72. By focusing on strengthening the institutional capacity of the National Aid Fund, the Ministry of Social Development and the Ministry of Education through technical expertise, financial support and complementary direct operational support, WFP will contribute to more efficient, effective and inclusive national social protection schemes for the most vulnerable people. By the end of the CSP, WFP aims to have transitioned to playing a largely technical advisory role to the Government.

### **Country strategic plan outcome 3: Vulnerable populations in Jordan, including refugees, have improved self-reliance, access to sustainable livelihood opportunities, and increased resilience to shocks by 2027**

73. Under CSP outcome 3, WFP will build household self-reliance and climate resilience, with a specific focus on empowering refugees, women and young people.
74. In close collaboration with UNHCR and relevant stakeholders, WFP will promote the self-reliance of refugees by profiling refugee households for their self-reliance capacity; developing strong advocacy based on a business case outlining the advantage to the host country of greater economic participation by refugees; and offering tailored support packages that strengthen sustainable livelihood opportunities for refugees and, in doing so, reduce their vulnerability and dependence on humanitarian assistance.
75. WFP will provide integrated support to enable climate change adaptation and more resilient livelihoods of vulnerable smallholder farmers and pastoralist communities. Support to relevant national institutions, including the Ministry of Agriculture, the Ministry of Environment and the Ministry of Water and Irrigation, will continue to strengthen the sustainable management of natural resources through land reclamation, water conservation, rangeland rehabilitation and forestry.

### **WFP strategic outcome**

76. This CSP outcome is aligned with WFP strategic outcome 3 (People have improved and sustainable livelihoods).

### **Focus area**

77. This CSP outcome focuses on resilience building and contributes to SDG 2 (zero hunger), SDG 4 (quality education) and SDG 13 (climate action).

### **Alignment with national priorities**

78. This CSP outcome is aligned with the national food security strategy for 2021, the national climate change adaptation plan for 2021 and the national plan for sustainable agriculture for 2022–2025.

79. CSP outcome 3 contributes to UNSDCF outcomes 2 and 3:
- enhanced access to quality social services, protection, and self-reliance opportunities for all people living in vulnerable situations in the country; and
  - enhanced national resource management models that ensure equitable access to water, food, and clean energy for all, address climate related and other risks, and empower local communities as agents of change with regard to responsible production and consumption.

### **Expected outputs**

80. This CSP outcome will be achieved through the following outputs:
- Output 6: Vulnerable refugees benefit from strengthened profiling, targeting and referral systems of the United Nations and partners and enhanced enabling environment to build their self-reliance.
  - Output 7: Vulnerable people, including refugees, women and youth benefit from an integrated package including training, skill-building, digital tools, asset creation and access to finance to support sustainable livelihoods.
  - Output 8: Vulnerable people at risk from shocks and stressors benefit from climate-smart practices, climate information services, equipment, market linkages and access to finance to enhance their resilience to climate change and help restore natural ecosystems.

### **Key activities**

*Activity 4: Build an interagency two-way referral system and an evidence-based advocacy strategy for refugee self-reliance and provide a livelihood support package to targeted refugees and vulnerable Jordanians*

81. WFP will promote the self-reliance of refugees in close collaboration with UNHCR and relevant stakeholders through a three-step approach:
- Step 1: WFP and UNHCR will profile the registered refugee population and categorize them based on a combination of their vulnerability, skills, capabilities and opportunities.
  - Step 2: Using the results of the joint profiling exercise, an information management system will be established for use as a one-stop-shop by development actors for targeting and two-way referrals between unconditional and conditional assistance.
  - Step 3: The profiling results will be used to identify additional sectors that, if opened for work permits, would allow qualified refugees to become self-reliant. WFP and UNHCR will conduct further labour market analysis and build alliances with relevant stakeholders to structure systematic, evidence-based advocacy, aimed at the Government, outlining the benefits of creating a more favourable enabling environment for refugees.
82. WFP anticipates establishing a direct support component within the integrated livelihood support package for targeted urban refugees and vulnerable Jordanians, with a specific focus on women and youth, to increase their access to employment and income-generation opportunities. This will be achieved through the provision of technical and vocational training, skill-building, financial literacy, job-matching, mentorship, incubation and seed-money support and access to user-centred financial services.

*Activity 5: Provide tailored climate adaptive support to smallholder farmers, pastoral communities and institutions responsible for natural resources management*

83. WFP will build the adaptive capacity of vulnerable farmers and pastoral communities, with a focus on women and youth, to better equip them to manage the effects of climate change and protect and sustain their livelihoods. Specifically, WFP will provide innovative climate-smart technologies and infrastructure investment for efficient water use, access to relevant climate information services, livelihood diversification through training on value chains and marketing, and financial grants to enhance the agricultural productivity and profitability of smallholder farmers, especially women.
84. WFP will assist vulnerable Jordanian pastoralist communities by promoting the adoption of rangeland management best practices through investment in water harvesting infrastructure and community-based governance mechanisms and enhanced climate risk management. WFP will foster women-centred pastoral livelihood diversification in areas such as the harvesting and processing of medicinal and aromatic plants.
85. Transformational change in gender dynamics will be ensured by:
  - encouraging women and men to adopt non-gender-normative roles and investing in women's capacity to better understand the wide-ranging impact of climate change and the transformational role they can play in its mitigation; and
  - distributing the burden of work between women and men through the introduction of innovative and less labour-intensive technologies, diversified livelihood opportunities and financial services designed to be gender-transformative.

**Partnerships**

86. WFP will nurture its long-term strategic and operational partnership with the Ministry of Agriculture and further strengthen its collaboration with the Ministry of Environment and the Ministry of Water and Irrigation.
87. WFP will build on existing partnerships with UNHCR, the Food and Agriculture Organization of the United Nations (FAO), the International Fund for Agricultural Development, the United Nations Development Programme, the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women), UNICEF and intergovernmental and non-governmental organizations to build advocacy alliances and co-design improved second-generation joint projects in order to strengthen its role within the livelihoods working group.
88. WFP will continue to engage with the private sector as a critical ally for sustainable livelihoods strategy and implementation. The identification and integration of start-up businesses with innovative solutions for food security, climate change and decent jobs will be central to the design of activities 4 and 5.

**Assumptions**

89. This CSP outcome assumes the availability of multi-year funding, the effective design and implementation of targeting and monitoring and of evaluation frameworks for robust evidence generation and government ownership of climate action interventions.

**Transition/handover strategy**

90. Linked to activity 1, activity 4 supports the graduation of refugees from unconditional assistance to self-reliance. Increased critical productive capacity of refugees and vulnerable Jordanians will allow WFP to scale down support over time.

91. By ensuring alignment with national strategies and priorities, WFP climate action interventions will support the overarching national objectives of natural resource management, thereby contributing to a national vision and ownership of public goods that go beyond the timeframe of this CSP.

***Country strategic plan outcome 4: National and subnational institutions in Jordan have increased capacity to coordinate, manage and monitor food security and nutrition programmes, and respond to shocks by 2027***

92. Under CSP outcome 4, WFP will contribute to operationalizing the national food security strategy to enable the Government to effectively and equitably coordinate, manage and monitor the food security and nutrition sectors.
93. WFP will further support the Government, particularly through the National Centre for Security and Crisis Management, and the actors responsible for the national DRR platform to improve DRR governance systems and optimize early warning and anticipatory action and response protocols, thereby improving food security for at-risk and affected populations.

***WFP strategic outcome***

94. This CSP outcome is aligned with WFP strategic outcome 4 (National programmes and systems are strengthened).

***Focus area***

95. This CSP outcome focuses on resilience building and contributes to SDG 2 (zero hunger), SDG 11 (sustainable cities and communities) and SDG 17 (partnerships for the goals).

***Alignment with national priorities***

96. This CSP outcome is aligned with the national food security strategy for 2021, Jordan 2025, the national agricultural development strategy for 2016–2025 and the national natural disaster risk reduction strategy for 2019–2022.
97. CSP outcome 4 is aligned with UNSDCF outcome 3: Enhanced national resource management models that ensure equitable access to water, food and clean energy for all, address climate related and other risks and empower local communities as agents of change with regard to responsible production and consumption.

***Expected outputs***

98. This CSP outcome will be achieved through three outputs:
- Output 9: People in Jordan benefit from effective food security sector governance structure and systems.
  - Output 10: People in Jordan benefit from evidence-based decisions by national actors to achieve Zero Hunger, informed by WFP knowledge products.
  - Output 11: Vulnerable and at-risk people in Jordan benefit from strengthened nationwide and local DRR/EPR institutions able to anticipate and mitigate the impact of shocks and plan and implement emergency responses.

***Key activities***

*Activity 6: Provide technical expertise and capacity strengthening to the Government for the operationalization of the National Food Security Strategy*

99. WFP will work with government stakeholders and partners to establish the coordinating body mandated under the national food security strategy to develop the overall institutional framework and to define its role, responsibilities and interactions with other relevant actors. This will include a national food security information management system relying on an extensive communication and data collection network of multiple stakeholders.

100. WFP will support the generation of the evidence required to enable food security actors to strengthen Jordan's food systems, as follows:
- *Production.* WFP will conduct a food value chain analysis for critical food groups to identify the actions needed to strengthen production and post-production processes (including the reduction of food losses). The recommendations stemming from the analysis will also inform the tailored support to be provided to smallholder farmers and pastoralists under activity 5.
  - *Processing.* WFP will assess the projected need for basic food items, map food import sources, identify options for enhancing government capacity to monitor and analyse global food prices, assess the feasibility of increasing the food supply and identify measures to enhance food storage. It will also support an assessment of the efficacy of existing food safety and quality control policies and regulations and evaluate the relevance, efficiency and effectiveness of national wheat flour and salt fortification programmes.
  - *Consumption.* A food consumption pattern analysis will be conducted to better understand food consumption behaviour and basic determinants of nutrition, particularly among vulnerable households. A further analysis will assess the magnitude of food waste at the macro and micro levels to understand underlying causes and inform corrective measures.

*Activity 7: Provide technical expertise and capacity strengthening to national and local EPR/DRR institutions*

101. In line with the updated national DRR strategy, WFP will support the shift from responsive to anticipatory disaster risk management.
102. As a foundation for anticipatory disaster risk management, WFP will support the development of a drought early warning system that provides reliable climatological forecasts and will deploy customized risk monitoring and impact analysis tools. WFP will advise key ministries (water and irrigation, agriculture and environment) on an optimized drought management governance structure by strengthening the national institutional framework, defining roles and responsibilities, establishing coordination mechanisms and developing early action protocols.
103. To ensure that the early action protocols are functional, WFP will provide technical assistance to the ministries responsible for social development and agriculture to enable them to improve the shock responsiveness of their existing social protection programmes and integrate them into relevant protocols.
104. WFP will pilot anticipatory actions to showcase the effectiveness of this modality and to serve as proof of concept for the Government.
105. WFP will broker South-South and triangular cooperation to introduce the Government to DRR excellence centres (e.g., in Indonesia) with a focus on knowledge sharing and technology transfer.
106. Based on identified institutional needs, WFP will conduct long-term capacity building for the national DRR platform, in addition to the other emergency preparedness and response (EPR) capacity strengthening initiatives, through simulation exercises and other specialized emergency training.



### **Partnerships**

107. Operationalization of the national food security strategy will entail collaboration with the ministries responsible for agriculture, health, planning and international cooperation, industry and trade, as well as the Department of Statistics, the Jordan Food and Drug Administration, the Institution for Standards and Metrology and the national food security sector steering committee.
108. WFP will work with national DRR actors, particularly the National Centre for Security and Crisis Management, and members of the national drought management committee.
109. Collaboration with FAO, the United Nations Development Programme, the United Nations Office for Disaster Risk Reduction, the World Health Organization, UNICEF and the United Nations Industrial Development Organization will be instrumental in enabling the Government to execute the national food security strategy.

### **Assumptions**

110. This CSP outcome is based on the assumption that the Government will sustain momentum in the operationalization of the national food security and DRR strategies.

### **Transition/handover strategy**

111. In line with the timeframe for the national food security strategy, WFP technical support will be required beyond the term of this CSP.

### **Country strategic plan outcome 5: Humanitarian and development actors have enhanced ability to support vulnerable populations in Jordan all year round**

112. Under CSP outcome 5, WFP will provide on-demand cash transfer services to interested partners and humanitarian actors in support of their activities, building on partnerships that have been in place since 2015.

### **WFP strategic outcome**

113. This CSP outcome is aligned with WFP strategic outcome 5 (Humanitarian and development actors are more efficient and effective).

### **Focus area**

114. This CSP outcome focuses on resilience building and contributes to SDG 17 (partnerships for the goals).

### **Expected outputs**

115. This CSP outcome will be achieved through the following output:
  - Output 12: Vulnerable people in Jordan, receive CBT assistance from other agencies through WFP's CBT platform.

### **Key activities**

#### *Activity 8: Provide on-demand cash-based transfer services to partners*

116. Through its on-demand cash transfer services, WFP will offer partners the option of payment instruments, such as Mastercard electronic cards, that can be used for entitlement redemption at WFP-contracted food retailers and/or cash withdrawal at nearly 1,000 automated teller machines. WFP will assess partner interest and readiness to transition the on-demand cash transfer services from electronic cards to e-wallets or mobile money, which WFP will use for direct beneficiaries.

117. WFP will rely on its in-house cash-based transfers, hotline and finance staff to provide on-demand cash transfer services to partners. WFP will also offer data analysis services for transfer reconciliation and hotline support to all users. WFP will offer to all users of its cash transfer services the same terms and fees as those included in its contract with the financial service provider.

### **Partnerships**

118. WFP will maintain a contract with a financial service provider for this activity and will assess the possibility of including mobile money services within the framework of the CBT platform.

### **Assumptions**

119. WFP assumes that demand for cash transfer services will be in line with demand in recent years.

### **Transition/handover strategy**

120. On-demand cash-based transfer services will continue as long as they add value to partners' activities and complement locally available commercial services competitively.

## **4. Implementation arrangements**

### **4.1 Beneficiary analysis**

121. *Activity 1:* The most vulnerable UNHCR-registered Syrian refugees in camps and host communities (446,000), along with refugees of other nationalities (19,000), will receive nutrition-sensitive food assistance (CBTs) to meet their basic needs. In addition, WFP will distribute dates during the holy month of Ramadan to refugees in camps and 78,264 vulnerable Jordanians.
122. *Activity 3:* Jordanian and refugee children attending primary schools in poor areas and refugee camps (506,930) will benefit from the national school feeding programme.
123. *Activity 4:* Targeted refugees and vulnerable Jordanians (6,000 participants), particularly women and young people, will benefit from livelihood support.
124. *Activity 5:* An equal number of women and men smallholder farmers (8,900 participants) will receive dedicated support for the promotion of climate-smart agriculture. In addition, targeted pastoralist communities (5,000 participants) will benefit from assets and tailored support that enable adaptation to climate change and subsequent livelihood protection.
125. *Activities 2, 6, 7 and 8:* Vulnerable populations will benefit indirectly from technical assistance that will build the capacity of the Government and key partners to support them.

**TABLE 1: BENEFICIARIES BY COUNTRY STRATEGIC PLAN, OUTCOME, OUTPUT AND ACTIVITY (ALL YEARS)**

Country strategic plan outcome	Output	Activity	Beneficiary group	2023	2024	2025	2026	2027	Total
1	1	1	Girls	134 367	112 355	112 355	82 159	82 159	<b>134 367</b>
			Boys	141 084	117 970	117 970	86 565	86 565	<b>141 084</b>
			Women	134 226	112 236	112 236	90 975	90 975	<b>134 226</b>
			Men	133 587	111 703	111 703	86 566	86 566	<b>133 587</b>
			<b>Total</b>	<b>543 264</b>	<b>454 264</b>	<b>454 264</b>	<b>346 265</b>	<b>346 265</b>	<b>543 264</b>
2	5	3	Girls	260 388	260 517	260 647	261 003	261 358	<b>261 358</b>
			Boys	240 408	240 544	240 680	241 053	241 428	<b>241 428</b>
			Women	545	726	907	1 407	1 906	<b>1 906</b>
			Men	639	853	1 066	1 652	2 238	<b>2 238</b>
			<b>Total</b>	<b>501 980</b>	<b>502 640</b>	<b>503 300</b>	<b>505 115</b>	<b>506 930</b>	<b>506 930</b>
3	7	4	Girls	1 470	2 254	2 254	2 254	784	<b>5 880</b>
			Boys	1 545	2 369	2 369	2 369	824	<b>6 180</b>
			Women	2 062	3 162	3 162	3 162	1 096	<b>8 250</b>
			Men	2 423	3 715	3 715	3 715	1 296	<b>9 690</b>
			<b>Total</b>	<b>7 500</b>	<b>11 500</b>	<b>11 500</b>	<b>11 500</b>	<b>4 000</b>	<b>30 000</b>
	8	5	Girls	1 470	1 666	1 666	1 960	1 960	<b>8 722</b>
			Boys	1 545	1 751	1 751	2 060	2 060	<b>9 167</b>
			Women	2 062	2 337	2 337	2 750	2 750	<b>12 237</b>
			Men	2 423	2 746	2 746	3 230	3 230	<b>14 374</b>
			<b>Total</b>	<b>7 500</b>	<b>8 500</b>	<b>8 500</b>	<b>10 000</b>	<b>10 000</b>	<b>44 500</b>
4	11	7	<b>Men</b>	<b>100</b>	<b>110</b>	<b>10</b>			<b>110</b>
			<b>Total</b>	<b>100</b>	<b>110</b>	<b>10</b>			<b>110</b>
<b>Total (without overlap)</b>				<b>1 026 419</b>	<b>940 739</b>	<b>941 299</b>	<b>836 605</b>	<b>834 670</b>	<b>1 079 169</b>

## 4.2 Transfers

126. Because Jordan has strong financial and market networks, most food assistance is provided in the form of CBTs. The approach is informed by multisectoral assessments conducted by WFP covering the markets and the finance and information technology sectors, as well as gender, protection, beneficiary preferences, local government viewpoints and impact on local economies.

## 4.3 Country office capacity and profile

127. The Jordan country office was the first to conduct a strategic workforce planning exercise under WFP's corporate initiative to support country offices seeking to determine their workforce needs. The results of the exercise will contribute to delivery on the CSP commitments, including through investment in social protection, climate change, vulnerability analysis and monitoring and partnerships.

#### **4.4 Partnerships**

128. WFP will continue to nurture its partnership with the Government of Jordan to help the country achieve the SDGs in an integrated manner. WFP will increasingly support national solutions, programmes and systems to ensure sustainability and ownership, gradually shifting from direct implementation to the provision of technical assistance and capacity building to the Government.
129. In partnership with relevant ministries, international organizations and local research institutes, WFP will work to strengthen governance relevant to SDG 2, including with regard to institutional frameworks, coordination of policies and programmes, links between sectors and monitoring of SDG 2 indicators. WFP will further develop partnerships with relevant government stakeholders involved in climate action and nutrition and promote research relevant to food security and nutrition objectives.
130. WFP will maintain its focus on the localization agenda, increasing partnership with local NGOs to build national capacity and capitalize on local expertise and knowledge and enhanced access to marginalized groups in targeted communities, especially women and persons with disabilities.<sup>29</sup>
131. WFP will build partnerships with Jordanian academic institutions to benefit from their knowledge and expertise in relevant thematic areas, develop mutually beneficial research and offer internships and job opportunities to talented young individuals.
132. WFP will promote public-private partnerships to bring together the expertise and resources of the two sectors with the intention of providing services that offer better value for money. WFP will engage with start-ups working in the agriculture, nutrition, climate change and EPR/DRR sectors.
133. WFP will enhance existing partnerships with United Nations entities to catalyse common back-office and administration services in line with United Nations development system reform.

### **5. Performance management and evaluation**

#### **5.1 Monitoring and evaluation arrangements**

134. CSP performance monitoring will be guided by corporate and country-level policies and guidance, including WFP's corporate results framework for 2022–2025. Programme process, output and outcome monitoring will take place under all activities to ensure a full understanding of their efficiency, relevance, coherence and effectiveness. Monitoring and evaluation systems will be gender-responsive and inclusive, with data disaggregated by sex, age and disability. Disaggregated analysis will ensure that decision making is evidence-based and guided by detailed and nuanced analysis of the specific needs of women, men, girls and boys.
135. WFP will continue to invest in scaling up the coverage and quality of its monitoring and evaluation processes and systems, notably at the outcome and impact levels, by establishing additional long-term partnerships with reputable NGOs and specialized institutions of the Government, academia and the United Nations to systematically and sustainably generate robust evidence. In addition, the country office will contribute to other relevant monitoring and evaluation exercises, including the Jordan response plan and the UNSDCF.

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<sup>29</sup> Fifty-eight percent of WFP's partners are local organizations (as of March 2022).

136. WFP's Office of Evaluation will commission a centralized CSP evaluation in 2026, while the country office will commission a decentralized evaluation focusing on WFP interventions that build sustainable solutions for refugees in 2024. The ongoing evaluation of the impact of the new national school feeding programme models will continue, in partnership with the Office of Evaluation and the World Bank Development Impact Evaluation team.

## **5.2 Risk management**

### ***Strategic risks***

137. The key risk for Jordan in the current operational context is a funding shortfall, especially with need increasing globally. WFP will continue to enhance relationships with donors and engage in stronger advocacy.
138. Jordan is vulnerable to international and national shocks that can affect security and local livelihoods (e.g., global and local food and transport costs). WFP is already monitoring prices and will endeavour to ensure that transfer values reflect significant changes.
139. Potential operational risks include a lack of specific expertise for new programmes. Mitigation measures include the recent strategic workforce planning exercise and subsequent investment in staffing.

### ***Operational risks***

140. Events such as the COVID-19 pandemic can disrupt activities by changing priorities and making it necessary to accommodate new norms such as online education that interfere with the implementation of school feeding activities. Similarly, support for institutions that must suspend activities may also be interrupted. WFP has business continuity measures in place and the capacity to adapt its programming to accommodate emerging priorities and new ways of working (e.g., virtual monitoring).
141. To address social cohesion issues in the context of the protracted crisis in Jordan, WFP will strengthen its approaches based on the recommendations resulting from the 2022 AAP mission that took place in April 2022 and the ongoing social cohesion research conducted jointly with UNHCR.

### ***Fiduciary risks***

142. Following the successful audit in 2022, WFP will continue to strengthen current operational procedures and risk management frameworks to mitigate prevailing and foreseen health, safety, fraud and security risks.
143. WFP proactively monitors risks that encompass breaches of obligations, such as partners' failure to deliver contracted services or comply with WFP rules and procedures, through the WFP oversight committee. Other mitigation measures include close oversight of payment processes, CBT reconciliation through the new corporate data analytics team system and rigorous data protection measures.

### ***Financial risks***

144. While the exchange rate between the Jordanian dinar and United States dollar is fixed, the value of donations made in other currencies will fluctuate according to prevailing exchange rates. WFP proactively monitors financial risks and has strong financial management and control systems, but many financial risks (e.g., exchange rate fluctuations) are beyond WFP's control.

### **5.3 Social and environmental safeguards**

#### ***Gender***

145. Gender will be mainstreamed for all activities, considering the specific needs of women, men, girls and boys with and without disabilities. Consultations with various age, gender and disability groups will continue throughout the programme cycle to ensure that WFP activities address relevant identified needs.

#### ***Accountability to affected populations, protection and protection against sexual exploitation and abuse***

146. WFP programmes will be designed with a “do no harm” approach, prioritizing the safety, non-discrimination, inclusive participation, dignity and respect of assisted communities and individuals. Policies, guidelines and protocols regarding protection against sexual exploitation and abuse will be mainstreamed.
147. AAP will be strengthened through improved community consultation processes. WFP will guarantee efficient two-way communication mechanisms through in-house helplines, help desks and social media platforms.

#### ***Sustainable natural resource management***

148. WFP will seek to minimize the environmental impact of its operations by implementing environmentally sustainable approaches, focusing on energy efficiency and decarbonization, including measures to reduce emissions from air travel, waste and water management, sustainable procurement and staff awareness and training. This will build on existing measures such as solar power for offices, hybrid vehicle use and the use of sustainable packaging and bags for beneficiaries.

## **6. Resources for results**

### **6.1 Country portfolio budget**

149. Eighty percent of the country portfolio budget is allocated to CSP outcome 1, reflecting the significance of the refugee response. Resilience activities under CSP outcomes 2, 3, 4 and 5 account for 15 percent of the budget. Activities focused on promoting gender equality make up 6 percent of the budget.
150. The average annual budget is 15 percent lower than that for the previous CSP. Over the term of this CSP, the budget is expected to decrease further as more refugees are transitioned out of GFA (CSP outcome 1).

**TABLE 2: COUNTRY PORTFOLIO BUDGET (USD)**

Country strategic plan outcome	Activity	2023	2024	2025	2026	2027	Total
1	1	196 075 254	171 676 611	170 772 924	123 961 656	124 255 887	<b>786 742 332</b>
2	2	3 023 584	2 943 666	2 462 471	2 199 286	2 024 792	<b>12 653 800</b>
	3	9 887 593	10 887 606	11 844 520	14 405 041	16 744 895	<b>63 769 655</b>
3	4	4 366 449	9 019 687	8 851 367	8 777 612	6 580 501	<b>37 595 617</b>
	5	5 072 924	7 070 703	8 546 207	9 960 116	10 305 583	<b>40 955 533</b>
4	6	1 228 785	1 126 757	716 476	0	0	<b>3 072 018</b>
	7	644 790	813 168	884 550	430 694	296 974	<b>3 070 177</b>
5	8	9 693 107	9 766 496	9 731 364	9 813 684	9 813 466	<b>48 818 116</b>
<b>Total</b>		<b>229 992 486</b>	<b>213 304 694</b>	<b>213 809 879</b>	<b>169 548 090</b>	<b>170 022 099</b>	<b>996 677 249</b>

## 6.2 Resourcing outlook and strategy

### *Resourcing outlook*

151. The CSP for Jordan for 2020–2022 was well funded, receiving 67 percent of the amount called for in its needs-based plan, crisis response was 77.6 percent funded and social protection and livelihoods 42.8 percent and 16.2 percent, respectively.<sup>30</sup>
152. Looking ahead, given the regional and strategic significance of Jordan, the resourcing outlook for the 2023-2027 CSP is relatively good, although it is likely that humanitarian funding will be reduced and transition and development funding increased, especially if dedicated climate financing can be mobilized.

### *Resourcing strategy*

153. To support its transition to a development portfolio, including sustainable refugee solutions, social protection and climate action, WFP will seek flexible multi-year funding while continuing to strengthen partnerships with current donors. Support from new and emerging donors, including private sector donors, climate finance donors and international financial institutions, and innovative financing modalities such as debt-swaps and individual giving will be key for this CSP.
154. With the increased focus on strengthening national systems and programmes, WFP will continue engagement with the Government in joint advocacy to promote donor partnerships for collective results and with United Nations entities to promote joint resource mobilization. WFP will revise its fundraising, communication and advocacy strategy based on updated mapping of the donor landscape and in line with the CSP strategic and programmatic direction.
155. WFP will continue regular donor engagement through meetings, consultations and information-sharing while providing customized visibility for donor contributions.

<sup>30</sup> Funding status as of March 2022.

**ANNEX I****LOGICAL FRAMEWORK FOR JORDAN COUNTRY STRATEGIC PLAN (JANUARY 2023–DECEMBER 2027)****SDG 2: Zero hunger****SDG target 2.1: Access to food**

**Country strategic plan outcome 1: Vulnerable crisis-affected populations in Jordan, including refugees, meet their food and nutrition needs throughout the year**

Outcome category: People are better able to meet their urgent food and nutrition needs

Nutrition-sensitive

Focus area: crisis response

**Assumptions**

Funding availability for targeted intervention

**Outcome indicators**

Consumption-based coping strategy index, reduced CSI

Economic capacity to meet essential needs

Food consumption score

Food consumption score – nutrition

Livelihood coping strategies for essential needs

Livelihood coping strategies for food security

Minimum diet diversity for women and girls of reproductive age



## Activities and outputs

### 1. Provide unconditional resource transfers to refugees and other vulnerable populations to support access to food (URT-1.2: Unconditional resource transfer)

1. Vulnerable crisis-affected people in Jordan, including refugees, receive unconditional assistance to meet their basic food and nutrition needs (Output category A: Resources transferred. Output standard 1.1: Food insecure and crisis-affected populations have access to nutritious food and cash-based assistance, restored assets and services to meet their urgent needs)

1. Vulnerable crisis-affected people in Jordan, including refugees, receive unconditional assistance to meet their basic food and nutrition needs (Output category E: Social and behaviour change communication (SBCC) provided. Output standard 1.1: Food insecure and crisis-affected populations have access to nutritious food and cash-based assistance, restored assets and services to meet their urgent needs)

1. Vulnerable crisis-affected people in Jordan, including refugees, receive unconditional assistance to meet their basic food and nutrition needs (Output category G: Skills, capacities and services for climate adapted livelihoods. Output standard: 1.1: Food insecure and crisis-affected populations have access to nutritious food and cash-based assistance, restored assets and services to meet their urgent needs)

### Country strategic plan outcome 2: Extremely vulnerable populations in Jordan, including refugees, are covered by adequate social protection schemes by 2027

Outcome category: People have better nutrition, health and education outcomes

Nutrition-sensitive

Focus area: resilience building

## Assumptions

Funding availability for targeted intervention

## Outcome Indicators

Annual change in enrolment

Attendance rate

Graduation rate

Number of complementary school health and nutrition interventions delivered alongside school feeding delivered by WFP

Number of national policies, strategies, programmes and other system components contributing to zero hunger and other SDGs enhanced with WFP capacity strengthening support

Number of national policies, strategies, programmes and other system components relating to school health and nutrition/including school feeding enhanced/developed with WFP capacity strengthening support and/or advocacy

Retention rate/drop-out rate, by grade

## **Activities and outputs**

### **2. Provide capacity strengthening to national social protection institutions (SPS-1.10: Social protection sector support)**

2. The most vulnerable people in Jordan benefit from strengthened, effective, inclusive and shock-responsive national social protection schemes (Output category A: Resources transferred. Output standard 2.1: Food-insecure populations have increased and sustained access to nutritious food, cash-based assistance, new or improved skills and services to meet their food and nutrition needs)

2. The most vulnerable people in Jordan benefit from strengthened, effective, inclusive and shock-responsive national social protection schemes (Output category C: Capacity development and technical support provided. Output standard 2.1: Food-insecure populations have increased and sustained access to nutritious food, cash-based assistance, new or improved skills and services to meet their food and nutrition needs)

3. Vulnerable refugees receive humanitarian assistance harmonized with national social assistance schemes (Output category C: Capacity development and technical support provided. Output standard 2.1: Food-insecure populations have increased and sustained access to nutritious food, cash-based assistance, new or improved skills and services to meet their food and nutrition needs)

### **3. Support the Government with technical expertise for the operationalization of the national school feeding strategy to provide nutrition-sensitive school meals to targeted children (SMP-1.5: School based programmes)**

5. School feeding recipients benefit from nutritious and diverse home-grown food to improve their nutritional status and increase their school attendance (Output category A: Resources transferred. Output standard 2.3: School-aged children and adolescents access school-based health and nutrition packages)

5. School feeding recipients benefit from nutritious and diverse home-grown food to improve their nutritional status and increase their school attendance (Output category B: Nutritious food provided. Output standard 2.3: School-aged children and adolescents access school-based health and nutrition packages)

5. School feeding recipients benefit from nutritious and diverse home-grown food to improve their nutritional status and increase their school attendance (Output category E: Social and behaviour change communication (SBCC) provided. Output standard 2.3: School-aged children and adolescents access school-based health and nutrition packages)

5. School feeding recipients benefit from nutritious and diverse home-grown food to improve their nutritional status and increase their school attendance (Output category F: Smallholder farmers supported. Output standard 2.3: School-aged children and adolescents access school-based health and nutrition packages)

5. School feeding recipients benefit from nutritious and diverse home-grown food to improve their nutritional status and increase their school attendance (Output category N: School feeding provided. Output standard 2.3: School-aged children and adolescents access school-based health and nutrition packages)

4. Targeted schoolchildren in Jordan benefit from the enhanced capacity of the Government to implement an effective and sustainable National School Feeding Programme (Output category N: School feeding provided. Output standard 2.3: School-aged children and adolescents access school-based health and nutrition packages)

4. Targeted schoolchildren in Jordan benefit from the enhanced capacity of the Government to implement an effective and sustainable National School Feeding Programme (Output category C: Capacity development and technical support provided. Output standard 2.3: School-aged children and adolescents access school-based health and nutrition packages)

**Country strategic plan outcome 3: Vulnerable populations in Jordan, including refugees, have improved self-reliance, access to sustainable livelihood opportunities, and increased resilience to shocks by 2027**

Outcome category: People have improved and sustainable livelihoods

Nutrition-sensitive

Focus area: resilience building

### Assumptions

Effective targeting, right partnerships in place, adequate technical expertise from WFP and cooperating partners, clarity on the objectives of the intervention and adequate systems in place to generate evidence, gender-sensitive programme design.

### Outcome Indicators

Climate adaptation benefit score

Climate resilience capacity score

Climate services score

Consumption-based coping strategy index, reduced CSI

Economic capacity to meet essential needs

Food consumption score

Livelihood coping strategies for essential needs

Percentage of the population in targeted communities reporting benefits from an enhanced livelihood asset base

#### **Activities and outputs**

#### **4. Build an interagency two-way referral system and an evidence-based advocacy strategy for refugee self-reliance and provide a livelihood support package to targeted refugees and vulnerable Jordanians (HIS-1.7: Household and individual skill and livelihood creation)**

7. Vulnerable people, including refugees, women and youth benefit from an integrated package including training, skill-building, digital tools, asset creation and access to finance to support sustainable livelihoods (Output category A: Resources transferred. Output Standard 3.2: People and communities have increased skills, capacities and access to financial, energy and climate services for climate-adapted and sustainable livelihoods)

7. Vulnerable people, including refugees, women and youth benefit from an integrated package including training, skill-building, digital tools, asset creation and access to finance to support sustainable livelihoods (Output category D: Assets created. Output standard 3.2: People and communities have increased skills, capacities and access to financial, energy and climate services for climate-adapted and sustainable livelihoods)

7. Vulnerable people, including refugees, women and youth benefit from an integrated package including training, skill-building, digital tools, asset creation and access to finance to support sustainable livelihoods (Output category G: Skills, capacities and services for climate adapted livelihoods. Output standard 3.2: People and communities have increased skills, capacities and access to financial, energy and climate services for climate-adapted and sustainable livelihoods)

6. Vulnerable refugees benefit from strengthened profiling, targeting and referral systems of the United Nations and partners and enhanced enabling environment to build their self-reliance (Output category H: Shared services and platforms provided. Output standard 3.2: People and communities have increased skills, capacities and access to financial, energy and climate services for climate-adapted and sustainable livelihoods)

#### **5. Provide tailored climate adaptive support to smallholder farmers, pastoral communities and institutions responsible for natural resources management (CAR-1.9: Actions to protect against climate shocks)**

8. Vulnerable people at risk from shocks and stressors benefit from climate smart practices, climate information services, equipment, market linkages and access to finance to enhance their resilience to climate change and help restore natural ecosystems (Output category A: Resources transferred. Output standard 3.2: People and communities have increased skills, capacities and access to financial, energy and climate services for climate-adapted and sustainable livelihoods)

8. Vulnerable people at risk from shocks and stressors benefit from climate smart practices, climate information services, equipment, market linkages and access to finance to enhance their resilience to climate change and help restore natural ecosystems (Output category C: Capacity development and technical support provided. Output standard 3.2: People and communities have increased skills, capacities and access to financial, energy and climate services for climate-adapted and sustainable livelihoods)

8. Vulnerable people at risk from shocks and stressors benefit from climate smart practices, climate information services, equipment, market linkages and access to finance to enhance their resilience to climate change and help restore natural ecosystems (Output category D: Assets created. Output standard 3.2: People and communities have increased skills, capacities and access to financial, energy and climate services for climate-adapted and sustainable livelihoods)

8. Vulnerable people at risk from shocks and stressors benefit from climate smart practices, climate information services, equipment, market linkages and access to finance to enhance their resilience to climate change and help restore natural ecosystems (Output category F: Smallholder farmers supported. Output standard 3.2: People and communities have increased skills, capacities and access to financial, energy and climate services for climate-adapted and sustainable livelihoods)

8. Vulnerable people at risk from shocks and stressors benefit from climate smart practices, climate information services, equipment, market linkages and access to finance to enhance their resilience to climate change and help restore natural ecosystems (Output category G: Skills, capacities and services for climate adapted livelihoods. Output standard 3.2: People and communities have increased skills, capacities and access to financial, energy and climate services for climate-adapted and sustainable livelihoods)

## **SDG 17: Partnerships for the goals**

### **SDG target 17.9: Capacity building**

**Country strategic plan outcome 4: National and subnational institutions in Jordan have increased capacity to coordinate, manage and monitor food security and nutrition programmes, and respond to shocks by 2027**

Outcome category: National programmes and systems are strengthened

Focus area: resilience building

### **Assumptions**

Food security sector plan in place that increases coordination within the sector and other actors.

**Outcome indicators**

Number of national policies, strategies, programmes and other system components contributing to zero hunger and other SDGs enhanced with WFP capacity strengthening support

Number of national policies, strategies, programmes and other system components contributing to zero hunger and other SDGs enhanced with WFP-facilitated South-South and triangular cooperation support

Number of new or adapted policies and legislative instruments contributing to Zero Hunger and other SDGs endorsed with WFP capacity strengthening support

**Activities and outputs****6. Provide technical expertise and capacity strengthening to the Government for the operationalization of the National Food Security Strategy (SPS-1.10: Social protection sector support)**

9. People in Jordan benefit from effective food security sector governance structure and systems (Output category C: Capacity development and technical support provided. Output standard 4.1: National actors have increased capacity and knowledge to enhance policies, strategies, processes and programmes contributing to achieve Zero Hunger and other SDGs)

10. People in Jordan benefit from evidence-based decisions by national actors to achieve Zero Hunger, informed by WFP knowledge products (Output category C: Capacity development and technical support provided. Output standard 4.1: National actors have increased capacity and knowledge to enhance policies, strategies, processes and programmes contributing to achieve zero hunger and other SDGs)

**7. Provide technical expertise and capacity strengthening to national and local EPR/DRR institutions (EPA-1.1: Emergency preparedness and early action)**

11. Vulnerable and at-risk people in Jordan benefit from strengthened nationwide and local DRR/EPR institutions able to anticipate and mitigate the impact of shocks and plan and implement emergency responses (Output category C: Capacity development and technical support provided. Output standard 4.2: Components of national emergency preparedness and response, resilience building systems, social protection, and food systems are strengthened)

11. Vulnerable and at-risk people in Jordan benefit from strengthened nationwide and local DRR/EPR institutions able to anticipate and mitigate the impact of shocks and plan and implement emergency responses (Output category G: Skills, capacities and services for climate adapted livelihoods. Output standard 4.2: Components of national emergency preparedness and response, resilience building systems, social protection, and food systems are strengthened)

**SDG target 17.16: Global partnership****Country strategic plan outcome 5: Humanitarian and development actors have enhanced ability to support vulnerable populations in Jordan all year round**

Outcome category: Humanitarian and development actors are more efficient and effective

Focus area: resilience building

**Assumptions**

Continuing to innovate within WFP activities and acting as a catalyst for others.

**Outcome indicators**

Percentage of users satisfied with services provided

**Activities and outputs****8. Provide on-demand cash-based transfer services to partners (ODS-2.4: On-demand services)**

12. Vulnerable people in Jordan, receive CBT assistance from other agencies through WFP's CBT platform (Output category H: Shared services and platforms provided. Output standard 5.2: Partners utilize on-demand services to augment their capacity and ensure more efficient, effective and coordinated interventions)

## **SDG 2: Zero hunger**

### **CC.1. Protection**

#### **Cross-cutting indicators**

CC.1.1: Percentage of beneficiaries reporting no safety concerns experienced as a result of their engagement in WFP programmes

CC.1.2: Percentage of beneficiaries who report they experienced no barriers to accessing food and nutrition assistance

CC.1.3: Percentage of beneficiaries who report being treated with respect as a result of their engagement in programmes

CC.1.4: Number of women, men, boys and girls with disabilities accessing food/cash-based transfers/commodity vouchers/capacity strengthening services

### **CC.2. Accountability**

#### **Cross-cutting indicators**

CC.2.1: Percentage of beneficiaries reporting they were provided with accessible information about WFP programmes, including PSEA

CC.2.2: Percentage of WFP country offices and units meeting or exceeding United Nations Disability Inclusion Strategy (UNDIS) standards on consulting organizations of persons with disabilities (QCPR)

CC.2.3: Percentage of country offices with a functioning community feedback mechanism

CC.2.4: Number of country offices with an action plan on community engagement

CC.2.5: Number of children and adults who have access to a safe and accessible channel to report sexual exploitation and abuse by humanitarian, development, protection and/or other personnel who provide assistance to affected populations (IOM, OHCHR, UNDP)

CC.2.6: Percentage of WFP cooperating partners registered in the UN Partner Portal which have been assessed using the UN Implementing Partner PSEA Capacity Assessment

### **CC.3. Gender equality and women's empowerment**

#### **Cross-cutting indicators**

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

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



**CC.4. Environmental sustainability****Cross-cutting indicators**

CC.4.1: Proportion of field-level agreements (FLAs)/memorandums of understanding (MOUs)/construction contracts (CCs) for CSP activities screened for environmental and social risks

CC.4.2: Percentage of WFP offices implementing environmental management systems

**CC.5. Nutrition integration****Cross-cutting indicators**

CC.5.1: Percentage of people supported by WFP operations and services who are able to meet their nutritional needs through an effective combination of fortified food, specialized nutritious products and actions to support diet diversification

CC.5.2: Percentage of WFP beneficiaries who benefit from a nutrition-sensitive programme component

## ANNEX II

FOOD RATION (g/person/day) AND CASH-BASED TRANSFER VALUE (USD/person/day) BY COUNTRY STRATEGIC PLAN OUTCOME AND ACTIVITY												
	CSP outcome 1						CSP outcome 2		CSP outcome 3			
	Activity 1						Activity 3		Activity 4	Activity 5		
Beneficiary type	Refugees in camps		Refugees in host communities (extremely vulnerable)	Refugees in host communities (vulnerable)	Refugees (new arrivals)	Jordanians (vulnerable)	Refugee children in camps (age 5–17)	School meal workers	Self-reliance (FFT) beneficiaries	Self-reliance (CAAP) beneficiaries/farmers	Self-reliance (CAAP) beneficiaries	Self-reliance (CWIRS) beneficiaries
Modality	Food	CBTs	CBTs	CBTs	Food	Food	Food	CBTs	CBTs	CBTs	CBTs	CBTs
Healthy snack							0.48 (USD)/ (290 g)*					
Biscuits							80					
Dates	37.054					37.054						
Food package					2 865							
Total kcal/day							373 (healthy snack) 350 (date bars)					
% kcal from protein	27						20 (healthy snack)					
Cash-based transfers (USD/person/day)			1.083	0.706				2.5	4.2	4.2	4.2	4.2
Cash-based transfers - value voucher (USD/person/day)		1.083										
Number of feeding days per year	60	360	360	360	1	60	96	120	30	15	20	10

Abbreviations: CAAP = climate adapted assets and agricultural practices; CWIRS = climate and weather risk information services; FFT = food assistance for training.

\* WFP contributes 33 percent of the school meal cost, while the Ministry of Education covers the remaining 67 percent.

**ANNEX III**

<b>TOTAL FOOD/CASH-BASED TRANSFER REQUIREMENTS AND VALUE</b>		
<b>Food type/cash-based transfer</b>	<b>Total (mt)</b>	<b>Total (USD)</b>
Cereals	-	-
Pulses	-	-
Oil and fats	-	-
Mixed and blended foods	7 483	19 206 101
Other	2 287	2 903 360
<b>Total (food)</b>	<b>9 771</b>	<b>22 109 461</b>
Cash-based transfers		700 519 448
<b>Total (food and cash-based transfer value)</b>	<b>9 771</b>	<b>722 628 909</b>

## ANNEX IV

INDICATIVE COST BREAKDOWN BY COUNTRY STRATEGIC PLAN OUTCOME (USD)						
	SDG target 2.1/ WFP strategic outcome 1	SDG target 2.1/ WFP strategic outcome 2	SDG target 2.1/ WFP strategic outcome 3	SDG target 17.9/ WFP strategic outcome 4	SDG target 17.16/ WFP strategic outcome 5	Total
	CSP outcome 1	CSP outcome 2	CSP outcome 3	CSP outcome 4	CSP outcome 5	
Focus area	Crisis response	Resilience building	Resilience building	Resilience building	Resilience building	
Transfers	692 707 906	62 960 554	66 954 054	5 486 511	46 425 686	<b>874 534 711</b>
Implementation	17 421 401	5 922 783	3 832 803	66 000	462 248	<b>27 705 236</b>
Adjusted direct support costs	28 595 887	2 875 777	2 970 092	214 807	1 930 182	<b>36 586 745</b>
<b>Subtotal</b>	<b>738 725 194</b>	<b>71 759 113</b>	<b>73 756 949</b>	<b>5 767 319</b>	<b>48 818 116</b>	<b>938 826 691</b>
Indirect support costs (6.5 percent)	48 017 138	4 664 342	4 794 202	374 876	0	<b>57 850 557</b>
<b>Total</b>	<b>786 742 332</b>	<b>76 423 456</b>	<b>78 551 150</b>	<b>6 142 194</b>	<b>48 818 116</b>	<b>996 677 249</b>

## Acronyms

AAP	accountability to affected populations
CBT	cash-based transfer
COVID-19	coronavirus disease 2019
CSP	country strategic plan
DRR	disaster risk reduction
EPR	emergency preparedness and response
FAO	Food and Agriculture Organization of the United Nations
GFA	general food assistance
NGO	non-governmental organization
SDG	Sustainable Development Goal
UNHCR	Office of the United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
UNSDCF	United Nations sustainable development cooperation framework
UN-Women	United Nations Entity for Gender Equality and the Empowerment of Women