



WFP EVALUATION

Evaluation of Jordan WFP Country Strategic Plan 2020-2022

July 2022

Informal consultation



World Food
Programme

SAVING
LIVES
CHANGING
LIVES

Context

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



WFP CSP in Jordan 2020-2022

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



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

S01



Vulnerable populations, including children covered by adequate social protection

S02



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

S03



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

S04

Evaluation methodology



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

Findings

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



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



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



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



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

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



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



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



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



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



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

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



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

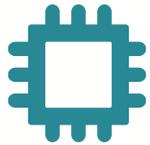


A legacy to support the **national social protection system** and **national frameworks**



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

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



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



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



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

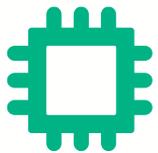
Q4 What are the factors that explain WFP performance and the extent to which it has made the strategic shift expected by the CSP?



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



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



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



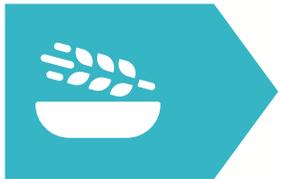
WFP's high-quality data, surveys and reports did not always support **evidence-based programming**, except for GFA

Conclusions

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



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



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

Conclusions



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



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

Recommendations

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