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Evaluation of ARMENIA

WFP Country Strategic Plan

2019-2025

Terms of reference

December 2023

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1. Introduction

1. These terms of reference (ToR) were prepared by the WFP Office of Evaluation based upon an initial document review and consultation with stakeholders.
2. The purpose of these terms of reference is to provide key information to stakeholders about the evaluation, to guide the evaluation team and to specify expectations during the various phases of the evaluation.
3. The ToR are structured as follows: following this section, section 2 presents the rationale, objectives, stakeholders and main users of the evaluation; section 3 presents the context and the WFP portfolio; section 4 defines the evaluation scope, criteria and questions; section 5 identifies the evaluation the methodological approach and ethical consideration; and section 6 indicates how the evaluation will be organized.

2. Reasons for the evaluation

2.1. RATIONALE

4. Country strategic plan evaluations (CSPEs) are mandatory and conducted in line with the WFP Policy on Country Strategic Plans (2016) and the Evaluation Policy (2022). They provide an opportunity for the country office (CO) to benefit from an independent assessment of its programme of work; and generate evidence to help inform the design of the new Country Strategic Plan (CSP), scheduled for Executive Board approval in EB.2/2025.

2.2. OBJECTIVES

5. Evaluations serve the dual objectives of accountability and learning. As such, this evaluation will: 1) provide evaluation evidence and learning on WFP performance for country-level strategic decisions, specifically for developing the future engagement of WFP in Armenia; and 2) provide accountability for results to WFP stakeholders.

2.3. KEY STAKEHOLDERS

6. The evaluation will seek the views of, and be useful to, a broad range of internal and external WFP stakeholders. The key stakeholders of this CSPE are the WFP Armenia country office, Regional Bureau for the Middle East, Northern Africa and Eastern Europe (RBC) and headquarters technical divisions, such as those dealing with school-based programmes, nutrition, food systems and smallholder support.
7. Other key stakeholders include the Government of the Republic of Armenia¹, beneficiaries and affected populations, WFP cooperating partners and other local partners, donors and the WFP Executive Board.
8. The CSPE will seek to engage with beneficiaries and affected populations, including families with school-aged children, household members, displaced people, refugees, community-based organizations, teachers, small and medium enterprises (SMEs), project foundations etc. to learn directly from their perspectives and experiences. Special attention will be given in hearing the voices of women and girls, people with disabilities and other potentially marginalized population groups.
9. The Government of Armenia, its ministries and regional authorities are key stakeholders in this evaluation. WFP partner ministries include the Minister of Education, Science, Culture and Sports, the Ministry of Economy (responsible for Food Security and Agriculture), Ministry of Health, Ministry of Labour and Social Affairs, Ministry of Territorial Administration and Infrastructure, and the Ministry of Emergency Situations/ Ministry of Interior on issues around school feeding, food security, malnutrition, capacity strengthening, and emergency preparedness and response. Other key entities include the Sustainable School Feeding Foundation, School Feeding and Child Welfare Agency (SFCWA) and the Statistical Committee.
10. Within the UN system, WFP is a member of the United Nations Country Team (UNCT) in Armenia, collaborating at policy and/or programme level with World Bank (WB), UNICEF (United Nations Children's Fund), Food and Agriculture Organization (FAO), UNDP (United Nations Development Programme) the International Fund for Agricultural Development (IFAD), and WHO (World Health Organization), United Nations Programme on HIV/AIDS (UNAIDS), United Nations Population Fund (UNFPA) and International Organization for Migration (IOM).
11. Other partners include the private sector, academia, civil society organizations and Non-Governmental Organizations, including the Social and Industrial Food Service Institute (SIFI) and the International Food Policy Research Institute (IFPRI), Agrarian University of Armenia, French Armenian Fund.
12. The evaluation will also seek the views of, and engage with, the main donors of WFP, such as the Russian federation, USA, European commission, Switzerland, private donors and France.

¹ Hereafter called Government of Armenia.

3. Context and subject of the evaluation

3.1. CONTEXT

13. Armenia is a landlocked, upper-middle-income country. It is located in the southern Caucasus and has a total population of 2,9 million², with a declining and ageing demographic trend³, mainly residing in urban and peri-urban areas (63.9 percent)⁴.
14. Since the 'Velvet Revolution' of 2018, Armenia has experienced significant changes in its political landscape, including a peaceful political transformation⁵ and a renewed commitment to implement a wide-ranging reform in the following areas: human rights protection, combating corruption, improved public administration and strategic planning, along with ambitious economic and social reforms⁶. In June 2021, Armenia held snap parliamentary elections, resulting in a victory for and confirmation of the Pashinyan's Civil Contract party.
15. Armenia ranks 85th out of 191 countries on the Human Development Index⁷, and has a relatively good Global Hunger Index score of 5.6⁸. In 2019, the gross domestic product growth rate was 7.6 percent, the highest among the Eurasian Economic Union member states, neighbouring and European countries. Despite macro-economic progress and the implementation of structural reforms, growth has not always been inclusive. While the poverty rate continued to decline, and extreme poverty incidence had also halved since 2015⁹, by 2022 24.8 percent of Armenians still lived below the national poverty line, with extreme poverty affecting 1.2 percent of the population¹⁰.
16. The 2020 COVID-19 pandemic and the escalation of hostilities in and around Karabakh region since September 2020 have negatively impacted livelihoods, resilience, and food security in Armenia¹¹: most recent data reveals that 30 percent of households are food insecure, and more than half of the population is at risk of becoming food insecure in case of a new shock or prolonged crisis.¹² Food insecurity levels are significantly higher in rural (34 percent) and other urban areas (31percent) when compared to the capital, Yerevan (24 percent). Female-headed households are more food insecure compared to male-headed households.¹³
17. Malnutrition is also a concern, manifesting in a double burden of stunting and overweight particularly among children under five years of age. In addition, 27.7% of children between 7-10 years are overweight and around 13% obese. Armenia ranks last among 29 countries in the recent Childhood Obesity Surveillance Study (COSI) for breakfast consumption, with only 44% of 6–9-year-olds eating breakfast daily¹⁴. Half the adult population (48 percent) is also overweight or obese¹⁵. There is a 22% risk of dying prematurely from one of the non-communicable diseases (cardiovascular diseases, diabetes, chronic

² World Bank data. n.d. Population, total – Armenia ([Armenia](#))

³ UNFPA. n.d. UNFPA Armenia ([Armenia](#)).

⁴ Statistical Committee of the Republic of Armenia. 2022. Armenia in Figures ([Armenia_2022_3 \(armstat.am\)](#))

⁵ UN Armenia. 2021. [United Nations Sustainable Development Cooperation Framework 2021-2025 | United Nations in Armenia](#)

⁶ Government of Armenia. 2020. *Voluntary National Review 2020* ([26318Armenia_VNRFINAL.pdf \(un.org\)](#)).

⁷ UNDP. 2022. Human Development Report 2021/2022 ([HUMAN DEVELOPMENT REPORT 2021/2022 | United Nations Development Programme \(undp.org\)](#))

⁸ Global Hunger Index.n.d. [Armenia](#).

⁹Government of Armenia. 2020. *Voluntary National Review 2020* ([26318Armenia_VNRFINAL.pdf \(un.org\)](#)).

¹⁰ Statistical Committee of the Republic of Armenia. 2023. [poverty_2023_a_2.pdf \(armstat.am\)](#) .

¹¹ WFP, Food Security and Vulnerability Assessment in Armenia, December 2021 ([Food Security and Vulnerability Assessment in Armenia, Round 3, December 2021 - Armenia | ReliefWeb](#)).

¹² WFP, Food Security and Vulnerability Assessment in Armenia, July 2023. ([docs.wfp.org/api/documents/WFP-0000151180/download/](#))

¹³ WFP, Food Security and Vulnerability Assessment in Armenia, July 2023.

¹⁴ [WHO European Childhood Obesity Surveillance Initiative \(COSI\), 2022](#).

¹⁵ FAO. 2022. [The State of Food Security and Nutrition in the World 2022 \(fao.org\)](#); WFP. 2018. *National Strategic Review of Food Security and Nutrition in Armenia (colors.indd (wfp.org))*.

- respiratory diseases and cancer), with a significantly higher probability for men (31%) than women (15%)¹⁶.
18. Traditionally Armenia has been a net importer of food and agricultural products, and still relies on imports of major food products like wheat, meat and milk¹⁷. Food insecurity is exacerbated by structural problems related to economic challenges, which in turn are resulting in income disruption and increasing dependency on social assistance mechanisms¹⁸. Armenia's social protection programmes were leveraged to respond to the increasing needs due to shocks, however, the social assistance transfer values have not been adjusted to the changed situation. The Government's Family Living Standards Enhancement Benefit Programme (FLSEBP) targets poor and extremely poor populations, but without a national food security definition.¹⁹ Key policy recommendations relate to the inclusion of food security indicators into FLSEBP vulnerability assessments and to the establishment of early warning systems for food security.
 19. As a result of the escalation of hostilities in the Karabakh region in September 2023, the inter-agency Armenia Emergency Refugee Response Plan (RRP), led by the Government of Armenia and UNHCR, was launched to cover relief efforts for a six-month period and provide support to affected populations, including refugees and local host communities. As of 19 October 2023, 101,848 arrived in Armenia since September of which 52 percent were women and girls and 48 percent men and boys; 30 percent of the total were children, 12 percent were older people (+65 years) and 9 percent were people with disabilities²⁰. Since 2015, Armenia has hosted 31,1592 persons of concern (including 30,3140 refugees²¹, 1,974 asylum-seekers, and 6,478 stateless persons).
 20. The country also faces amongst the highest emigration rates in the world, amounting to nearly one-third of its population, mainly driven by better employment opportunities and higher wages in destination countries.²² The majority of people leaving the country are men from rural areas, resulting in increased responsibilities for women in managing households and financial dependence on remittances²³. In addition, Armenia has one of the highest rates of youth inactivity in Europe and Central Asia: in 2020, 28 percent of young people were not in employment, education, or training (NEET)²⁴. Women experience higher levels of inactivity and unemployment, with only 38% of working-aged women engaged in employment. Furthermore, young women have a NEET rate twice as high as young men²⁵.
 21. In terms of gender equality, Armenia ranks 61st among 146 countries in the 2023 Global Gender Gap Index, though it has made important advancements in recent years, particularly in the area of education, where it moved up to the 35th place compared to 2020 (45th)²⁶. However, challenges remain for women in accessing health services, and being granted economic power and political participation, rather than taking the major role in unpaid care work²⁷.
 22. In 2020, an estimated 6.5 percent of the Armenian population had disabilities, with women accounting for 38 percent of this group and 1.2 percent being children.²⁸ In 2021, Armenia adopted an action plan for the transition to fully inclusive preschool education system, as well as passing a law on the Rights of Persons with Disabilities, to ensure accessibility, independent living and access to justice.²⁹

¹⁶ WHO. 2019. [Prevention and control of noncommunicable diseases in Armenia](#).

¹⁷ Government of Armenia, 2021. [National Pathway for food systems transformation in support of the 2030 Agenda](#).

¹⁸ WFP, Food Security and Vulnerability Assessment in Armenia, December 2021.

¹⁹ WFP. 2023. *Poverty and food security: A snapshot of interlinkages* (docs.wfp.org/api/documents/WFP-0000147506/download/)

²⁰ [Armenia Emergency Refugee Response Plan - Inter-Agency Appeal](#) and [Inter-Agency Update](#) (13 October – 19 October 2023).

²¹ This includes persons in a in a refugee-like situation, noting that most of the population displaced as a result of the Karabakh region hostilities and residing on the territory of Armenia is considered to be in a refugee-like situation. Source: UNCHR [website](#), visited on 17 November 2023 and UNCHR [Data Finder](#) as of mid-2023.

²² OECD. 2017. [Development Pathways, Interrelations between Public Policies, Migration and Development in Armenia](#)

²³ WFP, UNICEF, National Statistical Service of the Republic of Armenia. 2017. *Armenia Comprehensive Food Security, Vulnerability Analysis (CFSVA) Update, 2017* ([Microsoft Word - Armenia CFSVA update 2017.12.26.docx \(wfp.org\)](#))

²⁴ World Bank, 2022. [Armenia Human Capital Review](#).

²⁵ World Bank [datav](#).

²⁶ World Economic Forum. 2023 and 2020. The Global Gender Gap Index [2023](#) and [2020](#).

²⁷ UN Women. 2019. [Armenia Country Gender Equality Brief.pdf \(unwomen.org\)](#)

²⁸ UN Partnership on the right of persons with disabilities. 2022. [Situational analysis of the rights of persons with disabilities in Armenia](#).

²⁹ Human Rights Watch. 2021. [Important Progress for People with Disabilities in Armenia | Human Rights Watch \(hrw.org\)](#) (accessed on 06 November 2023)

23. With regard to the education sector, latest data show that the overall count of children aged 6-17 reached 479,800 individuals in 2020, marking an increase of 29,300 compared to the 2010 figure of 450,500 children. The number of children in primary and lower secondary age groups rose across all settlement types, while the count of upper secondary age children decreased from 2010 to 2020.³⁰ The gender gap in enrollment has narrowed sharply over the past decade, approaching parity.³¹ According to the 2021 Global Survey of School Meal Programs, 105,630 of 298,531 pre-school and primary school-age children received school food during the 2020-2021 school year, of whom 47 percent were girls.³²
24. Armenia is vulnerable to climate change and natural hazards: 4.1% of the country's area is exposed to landslide risk (almost one third of its communities), large areas face drought risk, and some areas, particularly the Ararat and Shirak valleys, face flood risk.³³ Agriculture is the main sector likely to be impacted by climate change, while also providing the primary source of income for almost half of the population in the rural and peri-urban communities.³⁴
25. The inception phase will present a more elaborated contextual analysis as it relates to the CSP.

3.2. THE SUBJECT OF THE EVALUATION

26. **Historical background of WFP's operations in Armenia:** WFP has been active in Armenia since 1993, initially focused on emergency support and improvement of the nutritional status of people at risk³⁵. By 2000, it had shifted towards development assistance³⁶. Prior to transitioning to the country strategic plan framework in 2018, WFP's portfolio in Armenia included a Development Project (200128) focusing on school feeding, and adjusting from direct implementation to a stronger facilitation role, and scaling up technical support to facilitate hand-over by 2023; an Emergency Operation (EMOP 200558) to assist displaced Syrian Armenians; and an Immediate Response Preparedness intervention (IR-PREP 200968) to enhance Government preparedness and coordination capacities and WFP's role and response activities in the context of the escalation of the tension in and around the Karabakh region³⁷.
27. In 2018, WFP operated in Armenia through a Transitional Interim CSP (T-ICSP), with one strategic outcome focusing on scaling up the handover of the school feeding programme to the Government. The T-ICSP was planned to last 12 months (January-December 2018) with an initial budget of USD 5.4 million and 68,500 planned beneficiaries. In November 2018, a 6-months extension of the T-ICSP was approved along with a budget increase to 8.2 million, to give WFP and the Government of Armenia time to consult with stakeholders and partners and to explore new opportunities for long-term collaboration under the new CSP.³⁸ The T-ICSP also provided the opportunity for WFP to support the Government of Armenia in conducting a national food security and nutrition strategic review, which was finalized in January 2018.³⁹
28. **Evaluation subject:** The CSP was approved by WFP in June 2019 and its documents, including subsequent budget revisions, can be found at this [link](#). Figure 1 provides a summary of the evolution of the CSP (2019-2024) - approved in July 2019 and subsequently extended to December 2025 - along with its Budget Revisions (BRs) and the major developments in the country.

³⁰ Armenia's education system includes preschool and compulsory secondary education (grades 1-12), which is divided into primary (grades 1-4), lower secondary (grades 5-9), and upper secondary (grades 10-12). General education in public schools is free and the official primary-school-entry age is age six. UNICEF. 2022. [Education Sector Analysis for Armenia.pdf \(unicef.org\)](#)

³¹ UNESCO UIS. N.d. Gross enrolment ratio by level of education ([UIS Statistics \(unesco.org\)](#)) consulted on 13 November 2023

³² Global Child Nutrition Foundation. 2021. Global Survey of School Meal Programs. Program Report: Armenia. ([Armenia_04_11.indd \(gcnf.org\)](#))

³³ World Bank [Climate Change Knowledge Portal](#). n.d. Armenia (accessed on 27 October 2023).

³⁴ WFP. 2023. Impact of Climate Change on Livelihoods and Food Security (CLEAR - Consolidated Livelihood Exercise for Analysing Resilience). ([docs.wfp.org/api/documents/WFP-0000147613/download/?_ga=2.145020604.907598826.1699873122-1246752547.1650874408](#))

³⁵ WFP. Protracted Relief and Recovery Operation (PRRO 612021).

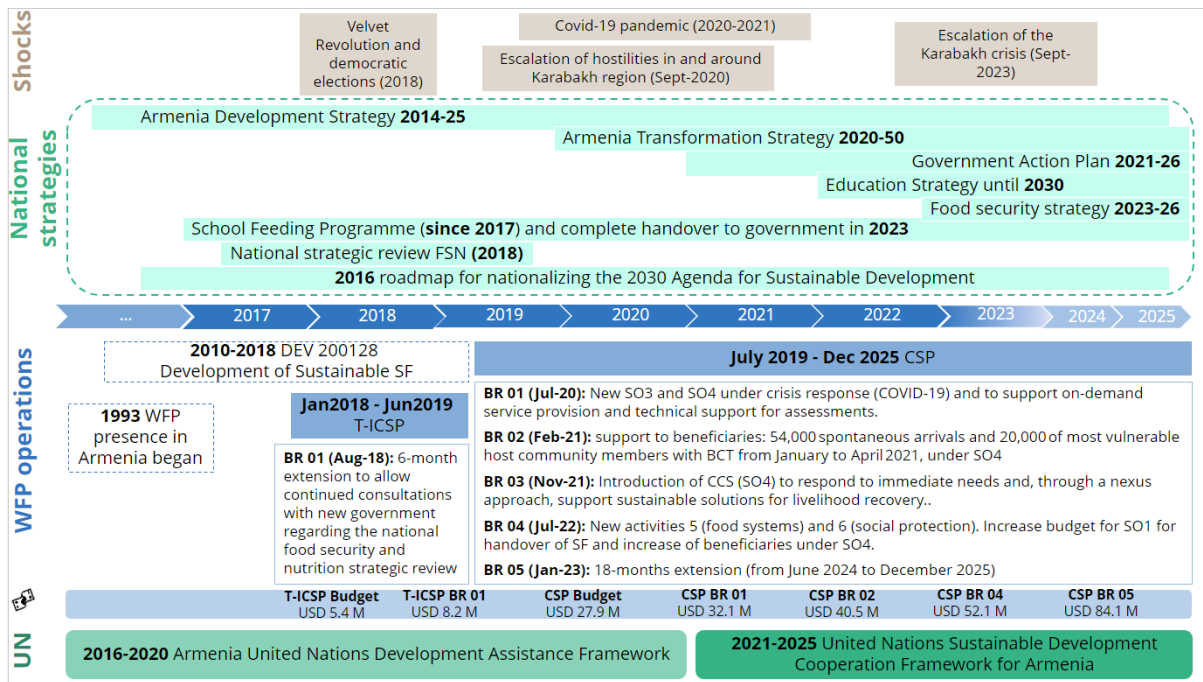
³⁶ WFP. April 2020. Armenia Country Brief. ([api.godocs.wfp.org/api/documents/WFP-0000115927/download/](#))

³⁷ Development Project (DEV 200128) Emergency Operation (EMOP 200558); Immediate Response Preparedness (IR-PREP 200968).

³⁸ WFP. 2018. [Transitional-Interim Country Strategic Plan \(T-ICSP\) 2018-2019](#)

³⁹ WFP. 2018. [Revision of Armenia transitional interim country strategic plan \(wfp.org\)](#)

Figure 1: Evolution of the Armenia CSP and changes in the external environment, 2017–2023



Source: OEV

29. Table 1 presents an overview of the strategic outcomes and related activities of the CSP and correspondence with previous T-ICSP. The following elements were cornerstones of the new enabling approach of the CSP:

nationalization of the school feeding programme by 2022: supporting and enabling national ownership and collaboration with partners to establish a comprehensive, gender-transformative home-grown school feeding programme⁴⁰;

technical support and assistance in key areas (nutrition, disaster risk reduction and food systems) in order to:

- strengthen state policies and regulatory frameworks for evidence-based, effective and equitable programmes, with a focus on school feeding management, food security, malnutrition and education;
- reinforce policy dialogue and strengthen national capacities aiming to institutionalize and promote more comprehensive, coherent and gender-transformative food security and nutrition-related governance at all levels;
- enhance emergency and risk planning; disaster preparedness, mitigation and response; and adaptation to climate change and disasters at the national, regional and community levels.

30. Following deterioration in the food security and nutrition situation due to the COVID-19 pandemic and the escalating tensions in and around Karabakh region, a first BR was approved in July 2020 to adjust WFP’s operational plans and include **two new Strategic Outcomes** under the crisis response focus area, to provide providing food assistance to vulnerable people affected by the pandemic. A second BR expanded the emergency operation to meet the food security needs of displaced people in Armenia in February 2021. In addition, the following BRs have been approved:

⁴⁰ WFP Armenia’s flagship program since 2010 has been School Feeding. The handover of these activities to the Government began in 2014. Under the current strategic plan (2019-2025), WFP aims to support the smooth transition of school feeding, develop a sustainable agriculture model, and introduce wholegrain flour production and baking, covering the entire value chain and benefiting vulnerable communities and schoolchildren,.

- BR 3 (November 2021) introduced the use of the capacity strengthening modality under activity 4, supporting the Government and partners in identifying vulnerable people and communities, providing food assistance and support for livelihood recovery.
 - BR 4 (July 2022) split activity 2 into three distinct activities, adding two new activities in the areas of food value chains and social protection.
 - BR 5 (January 2023) extended the duration of the CSP to align it with the United Nations sustainable development cooperation framework (UNSDCF) 2021–2025 and WFP’s new Corporate Results Framework for 2022 – 2025.
31. Among key sources of evidence, a decentralized impact evaluation (DE) on the nutrition-sensitive aspect of the school feeding programme, covering the period 2018-2019, was used to inform the current CSP and a Mid-Term Review of the CSP was completed in 2022. More information can be found in section 5.2 and Annex 3.

Table 1 Overview of Armenia CSP (July 2019 - December 2025) strategic outcomes and activities and correspondence with previous T-ICSP (January 2018 – June 2019)

Focus areas	Strategic Outcomes	Activities	Modalities of intervention	Corresponding T-ICSP SO and activities and modalities
Root Causes	SO 1: Vulnerable populations in Armenia, including schoolchildren, have access to adequate and nutritious food year round	Activity 1: Strengthen and complement the national school feeding programme to facilitate handover to the Government	Food, CBT, CS	<p>SO 1: All primary school students in Armenia have reliable access to safe, adequate and nutritious food by 2023.</p> <ul style="list-style-type: none"> Activity 2: Conduct school meals activities (in-kind and cash-based transfer) to targeted schools and children Modality: CBT, Food Activity 1: Provide and facilitate technical, policy and institutional support to government Modality: CS
Root Causes	SO 2: National policies, programmes and systems are strengthened to improve food security and nutrition among targeted groups by 2025	Activity 6: Provide support to national institutions to strengthen the national social protection system	Food, CBT, CS	
		Activity 2: Provide technical support to national institutions to generate an evidence-base and inform policies, strategies and systems to address food insecurity and malnutrition in Armenia	CS	
		Activity 5: Strengthen national food systems in Armenia, supporting actors along the food value chain	Food, CBT, CS	
Crisis Response	SO 3: Vulnerable populations benefit from improved capacities of national entities and partners to prevent and respond to emergencies	Activity 03: Provide on-demand service provision to the Government and other partner	CS, SD	
Crisis Response	SO 4: Vulnerable populations in Armenia have access to basic needs and livelihoods during and in the aftermath of a crises	Activity 4: Support to Government and partners to identify vulnerable populations, provide food assistance and recover livelihoods	Food, CBT, CS	

Source: Armenia CSP 2019-2025 (BR 05) Line of sight, Armenia T-ICSP 2018-2019 (Main document and BR 01). CBT: Cash-based transfers; CS: Capacity Strengthening, SD: Service delivery

Financial overview

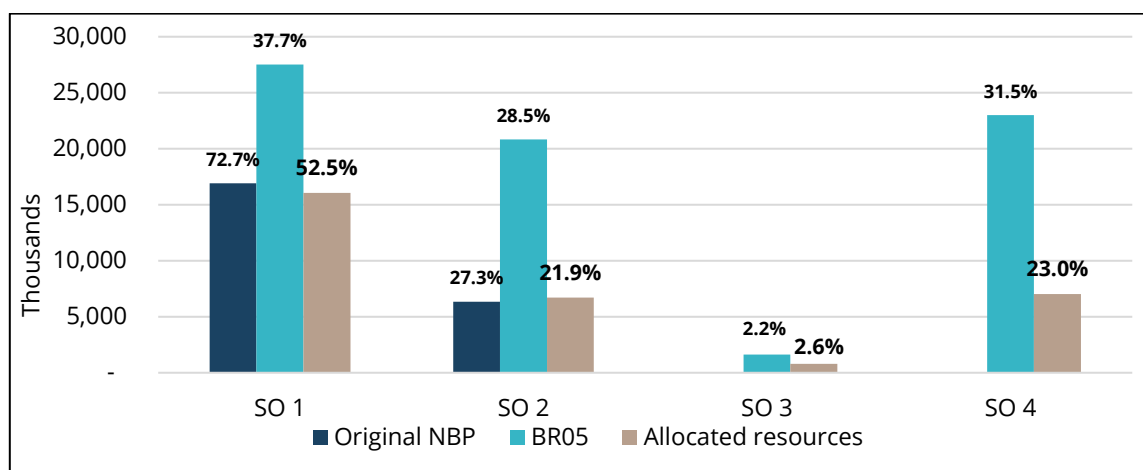
32. The budget of the CSP (2019-2025) was approved with a Needs Based Plan (NBP) of USD 27.9 million. Following the adoption of BR1, BR 4 and 5, the initial NBP more than tripled, reaching USD 84.2 million, funded at 41 percent as of 22 September 23. Most of the resources (52.5 percent) are allocated to strategic outcome 1 focusing on root causes, followed by strategic outcome 4 (23 percent) on crisis response. Additional details on the CSP financial situation are provided in Table 2 and Figure 2 below.

Table 2: Armenia CSP (Jul 2019-Dec 2025) cumulative financial overview

Focus area	Strategic outcome	Activity	Original NBP (USD)	NBP, latest BR (USD)	Cumulative allocated resources (USD)	Resourcing level (%)
Root Causes	SO 1	Act. 01	16,902,210	27,528,223	16,056,386	58.3%
	Sub-total SO 1		16,902,210	27,528,223	16,056,386	58.3%
Root Causes	SO 2	Act. 02	6,347,334	7,955,189	3,809,815	47.9%
		Act. 05		8,198,042	1,106,326	13.5%
		Act. 06		4,668,306	1,792,438	38.4%
	Sub-total SO 2		6,347,334	20,821,536	6,708,579	32.2%
Crises Response	SO 3	Act. 03		1,630,000	794,289	48.7%
	Sub-total SO 3			1,630,000	794,289	48.7%
Crises Response	SO 4	Act. 04		22,991,160	7,020,373	30.5%
	Sub-total SO 4			22,991,160	7,020,373	30.5%
Direct Operational Cost			23,249,544	72,970,919	30,579,627	41.9%
Direct Support Cost (DSC)			2,974,115	6,186,809	2,479,802	40.1%
Indirect Support Cost (ISC)			1,704,538	5,033,908	1,750,068	34.8%
Grand Total			27,928,197	84,191,636	34,809,497	41.3%

Source: Country Portfolio Budget Resources Overview Report, Data extracted on 22-09-2023; CSP Armenia 2019-2025 and Budget Revision 05; Cumulative Financial Overview and Annual Country Report (ACR) Armenia 2019.

Figure 2: CSP Armenia (Jul 2019-Dec 2025) needs and resources, by strategic outcome

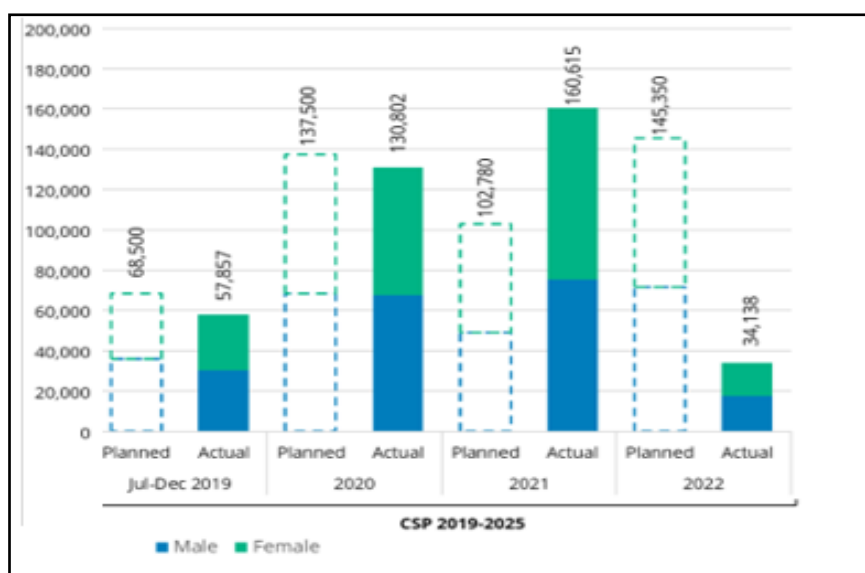


Source: Country Portfolio Budget Resources Overview Report, Data extracted on 22-09-2023

Beneficiaries

33. WFP reached 66,110 beneficiaries in 2018⁴¹ and 57,857 in 2019⁴², providing primary in-kind food assistance and cash-based transfers as part of the transitional model⁴³ for the handover of the school feeding programme⁴⁴. As shown in Figure 3, the number of beneficiaries doubled in the subsequent years with WFP providing food assistance to vulnerable people affected by COVID-19 pandemic and to displaced people in Armenia. WFP reached 95 percent in 2020 and 156 percent in 2021 of the initially planned beneficiaries⁴⁵. However, in 2022, the number of people assisted decreased to 23 percent of the planned beneficiaries as the focus shifted to interventions with a broader, long-term impact on food security. Additionally, the school feeding program was fully transferred to the Government, including all previously supported children in the national school feeding program.⁴⁶
34. Additionally, data on disability began to be reported by the Armenia CO in 2020. In that year, the CO reported that 85 beneficiaries were living with disabilities, of which 45 were females and 40 males. The following year, in 2021, an estimated 9,557 beneficiaries were recorded as having disabilities, with 41 percent women and girls, and 34 percent men and boys. In 2022, the number decreased to 1,861 beneficiaries, comprising 53 percent females and 47 percent males.⁴⁷

Figure 3: Planned and actual beneficiaries 2019-2022



Source: COMET CM-R001b Armenia, extracted on 19-09-2023. N.B. During the period 2021-2022 all beneficiaries are reported as resident in COMET. From 2023 onwards, the CO started including refugees as beneficiary category.

⁴¹ WFP. 2019. [ACR \(T-ICPS\) 2018](#).

⁴² WFP. 2020. [ACR \(CSP\) 2019](#). It should be noted that the [ACR \(T-CSP\) 2019](#) reports a different total number of beneficiaries reached (61,991) and clarification with CO will be sought on any double counting in 2019.

⁴³ In collaboration with the Government and other partners, it combines a comprehensive sequence of activities prepare for a smooth handover of the school meals programme, including the use cash-based transfer (CBT) modality, training to local actors, improvement of school food preparation infrastructure, provision of kitchen equipment, coordination of interventions for nutrition, hygiene and sanitation, school rehabilitation, finance and education. Source: [Promoting sustainable food systems for healthy diets in Europe and Central Asia: the key role of school food and nutrition programmes](#) (accessed on 7 November 2023)

⁴⁴ WFP. 2019. [ACR 2018](#) and WFP. 2020. [ACR 2019](#).

⁴⁵ WFP. 2021. [ACR 2020](#) and WFP. 2022. [ACR 2021](#)

⁴⁶ WFP. 2023. [ACR 2022](#)

⁴⁷ WFP. 2021. [ACR 2020](#); WFP. 2022. [ACR 2021](#); WFP. 2023. [ACR 2022](#)

Staffing and institutional arrangements

35. The WFP Country Office in Armenia is located in the capital Yerevan, with two field offices in Vanadzor and in Kapan⁴⁸. As of November 2023, the CO was employing 50 staff (62 percent female and 38 percent male).⁴⁹

4. Evaluation scope, criteria and questions⁵⁰

36. The unit of analysis of this evaluation is the **Country Strategic Plan (2019-2025)**, understood as the set of strategic outcomes, outputs, activities and inputs that were included in CSP document approved by WFP Executive Board (EB), as well as any subsequent budget revisions. The T-ICSP will serve as a reference point to explore the strategic shifts made since 2018 and subsequently during the CSP. In particular, the evaluation will focus on assessing WFP contributions to the current country strategic plan strategic outcomes, establishing plausible causal relations between the outputs of WFP activities, the implementation process, the operational environment and the changes observed at the outcome level, including any unintended consequences, positive or negative. The evaluation will also analyse the WFP partnership strategy, including WFP strategic positioning in a context with diverse features, including escalation of hostilities, and as relates to relations with the Government of Armenia and the international community, and the cross-cutting results such as Gender Equality and Woman Empowerment (GEWE), equity, protection, AAP and wider inclusion issues.
37. The temporal scope of the evaluation will cover the period **January 2018 - August 2024**, i.e. from the CSP formulation phase until the end of the CSPE data collection mission. Although the CSP cycle started in July 2019, the evaluation will look at 2018 to: i) assess the design process of the CSP, and if the envisaged strategic shift has taken place, and ii) In cases where indicators have remained the same across the T-ICSP and the CSP, conduct a trend analysis across since 2018. This will be verified during the inception phase of the evaluation. A preliminary evaluability assessment is provided in section 5.2 and Annex 2.
38. The evaluation will address four main questions common to all WFP as presented below. Evaluation questions and sub questions will be validated and refined during the inception phase, as relevant and appropriate to the country strategic plan and country context, including as they relate to assessing the response to any unforeseen crisis, such as the COVID-19 pandemic and the escalation of hostilities in and around Karabakh region.
39. It should be noted that the nutrition-sensitive aspect of school feeding has been evaluated through the decentralized impact evaluation completed in 2019 (see para. 30)⁵¹ and an ongoing decentralized evaluation⁵², planned to be completed by end of May 2024, will assess the school feeding modalities during the period 2018 - mid-2023. Evaluation evidence from the WFP decentralized evaluations on the school feeding program will be considered as secondary data to inform answers to these questions.

⁴⁸ WFP. [OpWeb](#). – Armenia. Data consulted on 5 November 2023.

⁴⁹ Armenia CO statistics.

⁵⁰ Evaluation question (EQ) 1 Is focused on program design and its further adaptations to ensure internal programme coherence and integration, alignment, relevance, and strategic positioning. EQ2 Is focused on the results: what has changed or not at the outcome level and what are WFP contributions. EQ3 and EQ4 are about inputs (human and financial resources) and WFP processes, mechanisms and systems (the extent to which WFP is well equipped to deliver effectively and efficiently); and these elements should not be discussed under EQ 1 or 2.

⁵¹ WFP. 2019. Impact evaluation of the Nutrition-sensitive Aspect of the development of sustainable school feeding project 2018-19 (docs.wfp.org/api/documents/WFP-0000128020/download/?_ga=2.71047064.907598826.1699873122-1246752547.1650874408)

⁵² WFP.2023. TOR Evaluation of School Feeding Modalities Applied in Armenia from 2018 – 2023 (not available online). The DE is planned to be completed by the end of May 2024.

EQ1 - To what extent and in what ways is the CSP evidence based and strategically focused to address the needs of the most vulnerable to food and nutrition insecurity?

1.1	To what extent was the design of the CSP and its consecutive budget revisions informed by credible evidence and strategically and realistically targeted to address issues of food-insecure and other crisis-affected populations in Armenia, including those affected by the COVID-19 pandemic and the escalation of the hostilities in and around Karabakh region?
1.2	To what extent and in what ways was the CSP designed to support national priorities, the UN cooperation framework and the SDGs, and what has been WFP's added value in Armenia?
1.3	To what extent is the CSP design internally coherent and based on an implicit theory of change with realistic assumptions?
1.4	To what extent and in what ways did the CSP adapt and expand to respond to evolving needs and priorities to ensure continued relevance during implementation, including in response to COVID-19 pandemic, the escalation of hostilities in and around Karabakh region and evolution in the economic landscape?

EQ2 - What difference did the CSP make to food security and nutrition of food-insecure and other crisis-affected populations in Armenia?

2.1	To what extent did WFP achieve its coverage and outcome targets in Armenia, including for additional strategic objectives and in what ways did it contribute its to the expected outcomes of the CSP? Were there any unintended outcomes, positive or negative?
2.2	To what extent did WFP contribute to achievement of cross-cutting aims (protection and AAP; GEEW; disability, nutrition integration; environment) and adhere to humanitarian principles?
2.3	To what extent are achievements under the CSP likely to be sustainable, in particular from a financial, social, institutional and environmental perspective?
2.4	To what extent did the CSP facilitate strategic linkages between humanitarian action, development cooperation and contributions to peace in the Armenia context?

EQ3: To what extent has WFP used its resources efficiently?

3.1	To what extent were the CSP outputs delivered and related budget spent within the intended timeframe?
3.2	To what extent and in what ways did the CO reprioritize its interventions to optimize resources and ensure continued relevance and effectiveness in view of funding gaps?
3.3	To what extent was the CSP delivered in a cost-efficient manner?

EQ4: What are the critical factors, internal and external to WFP, explaining performance and results?

4.1	To what extent and in what ways has WFP been able to mobilize adequate, timely, predictable, and flexible resources to finance the CSP?
4.2	How well and in what ways did WFP establish and leverage strategic and operational partnerships to maximize efficiency, effectiveness and sustainability?
4.3	What role have the following factors played:

	<ul style="list-style-type: none"> • Programme integration at design stage and during implementation, across the CSP and at community level; • Adequacy of human resources; • Innovation in the CSP design and implementation leading to greater efficiency and effectiveness; • Adequate availability and use of monitoring data to track progress and inform decision making; • Other internal or external factors.
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40. The evaluation will adopt standard UNEG and OECD/DAC evaluation criteria, namely: relevance, efficiency, effectiveness, coherence, and sustainability.⁵³
41. Moreover, it will give attention to assessing adherence to humanitarian principles and protection issues in the design and implementation of emergency response interventions. The evaluation will also consider accountability to affected population, environmental impact, and to the extent feasible, differential effects on men, women, girls, boys, persons with disabilities, and other relevant socio-economic groups, for what concerns all the activities directly targeting beneficiaries.
42. During the inception phase, the evaluation team in consultation with the Office of Evaluation and the Country Office will identify key themes that are of primary interest to the CO related to the main thrust of WFP activities, challenges or good practices in the country. These themes could also be related to the key assumptions underpinning the logic of intervention of the country strategic plan; or may be informed by the recommendations of previous evaluations. The themes of special interest identified should be described in the inception report and translated into specific lines of inquiry under the relevant evaluation questions and sub-questions.
43. At this ToR stage, the following learning themes have been tentatively identified⁵⁴:
- WFP's role in supporting the nationalization of programs, specifically addressing how WFP facilitated national ownership, including social protection and the handover of the school feeding program.
 - WFP's role in strengthening national food systems and related approaches along the food value chain.
 - WFP's initiatives related to climate change, emphasizing the promotion of green solutions and advancements in the circular economy.

5. Methodological approach and ethical considerations

5.1. EVALUATION APPROACH

44. The 2030 Agenda conveys the global commitment to end poverty, hunger and inequality, emphasizing the economic, social and environmental dimensions of sustainable development. This calls for a systemic approach to development policies and programme design and implementation, as well as for a systemic perspective in analysing development change. WFP assumed the conceptual perspective of the 2030 Agenda as the overarching framework of its Strategic Plan (2022-2025), with a focus on supporting countries to end hunger (SDG 2).
45. The achievement of any SDG national target and of WFP strategic outcomes is the result of the interaction among multiple variables. In the context of the SDGs, the attribution of net outcomes to any specific

⁵³ Connectedness (need to ensure that activities of a short-term emergency nature are carried out in a context that takes longer-term and interconnected problems into account) is embedded into sustainability (Will the benefits last? The extent to which the net benefits of the intervention continue or are likely to continue). Coverage (need to reach major population groups facing life-threatening suffering wherever they are) is embedded under effectiveness (i.e. EQ2.1)

⁵⁴ To note that other areas related to i) partnerships and WFP 's added value, ii) WFP emergency responses and its adaptation to evolving needs and priorities, iii) sustainability of WFP interventions, iv) WFP programme integration, including at community level, have been embedded into sub evaluation questions: 1.2, 1.4, 2.3 and 4.3.

organization, including WFP, may be extremely challenging or sometimes impossible. While attribution of results would not be appropriate at the outcome level, it should be pursued at the output and activity level, where WFP is meant to be in control of its own capacity to deliver.

46. The CSPE will use a **theory-based approach** to assess WFP's contribution to outcomes. This will entail the reconstruction of a theory of change (ToC) prior to the inception mission based on desk review, which will be discussed, adjusted and amended in discussions with the country office. The reconstructed ToC will show the intervention logic, i.e. the intended causal pathways from WFP activities to outputs to strategic outcomes, as well as the internal and external assumptions made for the intended change to take place along these pathways.
47. The CSPE will adopt a **mixed methods approach**, whereby data collection and analysis is informed by a feedback loop combining a deductive approach, which starts from predefined analytical categories, with an inductive approach that leaves space for lines of inquiry that had not been identified at the inception stage, including eventually the analysis of unintended outcomes, positive or negative. Data will be collected through a mix of primary and secondary sources with different techniques including desk review, semi-structured or open-ended interviews, surveys, focus groups and direct observation as per below table, which will have to be confirmed during the inception phase.

Desk review of relevant documentation and datasets	<p>WFP Memoranda of understanding, strategies, plans, monitoring data, risk register, annual reports, donor reports, evaluations, reviews (e.g. MTR of the CSP), financial a logistics data, post distribution monitoring reports, community feedback mechanism reports.</p> <p>Government and UN system policies, strategies, and reports (e.g. Government Action Plan 2021-2026, Armenia Transformation Strategy 2020-2026) as well as country strategies and reports from strategic partners, donors and cooperating partners.</p> <p>Other relevant documentation as identified during the inception phase.</p>
Semi-structured interviews	<p>with key informants, both remote and in-person where possible, including WFP CO management and relevant staff including in the field offices; relevant WFP HQ and RBC staff; Government partners, cooperating partners, UN, NGO, including the Social and Industrial Food Service Institute (SIFI) and the International Food Policy Research Institute (IFPRI), Agrarian University, ICRC and French Armenian Fund.</p>
Interviews, focus group, surveys, direct field observation	<p>Different options should be explored to ensure that the evaluation seeks the perspectives from affected populations, including refugees, (from both assisted members and non-assisted members of the community if possible), and marginalized population groups, such as women living disability. . This will include a combination of in-person interviews, focus group discussions, surveys and direct field observation, to the extent possible.</p>
Thematic analysis	<p>Options should be explored the feasibility to prepare an in-depth thematic analysis on country capacity strengthening as a cross-cutting modality of WFP interventions in Armenia. This analysis should:</p> <ul style="list-style-type: none"> • Generalize the results obtained to similar cases; • Identify multiple paths leading to the achievement of results: verify the validity of the theory of change or, alternatively, explore alternative hypotheses to enrich the analysis of causal factors presented in EQ4. • Support contribution's analysis: Trace WFPs contribution within the framework of strategy and cross-cutting interventions outlined in the CSP. • Supplement any quantitative analysis with interviews focused on deepening the analysis and drawing on a causal analysis based on available evidence.

48. Data analysis methods for this evaluation may include the following:
- **Contribution analysis:** to assess the extent to which WFP supported interventions contributed to (or is likely to) expected outputs and outcomes. The evaluation will gather evidence to confirm the validity of the initial CSP design and to identify any logical and/or information gaps that it contained; examine whether and what types of alternative explanations/reasons exist for noted changes; test assumptions, examine influencing factors, and identify alternative assumptions for each pathway of change.
 - **Content analysis:** to analyse data from documents, interviews, and focus group notes and qualitative data from the survey to identify emerging common trends, themes, and patterns for each evaluation question. Content analysis can be used to highlight diverging views and opposing trends. The emerging issues and trends provide the basis for preliminary observations and evaluation findings.
 - **Quantitative analysis** and descriptive statistics: to interpret quantitative data collected by WFP Armenia for reporting and monitoring purposes over the course of the evaluation period. Available data will be analysed thoroughly, and findings presented in a different manner from the country office's usual approach to reporting monitoring findings (e.g. longitudinal analysis, cross-tabulations, etc.).
49. Systematic data triangulation across different sources and methods should be carried out to validate findings and avoid bias in evaluative judgement.
50. During the inception phase, the evaluation team will be expected to develop a detailed methodological design, including a detailed [evaluation matrix](#), in line with the approach proposed in these terms of reference. The design will be presented in the inception report and informed by a thorough evaluability assessment. The latter should be based on desk review of key programming, monitoring and reporting documents and on some scoping interviews with the CO management and staff. Evaluation firms are encouraged to propose realistic, innovative data collection and analysis methods in their proposal.
51. The methodology should aim at data disaggregation by sex, age, disability status, nationality, or other characteristics as relevant to, and feasible in, specific contexts. Moreover, the selection of informants and site visits should ensure to the extent possible that all voices are heard. In this connection, it will be very important at the inception stage to conduct a stakeholders' mapping and analysis that should be as detailed and comprehensive as possible.
52. The evaluation should be designed and conducted in a gender and inclusion-responsive manner, ensuring that diverse voices are included and heard throughout the evaluation process, and focusing on addressing and analysing the differential effects on men, women, girls, boys, persons with disabilities, and other relevant socio-economic groups.⁵⁵

5.2. PRELIMINARY CONSIDERATIONS ON EVALUABILITY AND METHODOLOGICAL IMPLICATIONS

Evaluability is the extent to which an activity or a programme can be evaluated in an independent, credible, and useful fashion. Beyond availability and access to reliable information on WFP performance, it necessitates that there is: (a) reliable information on the intervention context and the situation of targeted population groups before and during its implementation; (b) a clear statement of intended outcomes, i.e. the desired changes that should be observable once implementation is under way or completed; (c) a set of clearly defined and appropriate indicators with which to measure changes; and (d) a defined timeframe by which outputs should be delivered and outcomes should be occurring. It also requires the evaluation to be relevant and timely to feed into important strategic and/or operational decisions. Independence is required to ensure an unbiased and impartial assessment of performance and challenges met, which is needed for accountability but also to base lessons learned as much as possible on what was really achieved (or not achieved).

⁵⁵ In choosing the methods to evaluate the CSP, the evaluation team should refer to the Office of Evaluation's Technical Note for Gender Integration in WFP Evaluations and the Technical Note on Integration of Disability Inclusion in Evaluation.

53. This CSPE will be able to build on several sources of secondary evidence, including a number of relevant evaluations, reviews and assessments. Annex 3 provides a comprehensive list of these secondary sources. Key evaluations, audits and reviews commissioned by WFP include:
- an **operation evaluation of the school feeding programme**, covering the period (2010-2016), which provided key recommendations for the programme's operationalization and strategic orientation.
 - a **decentralized impact evaluation** on the nutrition-sensitive aspect of the school feeding programme, 2018-2019, which found that the morning snack programme is important and needed for the Armenian context and recommended its scaling up.
 - a **Mid-Term Review (MTR) of the CSP**, covering the period between July 2019 and July 2022, which made recommendations on activity design and implementation; monitoring and reporting; and cross-cutting concerns (see Annex 3).⁵⁶
54. During the inception phase, the evaluation team will be expected to perform an in-depth evaluability assessment and critically assess data availability, quality and gaps to inform its choice of evaluation methods. This will include an analysis of the results framework and related indicators to validate the pre-assessment made by the Office of Evaluation.
55. From a preliminary desk review and analysis on availability of WFP monitoring data, the following evaluability challenges have been identified:
- **Consistency of measurement and reporting** at outcome and output levels, including cross cutting indicators. Preliminary analysis indicates consistent reporting of target and follow-up values for most of the indicators included in logframes. Challenges identified at outcome level are related to capacity strengthening indicators, particularly concerning their relevance and validity to monitor and assess the performance of WFP interventions in the Armenian context. In this regard, it is envisaged that the evaluation will have to use a combination of quantitative and qualitative data to assess capacity strengthening results, recognizing that not all the components of may be quantitatively measured. However, protection and environmental indicators have shown some discontinuity in reporting during the evaluation period, limiting the possibility of conducting a comprehensive trend analysis on these specific issues. With regard to school feeding, trend analysis is considered possible on indicators that have been carried forward since 2018, assuming a consistent target population. More information is available in Annex 4 (Table 4).
 - **CSP/E timeframe and implementation.** The Annual Country Report (ACR) covering 2024 is expected to be published only in Q1 of 2025, hence after the data collection phase. The evaluation of the CSP is projected to be presented to the second regular session of the EB in November 2025. This will have implications for the completeness of results reporting and attainment of expected outcomes.
 - **High turnover** of government representatives, WFP staff and partners in Armenia may affect institutional memory and/or the accessibility to relevant technical documentation, particularly for 2018 included within the scope of this evaluation.
56. The evaluation team will review and assess these limitations and devise measures to mitigate them. Any other evaluability challenges identified by the team during the inception phase will be discussed in the inception report together with appropriate mitigation measures where possible.

5.3. ETHICAL CONSIDERATIONS

57. Evaluations must conform to WFP and United Nations Evaluation Group (UNEG) ethical standards and norms.⁵⁷ Accordingly, the evaluation firm is responsible for safeguarding and ensuring ethics at all stages of the evaluation cycle in line with the UNEG guiding ethical principles for evaluation (Integrity, Accountability, Respect, Beneficence).⁵⁸ This includes, but is not limited to, ensuring informed consent,

⁵⁶ WFP.2022. Mid-Term Review of the CSP (2019-2024) (not available online).

⁵⁷ For further information on how to apply the UNEG norms and standards (<http://www.unevaluation.org/document/detail/1914>) in each step of the evaluation, the evaluation team can also consult the [Technical Note on Principles, Norms and Standards for evaluations](#)

⁵⁸ Beneficence means striving to do good for people and planet while minimizing harms arising from evaluation as an intervention.

protecting privacy, confidentiality and anonymity of participants, ensuring cultural sensitivity, respecting the autonomy of participants, ensuring fair and inclusive participation of stakeholders (including women and socially excluded groups) and ensuring that the evaluation results **do no harm** to participants or their communities.

58. The commissioning office will ensure that the team and the evaluation manager will not have been involved in the design, implementation, financial management or monitoring of the Armenia CO, have no vested interest, nor have any other potential or perceived conflicts of interest.⁵⁹
59. All members of the evaluation team will abide by the [2020 UNEG Ethical Guidelines](#) and the [2014 Guidelines on Integrating Human Rights and Gender Equality in Evaluations](#). In addition to signing a pledge of ethical conduct in evaluation, the evaluation team will also commit to signing a Confidentiality, Internet and Data Security Statement.⁶⁰
60. Should the evaluators uncover allegations of wrongdoing and misconduct in the implementation of a programme either by a WFP staff or a partner (including fraud, food diversions, misuse of WFP assets, harassment, sexual harassment, etc), the evaluation team should report those allegations to WFP Office of Inspection and Investigation (OIGI) through [WFP hotline](#). At the same time, the team leader should inform the Evaluation Manager and the Director and Deputy Director of Evaluation that there are allegations of wrongdoing and misconduct without breaking confidentiality.

5.4. QUALITY ASSURANCE

61. The WFP evaluation quality assurance system sets out processes with steps for quality assurance and templates for evaluation products based on quality checklists. This process does not interfere with the views or independence of the evaluation team but ensures that the report provides credible evidence and analysis in a clear and convincing way and draws its conclusions and recommendations on that basis. The evaluation team will be required to ensure the quality of data (reliability, consistency and accuracy) throughout the data collection, synthesis, analysis and reporting phases.
62. All evaluation deliverables (i.e., inception report and main evaluation report) must be subject to a thorough quality assurance review by the evaluation company in line with the WFP evaluation quality assurance system prior to submission of the deliverables to OEV. This includes reviewing the response-to-comments matrices and changes made to evaluation deliverables after OEV and stakeholder comments, and editorial review of deliverables. However, quality assurance goes beyond reviewing deliverables and should include up-front guidance to the evaluation team. The person(s) responsible for quality assurance should therefore attend OEV briefing sessions and key meetings with the evaluation team. It is essential that the **evaluation company foresees sufficient resources** and time for this quality assurance.
63. The Office of Evaluation will conduct its own quality assurance of all evaluation deliverables at two levels: the evaluation manager (QA1) and a senior evaluation officer (QA2). The evaluation manager, with QA2 support as needed, will provide guidance to the evaluation team on any aspects of the evaluation (substantive areas to be covered, methodology, interaction with stakeholders, organizational matters etc.) as required. They will both review all evaluation deliverables. The Director of OEV must approve all evaluation deliverables.
64. All final evaluation reports will be subjected to a post hoc quality assessment (PHQA) by an independent entity through a process that is managed by the Office of Evaluation. The overall PHQA results will be published on the WFP website alongside the final evaluation report.

⁵⁹ "Conflicts of interest are typically identified by a lack of independence or a lack of impartiality. These conflicts occur when a primary interest, such as the objectivity of an evaluation, could be influenced by a secondary interest, such as personal considerations or financial gains" (UNEG 2020 Guidelines). There should be no official, professional, personal or financial relationships that might cause, or lead to a perception of bias in terms of what is evaluated, how the evaluation is designed and conducted, and the findings presented. A conflict of interest can also occur when, because of a person's possibilities for future contracts, the evaluator's ability to provide an impartial analysis is compromised. Cases of upstream conflict of interest are those in which consultants could influence the analysis or recommendations so that they are consistent with findings previously stated by themselves. Cases of downstream conflict of interest are those in which evaluators could artificially create favourable conditions for consideration in a downstream assignment. The potential for bias increases when an evaluator's work is solely focused on one agency. During the evaluation process, the evaluators are not allowed to have another contract with the evaluand/ unit subject to evaluation. To avoid conflicts of interest, particular care should be taken to ensure that independence and impartiality are maintained.

⁶⁰ If there are changes in the evaluation team or a sub-contracting for some of the planned evaluation activities, the confidentiality agreement, internet and data security statement, and ethics pledge should also be signed by those additional members.

6. Organization of the evaluation

6.1. PHASES AND DELIVERABLES

65. The evaluation is structured in five phases summarized in Table 3 below. The evaluation team will be involved in phases 2 to 5 of the CSPE. The country office and regional bureau have been consulted on the timeframe to ensure good alignment with the country office planning and decision-making so that the evidence generated by the CSPE can be used effectively. Additional details are provided in Annex 1.

Table 3: Summary timeline - key evaluation milestones

Main phases	Timeline	Tasks and deliverables
1.Preparation	December 23 - February 24	Final ToR Summary ToR Evaluation team and/or firm selection & contract
2. Inception	March - May 24	HQ and CO inception briefings Inception mission in country (Yerevan) Inception report
3. Data collection	July 24	Evaluation mission, data collection and exit debriefing
4. Reporting	September 2024 - March 2025	Report drafting Comments process Stakeholder workshop in country (Yerevan) Final evaluation report Summary evaluation report validated by Team Leader
5. Dissemination	April-November 2025	Management response and Executive Board preparation Wider dissemination

6.2. EVALUATION TEAM COMPOSITION

66. To the extent possible, the evaluation will be conducted by a gender, geographically, culturally and linguistically diverse and balanced evaluation team of 3 evaluators (including a team leader, a national consultant and a researcher) with relevant expertise. The selected evaluation firm is responsible for proposing a mix of evaluators with multi-lingual language skills (i.e. English and Armenian) who can overall effectively cover the areas of evaluation (see Table 4).
67. The evaluation team will have strong methodological competencies in designing feasible data capture and analysis as well as synthesis and reporting skills. In addition, the team should collectively have good knowledge in key cross cutting: partnerships, environmental principles, nutrition integration, gender, equity, disability, and wider inclusion issues. Humanitarian principles and protection issues should be well known and understood by all team members. At least one team member should have demonstrated professional recent experience with WFP. In addition, the team members should have experience in humanitarian and development contexts and knowledge of the WFP food and technical assistance modalities, including capacity strengthening to support national systems.

Table 4: Summary of evaluation team and areas of expertise required

	Expertise required
<p>Team Leadership (Senior level evaluator)</p>	<p>MINIMUM REQUIREMENTS</p> <ul style="list-style-type: none"> ▪ Strong presentation skills and excellent writing and synthesis skills in English. ▪ Excellent team management skills (coordination, planning, ability to resolve problems and deliver on time). ▪ Strong experience in leading complex, strategic evaluations at country level, such as evaluations of country strategic plans, organisational positioning, and nexus dynamics, including with UN organizations. ▪ Experience with applying theory-based evaluation approaches, reconstruction, and use of theories of change in evaluations covering one or more subsequent programmes. ▪ Experience facilitating in-person and hybrid meetings and workshops. ▪ Relevant knowledge of and experience in Armenia or similar country settings including understanding of key players within and outside the UN system ▪ Experience in humanitarian and/or development contexts. ▪ Strong ability to handle political sensitivities, and awareness of the political environment, to effectively navigate complex diplomatic landscapes. ▪ Expertise in one or more of the technical areas below. <p>DESIRABLE</p> <ul style="list-style-type: none"> ▪ Familiarity with WFP programmes and modalities of intervention, including capacity strengthening to support national systems ▪ Previous experience leading or conducting WFP evaluation(s). ▪ First-hand experience in emergency response and/or recovery programmes, preferably with WFP or other UN organizations.

Expertise required	
Thematic expertise (Senior expert) - level	<div style="background-color: #D9E1F2; padding: 2px;">MINIMUM REQUIREMENTS</div> <p>Prior experience in evaluating design, implementation, outputs, and outcomes in the following areas:</p> <ul style="list-style-type: none"> ▪ Capacity strengthening and technical assistant to support national systems ▪ School feeding, with a sustainability/handover perspective and nutrition-sensitive approach ▪ Social protection, including shock responsive ▪ Food systems and value chain approaches, in relation to Food Assistance for Assets, smallholder farmer support, market access, climate adaptation ▪ Disaster risk reduction, emergency preparedness and response ▪ Logistics, supply chain management ▪ Management of general food assistance, including in emergency context (in-kind and cash-based transfers) ▪ Humanitarian principles and cross-cutting themes including partnerships, environmental principles, nutrition integration, gender, equity, disability, and wider inclusion issues. <div style="background-color: #D9E1F2; padding: 2px;">DESIRABLE</div> <ul style="list-style-type: none"> ▪ Familiarity with WFP programmes and modalities of intervention. ▪ Previous experience leading or conducting WFP evaluation(s). ▪ Prior programme evaluation experience, preferably in Armenia or similar contexts ▪ Social and behavioural change approaches ▪ Evidence generation to support evidence-based policy and decision-making ▪ Knowledge of South-South and triangular cooperation.
Research Assistance	<div style="background-color: #D9E1F2; padding: 2px;">MINIMUM REQUIREMENTS</div> <ul style="list-style-type: none"> ▪ Relevant understanding of evaluation and research and knowledge of WFP modalities of intervention ▪ Strong experience with compiling and analysing monitoring, financial, logistics and cost-efficiency data, preferably from WFP data systems ▪ Strong ability to provide qualitative and quantitative research support to the evaluation team before, during and after fieldwork (e.g. data search, storage, cleaning and analysis, mobile phone/online survey design, focus group set up) ▪ Sound writing and presentation skills, including data visualization. document formatting, proofreading, and note taking ▪ Ability to provide logistic support for inception and data collection mission, proved by experience with in-person and hybrid meetings. <div style="background-color: #D9E1F2; padding: 2px;">DESIRABLE</div> <ul style="list-style-type: none"> ▪ Familiarity with WFP programmes and modalities of intervention ▪ Prior programme evaluation experience, preferably in Armenia or similar contexts

Expertise required	
Quality assurance (Senior level evaluator)	MINIMUM REQUIREMENTS
	<ul style="list-style-type: none"> ▪ Experience in quality assurance of evaluations. ▪ Experience in writing high quality, complex evaluation deliverables (detailed reports and summaries)
	DESIRABLE
	<ul style="list-style-type: none"> ▪ Familiarity with WFP programmes and modalities of intervention. ▪ Previous experience with WFP evaluation(s)

6.3. ROLES AND RESPONSIBILITIES

68. This evaluation is managed by the WFP Office of Evaluation. Ramona Desole has been appointed as evaluation manager (EM) and Lucia Landa Sotomayor has been appointed as OEV research analyst. Both have not worked on issues associated with the subject of evaluation. The EM, assisted by the OEV RA, is responsible for drafting the ToR; selecting and contracting the evaluation team; preparing and managing the budget; setting up the Internal Reference Group; organizing the team briefing and the in-country stakeholder workshop; supporting the preparation of the field mission; drafting the summary evaluation report; conducting the first-level quality assurance of the evaluation products and soliciting WFP stakeholders’ feedback on draft products. The evaluation manager will be the main interlocutor between the team, represented by the team leader, and WFP counterparts to ensure a smooth implementation process. Aurelie Larmoyer, Senior Evaluation Officer, will provide second-level quality assurance. The Director of Evaluation will clear the final evaluation products and present the CSPE to the WFP Executive Board for consideration in November 2025.
69. An [internal reference group](#) composed of selected WFP stakeholders at country office, regional bureau and headquarters levels will be expected to review and comment on draft evaluation reports; provide feedback during evaluation briefings; be available for interviews with the evaluation team.
70. The country office will facilitate the evaluation team’s contacts with stakeholders in Armenia; provide logistic support during the fieldwork and organize an in-country stakeholder workshop. David Mirzoyan the WFP country office focal point, and Zaruhi Ohanjanyan his alternate, and will assist in communicating with the evaluation manager and CSPE team, and setting up meetings and coordinating field visits. To ensure the independence of the evaluation, WFP staff will not be part of the evaluation team or participate in meetings where their presence could bias the responses of the stakeholders.

6.4. SECURITY CONSIDERATIONS

71. As an “independent supplier” of evaluation services to WFP, the contracted firm will be responsible for ensuring the security of the evaluation team, and for making adequate arrangements for evacuation for medical or insecurity reasons. However, to avoid any security incidents, the evaluation manager will ensure that the WFP country office registers the team members with the security officer on arrival in country and arranges a security briefing for them to gain an understanding of the security situation on the ground. The evaluation team must observe applicable United Nations Department of Safety and Security rules including taking security training (BSAFE & SSAFE) and attending in-country briefings.

6.5. COMMUNICATION

It is important that evaluation reports are accessible to a wide audience, as foreseen in the Evaluation Policy, to ensure the credibility of WFP – through transparent reporting – and the usefulness of evaluations. The dissemination strategy will be based on the stakeholder analysis and consider whom to disseminate to, whom to involve and it will also identify the users of the evaluation, duty bearers, implementers, beneficiaries, including gender perspectives.

72. A communication and knowledge management plan will be developed by the evaluation manager in consultation with the evaluation team and the Country Office during the inception phase. The evaluation team will propose/explore communication/feedback channels to appropriate audiences (including affected populations as relevant) as part of the inception phase.
73. The summary evaluation report along with the management response to the evaluation recommendations will be presented to the WFP Executive Board in November 2025. The final evaluation report will be posted on the public WFP website and the Office of Evaluation will ensure dissemination of lessons through the annual evaluation report.

6.6. THE PROPOSAL

74. Technical and financial offers for this evaluation should consider in-country inception and data collection missions, and travel of the evaluation team leader for the stakeholder workshop to be held in the country's capital. Proposals should build in sufficient flexibility to deal with possible risks (e.g., COVID-19 restrictions or flare-up of civil unrest / conflict)
75. Should translators be required for fieldwork, the evaluation firm will make arrangements and include the cost in the budget proposal. All evaluation products will be produced in English.
76. While the Summary Evaluation Report is drafted by the Evaluation Manager, financial proposals should budget time for the Team Leader to review and validate the final draft before it is submitted to the Executive Board.
77. Following the technical and financial assessment, an improved offer could be requested by WFP to the preferred bid(s) to better respond to the TOR requirements. WFP may conduct reference checks and interviews with selected team member.

NB: in the financial proposal, national consultants' fees should be in line with the UN salary scale in Armenia.

Annex 1: Evaluation timeline

		Who	Proposed Deadline
Phase 1: Preparation			
	Draft TORs circulated to LTA firms	EM	20 Nov 23
	Proposal Deadline based on the Draft TOR	LTA	8 Dec 23
	Final TOR sent to WFP Stakeholders	EM	12 Dec 23
	Summary TOR	EM	14 Jan 24
	Contracting evaluation team/firm	EM	14 Feb25
Phase 2 – Inception			
	Team preparation, literature review prior to HQ briefing	ET	26 Feb-1 Marc 24
	HQ & RB Inception Briefing (remote)	ET /EM	4-8 March 24
	Remote Inception Mission (in person)	ET /EM	11-15 March 24
D0	Submit high quality Draft 0 Inception Report (IR) (after the company's quality check) to OEV	TL	29 March 2024
	OEV quality assurance and feedback	EM	5 April 2024
D1	Submit Draft 1 IR	TL	12 April 2024
	Review Draft 1 IR and submit it to DOE for clearance	EM/QA2	19 April 2024
	Clear Draft 1 IR	DOE	26 April 2024
	Share draft inception report to CO for comment (2 weeks)	EM	30 April 2024
	Consolidate comments and send them the TL	EM	16 May 2024
Final	Submit final IR to OEV based on CO's comments, with team's responses in the matrix of comments	TL	24 May 2024
	Clear Final IR	DOE	31 May 2024
	Circulate final IR to WFP key stakeholders for their information + post a copy on intranet	EM	7 June 2024
	Launch online survey (if done) and complete it at least 7 days before data collection	Stakeholders	8 June 2024
Phase 3 - Evaluation Phase, including Fieldwork			
	In country data collection in country (Yerevan)	ET	1-12 July 2024
	Exit debrief with CO management (PPT)	TL	12 July 2024
	Preliminary findings debriefing with CO and other stakeholders (PPT)	ET	1 August 2024
Phase 4 – Reporting			
D0	Submit high quality Draft 0 Evaluation Report (ER) to OEV (after the company's quality check)	TL	2 September 24
	OEV quality assurance and feedback to TL	EM/QA2	23 September 24
D1	Submit Draft 1 to OEV	TL	1 October 2024
	Review Draft 1 ER and submit to DOE for clearance	EM	8 October 2024
	Clear Draft 1 ER prior to circulating it to Internal Reference Group (IRG)	DOE	15 October 2024
	Share Draft 1 ER with IRG for feedback	EM	29 October 2024
	Stakeholder workshop in country (Yerevan)	TL/EM	19-20 November 2024
	Consolidate comments and send them the TL	EM	25 November 2024
D2	Submit Draft 2 ER to OEV based on WFP's comments, with team's responses in the matrix of comments	ET	6 December 2025
	Review Draft 2 ER and share any additional feedback/major revisions with ET	EM	19 December 2025
D3	Submit Draft 3 ER to OEV	TL	7 January 2025
	Review Draft 3 ER and submit to DOE for approval	EM	14 January 2025
	Approve Draft 3 ER	DOE	21 January 25
(SER)	Prepare Draft 0 Summary Evaluation Report (SER)	EM	17 February 2025
	Seek SER validation by TL	EM	24 February 2025
	Approve final SER	DOE	March 25

Annex 2: Overview of performance data availability

Table 1: Country Strategic Plan Armenia 2019-2025 logframe analysis				
Logframe version		Outcome indicators	Cross-cutting indicators	Output indicators
v 1.0 (7 November 2018)	Total nr. of indicators	4	4	19
v 2.0 (6 April 2020)	New indicators	2	4	5
	Discontinued indicators	0	0	0
	Total nr. of indicators	6	8	24
v 3.0 (22 December 2020)	New indicators	1	1	0
	Discontinued indicators	0	0	0
	Total nr. of indicators	7	9	24
v 4.0 (13 October 2021)	New indicators	0	0	1
	Discontinued indicators	0	0	0
	Total nr. of indicators	7	9	25
v 5.0 (10 November 2021)	New indicators	0	0	8
	Discontinued indicators	0	0	3
	Total nr. of indicators	7	9	30
v 8.0 (14 February 2023)	New indicators	0	0	2
	Discontinued indicators	0	0	0
	Total nr. of indicators	7	9	32
Total number of indicators that were included across all logframe versions		4	4	16

Note: Logframe version 6.0 (approved on 15 August 2022) version 7.0 (approved on 19 August 2022) do not present any change in the numbers of indicators

Table 2: Transitional-Interim Country Strategic Plan Armenia 2018-2019 logframe analysis				
Logframe version		Outcome indicators	Cross-cutting indicators	Output indicators
v 1.0 (5 April 2017)	Total nr. of indicators	4	7	14
v 2.0 (26 June 2018)	New indicators	0	0	0
	Discontinued indicators	0	0	0
	Total nr. of indicators	4	7	14
v 3.0 (23 April 2019)	New indicators	1	3	5
	Discontinued indicators	0	0	0
	Total nr. of indicators	5	10	19
Total number of indicators that were included across all logframe versions		4	7	14

Table 3: Analysis of results reporting in Armenia annual country reports 2018-2022

		T-ICSP 2018-2019		CSP 2019-2025			
		ACR 2018	ACR 2019-I	ACR 2019-II	ACR 2020	ACR 2021	ACR 2022
Outcome indicators							
	Total number of indicators in applicable logframe	4	5	4	7	7	7
Baselines	Nr. of indicators with any baselines reported	4	2	2	3	4	4
Year-end targets	Nr. of indicators with any year-end targets reported	4	2	3	5	6	6
CSP-end targets	Nr. of indicators with any CSP-end targets reported	4	2	3	5	6	6
Follow-up	Nr. of indicators with any follow-up values reported	4	2	3	5	6	6
Cross-cutting indicators							
	Total number of indicators in applicable logframe	7	10	4	9	9	9
Baselines	Nr. of indicators with any baselines reported	7	7	4	4	8	8
Year-end targets	Nr. of indicators with any year-end targets reported	7	7	4	4	8	8
CSP-end targets	Nr. of indicators with any CSP-end targets reported	7	7	4	5	8	8
Follow-up	Nr. of indicators with any follow-up values reported	7	7	4	4	8	8
Output indicators							
	Total number of indicators in applicable logframe	14	19	19	24	30	30
Targets	Nr. of indicators with any targets reported	7	9	11	16	15	23
Actual values	Nr. of indicators with any actual values reported	7	9	11	15	15	23

Table 4: List of indicators for which follow up values are available 2018-2022

Indicators	2018	2019 (Jan-June)	2019 (Jul-Dec)	2020	2021	2022
OUTCOME						
Hand-over strategy developed and implemented [1=not achieved; 2=partially achieved; 3=achieved]			x	x	x	x
Retention rate	x	x	x	x	x	x
Drop-out rate	x	x	x	x	x	x
Number of national food security and nutrition policies, programmes and system components enhanced as a result of WFP capacity strengthening			x	x	x	x
Consumption-based Coping Strategy Index (Average)					x	x
Food Consumption Score				x	x	x
OUTPUT						
Average number of school days per month on which multi-fortified or at least 4 food groups were provided (nutrition-sensitive indicator)						x
Feeding days as percentage of total school days		x	x	x	x	x
Number of capacity strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities			x	x		
Number of institutional sites assisted	x	x	x	x	x	x
Number of people engaged in capacity strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities		x	x	x	x	x
Number of people provided with direct access to energy products or services				x	x	x
Number of schools with infrastructure rehabilitated or constructed		x	x	x	x	x
Number of smallholder farmers supported/trained			x	x	x	x
Number of women, men, boys and girls receiving food/cash-based transfers/commodity vouchers/capacity strengthening transfers		x	x	x	x	
Number of national institutions benefitting from embedded or seconded expertise as a result of WFP capacity strengthening support			x	x	x	x
Number of people reached through interpersonal SBCC approaches			x	x	x	x
Number of people reached through SBCC approaches using media			x	x	x	
Number of tools or products developed or revised to enhance national food security and nutrition systems as a result of WFP capacity strengthening support						x

Table 4: List of indicators for which follow up values are available 2018-2022

Indicators	2018	2019 (Jan- June)	2019 (Jul- Dec)	2020	2021	2022
Number of participants of financial inclusion initiatives promoted by WFP						x
Number of people benefiting from assets and climate adaptation practices facilitated by WFP's Risk Management activities						x
Number of people provided with direct access to energy products or services						x
Number of people reached through interpersonal SBCC approaches						x
Number of women, men, boys and girls receiving food/cash-based transfers/commodity vouchers/capacity strengthening transfers						x
Number of shared services provided, by type				x	x	x
Number of WFP-led clusters operational, by type				X	X	
Number of assets built, restored or maintained by targeted households and communities, by type and unit of measure						X
Total amount of cash transferred to targeted beneficiaries					x	x
CROSS CUTTING						
Proportion of targeted people having unhindered access to WFP programmes					x	x
Proportion of targeted people receiving assistance without safety challenges					x	x
Proportion of targeted people who report that WFP programmes are dignified					x	x
Proportion of assisted people informed about the programme (who is included, what people will receive, length of assistance)	x	x	x	x	x	x
Proportion of project activities for which beneficiary feedback is documented, analysed and integrated into programme improvements	x	x	x	x	x	x
Proportion of food assistance decision-making entity - committees, boards, teams, etc. - members who are women	x	x	x	x	x	x
Proportion of households where women, men, or both women and men make decisions on the use of food/cash/vouchers, disaggregated by transfer modality	x	x			x	x
Type of transfer (food, cash, voucher, no compensation) received by participants in WFP activities, disaggregated by sex and type of activity	x	x	x	x	x	x

Annex 3: List of relevant previous evaluations, reviews and assessments

Category	Title (hyperlink)	Main features
Centralized evaluations	<p>WFP. 2015. Operation evaluation - Armenia Development of Sustainable School Feeding (DEV) 200128 - mid-term evaluation</p> <p>Evidence from the above evaluation fed into the preparation</p> <ul style="list-style-type: none"> - WFP. 2015. Annual Synthesis of Operation Evaluations (2014 - 2015) - WFP. 2017. Operation evaluations series RBC Regional Synthesis (2012-2017) 	<p>The mid-term evaluation of the development project (200128) of Sustainable School Feeding' (2010-2016) assessed the appropriateness and the effectiveness of the project, and examine the factors affecting the results. Key strategic and operational recommendations include: i) facilitate transitioning from direct implementer towards enabler of national ownership through a well-defined handover plan; ii) rethink the school meals strategy; iii) improve gender equality impact; iv) reinforce knowledge transfer to the Government; v) strengthen the monitoring and evaluation (M&E) system; vi) improve partnerships and; vii) invest in studies to build evidence for solid policy and programme design</p>
	<p>WFP. 2020. SE of Funding WFPs Work</p>	<p>The evaluation assessed the quality and results of the efforts made by WFP between 2014 and 2019 to secure adequate and appropriate funding for its work towards achieving zero hunger, and it sought to determine why WFP has or has not been able to fund its work in order to draw lessons for the future. Armenia was one of the eight country offices visited as part of the data collection.</p>
Decentralized evaluations	<p>WFP. 2019. Decentralized impact evaluation of the Nutrition-sensitive Aspect of the Development of Sustainable SF Project 2018-19</p>	<p>The impact evaluation was commissioned by the Armenia Country Office and covered the nutrition-sensitive Aspect of the "Development of Sustainable School Feeding" Project in Armenia 2018-2019. It was commissioned to evaluate the addition of a morning snack to an existing school lunch programme to determine if this addition improves the attention and capacity for learning of preschool. Schools in three provinces were randomized into a treatment group and a control group and the impact of the programme on both fluid intelligence (attention and processing speed) and crystallized intelligence (school readiness) was assessed.</p>
	<p>Ongoing. Decentralized evaluation of School Feeding Modalities Applied in Armenia from 2018 - 2023</p>	

<p>Mid-Term Review</p>	<p>WFP. 2022. Armenia CO CSP 2019-2024 Mid-Term Review (not available online)</p>	<p>The Mid-Term Review (MTR) of the CSP covered the period between July 2019 and July 2022. It formulates 19 recommendations around three main areas:</p> <p><u>Activity design and planning</u></p> <ol style="list-style-type: none"> 1. Better use of primary data collected by WFP and use of forward-looking analysis tools for projections and early warning information. 2. Conduct needs assessments in targeted communities (rural and urban) to better inform Social Behaviour Change approaches and programming. 3. Strengthen utilisation of technical expertise and partnerships at local and central levels, including with the private sector to ensure more complementarities and synergies. <p><u>Activity implementation mechanisms</u></p> <ol style="list-style-type: none"> 4. Engage and seek support from donors and partners to implement major priorities, such as social protection, innovation, climate change, and emergency preparedness. 5. Ensure a more systematic approach for the Budget Revision process, with regard to triggers of change and roles and responsibilities in the BR process. 6. Explore further opportunities to discuss staff career development goals and aspirations, to ensure more consider more fixed term contracts vs. temporarily modalities, based on programme structure and needs. 7. As some CSP activities are coming to their final stages, consider reprofiling of concerned staff. 8. Expand brand advocacy to raise public awareness and recognition the CSP activities to facilitate implementation and ownership by the Government, including through social media. 9. Increase awareness of WFP Compliance Feedback Mechanisms among targeted communities to fully utilise those channels of feedback. 10. Develop a strategy and implementation plan for mainstreaming nutrition in current activities. 11. Strengthen CO emergency preparedness of by consolidating different programme domains (e. Food Value Chain and Supply Chain) into one structured plan with key standards needed for minimum or advanced preparedness. <p><u>Results, Monitoring, Reporting and Learning systems</u></p> <ol style="list-style-type: none"> 12. Identify constraining factors for the use of M&E data to for both accountability and learning purposes and better inform decision-making. 13. Develop a formal follow up system to M&E findings and recommendations. 14. Identify opportunities for more effective inter agency UN coordination in joint planning, formulation, monitoring and reporting. 15. Organize faster monitoring data collection and reporting (e.g. real time data visualization; dashboards). <p><u>Cross-cutting</u></p>
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		<p>16. Include nutrition education component as part of the WFP awareness campaigns and develop methodological guidelines as part of the Social Behaviour Change strategy.</p> <p>17. Elaborate plans for strengthening its programme approaches on gender/age, nutrition and environment mainstreaming and engaging people with disabilities.</p> <p>18. Conduct environmental screening of all CO procurement, cooperating partner and other contracts and MoUs to report on the mandatory cross cutting environmental indicators.</p> <p>19. Complete CO Gender Transformative Plan by 2022.</p>
Assessments	WFP. 2017. Armenia Comprehensive Food Security, Vulnerability and Nutrition Analysis (CFSVNA)	The assessment presents the socio-economic, political, food security and nutrition context combined with trend analysis on food security and nutrition.
	WFP. 2020. Food Security and Vulnerability Assessment in Armenia (Round 1) July 2020	The Food Security and Vulnerability Assessments (FSVA) track the food security situation in Armenia and were initiated following the outbreak of the COVID-19 pandemic as well as the escalation of Karabakh crisis . The assessments provide an analysis of the food security and vulnerability situation in Armenia.
	WFP. 2021. Food Security and Vulnerability Assessment in Armenia (Round 2) February 2021	
	WFP.2021. Food Security and Vulnerability Assessment in Armenia (Round 3) December 2021	
	WFP. 2022. Food Security and Vulnerability Assessment in Armenia (Round 4) September 2022	
	WFP. 2023. Food Security and Vulnerability Assessment in Armenia (Round 5) December 2022 - January 2023	
	WFP. 2023. Poverty and food security: A snapshot of interlinkages	
Other studies	WFP. 2016. Armenia's National School Feeding Programme Cost Benefit Analysis	The purpose of the analysis is to determine the total benefit to the community from each dollar invested in a school feeding programme. It considers the relevant costs and benefits of the school feeding programme to identify its return on investment.
	AVAG Solutions. 2018. National Strategic Review of Food Security and Nutrition	The review identified gaps and challenges that need to be addressed and formulated six recommendations for achieving SDG 2 in Armenia by 2030: ensure programmatic synergies across all pillars of food security; apply well-targeted healthcare, social protection and territorial policies; revise social protection policy instruments to cover the most deprived; promote public awareness of healthy nutrition and SDG 2 goals with comprehensive evidence base; Implement innovative approaches and schemes to

		enhance smallholder farms' productivity and climate; and coordinate and sustainably manage policies for food security and SDG 2 progress.
	WFP.2023. Impact of climate change on livelihoods and food security in Armenia (CLEAR- Consolidated Livelihood Exercise for Analyzing Resilience)	The report provides an assessment of the ability of households to cope with the climate risks as well as the impact of predicted climate change on livelihoods and food security.

Annex 3: Acronyms

AAP	Accountability to Affected Populations
BR	Budget Revision
CBT	Cash-based transfers
CCS	Country Capacity Strengthening
CO	Country Office
CP	Country Programme
CS	Capacity Strengthening
CSP	Country Strategic Plan
CSPE	Country Strategic Plans Evaluation
EB	Executive Board
EM	Evaluation Manager
EMOP	Emergency Operation
FAO	Food and Agriculture Organization
GEEW	Gender Equality and Empowerment of Women
HQ	Headquarters
IOM	International Organization for Migration
IFAD I	International Fund for Agricultural Development
IFPRI	International Food Policy Research Institute
IR-PREP	Immediate Response Preparedness
NEET	Not in employment, education nor training
NBP	Needs-based Plan
OEV	Office of Evaluation
OIGI	Office of Inspection and Investigation
PHQA	Post hoc quality assessment
RA	Research Analyst

RBC	Regional Bureau for the Middle East, Northern Africa and Eastern Europe
RRP	Emergency Refugee Response Plan
SD	Service delivery
SFCWA	School Feeding and Child Welfare Agency
SIFI	Social and Industrial Food Service Institute
SO	Strategic Objective
SME	Small and Medium Enterprise
T-ICSP	Transitional Interim CSP
UNCT	United Nations Country Team in Armenia
UNDP	United Nations Development Programme
UNEG	United Nations Evaluation Group
UNICEF	United Nations Children's Fund
UNAIDS	United Nations Programme on HIV/AIDS
UNFPA	United Nations Population Fund
USD	United States Dollar
WB	World Bank
WFP	World Food Programme
WHO	World Health Organization

Office of Evaluation

World Food Programme

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