

# Evaluation of Armenia WFP Country Strategic Plan 2019-2025

## Summary Terms of Reference



*Country Strategic Plan Evaluations (CSPEs) encompass the entirety of WFP activities during a specific period. Their purpose is twofold: 1) to provide evaluation evidence and learning on WFP's performance for country-level strategic decisions, specifically for developing the next Country Strategic Plan and 2) to provide accountability for results to WFP stakeholders.*

### Subject and focus of the evaluation

WFP has been active in Armenia since 1993, initially focused on emergency support and improvement of the nutritional status of people at risk. By 2000, it had shifted towards development assistance, progressively adjusting from direct implementation to a stronger enabling role, scaling up capacity strengthening and technical support.

The evaluation will cover the Country Strategic Plan (July 2019-2025), approved in June 2019, and subsequent budget revisions. The CSP pursues four Strategic Outcomes (SO) as follows: SO1: Vulnerable populations in Armenia, including schoolchildren, have access to adequate and nutritious food year round; SO2: National policies, programmes and systems are strengthened to improve food security and nutrition among targeted groups by 2025; SO3: Vulnerable populations benefit from improved capacities of national entities and partners to prevent and respond to emergencies, and SO4: Vulnerable populations in Armenia have access to basic needs and livelihoods during and in the aftermath of a crises.

The Country Portfolio Budget (Needs Based Budget) was approved at USD 27.9 million and increased to USD 84.2 million through five budget revisions, mainly to accelerate a handover of school feeding programmes to the Government, and to provide support and expand assistance to the population affected by crises. As of September 2023, the CSP was funded at 41.3 percent with 74 percent of resources allocated for the root causes focus area.

The evaluation will assess WFP contributions to CSP strategic outcomes, establishing plausible causal relations between the outputs of WFP activities, the implementation process, the operational environment, and changes observed at the outcome level, including any unintended consequences.

It will also focus on adherence to humanitarian principles,

gender equality, protection, and accountability to affected populations.

The evaluation will adopt standard UNEG and OECD/DAC evaluation criteria, namely: relevance, coherence, efficiency, effectiveness, and sustainability.

### Objectives and stakeholders of the evaluation

WFP evaluations serve the dual objectives of accountability and learning. The evaluation will seek the views of, and be useful to, a range of WFP's internal and external stakeholders and presents an opportunity for national, regional and corporate learning. The primary user of the evaluation findings and recommendations will be the WFP Country Office and its stakeholders to inform the design of the new Country Strategic Plan.

The evaluation report will be presented at the Executive Board session in November 2025.

### Key evaluation questions

The evaluation will address the following four key questions:

**QUESTION 1: 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?**

The evaluation will assess the extent to which and how the CSP and budget revisions were informed by existing evidence on hunger challenges, food security and nutrition issues to address issues of food-insecure and other crisis-affected populations; the CSP was designed to support national priorities, the UN cooperation framework and the SDGs based on the comparative advantage of WFP in the country; is internally coherent and based on an implicit theory of change; and has remained relevant throughout the implementation of the CSP in light of changing context, national capacities and needs.

**QUESTION 2: What difference did the CSP make to food security and nutrition of food-insecure and other crisis-affected populations in Armenia?**

The evaluation will assess the extent to which and how WFP achieved its coverage and contributed to the expected outcomes of the CSP and whether there were

any positive or negative unintended outcomes. This will include assessing achievement against cross-cutting dimensions and principles (humanitarian principles, protection, accountability to affected populations, gender, equity and disability inclusion, nutrition, integration, and environment). It will also assess the extent to which the achievements of the CSP are likely to be sustainable; and whether the CSP facilitated more strategic linkages between humanitarian, development and peace work.

**QUESTION 3: To what extent has WFP used its resources efficiently?** The evaluation will assess whether outputs were delivered within the intended timeframe and the extent to which and how WFP reprioritized its interventions to optimize resources and ensure continued relevance and effectiveness in view of funding gaps. It will also assess the appropriateness of targeting of interventions and the cost-efficient delivery of assistance.

**QUESTION 4: What are the critical factors, internal and external to WFP, explaining performance and results?**

The evaluation will assess the extent to which the CSP facilitated: the mobilization of adequate, timely, predictable and flexible resources; to the development of appropriate partnerships and collaboration with other actors to enhance its contribution; and what role other factors (programme integration, human resources, innovation, monitoring, etc.) played in explaining performance and results under the CSP.

## Scope, methodology and ethical considerations

The unit of analysis is the Country Strategic Plan, approved by the WFP Executive Board in June 2019, along with any subsequent budget revisions.

The temporal scope of the evaluation will encompass the period from the CSP formulation phase (i.e., 2018) until the end of the evaluation data collection phase (i.e. mid- 2024). Although the CSP cycle started in July 2019, the evaluation will look at 2018 to assess the design process of the CSP, and if the envisaged strategic shift has taken place and, if so, what the consequences are.

The evaluation will adopt a mixed methods approach using a variety of primary and secondary sources, including desk review, key informant interviews, surveys, and focus groups discussions. Systematic triangulation across different sources and methods will be carried out to validate findings and avoid bias in the evaluative judgement. Evaluability challenges will be assessed, e.g. relevance and validity to monitor and assess the performance of WFP country capacity strengthening interventions, and the evaluation team will devise measures to mitigate them.

The evaluation conforms to WFP and 2020 UNEG ethical guidelines. This includes, but is not limited to, ensuring informed consent, protecting privacy, confidentiality, and anonymity of participants, ensuring cultural sensitivity, respecting the autonomy of participants, ensuring fair

recruitment of participants (including women and socially excluded groups) and ensuring that the evaluation results in no harm to participants or their communities.

## Roles and responsibilities

**EVALUATION TEAM:** The evaluation will be conducted by a team of independent consultants with a mix of relevant expertise related to the Armenia CSPE (i.e., capacity strengthening to support national systems, school feeding, social protection, food systems and value chains, disaster risk reduction).

**OEV EVALUATION MANAGEMENT:** The evaluation will be managed by Ramona Desole in the WFP Office of Evaluation. She will be the main interlocutor between the evaluation team, represented by the team leader, and WFP counterparts, to ensure a smooth implementation process and compliance with OEV quality standards for process and content. Lucia Landa Sotomayor will be the OEV research analyst for this evaluation; second level quality assurance will be provided by Aurelie Larmoyer. The Director of Evaluation, Anne-Claire Luzot, will approve the final versions of all evaluation products.

**INTERNAL REFERENCE GROUP:** This group is constituted of a cross-section of WFP stakeholders from relevant business areas at different geographical levels will be consulted throughout the evaluation process to review and provide feedback on evaluation products, in addition to sharing information.

**STAKEHOLDERS:** In addition to the mentioned above, WFP CSPE stakeholders at country, regional and HQ level are expected to engage throughout the evaluation process to ensure a high degree of utility and transparency. External stakeholders, such as beneficiaries, government, donors, implementing partners and other UN agencies will be consulted during the evaluation process.

## Communication

Preliminary findings will be shared with WFP stakeholders in the Country Office, the Regional Bureau and Headquarters during a debriefing session at the end of the data collection phase. A more in-depth debrief will be organized in August to inform the new CSP design process. A country stakeholder workshop will be held in November 2024 to ensure a transparent evaluation process and promote ownership of the findings and preliminary recommendations by country stakeholders.

Evaluation findings will be actively disseminated, and the final evaluation report will be publicly available on WFP's website.

## Timing and key milestones

**Inception Phase: March-June 2024**

**Data collection: July 2024**

**Debriefing: August 2024**

**Reports: September 2024 - January 2025**

**Stakeholder Workshop: November 2024**

**Executive Board: November 2025**