

MANAGEMENT RESPONSE TO THE RECOMMENDATIONS FROM THE REPORT ON THE EVALUATION OF SCHOOL FEEDING MODALITIES APPLIED IN ARMENIA



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MR focal point: David Mirzoyan, Evaluation Manager

MR Lead: Nanna Skau, Country Director, Evaluation Committee Chairperson

BACKGROUND

This document presents WFP Armenia's management response to the Recommendations from the evaluation report on the Evaluation of School Feeding Modalities Applied in Armenia. The evaluation covered School Feeding Programme activities implemented between January 2018 to December 2023. It was commissioned to assess the programme's performance, fill evidence gaps, and inform the design of future school feeding interventions, as well as the new Country Strategic Plan. Taking a utilization-focused, consultative approach, the evaluation serves the dual purpose of accountability and learning.

The evaluation made a total of six recommendations, of which three are strategic and three operational. The response presented below sets out whether WFP Armenia agrees, partially agrees, or disagrees with the evaluation Recommendations and sub-Recommendations. It presents the planned (or taken) actions, responsibilities, and timelines.

Recommendations and sub-Recommendations [one Recommendation/sub-rec per row, deadlines in brackets]	Recommendation and sub-Recommendation lead office ¹	Management response ²	Actions	Action lead office ³	Action deadline (Indicate month and year)	Status ⁴	HQ COMMENTS 20240922
<p>Priority: High</p> <p>Recommendation 1: Enhance resilience to external shocks through the advancement of adaptive management and flexibility in implementation frameworks to enable a more robust SFP during crises and scaling up the transformative SF model which promotes circular economy.</p> <p>Deadline: December 2026</p>	WFP Armenia Management (WFP Armenia Programme and RAM)	Agreed					

¹ Indicate the lead office, with any supporting offices in brackets

² Indicate whether each Recommendation and sub-Recommendation is 'Agreed', 'Partially agreed' or 'Not agreed'. Briefly justify partially or not agreed

³ Indicate the action lead, with any supporting offices in brackets

⁴ Indicate the current status of the action – Not started/ Ongoing/ Completed

<p>Priority: High</p> <p>Sub-recommendation 1.1: WFP should strengthen the institutional capacity of the SFCWA through the implementation of a capacity building plan to ensure longer term staffing and sustainable funding. The implementation plan should include mentoring and technical assistance in place for at least two years to ensure the SFCWA can independently manage and execute the program effectively. This will help ensure a smooth transition and enable the SFCWA staffing, capacity building, and funding to operate sustainably without WFP support in the future.</p> <p>Deadline: December 2026</p>	<p>WFP Armenia Management (WFP Armenia Programme (School Feeding, Social Behaviour Change) and RAM</p>	<p>Agreed</p>	<p>1.1.1 Support the SFCWA to develop and approve a two-year capacity-building plan for the SFCWA, including the topics of financial management, programme implementation, monitoring and additional recourse mobilization, detailing training, mentoring, and technical assistance needs and support its implementation.</p>	<p>WFP Armenia Programme, RAM and Partnerships</p>	<p>December 2026</p>		
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<p>Priority: High Sub-recommendation 1.2: WFP to, jointly with the Government of Armenia (GoA), further develop strategic planning for the school commercial component of SAP, embracing identification of roles and responsibilities, planning and managing SAP. Deadline: December 2026</p>	<p>WFP Armenia Management (WFP Armenia Programme, SFCW Agency)</p>	<p>Agreed</p>	<p>1.2.2 Support drafting a strategic plan for the school commercial component of SAP in collaboration with the GoA, incorporating financial sustainability measures, legal and operational frameworks, as well as support its implementation.</p>	<p>WFP Armenia Programme, SFCW Agency and Government</p>	<p>December 2026</p>		
<p>Priority: High Sub-recommendation 1.3: WFP to support with gender-transformative programming aiming to improve women's socio-economic position in communities through capacity-building in food and nutrition-related job and entrepreneurship opportunities (e.g. vocational training, certified short-term training), empowerment in decision-making, and sensitization activities to improve awareness about gender stereotypes, in particular, related to food and nutrition and deconstruct them among schoolchildren and school staff with an envisaged impact on parents and the broader community. Use</p>	<p>WFP Armenia Management (WFP Armenia Programme, Gender Focal Point (GFP) and RAM)</p>	<p>Partially Agreed</p>	<p>1.3.1 Support the MoESCS to develop and implement a gender-sensitization activities/sessions for Kitchen helpers. transformative capacity-building programme, including vocational and certified short-term training in food and nutrition-related jobs.</p>	<p>WFP Armenia Programme, GFP and RAM</p>	<p>December 2026</p>		
			<p>1.3.2 Develop and include GEWE indicators and gender-sensitive budgeting in the new SFP design, as part of the new CSP,</p>	<p>WFP Armenia Programme, GFP and RAM</p>	<p>November 2025</p>		

<p>synergies in activities on GBV (e.g. awareness-raising campaigns, capacity-building, training) with other stakeholders. Plan GEWE activities, including relevant indicators and gender budgeting, for the new SFP with annual monitoring and potential revisions. Collect gender and age- disaggregated data during regular SFP monitoring and utilise the results for planning GEWE initiatives.</p> <p>Deadline: December 2026</p>			<p>with annual monitoring and revisions based on results.</p>				
<p>Priority: High Recommendation 2: Ensure the institutionalization of monitoring and evaluation of SFP by developing a comprehensive monitoring and evaluation strategy and promoting an inclusive SFP that ensures equal access to school feeding for all children.</p> <p>Deadline: December 2026</p>	<p>WFP Armenia Management (WFP Armenia RAM and Programme (School Feeding, Food Value Chain)</p>	<p>Agreed</p>					

<p>Priority: High Sub-recommendation 2.1: Finalize the development and approval of the TOR for integration of school feeding monitoring into EMIS (governmental platform for digital monitoring, reporting and information sharing). Collect gender, age-and children with special needs disaggregated data for planning GEWE initiatives. Deadline: December 2026</p>	<p>WFP Armenia Management (WFP Armenia RAM and Programme)</p>	<p>Agreed</p>	<p>2.1.1 Support the Ministry of Education, Science, Culture and Sports (MoESCS) to finalize and approve the Terms of Reference (TOR) for integrating school feeding monitoring into the EMIS platform, ensuring inclusion of gender, age, and children with special needs disaggregated data fields and Support the MoESCS to roll out the updated EMIS platform nationwide.</p>	<p>WFP Armenia RAM and Programme</p>	<p>December 2026</p>		
<p>Priority: High Sub-recommendation 2.2: Regularly update databases of trained personnel and create feedback loops to inform continuous improvement of the SFP, ensuring the program's effectiveness and adaptability. Deadline: December 2026</p>	<p>WFP Armenia Management (WFP Armenia Programme) SFCW agency</p>	<p>Agreed</p>	<p>2.2.1 To support the SFCWA to establish a centralized database to track and update the profiles of all trained personnel involved in the SFP, including their roles, training history, and competencies.</p>	<p>WFP Armenia Programme (School Feeding)</p>	<p>December 2026</p>		

<p>Priority: Medium Recommendation 3: Engage and empower local communities by establishing community mechanisms to promote ownership. Deadline: December 2026</p>	<p>WFP Armenia Management (WFP Armenia Programme) SFCW Agency</p>	<p>Agreed</p>					
<p>Priority: Medium Sub-recommendation 3.1: WFP assist GoA to further involve parents and community members, particularly from urban settlements and local NGOs, in the planning and implementing of school feeding programs to ensure they are context-specific and sustainable. Promote community ownership and participation to build a supportive environment for children's health and nutrition. This can improve coordination and resource-sharing, supporting comprehensive school feeding initiatives. Deadline: December 2026</p>	<p>WFP Armenia Management (WFP Armenia RAM and Programme)</p>	<p>Agreed</p>	<p>3.1.1 WFP will assist the SFCW agency to develop a community participation framework outlining roles, responsibilities, and resource-sharing mechanisms for parents, community members, and local NGOs in school feeding programme. WFP will also assist in its implementation.</p>	<p>WFP Armenia Programme</p>	<p>December 2026/ongoing</p>		
<p>Priority: High Recommendation 4: Secure sustainable long-term funding to support the operational expenses of school feeding initiatives by revising the Sustainable School Feeding Strategy and developing legislation that incorporates school feeding within the</p>	<p>WFP Armenia Management (WFP Armenia Programme)</p>	<p>Partially Agreed</p>					

<p>government's budgetary framework. Deadline: December 2026</p>							
<p>Priority: High Sub-recommendation 4.1: WFP to ensure further provision of assistance in drafting the upcoming National Sustainable School Feeding Strategy (2023 - 2030), assistance in drafting and passing legislation specifically addressing school feeding and school health and nutrition to create a solid legal framework, ensuring sustained and systematic support for school feeding programs. This will align national legal and strategic documents with school feeding priorities, providing clear guidance and contingency plans. Deadline: December 2026</p>	<p>WFP Armenia Management (WFP Armenia Programme)</p>	<p>Partially Agreed</p>	<p>4.1.1 Provide Technical Assistance to GoA to draft the National Sustainable School Feeding Strategy (2023 - 2030) and align it with education and nutrition policies, ensuring long-term implementation and capacity-building among relevant authorities. Partially agreed, because it is conditioned by the final approval and funding of Yerevan school feeding programme.</p>	<p>WFP Armenia Programme</p>	<p>December 2026</p>		
			<p>4.1.2 Support the Development of Legislation on School Feeding and Health, engaging with policymakers, and advocating for the legislation's passage to ensure a legal framework that sustains school feeding programme. Partially agreed, because it is</p>	<p>WFP Armenia Programme</p>	<p>December 2030</p>		

			conditioned by the final approval and funding of Yerevan school feeding programme.				
<p>Priority: High</p> <p>Sub-recommendation 4.2: WFP jointly with GOA to seek sources of possible co-funding to supplement the operational costs of SFP.</p> <p>Deadline: December 2026</p>	WFP Armenia Management (WFP Armenia Partnership and Programme)	Agreed	4.2.1 Support the GOA to identify national and international organizations, private sector partners, and donors who are interested in co-funding school feeding programs (SFP).	WFP Armenia Partnership and Programme	December 2026		
<p>Priority: High</p> <p>Recommendation 5: Secure funding for investments in both 'soft' and 'hard' components to enhance and expand the school feeding program and improve its resilience through fundraising from GOA, donors, the corporate sector, and the diaspora.</p> <p>Deadline: December 2026</p>	WFP Armenia Management (WFP Armenia Partnership and Programme)	Agreed					

<p>Priority: High</p> <p>Sub-recommendation 5.1: WFP to sustain multiyear strategic partnerships with existing donors like the Russian Federation and attracting additional funding sources to ensure effective implementation of school feeding programs. Highlight the program's successes to potential existing and new donors (e.g. Asian Development Bank, World Bank, French Embassy, Government of China) to expand the funding base to cover the existing school feeding activities and to expand the SFP in Yerevan, and to secondary schools in the regions.</p> <p>Deadline: December 2026</p>	<p>WFP Armenia Management (WFP Armenia Partnership and Programme)</p>	<p>Partially Agreed</p>	<p>5.1.1 WFP Armenia will continue to engage with current and new donors providing regular updates on the impact and success of school feeding programs.</p>	<p>WFP Armenia Partnership and Programme</p>	<p>December 2025/ongoing</p>		
			<p>5.1.2 WFP Armenia will work with the GOA to secure additional funding sources by showcasing the value and scalability of the school feeding programme, including its expansion to Yerevan and strengthening/expansion of transformative models in the regions.</p>	<p>WFP Armenia Partnership and Programme</p>	<p>December 2025/ongoing</p>		

<p>Priority: High Sub-recommendation 5.2: WFP to engage more private sector partners (private bakeries, mills, markets, cooperatives) in the food value chains (wholegrain products, dairy products) and green energy projects (solar stations) to inform, sustain and scale up transformative activities. Provide support to the GOA in developing a clear strategy for equipping new / rehabilitated schools and for transferring equipment provided by the WFP to existing schools, based on the existing Government Program “300 schools and 500 kindergartens” to be completed by 2026. Deadline: December 2026</p>	<p>WFP Armenia Management (WFP Armenia Partnership and Programme)</p>	<p>Agreed</p>	<p>5.2.1 WFP Armenia agrees to expand Private Sector Engagement based on existing and new partnership modalities.</p>	<p>WFP Armenia Partnership and Programme</p>	<p>December 2026</p>		
			<p>5.2.2 WFP Armenia will support the GOA to develop a comprehensive strategy for equipping new and rehabilitated schools in coordination with the MoESCS and local authorities to ensure that the equipment provided to schools is transferred smoothly, installed correctly, and fully utilized. This will align with the government’s ongoing school rehabilitation and development efforts</p>	<p>WFP Armenia Programme</p>	<p>December 2026</p>		
<p>Priority: High Sub-recommendation 5.3: WFP support institutionalization of learning programmes and platforms and to advocate further for vocational training and certification for the school</p>	<p>WFP Armenia Management (WFP Armenia Programme)</p>	<p>Partially Agreed</p>	<p>5.3.1 WFP Armenia will support establishment of learning platforms for school staff, focusing on enhancing skills</p>	<p>WFP Armenia Programme</p>	<p>July 2026</p>		

<p>staff. Implement comprehensive training programs for school personnel, particularly cooks, to enhance their skills in managing school feeding components. Provide vocational training and certification to ensure professionalization and address issues related to low salaries and staff turnover.</p> <p>Deadline: December 2026</p>			<p>related to school feeding management. This includes developing online and in-person training modules tailored to the needs of cooks and other school personnel, ensuring long-term access to educational resources</p>				
			<p>5.3.2 WFP Armenia will support the GOA and relevant educational institutions to advocate for vocational training and certification programs for school staff, particularly cooks. WFP agrees to advocate the issues related to low salaries, but WFP does not make decision on budgeting for salaries.</p>	<p>WFP Armenia Programme</p>	<p>December 2026</p>		
<p>Priority: High</p> <p>Recommendation 6: Continue enhancing interagency and multi-stakeholder collaboration to strengthen the involvement and coordination of all relevant parties into SFP.</p>	<p>WFP Armenia Management (WFP Armenia Partnership and Programme)</p>	<p>Agreed</p>					

Deadline: December 2026							
<p>Priority: High</p> <p>Sub-recommendation 6.1: Facilitate structured experience-sharing and co-creative meetings involving different Ministries, local CSOs, UN agencies, private sector partners (enterprises in food value chains of wholegrain bread, dairy products, and others), and academia to address emerging issues and enhance the program's impact. Regularly scheduled meetings can improve coordination and resource-sharing, ensuring comprehensive support for school feeding initiatives.</p> <p>Deadline: December 2026</p>	WFP Armenia Management (Partnership and Programme)	Agreed	6.1.1 WFP Armenia will co-organize and participate in annual Experience-Sharing meetings bringing together key stakeholders, including Ministries, local CSOs, UN agencies, private sector partners, and academia.	WFP Armenia Partnership and Programme	December 2026		