



**WFP EVALUATION**

# **Evaluation of Armenia WFP country strategic plan 2019–2025**

Centralized evaluation report

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# Executive summary

## Introduction

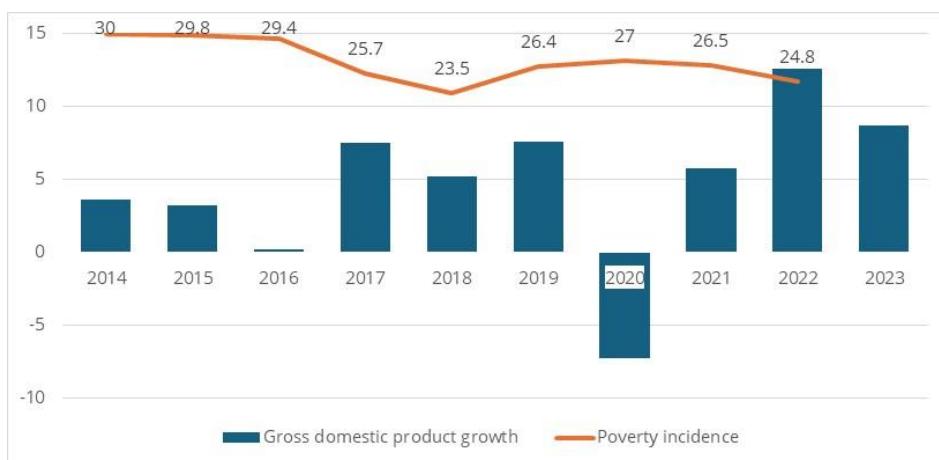
### Evaluation features

1. The evaluation of the country strategic plan (CSP) for Armenia for 2019–2025 was commissioned by the WFP Office of Evaluation. The evaluation serves both accountability and learning purposes and will inform the design of the next CSP.
2. This evaluation was conducted between March 2024 and February 2025 and covers a five-year period of CSP implementation, from July 2019 to July 2024. The evaluation also considered the transitional interim CSP for 2018–2019 in terms of its contribution to the design of and preparation for the CSP. The evaluation was conducted by an external independent team using a theory-based, mixed-methods approach.
3. The intended users of the evaluation are the WFP country office in Armenia, the Middle East, Northern Africa and Eastern Europe Regional Office, technical divisions at headquarters in Rome, the WFP Executive Board, the Government of Armenia, partner United Nations entities, and donors. Other users include civil society and non-governmental organizations in Armenia, South-South and triangular cooperation partners, and WFP's beneficiaries.

### Context

4. Armenia graduated to upper-middle-income country status in 2018. Despite economic growth, however, the country has experienced multiple economic shocks in recent years, including those resulting from the coronavirus disease 2019 (COVID-19) pandemic, the escalation of conflict in border regions, and global and regional instability, resulting in a volatile trend in the gross domestic product growth rate.

**Figure 1: Rates of gross domestic product growth and poverty, 2014–2023**



Source: National Statistical Services, data extracted on 8 August 2024.

5. Border conflict and reported instability in the Karabakh region escalated between September and November 2020 and deteriorated further in 2022. This led to significant levels of internal population displacement in border settlements, followed by the arrival of more than 100,000 refugees from Karabakh

in other areas of Armenia in the autumn of 2023, with an average of 15,000 people arriving every day between 24 September and 4 October 2023.<sup>1</sup>

6. Public spending on education declined from 3.3 percent of gross domestic product in 2010 to 2.8 percent in 2020<sup>2</sup> and was 2.4 percent in 2023.<sup>3</sup> Nonetheless, school enrolment has continued to be high, and the adult literacy rate was 100 percent in 2023.<sup>4</sup>

7. Armenia's agricultural sector is characterized by small-scale farms, which account for approximately 95 percent of all farms and produce 97 percent of the country's gross agricultural product. Agriculture is the primary source of economic activity in rural areas, employing about 36.6 percent of the working population; 56 percent of farmers are women.<sup>5</sup>

8. In addition to the shocks mentioned in paragraphs 4 and 5, food security conditions have been negatively affected by trade restrictions related to the conflict in Ukraine, which have caused market volatility.<sup>6</sup> Inflation rates, particularly in the price of food, are unstable, and dependency on food imports remains high.<sup>7</sup> In the period from December 2022 to January 2023, 30 percent of Armenian households were food insecure, with higher rates in rural areas.<sup>8</sup>

9. Nutrition indicators have improved in recent years: in 2022, wasting affected 4.4 percent of children under 5, and stunting 9.4 percent – both rates are well below the regional averages of 8.9 percent for wasting and 21.8 percent for stunting.<sup>9</sup> However, among women, the levels of anaemia, at 17.3 percent, and obesity, at 25.6 percent, were both higher than the regional averages of 10.3 percent for anaemia and 7.5 percent for obesity.

10. In 2024, Armenia ranked 64th of the 146 countries in the Global Gender Gap Index.<sup>10</sup> Despite constitutional and legislative commitments to gender equality, challenges persist, including negative gender stereotypes and gender-based violence.

### **WFP country strategic plan**

11. The CSP, approved by the Executive Board in June 2019, was intended to continue WFP's ongoing shift from the direct implementation of school feeding activities to the strengthening of the national capacities of the Government and national partners. The CSP was originally designed for the period from July 2019 to June 2024 and had two strategic outcomes: strategic outcome 1 involved assistance for schools in the form of food and cash-based transfers and infrastructure support; and strategic outcome 2 focused on country capacity strengthening in the areas of school feeding, food and nutrition security and emergency preparedness. The CSP was subsequently expanded in both scope and budget through a series of revisions.

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<sup>1</sup> International Federation of Red Cross and Red Crescent Societies. 2022. [Armenia Population Movement 2022 – DREF Application](#).

<sup>2</sup> United Nations Children's Fund (UNICEF). 2022. [Education Sector Analysis for Armenia](#).

<sup>3</sup> World Bank. [Government expenditure on education, total \(% of GDP\) – Armenia](#)

<sup>4</sup> World Bank. [2023 data for Armenia](#).

<sup>5</sup> Food and Agriculture Organization of the United Nations (FAO). [Armenia at a glance](#).

<sup>6</sup> FAO, International Fund for Agricultural Development, United Nations, United Nations Development Programme, UNICEF, WFP, World Health Organization Regional Office for Europe and World Meteorological Organization. 2023.

[Regional Overview of Food Security and Nutrition in Europe and Central Asia 2022. Repurposing policies and incentives to make healthy diets more affordable and agrifood systems more environmentally sustainable](#).

<sup>7</sup> World Bank. 2025. [Macro Poverty Outlook. Country-by-country Analysis and Projections for the Developing World: Europe and Central Asia](#).

<sup>8</sup> WFP. 2023. [Fifth Food Security and Vulnerability Assessment in Armenia, December 2022–January 2023](#).

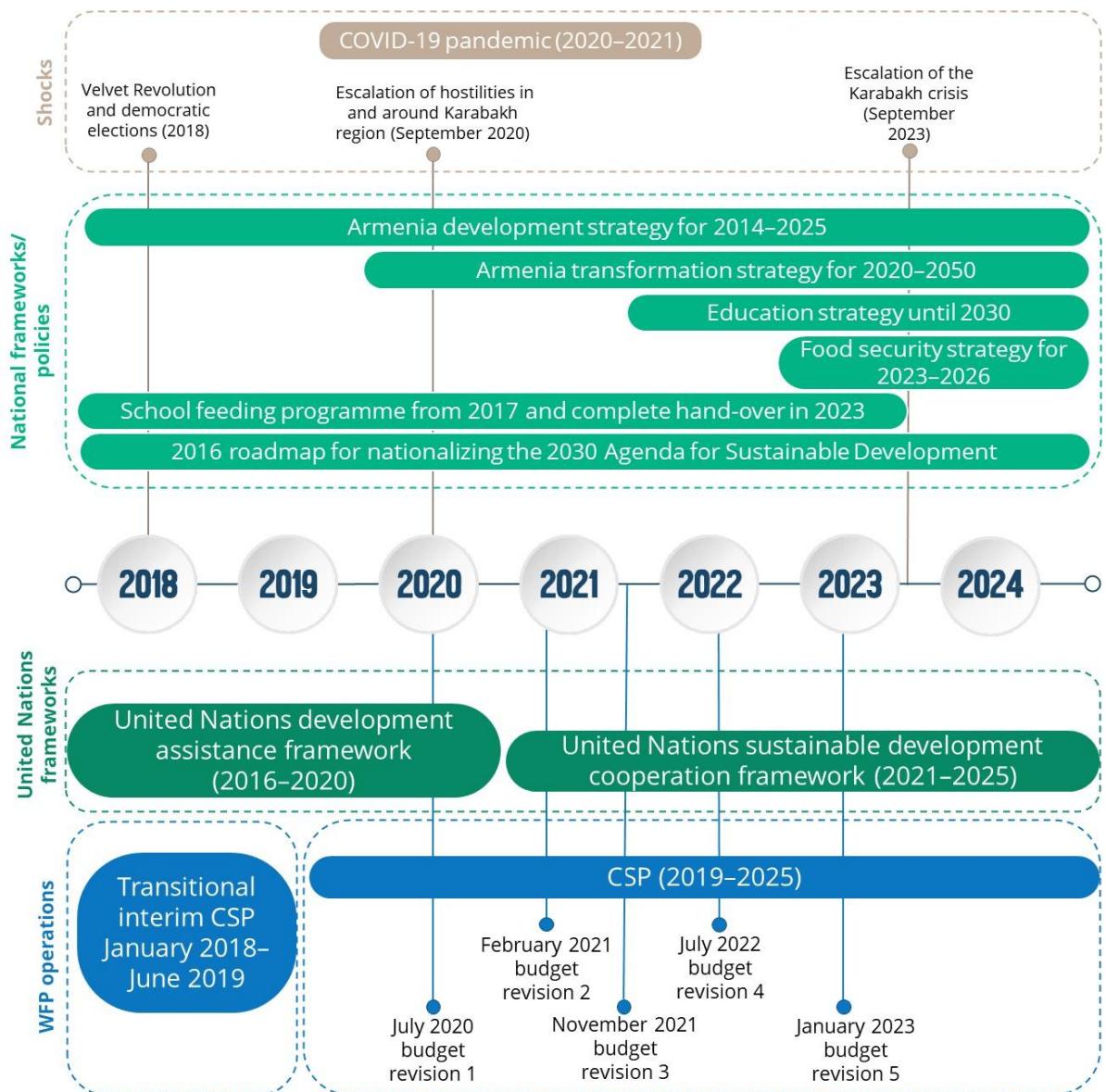
<sup>9</sup> Global Nutrition Report. [Country Nutrition Profiles - Armenia](#).

<sup>10</sup> World Economic Forum. 2022. [Global Gender Gap Report 2022](#).

12. The original needs-based plan for the CSP totalled USD 27.9 million. Over time, the budget was gradually increased to USD 84.2 million through five budget revisions:

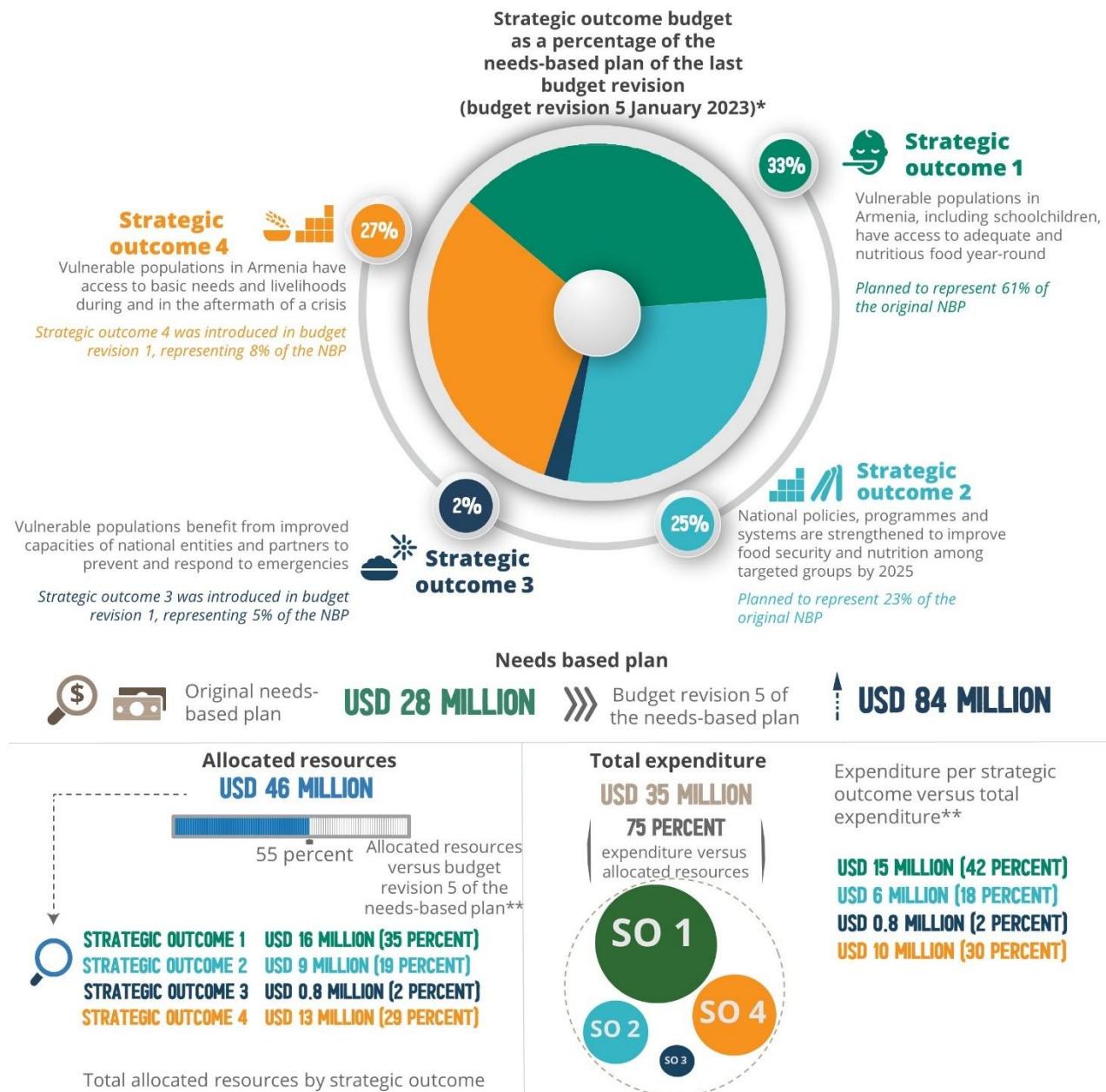
- Revision 1, in July 2020, expanded the strategic focus of the CSP with the addition of two strategic outcomes: strategic outcome 3 on providing on-demand services; and strategic outcome 4 on supporting the Government in crisis response through the provision of food assistance.
- Revision 2 increased the scale of crisis response activities with the addition of another 74,000 planned beneficiaries.
- Revision 3 introduced the nexus approach under strategic outcome 4 with the addition of livelihood recovery activities for crisis-affected people.
- Revision 4 added two new activities to support the development of national food systems, food value chains and the national social protection system.
- Revision 5, in January 2023, extended the duration of the CSP by 18 months, to end in 2025 in line with the timeline of the United Nations sustainable development cooperation framework.

**Figure 2: Country context and operational overview, 2019–2025**



13. As of July 2024, 54.6 percent of the needs-based plan was funded, and 75 percent of the allocated resources were spent. The Russian Federation was the largest funding source, followed by flexible funding, the European Commission, the United States of America and France.

**Figure 3: Armenia country strategic plan for 2019–2025 strategic outcomes, budget, funding and expenditure**

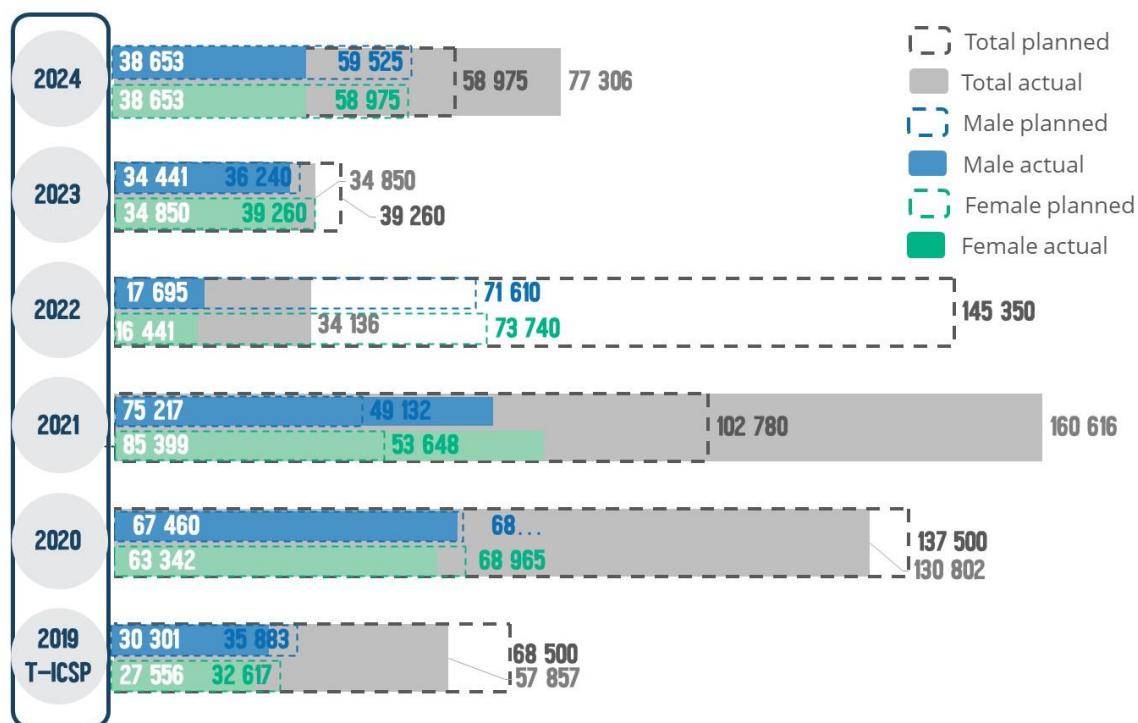


\* The strategic outcome percentages are calculated at grand total level. The direct support costs and indirect support costs also constitute the total original and revised needs-based plan (budget revision 5).

\*\* Percentages of allocated resources and expenditures by strategic outcome do not add up to 100 percent because resources were also allocated and spent to non-strategic outcome purposes (including direct support costs and indirect support costs).

14. The CSP has wide geographical coverage with activities implemented in 224 communities across all ten of the country's provinces. In more than half of these locations, several CSP interventions in up to five activity areas have been implemented in parallel. Since the start of the CSP, the total number of beneficiaries has oscillated between 34,000 and 160,000 per year, with a balance between male and female beneficiaries. Between 2018 and 2023, an average of 91 percent of planned beneficiaries were reached every year.

**Figure 4: Planned and actual beneficiaries by sex and year, 2019–2025**



## Key evaluation messages

### Relevance and strategic positioning

*The design and implementation of the CSP are well aligned with the needs of vulnerable people in Armenia and with the Government's priorities. Its focus is appropriate, with an emphasis on supporting the handover of the school feeding programme and providing broader country capacity strengthening support for the Government on strategies, policies and programmes related to food security, malnutrition and emergency preparedness. WFP's support remains relevant given current geopolitical circumstances, including in the South Caucasus region, and in relation to South-South and triangular cooperation.*

15. The design and implementation of the CSP are well aligned with the Government's priorities, and WFP has remained a relevant partner to the Government, including through its response to the Government's evolving needs during the COVID-19 pandemic and the Karabakh crisis. Issues related to obesity and diabetes continue to require attention, as WFP's efforts to support social and behaviour change promoting healthier diets have been limited.

16. The CSP and its budget revisions were based on extensive context and needs assessments and on regular vulnerability assessments conducted by WFP, the Government and other development partners. Overall, the planned annual output targets for the CSP have been realistic for the infrastructure elements under the regular and transformative school feeding programme. However, as these investments are relatively recent, most of the reported benefits from established renewable energy infrastructure are based on assumptions and economic projections. A lack of evidence to support the design of value chain activities,

including data on market demand and access, affected the long-term sustainability of the intended economic benefits for smallholders and cooperatives.

17. WFP is well positioned to deliver its country capacity strengthening support and is one of the Government's preferred partners at the central, provincial and local levels in responding to priority policy-related needs and developing relevant approaches, models and tools in the areas of school feeding, food security and social protection. The design and implementation of the CSP were characterized by a number of notable innovations, which were introduced as pilot projects that demonstrated their viability and have since been taken over by the Government for scale-up. Lessons learned from innovations in the transformative school feeding programme were shared with international partners in Brazil, Iraq and the Kyrgyz Republic through South-South and triangular cooperation exchanges. Challenges exist, however, as WFP provides most of its technical assistance at the national level, and additional efforts are needed at the decentralized levels – particularly in the areas of social protection and emergency response – in accordance with the ongoing decentralization process.

#### **Internal coherence and programme integration**

***The incremental expansion of the CSP without an underlying theory of change complicated the structure of the plan, leading to disconnections and misalignment between interventions. The structure does not reflect the interlinkages between strategic outcomes, even when activities are implemented in an integrated manner, as is sometimes the case.***

18. The original CSP had a clear logical structure, but this became blurred over time as five budget revisions led to a series of expansions, first in response to internal and external shocks in Armenia and later in order to increase support for shock-responsive social protection programmes, food systems and value chains. A clear theory of change that explains the programmatic relations between interventions is lacking. Notably, there are insufficient details about the pathways of change through which country capacity strengthening leads to improved food security and nutrition via the strengthened capacity of key national partners. While aligned with the corporate results framework, monitoring indicators are primarily focused on measuring the results of direct assistance provision, and do not capture the more indirect benefits of work related to capacity strengthening.

19. The evaluation notes examples of programme integration in implementation, with WFP and its cooperating partners layering multiple actions within the same communities – actions that appeared to be “siloeed” under different strategic outcomes in the CSP structure. While the effects of this layered approach are not formally assessed as part of CSP monitoring, the evaluation found the approach to have been effective in establishing a community development mechanism that had positive socioeconomic benefits. In addition, by leveraging additional support, some communities were able to complement and expand the benefits of WFP-supported interventions, by either increasing the scale of those interventions or providing follow-up support to beneficiaries and communities.

#### **Effectiveness and sustainability**

***Most activities under the CSP show high levels of achievement. The most notable achievement of the CSP is the transfer of the school feeding programme to the Government, with an accompanying national policy framework to be endorsed as the national school feeding strategy in 2025. The transformative school feeding model includes various innovations that serve as a reference point for other countries. However, further investments are needed to ensure sustainability (strategic outcome 1, activity 1; strategic outcome 2, activity 2).***

20. The long-term cooperation between WFP and the Government, and the alignment of WFP's proactive support with the Government's priorities have resulted in effective capacity strengthening and – more importantly – a clear commitment from the Ministry of Education, Science, Culture and Sports to funding and implementing the national school feeding programme and rolling it out to national coverage. The evaluation notes the nationwide reach of WFP's support for the Government under the school feeding programme, which serves more than 100,000 students in all 10 provinces (although not in Yerevan), but monitoring frameworks are focused on direct beneficiary numbers and do not capture information about the people who benefit indirectly from WFP's portfolio of country capacity strengthening operations.

21. WFP's support for the establishment of the semi-autonomous school feeding and child welfare agency under the Ministry of Education, Science, Culture and Sports includes the provision of strategic and operational guidance, staff training programmes and the monitoring of programme implementation. It has made an important contribution towards the effective handover of school feeding operations. However, the evaluation identified a need for additional technical assistance and training to ensure the sustainability of the programme.

22. The country office's transformative model for school feeding introduced an innovative approach through components such as school-based agriculture and horticulture, the installation of solar panels and other energy-saving measures, and the provision of kitchen equipment. The Government is strongly committed to continuing the roll-out of the model, which was initially piloted in five schools and then expanded to 100 schools. The evaluation found that the transformative model has enhanced the quality of school meals, promoted community engagement and helped to enrich educational curricula. The innovations have been showcased through various South-South and triangular cooperation exchanges, but there is no structured learning and knowledge management mechanism for documenting the country office's insights into, and experiences of, these innovative approaches, and disseminating them more widely.

23. The evaluation notes some challenges in relation to the economic management and sustainability of the transformative model, including a need to clarify how the savings and potential revenue generated from solar panels and the sale of produce from school-based agriculture will flow back into the education budget. The Government's plans for school renovation and relocation may affect the sustainability of the transformative infrastructure established in certain schools, although the timeline for implementing those plans is still unclear.

***The strengthening of national food systems has been high on WFP's agenda, with technical assistance provided at the strategic level. The scale of implementation of food value chain development activities was small, however, and less attention was directed to improving the corresponding market systems, which limited the sustainability of results (strategic outcome 2, activity 5).***

24. WFP's important contributions to national food systems resulted in the formulation of the national food security strategy for 2023–2026 and the related action plan. More recently, WFP's support for food value chains, agriculture and renewable energy has enhanced agricultural productivity for participating farmers and created opportunities for local economic growth. For example, WFP's support for the establishment of a value chain for wholegrains led to the supply of wheat products for schools in three provinces, improving the nutritional value of school meals, supporting local farmers' livelihoods, and promoting the establishment of supporting institutions. The integration of renewable energy from solar panels, the empowerment of farmer groups, and targeted investments in value chains have demonstrated the potential for economic transformation. However, in most cases, the scale of economic activities has remained small. Further work is needed to advance agricultural market development, governance structures and partnerships for business development in order to sustain the gains achieved so far and expand their effectiveness.

***WFP's support for social protection systems is having positive results, with plans to expand the innovative food card modality nationwide, but further consolidation of capacity is needed, especially at the decentralized level (strategic outcome 2, activity 6).***

25. WFP's investments in strengthening the national social protection system at the institutional and policy levels have led to positive outcomes, notably paving the way for the development of a national strategy of labour and social protection, which was at an advanced stage at the time of the evaluation. WFP supported the successful pilot testing and further development of the innovative food card modality, which was accompanied by standard operating procedures. The Government has recognized the food cards as a cost-effective tool for strengthening the resilience of vulnerable households, with a positive effect on the local economy and intends to roll the card out, not only for the provision of emergency assistance but also to broaden the coverage of social protection programmes. WFP has also provided country capacity strengthening interventions for the Ministry of Labour and Social Affairs and for unified social services, supporting the design of a more shock-responsive and food security-oriented social protection system, but

further support is needed to strengthen capacity, legal frameworks and coordination mechanisms for social workers at the national and community levels.

***On-demand service delivery for national partners was important during emergency response even though it was of limited duration and generated limited demand (strategic outcome 3, activity 3).***

26. Services were provided only occasionally under the on-demand service delivery model because of the limited demand from stakeholders. WFP provided specific logistics services for the delivery of life-saving medical equipment and food during the COVID-19 crisis and in response to the conflict in Karabakh. WFP supported the coordination of supply chain and food security interventions among partners in 2021. Since then, however, no specific demand for these services has arisen.

***Emergency assistance provided under the CSP met urgent food and nutrition needs and WFP's focus is currently moving towards livelihood recovery (strategic outcome 4, activity 4).***

27. Emergency assistance under the CSP has generally shown positive outcomes in terms of food consumption. Support for refugees from Karabakh and internally displaced persons comprised mainly humanitarian assistance, with some cash for work activities, and was largely effective in improving food security and creating short-term employment opportunities. Support for agricultural and economic development was deemed unfeasible for refugees and internally displaced persons owing to their lack of access to land and other necessary assets, and because their mobility was seen as limiting the potential for longer-term interventions.

28. In addition to the provision of food and cash, WFP supported border communities with productive investments in livelihood recovery, including by restoring irrigation systems, providing productive assets such as solar panels, and training farmers and small and medium-sized entrepreneurs, which helped to improve access to irrigation water, and agricultural production. Some interventions included the provision of social protection through WFP's food cards and psychosocial assistance delivered by relevant cooperating partners.

**Contributions to cross-cutting priorities and the strengthening of the humanitarian-development nexus approach**

***Cross-cutting priorities, including gender issues, accountability to affected people, and the environment, have been well integrated into WFP's programming and reporting. There is room for improving the inclusion of women and persons with disabilities in economic development activities, and the monitoring of the differential effects of interventions on these specific groups of people. Nutrition integration was demonstrated in programming, but more attention is needed to address long-term nutrition challenges in Armenia. Support for the humanitarian-development nexus approach was weak.***

29. WFP made good progress in integrating gender considerations into its programming. Women and men are equally represented as beneficiaries, and results at the output and outcome levels do not show major differences. However, while women, girls, refugees and persons with disabilities are included in the selection criteria for vulnerable target groups, the monitoring system does not capture the differential effects of interventions on women and persons with disabilities, who are not the focus of targeted actions aimed at enhancing participation and results. Resilience and livelihood development activities are not specifically tailored to achieving results in relation to women's economic empowerment.

30. Systematic efforts to enhance community participation in all interventions and establish effective complaints and feedback mechanisms supported delivery on WFP's commitments to providing accountability to affected people. WFP adhered to the humanitarian principles; for example, it ensured the neutrality and humanity of its work by prioritizing its response to humanitarian needs, including in sensitive border regions.

31. WFP has advanced significantly in terms of strengthening the environmental sustainability of its interventions, particularly by investing in solar energy systems for schools, community buildings and small and medium-sized enterprises. While the scale of interventions in agricultural development is still small, systematic attention and support are directed to ecological production methods and tools.

32. While the CSP has an explicit focus on the integration of nutrition into WFP's activities, such as the school feeding programme and interventions in agriculture and value chains, insufficient attention was directed to addressing challenges related to the quality of nutrition – such as obesity and diabetes – through long-term messaging and stakeholder engagement.

33. While the humanitarian–development nexus featured occasionally in CSP planning and design, it did not receive sufficient attention during implementation. WFP has engaged partners with more development expertise in efforts to strengthen the humanitarian–development nexus approach, but has not yet established a sufficiently consistent transition from the provision of humanitarian support to a development-oriented approach for population groups with the potential to graduate from assistance. The shorter duration of funding for humanitarian interventions is another factor that hinders the establishment of links between humanitarian and development actions. In some communities in the border region, livelihood activities overlapped with the provision of food and cash assistance; this practice had the features of an integrated community development approach, but it was not systematically applied. Technical assistance for the Government in the design of a shock-responsive social protection system linked to emergency response was noted as a positive element related to the nexus, but additional efforts are needed in this area.

#### **Funding and efficiency in CSP implementation**

***WFP did not experience major funding gaps for the CSP in most programme areas except food value chain activities, where resources were constrained. While funding was acquired from additional donors during the expansion of the CSP, funding from a single donor still sustains a large part of the portfolio, posing continuity risks. CSP implementation has been timely, with satisfactory levels of budget execution. The direct support costs are relatively high, which may be because of the complexity of the CSP and its relatively small total budget.***

34. WFP did not face major funding gaps for the implementation of the CSP. While WFP has been successful in mobilizing resources and diversifying its funding sources, the Russian Federation still sustains a large part of the portfolio, indicating reliance on a single donor, with risks for the continuation of the CSP.

35. With the expansion of the CSP, the country office was particularly successful in attracting resources for humanitarian support, including from WFP's flexible funding for immediate responses, and also secured support for interventions related to the national social protection system. It has been more challenging for the country office to obtain sufficient financing for the development of food systems and value chains, which received an average of 40 to 50 percent of their needs-based plan allocation, because WFP's competency in this area is less recognized than that of other organizations present in Armenia.

36. CSP implementation has been timely, with interventions following their intended timeframes, and swift responses to newly emerging needs during the COVID-19 pandemic and the crises in Karabakh and at the border. Capacity strengthening for the Government on policy development and national systems is more long-term in nature, but progress in these areas is generally on course.

37. Overall, satisfactory levels of CSP budget execution have been achieved, with 75.4 percent of the allocated resources spent by July 2024. Direct support costs (7.8 percent) are in line with planning figures, but relatively high compared with the WFP global average of 3.9 percent. This may be attributed to the complexity of the CSP, with a variety of activities under four strategic outcomes receiving a relatively small total allocated budget, and the considerable number of funding contracts of various sizes, with 20 donors, creating a management and administrative burden for country office staff.

### **Organizational capacity, United Nations coordination and partnerships**

***The quality and commitment of WFP employees is widely recognized, although competency gaps hamper the provision of effective support for food value chain development, social and behaviour change, monitoring and evaluation, and the humanitarian-development nexus approach. WFP's well-developed partnerships with the Government at the national and subnational levels, a strong network of cooperating partners, and adequate coordination in United Nations working groups facilitated implementation, with wide coverage on the ground. However, there is room for more joint work with other United Nations entities, and more strategic engagement with cooperating partners.***

38. The technical expertise of country office employees, including their access to international resources, is well recognized by partners in the areas of school feeding, nutrition, food security, emergency response and social protection, but less so in the development of food value chains and marketing systems, social and behaviour change, monitoring, evaluation and knowledge management, and the strengthening of the humanitarian-development-peace nexus approach, in terms of both competency and staffing levels.

39. WFP has well-developed, long-term partnerships with various government ministries and institutions at the national level, and there is effective collaboration with provincial and community governments. WFP participates in various United Nations working groups and meetings and regularly coordinates with other resident United Nations entities. WFP is seen as a proactive agency leading actions on the ground, including during the arrival of large numbers of refugees in 2023. Joint project implementation is very limited, however, with a few examples of collaboration with the United Nations Development Programme and the United Nations Children's Fund (UNICEF) on social protection, the United Nations Population Fund and UNICEF on social and behaviour change, and the Food and Agriculture Organization of the United Nations on agriculture support. Integrated "One UN" approaches are not common in Armenia.

40. WFP's wide network of cooperating partners facilitates the implementation of transformative school feeding programmes, food value chain development, social protection and emergency responses in all ten provinces. While cooperating partners appreciate WFP's capacity strengthening support, the cooperation arrangements they have are primarily of a subcontracting nature, with limited space for partners to co-create and co-manage activities as joint interventions. This results in missed opportunities for WFP to benefit from the complementary competencies of these partners in areas where WFP has limited expertise. In addition, the possibilities for partnerships with specialized organizations, such as those for value chain and market development activities, were not sufficiently explored.

Recommendations and sub-recommendations	Recommendation type	Responsible WFP office and divisions	Other contributing entities	Priority	Deadline for completion
<p><b>Recommendation 1: Develop a clearer CSP structure that articulates the interconnectedness of country capacity strengthening and direct assistance and is accompanied by an adequate logical framework and monitoring system, with the necessary staff capacity and competency for effective implementation.</b></p>	Strategic	Armenia country office	Global headquarters – the Middle East, Northern Africa and Eastern Europe Regional Office and headquarters in Rome – for support and oversight	High	July 2025 (submission of draft CSP to headquarters in Rome)
<p>1.1. Develop a clear theory of change that emphasizes the programmatic relations between interventions and specifies how various activities under different pathways of change – for country capacity strengthening and direct assistance – are expected to contribute to results. During CSP implementation, the theory of change, and its specific pathways and generic and specific assumptions, should be regularly reviewed and updated to ensure its use as a programme management tool.</p>					
<p>1.2. Develop indicators for monitoring country capacity strengthening activities that ensure the periodic overview of progress. Tailor specific output and outcome indicators for emergency support, social protection and economic development activities, and their differential effects on women, men, young people, and persons with disabilities. Include food security outcome indicators for all relevant activities in the portfolio, in addition to the more intervention-specific ones, so as to ensure that the overall focus of the CSP is on the improvement of food security and nutrition.</p>					

Recommendations and sub-recommendations	Recommendation type	Responsible WFP office and divisions	Other contributing entities	Priority	Deadline for completion
1.3. Develop a clear workforce planning strategy based on an assessment of existing capacity. Expand technical capacity in relation to food value chain work, social and behaviour change, and learning and knowledge management, including on monitoring and evaluation for capacity strengthening aligned with the CSP focus.	Operational		The Government, other United Nations entities and cooperating partners need to be consulted in this process		December 2026
<p><b>Recommendation 2: Continue to focus on capacity strengthening aimed at facilitating a smooth hand-over of WFP's interventions to the Government at the national level, with adequate implementation at the provincial and community levels; and on capacity strengthening support for the non-governmental entities that receive WFP investments under this and subsequent CSPs.</b></p>	Strategic	Country office	Supported by global headquarters	High	December 2026
<p>2.1. Address the remaining institutional challenges to the effective hand-over of the school feeding programme, including those related to the economic and financial management of investments; and support the potential expansion of school feeding operations to schools in Yerevan, to higher grades of primary schools, and to secondary schools. Repeat the cost-benefit analysis for school agriculture interventions, including energy efficiency measures. Expand South-South and triangular cooperation efforts to share lessons learned from innovative school feeding approaches successfully used in Armenia with other countries.</p> <p>2.2. Step up the country capacity strengthening support in shock-responsive social protection and emergency preparedness, focusing on improved legislation and policy support at the national level and strengthened capacity and synergies in unified social services at the decentralized level.</p>					

Recommendations and sub-recommendations	Recommendation type	Responsible WFP office and divisions	Other contributing entities	Priority	Deadline for completion
<p><b>Recommendation 3: Strengthen the mainstreaming of cross-cutting priorities in the CSP while increasing tailored actions for the inclusion of women and other vulnerable people and increased investments in social and behaviour change approaches.</b></p>	Strategic	Country office	Supported by global headquarters	Medium	December 2027
<p>3.1. Tailor livelihood and resilience-building activities so as to enhance the economic empowerment of women and persons with disabilities. This can be achieved by applying special financial support and credit facilities for women, and selecting specific crops and economic activities that are appropriate for women.</p>					
<p>3.2. In close coordination with the Government, other United Nations entities, private sector bodies and communities, engage in a strong social and behaviour change component aimed at supporting policy measures and other interventions that address long-term challenges associated with the quality of nutrition, such as obesity and diabetes, and other cross-cutting priorities where behaviour change is required, such as food security, climate change and environmental health.</p>	Strategic	Country office	Supported by global headquarters	High	December 2027
<p><b>Recommendation 4: Building on WFP's comparative advantage in humanitarian assistance, further develop a humanitarian-development nexus approach for interventions designed for individuals and communities, with the goal of integrating this approach into government systems.</b></p>					
<p>4.1. At the community level, work with partners to create explicit interlinkages between humanitarian support, livelihood recovery and economic development activities that create clear pathways for graduation from assistance.</p>					

Recommendations and sub-recommendations	Recommendation type	Responsible WFP office and divisions	Other contributing entities	Priority	Deadline for completion
4.2. Engage with the Government and other relief and development partners to ensure complementarity between interventions in the same geographic region(s) and, in particular, to seek integration with national programmes where possible.					
<b>Recommendation 5: Strengthen existing – and develop new – strategic and operational partnerships, including joint United Nations coordination and programming, and an effective network of cooperating partners at the field level.</b>	Operational	Country office	Supported by global headquarters	High	December 2026
5.1. Expand the partner network with a view to leveraging complementarities in areas where WFP has limited in-house competency, including the humanitarian–development nexus approach, the provision of business development services and finance for small and medium-sized enterprises in relevant food value chains, and social and behaviour change.					
5.2. Invest in strengthening United Nations coordination mechanisms for humanitarian response, for which WFP is well positioned, and explore the opportunities for new joint projects, such as value chain development and improvement of the quality of nutrition in Armenia.					

# 1. Introduction

1. The independent WFP Country Strategic Plan Evaluation (CSPE) for Armenia, commissioned by the WFP Office of Evaluation, covers all WFP activities planned for the period 2018–2025, with a focus on the current Country Strategic Plan (CSP) implementation period (from 2019 to July 2024).
2. This evaluation report consists of three sections: section 1 introduces the context, scope, approach, methodology, process and deliverables; section 2 presents key findings addressing the evaluation questions (EQs) as presented in the terms of reference (ToR) in Annex I; and section 3 presents the main conclusions and recommendations.

## 1.1. Evaluation features

3. This CSPE was conducted between April 2024 and March 2025 (see Annex II for the evaluation timeline). It has been timed to enable the country office to use CSPE evidence on past and current performance in the design of a new CSP for Armenia, which will be submitted for Executive Board approval in November 2025.
4. The scope of the CSPE covers a five-year period of CSP implementation (July 2019–July 2024). The CSP was preceded by the Transitional Interim Country Strategic Plan (T-ICSP) from 2018–2019. In this evaluation, the T-ICSP period is only considered with respect to design and preparation of the current CSP. This evaluation report includes results and performance data from 2019 until July 2024, the month in which the evaluation team completed its data collection.
5. The evaluation applied a mixed-methods approach whereby qualitative data from remote and in-person key informant interviews (KIs) were supplemented with quantitative secondary data and a literature review.

## Objectives

6. This evaluation serves a dual purpose of accountability and learning. The ToR states the following objectives:
  - To provide evaluation evidence and learning on WFP performance for country-level strategic decisions, specifically for developing the future engagement of WFP in Armenia.
  - To provide accountability for results to WFP stakeholders.

7. The evaluation has systematically paid attention to inclusion and equity, particularly gender, disability and Accountability to Affected Populations (AAP) to contribute to WFP understanding in ongoing and future CSPs in Armenia.

## Intended users

8. Internal evaluation stakeholders within WFP include country office management and staff members in Armenia, the Regional Bureau for the Middle East, Northern Africa and Eastern Europe (RBC), specific divisions at headquarters, including the Office of Evaluation and the Executive Board. An Internal Reference Group (IRG) was established to guide this evaluation and to ensure that its results contribute to WFP learning and knowledge management processes.
9. External evaluation stakeholders include the Government of Armenia and specific ministries and agencies, donors and national and international partners. They represent partners that WFP has collaborated with in the implementation of its interventions in Armenia, and groups that have been provided with capacity strengthening assistance. Other stakeholders in Armenia include civil society

organizations (CSOs),<sup>11</sup> private sector and academic entities. International stakeholders include United Nations agencies, bilateral and multilateral development partners, and South-South and Triangular Cooperation (SSTC) partners. Direct and indirect beneficiaries of WFP support are also key stakeholders in this evaluation.

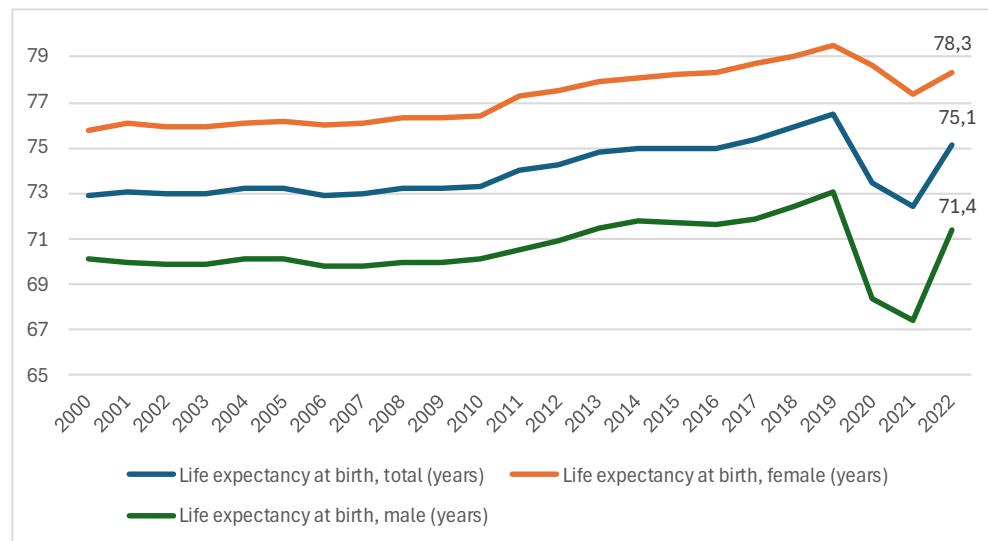
## 1.2. Context

### General overview

10. While the population of Armenia has been gradually declining and ageing since 1990,<sup>12</sup> it increased significantly in 2023 to 2.91 million. This was largely due to the influx of people from the Karabakh region. Urban residents account for 63.8 percent of the population, with 36.2 percent living rurally. There is a slight imbalance in gender composition with more females (52.8 percent).<sup>13</sup> A significant proportion of Armenian males are employed in other countries. In 2023, 184,000 people were registered as having a disability (6 percent).<sup>14</sup>

11. Figure 1 shows the life expectancy of Armenians at birth, which steadily increased to 75 years between 2000 and 2019, but declined sharply in 2020 and 2021, particularly for men, due to border conflicts and the COVID-19 pandemic.<sup>15</sup> In 2022, the average life expectancy in 2022 was 71 years for men and 78 years for women. In 2023, the average age of the population was 35.6 years.<sup>16</sup> Armenia has a low reproductive birth rate, which aligns with broader regional trends.<sup>17</sup> The ethnic composition is predominantly Armenian, with small communities of Yazidis and Russians.<sup>18</sup>

**Figure 1: Life expectancy at birth in Armenia 1990–2022**



Source: Statistical Committee of the Republic of Armenia, *Women and Men in Armenia 2022*, Government of the Republic of Armenia, Yerevan, data extracted on 8 August 2024

<sup>11</sup> This concept includes non-governmental organizations (NGOs) and community-based organizations (CBOs).

<sup>12</sup> Research Analyst (RA) Statistics Committee and Armenia's Fourth National Communication to the United Nations Framework Convention on Climate Change. 2020.

<sup>13</sup> ARMSTAT. Statistical Committee of the Republic of Armenia. 2023. *Armenia – Poverty Snapshot over 2019–2022*.

<sup>14</sup> ARMSTAT. Statistical Committee of the Republic of Armenia. 2024. Time series – Number of registered disabled people/2024.

<sup>15</sup> ARMSTAT. Statistical Committee of the Republic of Armenia. 2022. *Women and Men in Armenia*.

<sup>16</sup> UNDESA, Population Division. 2024. *World Population Prospects 2024: Dataset*. (UNDESA/POP/2024).

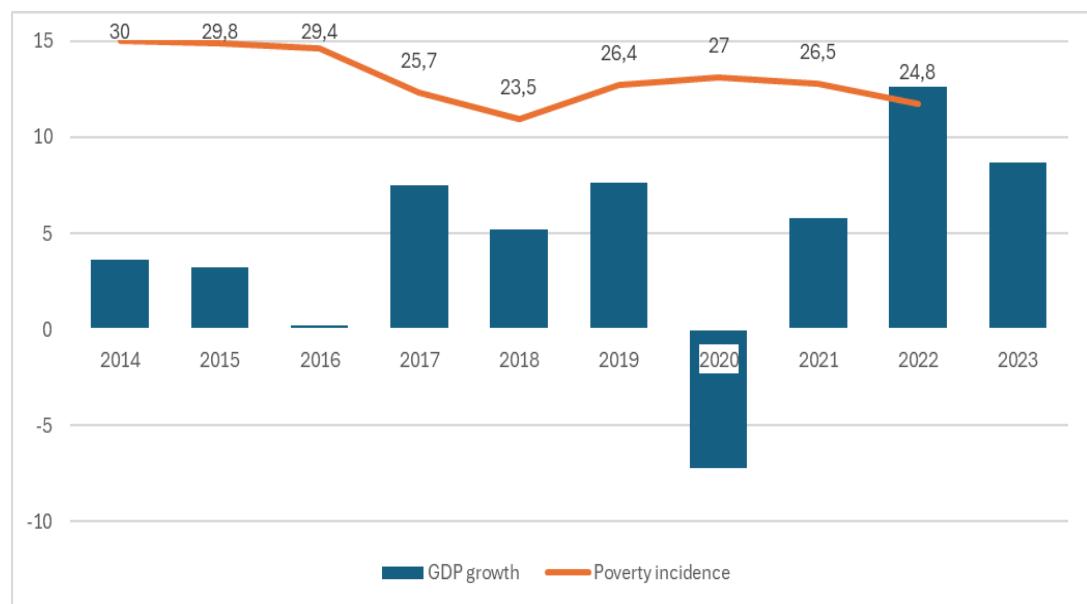
<sup>17</sup> ARMSTAT. Statistical Committee of the Republic of Armenia. 2023. *Armenia – Poverty Snapshot over 2019–2022*.

<sup>18</sup> ARMSTAT. Statistical Committee of the Republic of Armenia. 2024. *Results of 2022 Population Census of the Republic of Armenia*. World Bank Group. 2023. *GDP growth (annual %) – Armenia (1991–2023)*.

12. Armenia graduated to upper-middle-income country status in 2018, after significant economic expansion between 2010 and 2019. Despite economic growth, the country has experienced multiple economic shocks in recent years, including those resulting from the COVID-19 pandemic, the escalation of conflicts in border regions and the influx of refugees from Karabakh. Global and regional instabilities have caused considerable volatility in the real Gross Domestic Product (GDP) of Armenia, which contracted by 7.2 percent in 2020, rebounded by 5.7 percent in 2021, and accelerated by 12.6 percent in 2022 and 8.7 percent in 2023.<sup>19,20</sup>

13. GDP growth helped poverty rates fall significantly (see Figure 2). However, in 2022, 24.8 percent of the population was still living below the national poverty line, with a GINI coefficient of 27.9,<sup>21</sup> indicating moderate inequality. The poverty index increased in the first year of COVID-19 and remained high in the second. In 2022, the poverty index showed a sharp decline. The poorest households were headed by women and those with children under six years of age. The highest level of child poverty in 2022 was in Shirak region (53.2 percent), with high levels also observed in Armavir (50.4 percent) and Gegharkunik (43.7 percent). Gender differences in child poverty are minor, with 32.7 percent of girls and 31.9 percent of boys being poor, while extreme poverty rates are 1.9 percent for both.<sup>22</sup>

**Figure 2: Real GDP growth rate and poverty rate**



Source: National Statistical Services, data extracted on 8 August 2024

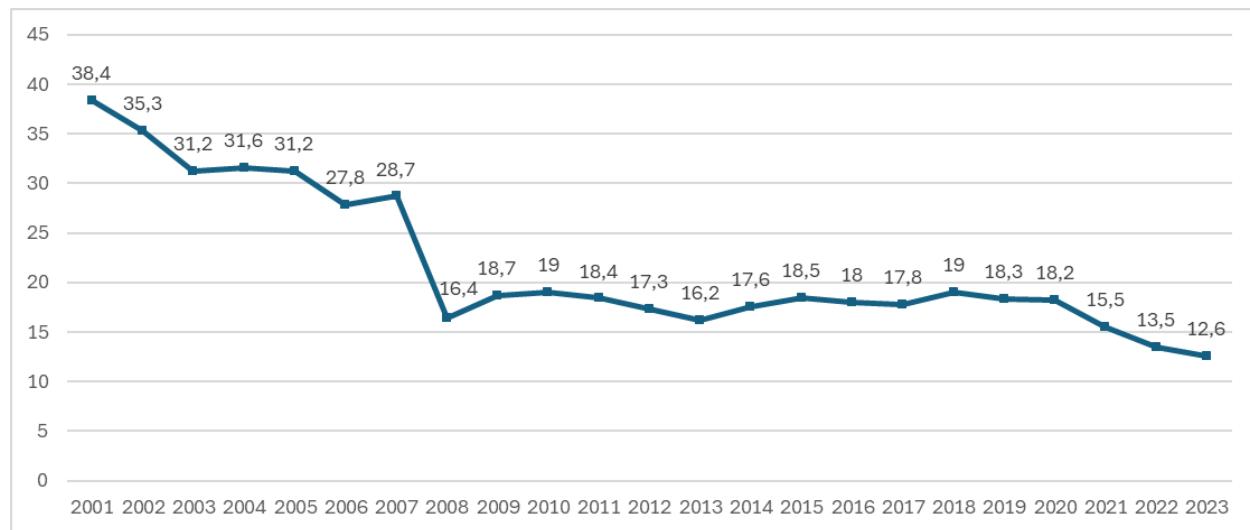
<sup>19</sup> World Bank Group. 2023. GDP growth (annual %) – Armenia (1991–2023).

<sup>20</sup> IMF Middle East and Central Asia Department. 2023. *Armenia's Potential Growth: Long-Run Dynamics, Recent Developments, and Impact of Reforms*. IMF Staff Country Reports, 2023(417), A002.

<sup>21</sup> World Bank. Gini Index – Armenia. 2024. Gini index – Armenia.

<sup>22</sup> ARMSTAT. Statistical Committee of the Republic of Armenia. 2023. *Armenia – Poverty Snapshot over 2019–2022*.

**Figure 3: Unemployment rates 2001–2023**



Source: Armstat, data extracted on 8 August 2024

14. In the decades before 2023, Armenia's unemployment rate steadily declined from 38.4 percent in 2001 to 12.6 percent (Figure 3) due to consistent economic growth. In 2023, the unemployment rate was higher among young people aged 15–29 at 24.4 percent. Only 35.4 percent of women were employed, while 19.6 percent were registered as unemployed, indicating a high number of economically inactive women. Armenia's working age population has been on a long-term declining trend due to ageing and emigration. While labour force participation has increased, it remains low, especially among vulnerable groups.<sup>23</sup>

## Education

15. School enrolment ratios are traditionally high, and the adult literacy rate reached 100 percent in 2020.<sup>24</sup> In the primary school-age population, the share of out-of-school children increased from 6.9 percent in 2018 to 10.5 percent in 2020 (slightly higher for boys than girls). Among common risk factors for out-of-school status are disabilities, extreme poverty, child labour, ethnicity, and refugee status. Primary school enrolment has declined slightly in recent years for both girls and boys, as indicated by the Gender Parity Index.<sup>25,26</sup> Despite this, Armenia maintains one of the lowest primary global education repetition rates (0.14 percent for both sexes, 2021)<sup>27</sup> and the dropout rate is also very low (0.65 percent, 2019).<sup>28</sup> Enrolment in pre-school education has increased since 2016, rising from 28.9 percent (17.2 percent in rural communities, 35.6 percent in urban areas), to 36 percent in 2022.<sup>29</sup> The share of public spending on

<sup>23</sup> ILO. 2020. *Rapid Assessment of the Employment Impact and Policy Responses of the COVID-19 Pandemic on Armenia*. International Labour Organization Employment Country Reports Series. World Bank Group. 2020. Literacy rate, adult total (% of people ages 15 and above) – Armenia (1989–2020).

<sup>24</sup> World Bank Group. 2020. Literacy rate, adult total (% of people ages 15 and above) – Armenia (1989–2020).

<sup>25</sup> Decline in gross enrolment ratios for primary schools from 100 percent in 2018 to 93 percent in 2022 and 94 percent in 2023, with equal declines for girls and boys; World Bank Group. 2023. School enrolment, primary (% gross) – Armenia (1991–2023).

<sup>26</sup> Asian Development Bank (ADB), Global Partnership for Education (GPE) & UNICEF. 2022. *Education Sector Analysis for Armenia*. Yeravan, UNICEF.

<sup>27</sup> UNESCO. 2024. UNESCO Institute for Statistics Data Browser.

<sup>28</sup> Ibid. The dropouts were due to poor socioeconomic conditions, parents not allowing children to attend school, death and disabilities.

<sup>29</sup> ARMSTAT. Statistical Committee of the Republic of Armenia. 2017. *Social Snapshot and Poverty in Armenia, 2017*; ARMSTAT. Statistical Committee of the Republic of Armenia. 2023. *Social Snapshot and Poverty in Armenia, 2023*.

education in the GDP declined from 3.3 percent in 2010 to 2.8 percent in 2020<sup>30</sup> and is currently reported at 2.5 percent,<sup>31</sup> which is a rather low investment, posing significant challenges in achieving universal, equitable, and quality education.

## **Agriculture**

16. The agricultural sector is characterized by small-scale farms with fragmented land holdings. Smallholders account for 95 percent of all farms, producing 97 percent of the gross agricultural product.

17. Agriculture remains the primary source of economic activity in rural areas, employing 36.6 percent of the working population, 56 percent of whom are female farmers.<sup>32</sup> Women are over-represented in seasonal and precarious employment, with 82.1 percent of all women work informally, limiting their access to social protection schemes, land and other agricultural assets, thus increasing their vulnerability.<sup>33</sup>

## **Food security and nutrition**

18. Inflation rates, and particularly the price of food, remain unstable and dependency on food imports remains high,<sup>34</sup> especially from the Russian Federation and Ukraine.<sup>35</sup> This dependency on food and fuel imports makes the country highly vulnerable to global economic shocks and international food and commodity price fluctuations. The country is particularly reliant on grain imports, as well as legumes, oils and meat (except lamb, which is produced locally). Food security was negatively impacted by the war in Ukraine, which has caused market volatility and high food prices due to restrictions on the trade of agricultural commodities and fertilizers from Russia and Ukraine.<sup>36</sup>

19. Approximately 30 percent of Armenian households are food insecure, with higher rates in rural areas. The Government of Armenia addresses this issue through social protection programmes such as the Family Living Standards Enhancement Benefit Programme, although there is no national definition of food security.<sup>37</sup>

20. The COVID-19 pandemic and the instability in border regions since September 2020 negatively impacted livelihoods, resilience and food security. A series of Food Security and Vulnerability Assessments (FSVA) by WFP found that, in December 2022 and January 2023, 94 percent of households reported acceptable Food Consumption Scores (FCS) and yet more than 40 percent of the households indicated that they relied on coping strategies (borrowing, reducing non-food expenditures, purchasing food on credit, etc.) to maintain food security.<sup>38</sup> Food insecurity levels peaked at 30 percent in early 2023 but declined to 20 percent by 2024, with 54 percent of the population remaining marginally food secure, yet vulnerable to shocks. One of the recommendations of the sixth FSVA was to invest in promotion of dietary diversity to increase the consumption of nutrient-rich food and healthy diets.<sup>39</sup> WFP's Hunger Map data reported a

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<sup>30</sup> Asian Development Bank (ADB), Global Partnership for Education (GPE) & UNICEF. 2022. *Education Sector Analysis for Armenia*. Yeravan, UNICEF.

<sup>31</sup> World Bank Group. 2024. World Bank Open Data. Armenia.

<sup>32</sup> FAO. 2024. Armenia at a Glance. Food and Agriculture Organization of the United Nations.

<sup>33</sup> European Union for Armenia. 2021. *Country Gender Profile: Armenia*. EU4 Gender Equality Reform Helpdesk.

<sup>34</sup> World Bank. 2025. *Macro Poverty Outlook: Country-by-country Analysis and Projections for the Developing World. Europe and Central Asia*.

<sup>35</sup> World Integrated Trade Solution (WITS). 2022. Food Products Exports by Armenia 2022.

<sup>36</sup> FAO, International Fund for Agricultural Development, United Nations, UNDP, UNICEF, WFP, World Health Organization (WHO) Regional Office for Europe, and World Meteorological Organization. 2022. *Europe and Central Asia – Regional Overview of Food Security and Nutrition: Repurposing policies and incentives to make healthy diets more affordable and agri-food systems more environmentally sustainable*.

<sup>37</sup> WFP. 2023. *Poverty and Food Security in Armenia: A Snapshot of Interlinkages (March 2023)*.

<sup>38</sup> This FSVA report also points to vulnerabilities across different population groups such as households headed by women and those in northern regions like Shirak, Lori, Tavush and Gegharkunik – facing the greatest challenges.

<sup>39</sup> WFP. 2023. *Fifth Food Security and Vulnerability Assessment in Armenia*; WFP. 2024. *Sixth Food Security and Vulnerability Assessment in Armenia*.

moderately low rate of food consumption insufficiency (10-20 percent)<sup>40</sup> across all provinces. With a score of 5.6, the 2023 Global Hunger Index ranks Armenia as a country with relatively low levels of hunger (25th lowest of 125 countries).<sup>41</sup>

21. Bakery products have been among the most consumed food items in Armenia, dominated by white wheat products, including those used in school feeding programmes. As a result, there has generally been a notable absence of wholegrain products. Such a dietary imbalance has been exacerbated by the intertwined issues of poverty, food insecurity, and malnutrition, which impede the country's growth and the potential of its people.<sup>42</sup> According to the latest Global Nutrition Report, Armenia has seen a reduction of wasting and stunting among children aged under five in recent years. In 2022, wasting was at 4.4 percent and stunting at 9.4 percent, both well below regional averages, respectively, at 8.9 and 21.8 percent. However, in recent years, no further progress was achieved in reducing anaemia and obesity. Anaemia levels were at 17.3 percent among women, while obesity prevalence was 25.6 percent among women and 19.4 percent among men, both much higher than regional averages, respectively, at 10.3 and 7.5 percent. Additionally, 9 percent of infants had a low weight at birth, and no recent progress was achieved in increasing birthweight targets.<sup>43</sup>

### **Climate change and disaster vulnerability**

22. Armenia's mountainous terrain and landlocked geography make it significantly vulnerable to climate change and natural disasters.<sup>44</sup> The country is prone to seismic activity, such as the 1988 Spitak earthquake, which caused 25,000 deaths and widespread destruction. Other environmental hazards include floods, landslides and droughts,<sup>45</sup> particularly affecting Ararat and Shirak valleys, impacting an average of 40,000 people annually and jeopardizing agriculture and rural livelihoods.<sup>46</sup> In 2024 the northern provinces of Lori and Tavush suffered from severe flash-flooding, requiring emergency assistance by the Government, United Nations and European Union (EU).

### **Gender**

23. In 2024, Armenia ranked 64th out of 146 countries in the Global Gender Gap Index by the World Economic Forum.<sup>47</sup> Performance was strongest in economic participation and opportunity (65th) but lagged in women's health and survival (138th) and political empowerment (70th) rates.

24. Despite constitutional and legislative commitments to gender equality, challenges persist. Negative gender stereotypes, gender-based violence, sex-selective abortions and low labour market participation for women continue. In 2019, women held only 19 percent of management-level jobs in public administration, though they represented 54 percent of administrative positions. Women's political representation is low, with only a 24 percent share in parliament and 9.5 percent in local elected offices. In rural areas, employment opportunities are scarce, and access to support services is limited for women at risk of domestic violence. Entrenched social attitudes continue to impose traditional roles on women, particularly in politics.<sup>48</sup>

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<sup>40</sup> WFP. 2024. HungerMap Live (accessed on 26 April 2024).

<sup>41</sup> Welthungerhilfe. 2023. 2023 Synopsis Global Hunger Index: The Power of Youth in Shaping Food Systems.

<sup>42</sup> WFP Armenia. 2018. *The National Strategic Review of Food Security and Nutrition in Armenia*.

<sup>43</sup> Global Nutrition Report. 2024. Country Nutrition Profile Armenia.

<sup>44</sup> UNEP. 2022. Armenia Steps up Adaptation to the Climate Crisis. United Nations Environment Programme news, 16 December 2022.

<sup>45</sup> Republic of Armenia. 2020. *Armenia's 4th National Communication on Climate Change under the United Nations Framework Convention on Climate Change*. Ministry of Environment.

<sup>46</sup> World Bank. 2023. The Climate Change Knowledge Portal. Armenia Country Profile 2023.

<sup>47</sup> World Economic Forum. 2022. *Global Gender Gap Report 2022*

<sup>48</sup> United Nations Women. 2019. *Armenia: Country Gender Equality Brief*.

## Refugees, internal displacement and migration

25. Armenia has a long history of forced and voluntary migration. Border conflicts and reported instabilities in the Karabakh region escalated between September and November 2020 and further deteriorated in 2022 in four regions (Gegharkunik, Syunik, Tavush and Vayots Dzor). These have led to a significant internal displacement of households residing in bordering settlements in the years prior to the influx of refugees from Karabakh in the fall of 2023.<sup>49</sup>

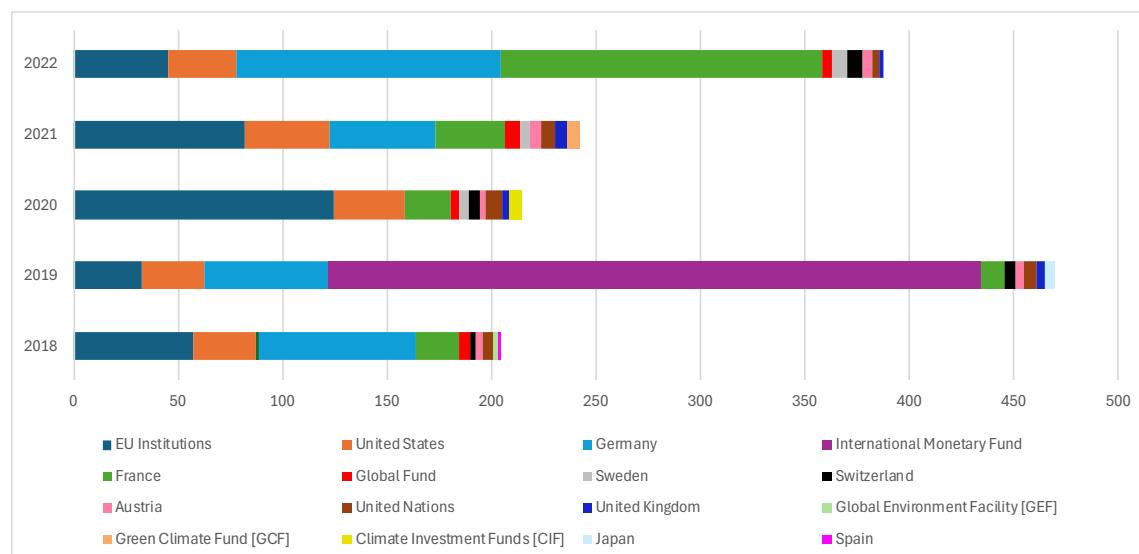
26. In October 2023, the Government of Armenia registered 101,848 refugees from the Karabakh region, including 48,964 males and 52,884 females. An average of 15,000 people arrived daily between 24 September and 4 October 2023. This influx represents nearly 3 percent of Armenia's total population, adding to the existing 36,000 refugees, asylum seekers, and stateless persons. The refugees are distributed across various regions, predominantly in Yerevan, Kotayk, and Ararat. They include 9,000 individuals with disabilities, 12,000 persons aged 65 and older, and 30,000 children of whom 15,424 are enrolled in schools.<sup>50</sup>

27. Armenia faces one of the highest emigration rates, with nearly one-third of its population having relocated abroad, primarily for better economic prospects and employment. Men from rural areas emigrate, leaving women to manage households and rely on remittances.<sup>51</sup>

## International assistance

28. From 2019 to 2022, Armenia received more than USD 1 billion in Official Development Assistance (ODA), amounting to USD 250 million annually. Since 2018, key donors have been EU institutions, France, Germany, and the United States. There was a sharp increase in funding from the International Monetary Fund (IMF) in 2019, highlighting its role in supporting economic stability after Armenia's 'Velvet Revolution' in 2018<sup>52</sup> (Figure 4).

**Figure 4: Annual ODA disbursements to Armenia (2018–2022), US dollars, millions**



Source: OECD Data explorer, Aid (ODA) disbursements to countries and regions; data extracted on 08.08.2024

The figure shows the top ten donors for each year

<sup>49</sup> IFRC. 2022. DREF Application: Armenia Population Movement 2022. Geneva, International Federation of Red Cross and Red Crescent Societies.

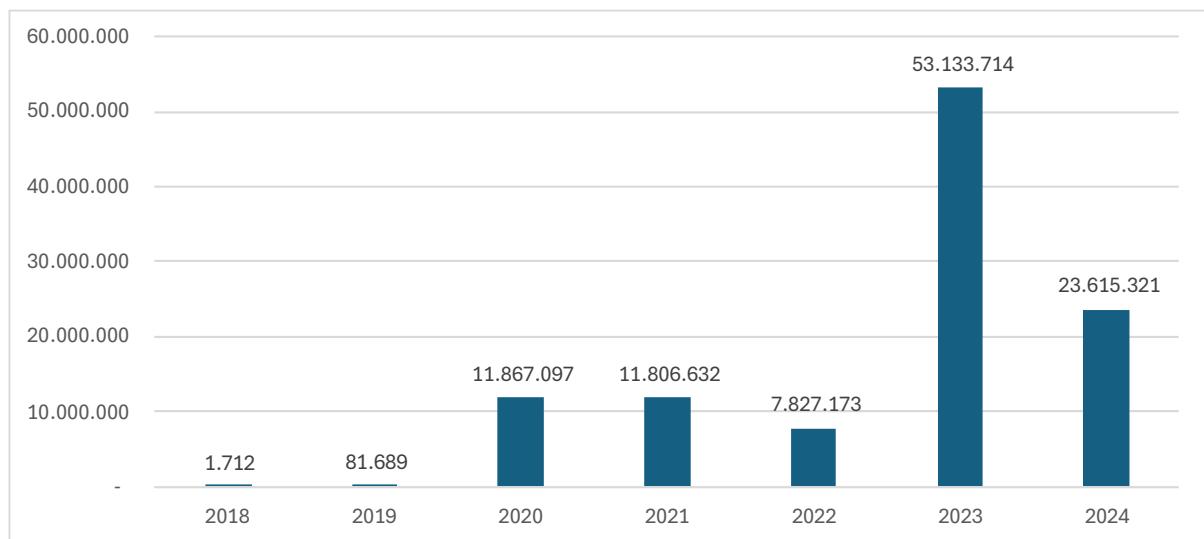
<sup>50</sup> United Nations Inter-Sector Coordination Group Armenia & Ministry of Labour and Social Affairs. 2023. *Inter-Agency Rapid Needs Assessment Report: Armenia Rapid Needs Assessment Report October 2023*.

<sup>51</sup> United Nations Armenia. 2021. *United Nations Sustainable Development Cooperation Framework for Armenia 2021–2025*.

<sup>52</sup> 2018 Armenian Revolution leading to change in Armenian Government.

29. Humanitarian funding to Armenia significantly increased in 2020 and in 2023 (Figure 5) as a direct response to the border conflict situation in 2020 and the Karabakh refugee influx in 2023.

**Figure 5: Total incoming humanitarian funding**



Source: UN-OCHA. 2024. *Financial Tracking Service-Armenia 2018–2024*. [Financial Tracking Service \(unocha.org\)](https://www.unocha.org/financial-tracking-service) consulted on 9 August 2024.

### National policies and the Sustainable Development Goals (SDGs)

30. Armenia's Development Strategy for 2014–2025<sup>53</sup> focuses on four key priorities: growth of employment; development of human capital; improvement of the social protection system; and institutional modernization of public administration and governance. In the Roadmap for Nationalizing the 2030 Agenda for Sustainable Development in Armenia,<sup>54</sup> the National Council on Sustainable Development leads the nationalization of the Sustainable Development Goals (SDGs), from prioritization, integration and localization, to monitoring and reporting. Since the Velvet Revolution, Armenia has pursued extensive reforms aligned with the SDGs, aimed at enhancing human rights protections, combating corruption, and improving public administration and strategic planning. Two voluntary national reviews on SDG progress were undertaken in 2018 and 2020. Overall there are strong achievements reported for SDG 1 (poverty) and SDG 10 (equality) and moderate improvements for SDG 3 (health), SDG 5 (gender), SDG 6 (water), SDG 8 (work and economy), SDG 9 (industry, innovation and infrastructure), SDG 12 (consumption and production) and SDG 16 (peace, justice and strong institutions). However, results for the other SDGs, including SDG 2 (hunger), SDG 4 (education), SDG 7 (affordable and clean energy), SDG 15 (life on land) and SDG 17 (partnerships) were stagnant, and for SDG 13 (climate) were negative.<sup>55</sup>

31. The sectoral strategies that are most relevant to the WFP Country Strategic Plan are:

- **School feeding:** The national school feeding strategy was integrated into the broader national education strategy (adopted by government decision N 351-L, from 16 March 2023). The strategy indicates that all schoolchildren in grades 0-4 should have equal access to school meals, and that special support should be provided for women engaged in production of fresh food for school meals. The strategy and the accompanying action plan set specific targets for expansion and continuation of the School Feeding Programme (SFP), aiming for 100 percent coverage of primary schoolchildren by 2026–2030, including Yerevan.

<sup>53</sup> Government of Armenia. 2014. Development Strategy for Armenia 2014–2025.

<sup>54</sup> Government of Armenia. 2016. *Roadmap Armenia – Nationalizing the 2030 Agenda for Sustainable Development*.

<sup>55</sup> Sustainable Development Report. 2024. Armenia: Eastern Europe and Central Asia.

- **Food security:** The 2023–2026 food security strategy and the Government's approach to food security focus on four primary aspects: availability, accessibility, quality, and stability. To ensure availability, strategies include increasing food expenditures, boosting GDP per capita, adjusting tariffs on agricultural imports, and enhancing food access for all population segments.<sup>56</sup>
- **Agricultural strategy:** Armenia's ten-year agricultural strategy (2020–2030) identifies the following main priorities: reduce uncultivated land and develop the land market, improve irrigation, develop agricultural finance, climate change adaptation and risk mitigation, improve economic viability of priority value chains, improve access to equipment and machinery, improve seed quality and develop cattle breeding. The strategy also includes ensuring food safety, food security and nutrition.<sup>57</sup>
- **Social protection:** Armenia's labour and social protection strategy for 2022–2026 was adopted in 2022. It aims to establish a comprehensive framework addressing the needs of various social groups including persons with disabilities, children, and the elderly. This strategy integrates inclusivity and gender sensitivity and emphasizes a lifecycle approach to social protection, ensuring targeted responses to individual risks and vulnerabilities from childhood to old age.<sup>58</sup>
- **Emergency preparedness and response:** The disaster risk management strategy for 2023–2030 and its accompanying action plan for 2023–2026 aim to protect individuals, communities, and society from disaster risks, while promoting sustainable development. The key objective of the strategy is to develop a national risk management system that aligns with international standards.<sup>59</sup>

32. The United Nations Country Team in Armenia is led by the United Nations Resident Coordinator and consists of 20 resident<sup>60</sup> and non-resident agencies who are responsible for the formulation and implementation of the United Nations Sustainable Development Cooperation Framework (UNSDCF) (2021–2025). This framework sets out the collective agenda of the United Nations agencies working in Armenia to support the country in achieving its national development priorities and the SDGs. Gender equality and women's empowerment are integral to the United Nations strategy in Armenia.<sup>61</sup>

33. The United Nations has integrated its humanitarian efforts with its long-term development framework in response to the COVID-19 pandemic and the Karabakh refugee crisis. The Immediate Socio-Economic Response Plan,<sup>62</sup> launched in June 2020, aimed to mitigate the pandemic's effects on the most vulnerable segments of the population. The Armenia Inter-Agency Response Plan, initiated in January 2021, coordinates support towards recovery and stability for those affected by the conflict in and around Karabakh and border regions, involving 36 humanitarian partners and 188 projects.

### 1.3. Subject being evaluated

34. The subject of this evaluation is the WFP Country Strategic Plan 2019–2025 for Armenia. This evaluation also considers the preceding T-ICSP January 2018–June 2019, though only in relation to design and preparation of the current CSP. During the T-ICSP period, consultations were started with the Government of Armenia to conduct a national food security and nutrition strategic review that also laid the

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<sup>56</sup> Ministry of Economy of the Republic of Armenia. 2022. Food Security

<sup>57</sup> Ministry of Economy of the Republic of Armenia. 2020. *Summary of the Strategy of the Main Directions Ensuring Economic Development in the Agricultural Sector of the Republic of Armenia for 2020–2030*.

<sup>58</sup> National Assembly of the Republic of Armenia. Strategy of RA Labor and Social Protection for 2022–2026 Debated. 19 July 2022.

<sup>59</sup> Republic of Armenia. 2023. By the government's decision, one-time support of AMD 100,000 will be provided to each person forcibly displaced from Nagorno Karabakh. Official News. 5 October 2023.

<sup>60</sup> FAO, Integrated Livelihoods Programme, International Organization for Migration (IOM), Joint United Nations Programme on HIV/AIDS, UNDP, United Nations Department of Safety and Security, UNFPA, UNHCR, United Nations Information Centre, UNICEF, UNIDO, WFP and WHO. World Bank, International Finance Corporation and International Monetary Fund (IMF) also have offices in the country.

<sup>61</sup> Armenia National SDG Innovation Lab: <https://www.sdglab.am/en>.

<sup>62</sup> Republic of Armenia/United Nations. 2020. *COVID-19 and Resilience in Armenia: Mitigating the Socio-Economic Impact on Vulnerable People and Communities*.

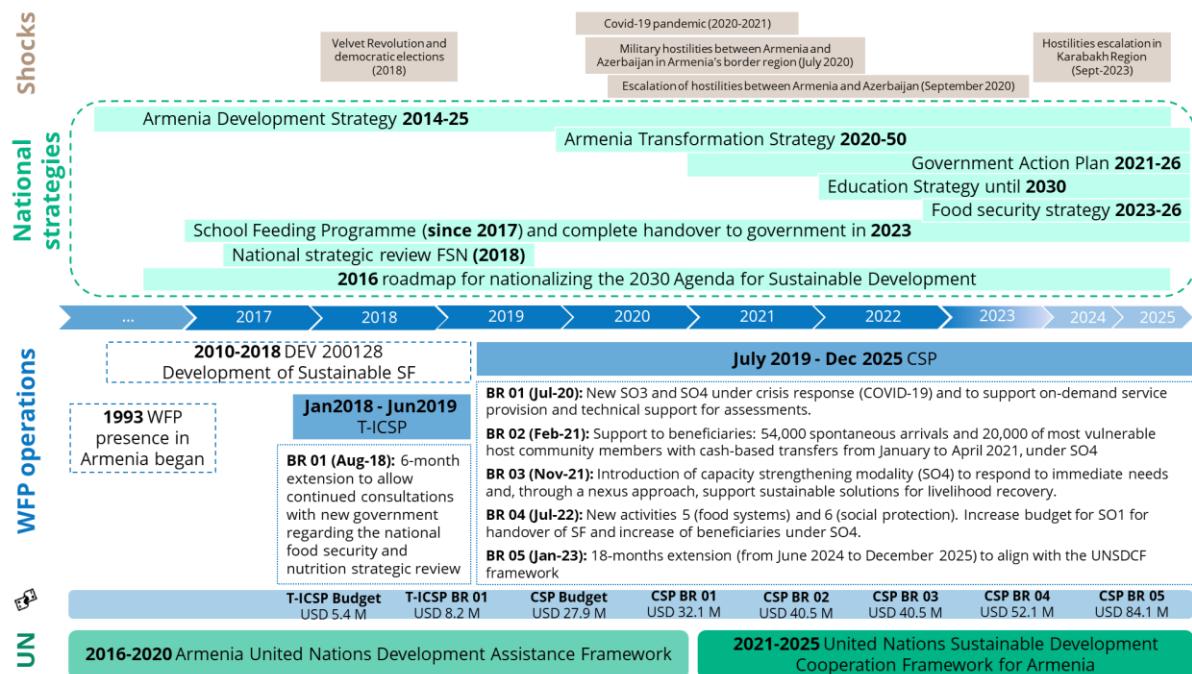
foundations of the CSP.

35. WFP programming in Armenia since 2010 has revolved almost entirely around the implementation of school feeding activities and related support to the Government, with occasional emergency interventions due to crises linked to the Karabakh region. Prior to the T-ICSP, the country office had already started planning a gradual transfer of school feeding activities to the Government. This strategy was later incorporated into the T-ICSP and the CSP. School feeding activities were subject to a previous evaluation in 2015 and in 2024, with an ongoing decentralized evaluation (DE) that has provided useful data for this CSPE.

36. This evaluation is based on performance up to 12 July 2024, when the country-level fieldwork was finalized. As the T-ICSP was a preparatory phase of the current CSP, only basic financial and beneficiary data relating to that period (January 2018 to June 2019) have been considered.

37. Figure 6 presents a timeline of key WFP interventions in Armenia as well as other major contextual developments, and government policies and strategies during the period covered by this evaluation.

**Figure 6: Overview of WFP support to Armenia through the years**



Source: ToR Armenia CSPE 2019–2025

### CSP overview

38. The CSP was approved by the WFP Executive Board in June 2019. It was designed to continue the ongoing shift by WFP from directly implementing school feeding activities to strengthening national capacities of the Government and national partners. The CSP was originally designed as a programme for the period July 2019 to 2024 with two Strategic Outcomes (SOs), both addressing 'root causes'. The focus on the SFP continued, expanding the home-grown school feeding approach through the addition of the transformative model (establishment of greenhouses and intensive orchards, production of organic fertilizer, installation of solar panels and water tanks) in selected schools. Support to the SFP was accompanied by a set of new activities on strengthening national capacities on nutrition, food security, and emergency preparedness through enhanced food supply chain capacities and planning for related interventions such as establishment of school breakfast clubs. Under SO1, support was given to targeted schools and children (Activity 1) mainly using food and cash-based transfers (CBTs) and support to selected schools for water and sanitation, kitchen and dining hall rehabilitation, and school gardens. Support was provided to a subset of schools (103 schools) on additional elements within the piloted transformative model. SO2 (Activity 2) focused on SFP policy and institutional support aimed at country capacity

strengthening (CCS). Gradual handover of the SFP to the Government started in 2017, with the ambition of achieving a complete transfer by 2023.

39. The focus of the CSP expanded with the first budget revision (BR01) in July 2020, when two SOs were added, supporting the corporate goals of 'global partnerships' and 'crisis response'. SO3 aimed to provide on-demand services (logistics, transfers, etc.) to government and other humanitarian partners (Activity 3). SO4 aimed to assist the Government in assessing and targeting beneficiaries and providing direct cash and food assistance to vulnerable populations affected by the COVID-19 pandemic and the border crises (Activity 4).

40. Budget revision 2 (BR02) was introduced in February 2021 to step up crisis response efforts in the regions bordering Karabakh, introducing cash/voucher assistance. BR03 followed in November 2021 to accommodate enhanced support under SO4, in the form of food assistance and on recovery of livelihoods as part of the new humanitarian-development nexus approach (Activity 4). In July 2022, BR04 introduced two additional activities under SO2 on CCS. One was aimed at national food systems and food value chain development (Activity 5),<sup>63</sup> the other at strengthening the national social protection system (Activity 6). The most recent budget revision (BR05) of January 2023 was approved to allow an 18-month extension of the CSP period from July 2024 to end of 2025, resulting in a total CSP duration of 6.5 years. This extension of the CSP was applied to align with the timeframe of the UNSDCF of 2021–2025. The most recent CSP Line of Sight with BR05 is included in Annex III of this report.

41. Only a limited number of projects in the CSP were designed as humanitarian-development nexus interventions. While peacebuilding has not featured strongly in CSP interventions, they are designed to contribute to harmonious settlement and integration of refugees and internally displaced persons.

42. In the original design of CSP 2019–2025 attention to cross-cutting issues focused on gender equality and women's empowerment (GEWE) and environmental sustainability. During implementation, Accountability to Affected Populations (AAP), protection and nutrition integration indicators were incorporated into the CSP monitoring framework.

### **Structure and key implementation modalities of the CSP**

43. Table 1 provides an overview of the CSP SOs and activities, and their relative proportion within the Needs-Based Plan (NBP) as per BR05. It also shows the most important modalities of intervention used by WFP, illustrating that capacity strengthening has become a key element of the WFP approach in CSP implementation, while food and CBTs remained important, particularly under SO1 and SO4 and for specific social protection interventions under SO2. Under SO3, demand-based service delivery on logistics for emergency responses was the key modality of intervention, although only incidental interventions were carried out, in 2020 and 2021.

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<sup>63</sup> This builds on the United Nations Food Systems Summit in September 2021 and the results of the Armenian National Dialogues. See United Nations 2021. *The Food Systems Summit 23 September 2021 New York*.

**Table 1: Armenia CSP (2019–2025): Overview of SOs, activities, modalities and % of NBP**

Focus areas	Strategic Outcomes	Activities	Modalities of intervention	% of the total NBP as per BR05
Root causes	<b>SO1:</b> Vulnerable populations in Armenia, including schoolchildren, have access to adequate and nutritious food year-round	<b>Activity 1:</b> Strengthen and complement the national school feeding programme to facilitate handover to the Government	<b>Food, CBT, CS</b>	37.70%
Root causes	<b>SO2:</b> National policies, programmes and systems are strengthened to improve food security and nutrition among targeted groups by 2025	<b>Activity 6:</b> Provide support to national institutions to strengthen the national social protection system	<b>Food, CBT, CS</b>	10.90%
		<b>Activity 2:</b> 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	<b>CS</b>	6.40%
		<b>Activity 5:</b> Strengthen national food systems in Armenia, supporting actors along the food value chain	<b>Food, CBT, CS</b>	11.20%
Crisis response	<b>SO3:</b> Vulnerable populations benefit from improved capacities of national entities and partners to prevent and respond to emergencies	<b>Activity 3:</b> Provide on-demand service provision to the Government and other partners	<b>CS, SD</b>	2.20%
Crisis response	<b>SO4:</b> Vulnerable populations in Armenia have access to basic needs and livelihoods during and in the aftermath of a crisis	<b>Activity 4:</b> Support to Government and partners to identify vulnerable populations, provide food assistance and recover livelihoods	<b>Food, CBT, CS</b>	31.50%

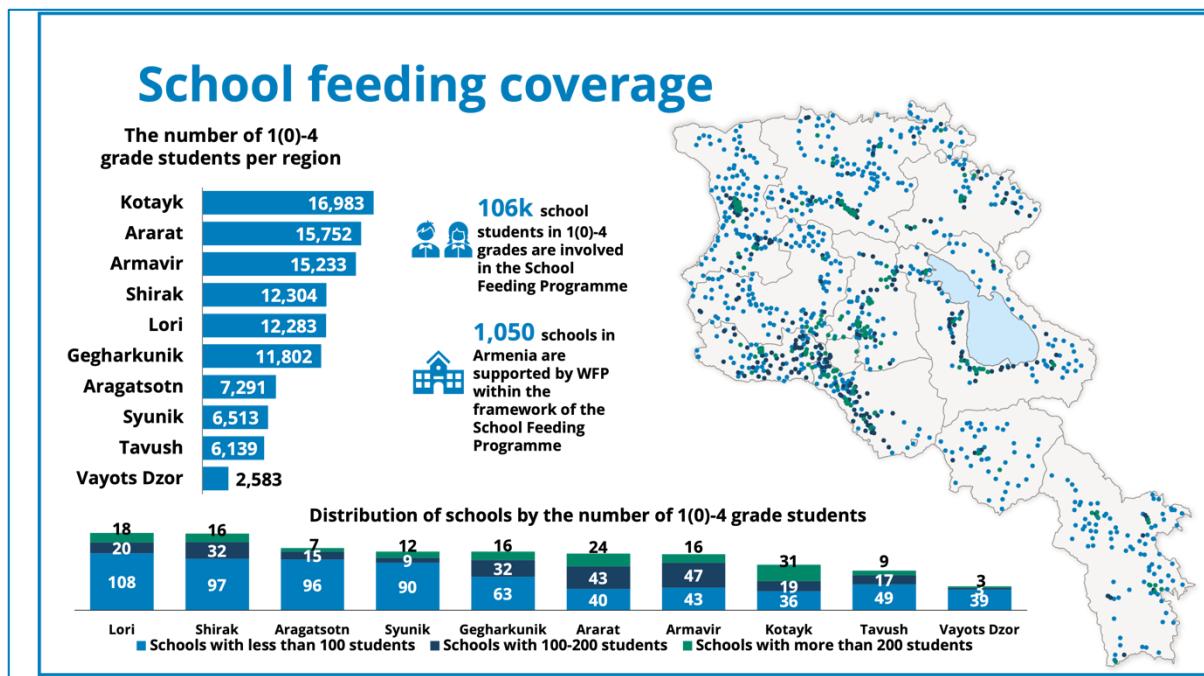
Source: WFP Armenia, *Line of Sight of the CSP (2019–2023) and corresponding BRs*.

### Geographical coverage of the CSP

44. Through the CSP, WFP has achieved wide geographical coverage, including through the SFP (SO1 and SO2) covering all ten provinces, except Yerevan (with establishment of the transformative school feeding model in more than 100 schools). Other interventions under SO2, also implemented in all ten provinces except Yerevan, directly target vulnerable populations and communities on improved food production, development of food value chains, among other issues geared towards delivery of fresh inputs for lunch in schools (Activity 5). Vulnerable households across the country are targeted through support to the national social protection system (Activity 6). Under SO4/Activity 4, food assistance and livelihood support are provided to crisis-affected populations in the regions bordering Karabakh, plus some incidental humanitarian actions in Yerevan targeting refugees.

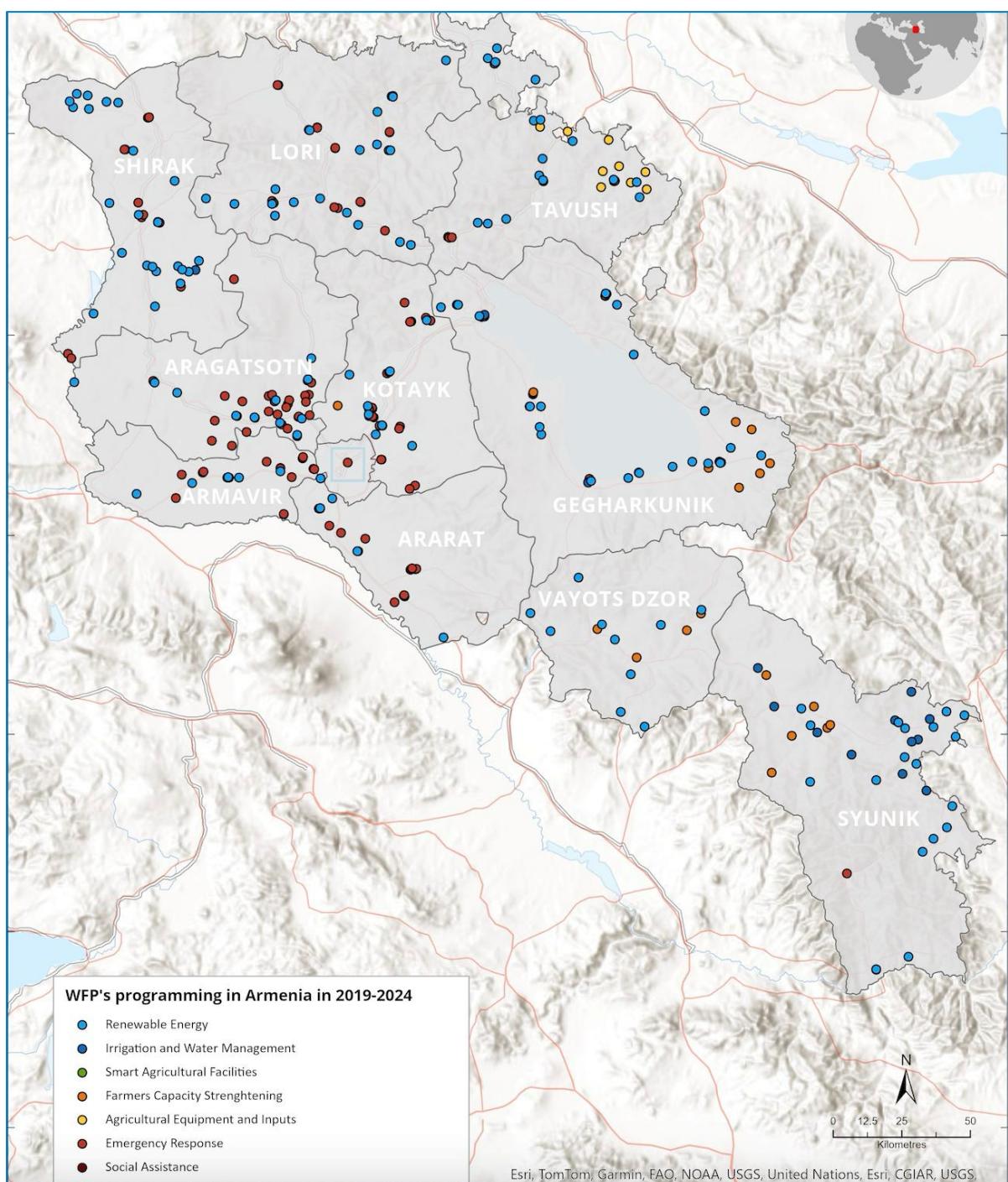
45. Overall, WFP support between 2019 and 2024 covered all ten provinces plus Yerevan, including a total of 224 unique communities. In more than half of these locations, several CSP interventions were implemented in parallel; in several cases, as many as five activity areas were covered. In only two provinces (Vayots Dzor and Yerevan), CSP actions were confined to emergency responses (food assistance), although a school milk project with Yeremyan (a private sector milk processing company) has been implemented in Vayots Dzor. Figures 7 and 8 show geographical coverage of CSP activities by type, indicating nationwide presence with a concentration of activities in the eastern provinces (Syunik, Tavush and Gegharkunik). As shown, the SFP is spread across the entire country. Schools under the transformative model are also shown as locations with solar panels and/or agricultural interventions. See Annex IV for a complete list of activities and donor information extracted from the WFP programming database.

Figure 7: Geographic scope of the Armenia SFP



Source: WFP Armenia, provided to the evaluation team in April 2024

**Figure 8: Geographic scope of CSP implementation by WFP (2019–2024)**



Source: WFP Armenia Country Office, provided to evaluation team in May 2024

### Financial overview

46. The original total Needs Based Plan (NBP) for the CSP amounted to USD 27.9 million. Over time, this budget was gradually increased through five BRs to USD 84.2 million, with the last BR having been approved in January 2023.

**Table 2: Cumulative financial overview of CSP for the period July 2019–2025**

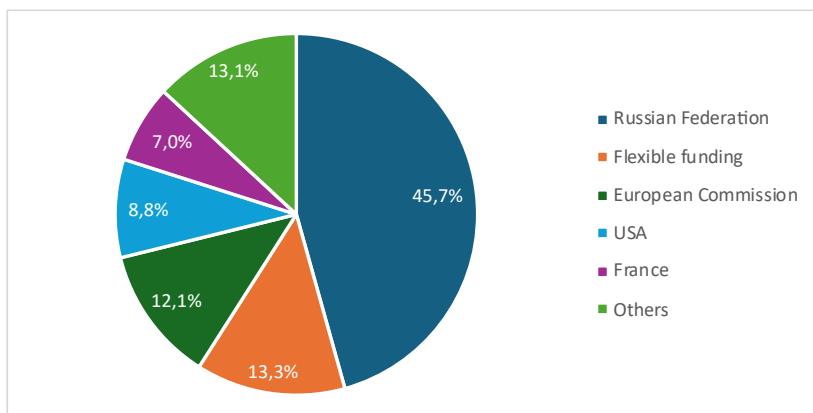
Focus area	Strategic outcome	Activity	Original NBP (USD)	NBP, latest BR (USD)	Cumulative allocated resources (USD)	Expenditure resources USD	% allocated resources on NBP	% expenditure of allocated resources
Root causes	SO1	Act 1	16,902,210	27,528,223	16,199,849	14,503,826	58.8%	89.5%
	<b>Sub-total SO 1</b>		<b>16,902,210</b>	<b>27,528,223</b>	<b>16,199,849</b>	<b>14,503,826</b>	<b>58.8%</b>	<b>89.5%</b>
Root causes	SO2	Act 2	6,347,334	7,955,189	4,195,466	3,845,311	52.7%	91.7%
		Act 5		8,198,042	2,040,067	1,106,106	24.9%	54.2%
		Act 6		4,668,306	2,448,756	1,368,507	52.5%	55.9%
		Non activity			140,845			
	<b>Sub-total SO 2</b>		<b>6,347,334</b>	<b>20,821,536</b>	<b>8,825,134</b>	<b>6,319,923</b>	<b>42.4%</b>	<b>71.6%</b>
Crisis response	SO3	Act 3		1,630,000	794,289	794,289	48.7%	100.0%
	<b>Sub-total SO 3</b>			<b>1,630,000</b>	<b>794,289</b>	<b>794,289</b>	<b>48.7%</b>	<b>100.0%</b>
Crisis response	SO4	Act 4		22,991,160	13,389,702	10,371,163	58.2%	77.5%
	<b>Sub-total SO 4</b>			<b>22,991,160</b>	<b>13,389,702</b>	<b>10,371,163</b>	<b>58.2%</b>	<b>77.5%</b>
Non activity specific			0		658,875			
Total direct operational cost		<b>23,249,544</b>	<b>72,970,919</b>	<b>39,867,849</b>	<b>31,989,202</b>	<b>54.6%</b>	<b>80.2%</b>	
		Direct support cost (DSC)	2,974,115	6,186,809	3,450,973	2,709,410	55.8%	78.5%
		Indirect support cost (ISC)	1,704,538	5,033,908	2,679,349	0	53.2%	0.0%
		<b>Grand total</b>	<b>27,928,197</b>	<b>84,191,636</b>	<b>45,998,171</b>	<b>34,698,612</b>	<b>54.6%</b>	<b>75.4%</b>

Source: CSP Armenia 2019–2025 and Budget Revision 05; WFP Report: ACR1-A – Standard\_Country\_Report\_(CRF\_2022–2025)\_v34, 12/07/24; WFP Report:CPB\_Plan\_vs\_Actuals\_Report\_v2.1, 12/07/24. Data extracted on 12 July 2024.

47. As shown in Table 2, as of 12 July 2024, the resources available amounted to 58.8 percent of the NBP. SO1 has been the most well-resourced part of the CSP (58.8 percent of NBP), while SO2 has been the least well-resourced (42.4 percent of NBP). By 12 July 2024, expenditure levels had reached 75.4 percent of allocated resources. See section 2.3 and Annex V for a more detailed analysis of expenditures.

48. Since the expansion of the CSP from two to four SOs under BR01 in July 2020, the country office has invested significant efforts in diversifying its resource base and in generating interest from new donors. As a result, activities during 2019–2024 were funded by 20 different donors under 27 contracts, as opposed to the pre-CSP years when the focus was on school feeding funded mainly by the Russian Federation. Figure 9 shows the key donors of the CSP since 2019.

**Figure 9: Percentage of funding of Armenia CSP (2019–2024) by donor**



Source: Armenia CSP 2019–2025 CPB Resource Situation. Data extracted on 12 July 2024.

49. While the contribution from new donors increased, funding from the Russian Federation remained significant, constituting 45.7 percent of the total. The second largest funding source is flexible funding from the WFP core budget, at 13.3 percent. Other major donors include the European Commission at 12.1 percent, mainly for emergency responses under the European Civil Protection and Humanitarian Aid Operations (DG ECHO), followed by the USA (8.8 percent) and France (7 percent). Together, these five funding sources cover 86.9 percent of the total budget. Smaller donors to the CSP are the Government of Armenia, Switzerland, Belgium, Bulgaria, United Kingdom, United Nations and the private sector.

#### **1.4. Evaluation methodology, limitations and ethical considerations**

50. The evaluation started in April 2024 with an inception phase, including a field mission which conducted initial interviews, a document review and theory of change (ToC) reconstruction workshops. The main activity during the inception phase was the fieldwork in Armenia from 1–12 July 2024, with visits to Gegharkunik, Lori, Syunik, and Tavush provinces. The accompanying analysis took place before and after the field mission (see field mission schedule in Annex VII). As part of the reporting phase, two in-country workshops were held (in December 2024), which provided further data to inform the evaluation report (ER).

##### **Methodology**

51. This CSPE examined the relevance, efficiency, effectiveness, coherence and sustainability of the CSP for Armenia, implemented from July 2019 until the end of the fieldwork period (12 July 2024). The evaluation addressed a number of standardized evaluation questions (EQs) which are applied for all CSPEs, supplemented by a set of evaluation sub-questions specifically developed for the Armenia CSPE. The evaluation was based on a mixed-methods approach involving collection and analysis of qualitative and quantitative data. To ensure robust evidence, completeness, representativity and validity of the data were emphasized. Findings were subject to systematic triangulation of sources. This theory-based approach was informed by a participatory process for reconstruction of the ToC. More details on the methodology and tools used in this CSPE, including methods and results of sampling of data sources are provided in Annex IX. Data collection and analysis followed a gender-sensitive, inclusive approach, paying attention to gender equality, equity, and social inclusion, especially for vulnerable groups such as refugees and internally displaced persons. The evaluation team was gender balanced. The evaluation also addressed cross-cutting principles such as Accountability to Affected Populations (AAP), protection, humanitarian principles, and environmental sustainability, including climate change considerations.

52. The following evaluation methods and tools were used:

- A review of more than 100 documents (see Annex XI).
- Remote and in-person key informant interviews (KII) with 155 individual key informants (94 women, 61 men) and five group meetings with mixed key informant groups (24 persons). For details see Annex XII. The KII categories included WFP staff at headquarters, Regional Bureau in Cairo and

Country Office, and country offices in three countries where SSTC was facilitated. Interviews were also held with government representatives and stakeholders at central and decentralized levels; WFP cooperating and service partners; United Nations and other international development partners, including donors to the CSP; CSOs, private sector and academic partners at national and local levels, and representatives of beneficiary groups and organizations.

- Workshops with WFP country office staff to reconstruct the ToC, and for debriefing and discussion of preliminary findings at the end of the fieldwork phase. Workshops with internal and external stakeholders were also conducted during the reporting phase to develop a common understanding of evaluation findings and conclusions, and foster increased ownership of recommendations.
- Analysis of budget and expenditures, beneficiary, modality, output, outcome and cross-cutting indicator data and benchmarking of efficiency data on CSP implementation (details in Annex XIII).
- Four case studies (one at national level and three at local level), applying an approach inspired by contribution analysis. These case studies provide more detail on specific contributions to selected outcome level changes within the CSP's Line of Sight, see Annex XIV.
- Detailed stakeholder analysis, see Annex XV.

53. For a mapping of findings, conclusions and recommendations, see Annex XVI. A list of the abbreviations used in this report is in Annex XVII.

### **Limitations and considerations**

54. Most of the risks identified during the inception phase did not materialize and so did not require mitigating actions. However, there were a small number of limitations that should be considered in the interpretation of this CSPE report (see Table 3).

**Table 3: Risks and limitations and mitigation and considerations for the Armenia CSPE**

<b>Limitations</b>	<b>Mitigation and considerations</b>
The case study research for analysis of contributions of WFP to outcome-level change in the context of specific CSP interventions was limited to short visits and interviews in specific locations of WFP interventions.	<ul style="list-style-type: none"> <li>- Fieldwork focused on Syunik, Gegharkunik and Tavush provinces and on capacity strengthening actions for national actors.</li> <li>- Case studies were used to cross-check and triangulate with other evaluation findings.</li> </ul>
The parallel decentralized evaluation (DE) on SFP required the CSPE to avoid overlap and duplication of evaluation efforts and activities, but the timing of the DE publication did not allow for full integration of the findings in this evaluation report.	<ul style="list-style-type: none"> <li>- Regular exchange and coordination with the DE Team Leader allowed the evaluation team to integrate some of the preliminary findings in this evaluation.</li> <li>- Research on SFP at school level focused on qualitative aspects and on transformative components of the SFP and on looking at value chain development integration with SFP.</li> </ul>
Data on efficiency of transfers and on the supply chain management aspects of WFP operations in Armenia were limited.	<ul style="list-style-type: none"> <li>- An additional comparative assessment was conducted based on data on the size of CSP budget in relation to the number of country office staff.</li> </ul>
The counting of beneficiaries and output and outcome indicators by the country office and insertion of these data in WFP monitoring and evaluation systems were delayed.	<ul style="list-style-type: none"> <li>- This limitation is noted in this evaluation report where relevant and applicable.</li> <li>- Trend analysis of output and outcome indicator values was limited to the period 2019–2023, which were years where more indicator values were available.</li> </ul>

### **Ethical considerations and quality assurance**

55. The evaluation conformed to WFP and United Nations Evaluation Group (UNEG) ethical standards and norms in all activities and at all stages. All members of the evaluation team complied with the 2020 UNEG Ethical Guidelines and the 2014 Guidelines on Integrating Human Rights and Gender Equality in Evaluation.

56. A rigorous quality assurance process was applied, based on the WFP Centralized Evaluation Quality Assurance System. This included the use of process maps, templates, and checklists aligned with UNEG norms and international best practices. An external Quality Adviser provided advice on methodology and reviewed all deliverables to ensure that high standards were maintained before submission to WFP.

## 2. Evaluation findings

### 2.1. EQ1: To what extent and in what ways is the Country Strategic Plan (CSP) evidence-based and strategically focused to address the needs of the most vulnerable to food and nutrition insecurity?

#### 2.1.1 EQ1.1: To what extent was the design of the CSP and its consecutive budget revisions informed by credible evidence and strategically and realistically targeted?

57. Finding 1: The CSP and its budget revisions were based on extensive context and needs assessments and on regular vulnerability assessments. Other assessments were completed regularly, such as food security and market price analyses. These assessments provided regularly updated data on the CSP context. The CSP design and implementation were also based on the use of studies and assessments from the Government and other development partners to Armenia.

58. Table 4 specifies the wide range of vulnerability assessments and context and needs analyses by WFP and others which were used in CSP design and in identification and planning of activities and sub-activities. Subsequent budget revisions of the CSP, as presented in section 1.3 of this report were informed by COVID-19 and government assessments. Specific requests from the Government of Armenia for food assistance to vulnerable target groups and for technical assistance (TA) have also informed these budget revisions. The specific needs of the most vulnerable populations are analysed in regular Food Security and Vulnerability Assessments (FSVAs); these are considered in emergency responses and social protection activities specifically targeting refugees and vulnerable border communities.

**Table 4: External and internal assessment reports used by the country office for CSP planning and implementation**

WFP	Years	Key contents
School feeding, nutrition	2016 (July) n.d.	WFP, Armenia's national School Feeding Programme: Cost Benefit Analysis Social and Behaviour Change Communication (SBCC) pilot on increase of healthy breakfast consumption, 2019–2021
	2022	Increasing the consumption of a healthy breakfast among the most vulnerable children taking an SBCC approach
	2023	WFP, impact assessment; Creation of an economic mechanism for local business participation in school feeding co-financing in Arpi community
	2024	Milk to Schools Pilot – endline assessment report
Food security	Regular 2017 2018 2018 (Jan) 2018	Food Security and Vulnerability Assessment in Armenia (six in total) Gender analysis in food security analysis Cost of the Diet National Strategic Review of Food Security and Nutrition in Armenia Scoping study on social protection and safety nets for enhanced food security and nutrition in Armenia
	2020 (5 updates) 2020 (Dec)	Impact of COVID-19 in the Middle East, North Africa, Central Asia and Eastern Europe Food security system in Armenia: Policy over years, market functionality and supply chains
	2021 (Apr) 2021 (May)	Food security and market monitoring Food security and one year of COVID-19 in Armenia – market functionality and supply chain dynamics
	2021 (May) 2023	Food security in Marzes of Armenia Impact of climate change on livelihoods and food security in Armenia (CLEAR)
	2023 (Mar) 2022	Poverty and food security: A snapshot of interlinkages links (Vulnerability Assessment and Mapping) Food security situation in Armenia and possible implications of conflict in Ukraine
	2018 (April)	Macro financial assessment (financial sector assessment)
	2020 summer	
	2023	Financial literacy analysis

	2023	Energy sector analysis
Food prices and markets	(Monthly) 2023 (Jan)	Market Price (Monitoring) Bulletins Market Functionality Index (Vardenis, Sisian and Jermuk)
Logistics cluster	2024 (May)	Country profile logistics infrastructure
Social protection		Report of the Shock Responsive Social Protection (SRSP) Country Capacity Assessment Exercise
Refugees	2023 (Sep) 2024 (Feb)	Context analysis and the possible implications of the refugee influx to Armenia in September 2023 Barrier analysis for the social-economic integration of refugee population and host communities in Armenia
<b>Studies and assessments by other partners</b>		
United Nations country team	Regular	Context studies, assessments and situation reports by different United Nations partners (IOM, UNICEF, UNHCR) Joint vulnerability assessments (FAO, UNICEF and UNDP)
Government	Regular	Identification of vulnerable populations (with COVID-19, vulnerable groups in border communities and refugee influx)
Center for Humanitarian Demining and Expertise	Occasional 2023	Provincial risk assessments on unexploded ordnance and provincial field mission reports (Syunik, Gegharkunik)
Social and Industrial Foodservice Institute (SIFI)	n.d. 2016–2023 n.d.	School Feeding Programme Process Monitoring Report; September–December 2019 Schools (Infrastructure) Assessments School Agriculture Project in the Republic of Armenia synthesis report
R-Insights	2020	Improving Nutrition in Armenia: SBCC formative research
World Bank	2016	Systems Approach for Better Education Results (SABER) Armenia country report

59. **Finding 2:** CSP planning and specific activity and project design are carried out in close cooperation and consultation with national, provincial and community government entities. Cooperating partners have also been involved in planning, though their role has been mostly confined to identification of Tier 1 beneficiaries and operational aspects of interventions.

60. National, provincial and community governments were consulted in the evaluation and case studies. They consistently reported that WFP routinely involves them in designing and identifying interventions, selecting project locations and defining beneficiary selection criteria.

61. CSP cooperating partners confirmed in Key Informant Interviews (KIs) that they were closely involved in identifying target groups for interventions where they were contracted by WFP. They took part in planning of operational aspects but were less involved in the overall design of the interventions.

62. The choice of locations for crisis response interventions was dependent on the number of refugees in specific regions and official requests from the Government for emergency and food assistance. It was also guided by the focus of some donors on certain regions so that support through WFP and its partners would complement the donors' other relief and recovery efforts in the same region (e.g. Swiss Agency for Development and Cooperation (SDC) in Gegharkunik and France in Syunik). Its wide presence in Armenia allowed WFP to accommodate these targeting preferences and ensure complementarity with other WFP interventions in the same regions.

63. School feeding activities and transformative components are distributed throughout Armenia. Provincial governments have led the identification of priority schools for transformative School Feeding Programme (SFP) components. Identification of specific vulnerable target groups is consistently carried out with the involvement of Unified Social Services (USS) community offices, local governments and local implementing partners.

64. Key informants indicated that identification of beneficiaries for emergency food and cash support is generally based on a process where longlists of beneficiaries provided by government entities (USS, provinces, and communities) are then shortlisted on the basis of more specific vulnerability assessments by WFP and cooperating partners. Shortlists are then confirmed by relevant authorities.

65. **Finding 3:** The overall CSP and annual planning output targets have been realistic for the infrastructure elements within the regular and transformative school feeding components, (Strategic Outcome 1 (SO1)/Activity 1). However, as these investments are relatively recent, most benefits from established renewable energy infrastructure (transformative SFP model; SO1/Activity 1 and under SO2/Activity 5) are mainly based on assumptions and economic projections. There is a gap in robust evidence for the applied designs in the value chain actions under SO2/Activity 5, affecting the longer-term sustainability of the intended economic benefits for the smallholders/cooperatives.

66. The SFP components within the CSP (SO1/Activity 1) are based on findings from the Systems Approach for Better Education Results (SABER) study (see Table 4) conducted in 2016, together with the results of the infrastructure assessments by the Social and Industrial Foodservice Institute (SIFI) for all provinces. The targets set for these infrastructure activities are marked as realistic in the regular and transformative models. For the school agriculture interventions, a cost - benefit analysis was completed in 2022 based on modelling.<sup>64</sup> Firm evidence could not be generated as the vegetable and fruit harvest in the first year of operation was still very limited. While the established food production and processing facilities in schools (e.g. orchards, greenhouses, and gardens) are relevant for increasing availability of food ingredients for school meals, most key informants stated that the expectation that produce will generate additional funds for school budgets is not always realistic. Also, recent amendments to national education law may affect how savings from solar stations in schools or profits/savings from agricultural activities will be managed and flow back into the education budget. A more general comment from national stakeholders has been that regulations and mechanisms for the use of savings generated by solar panels in the transformative model need to be further reviewed (see EQ 2.3).

67. The interventions to support establishment and expansion of food value chains (SO4/Activity 4; SO2/Activity 5) cover various types of crops (in particular, grains, legumes, pulses and horticultural crops such as fruits and vegetables) and are based on agronomic research by the Armenian National Agrarian University (ANAU). The WFP approach has been to target full value chains from production and provision of inputs to processing and sales, including integration of products in WFP-supported interventions, particularly SFPs. The selection of crops and products (e.g. wholegrain) has also been motivated by their nutrition value and benefits. For such products, support is needed for creation of (future) market demand through, among others, social behaviour change (SBC) efforts. As observed in various cost - benefit analyses, the main focus has been on production (cost - benefit) aspects, with limited attention to systematic market research. Without more data on market demand and access requirements and restrictions, it is unclear whether, and to what extent, these activities are viable and sustainable in the longer term.

## **2.1.2. EQ1.2: To what extent, and in what ways, was the CSP designed to support national priorities, the United Nations cooperation framework and the Sustainable Development Goals (SDGs), and what has been the WFP added value in Armenia?**

68. **Finding 4:** The CSP design was aligned with national policies and priorities to the extent possible given their stage of development. Government partners confirm that the activities in the CSP, including the country capacity strengthening efforts, respond to needs and priorities at both the national and decentralized level. More capacity strengthening support for local government actors would be welcome.

69. While CSP interventions are usually aligned with existing government policies and strategies, this was not possible in cases where they were still under development. WFP has provided technical support to policy and strategy development, and institutional development and capacity strengthening. Government partners indicate that they still require ongoing support from WFP in these areas. So far, the CSP has provided limited attention to capacity strengthening of decentralized government entities, although this is becoming a more prominent priority given the ongoing process of decentralization of governance in Armenia and increasing responsibilities for local government bodies.

<sup>64</sup> The models that were analysed were: a) green energy generation through installation of a 20-kW solar plant; b) vegetable production in greenhouses; c) berry gardens with freezing; and d) intensive orchards with fruit drying.

- WFP and SIFI were the main actors involved in establishing the School Feeding and Child Welfare Agency (SFCWA) in 2020, a semi-autonomous agency dedicated to School Meal Planner (SMP) implementation and monitoring.<sup>65</sup> Under SO2/Activity 2, WFP has been the initiator and SIFI the main government partner in elaborating the draft national school feeding strategy in 2023, which is expected to be adopted in 2025 together with a sound outcome monitoring framework. WFP has also supported development of the Government commitment statement on school feeding, presented when Armenia acceded to the Global School Meals Coalition on 14 September 2020. The new strategy encompasses the adoption of the transformative school feeding model (SO1/Activity 1), emphasising increased food production (orchards, greenhouses, and gardens) and food processing activities at school level, and the new learning modules on Healthy Lifestyle which were developed by a United Nations consortium, including WFP. These activities are seen as supportive to school mandates in education.
- Strategies, policies and regulations for some technical areas of the CSP are not yet fully developed and require ongoing technical support from WFP. Specific areas are social protection (SO2/Activity 6, including support for the establishment of the USS in April 2021 and drafting of new social protection legislation in 2024/2025); and shock-resistant national food systems (SO2/Activity 5, including support for the Food Systems National Dialogues in 2021).
- At the decentralized level, WFP actions are aligned with provincial and community development plans, according to subnational governments in KIIs, and as confirmed by case study visits conducted in this evaluation (see Annex XIV).

70. **Finding 5:** The CSP is aligned with SDGs 2 (access to food) and 17 (global partnerships) and the United Nations Sustainable Development Cooperation Framework (UNSDCF) for Armenia. Through budget revision 5 (BR05), the timeframe for the CSP has been harmonized with the UNSDCF up to the end of 2025. WFP actively cooperates with United Nations agencies in technical working groups and in coordination of humanitarian responses. WFP also participated in the joint needs assessment with the United Nations High Commissioner for Refugees (UNHCR) and United Nations Children's Fund (UNICEF) in the border region in September 2022. WFP Armenia cooperated with other United Nations agencies in two joint projects: the United Nations Healthy Lifestyle partnership, and support to establish a Shock Responsive Social Protection (SRSP) system.

71. In BR05 the CSP's end date has been adjusted to align the timeline with the UNSDCF. Therefore, WFP Armenia scores well on this management key performance indicator (KPI) for Engaging in Effective Partnerships.<sup>66</sup> On the related KPI,<sup>67</sup> which focuses on how development activities are rolled out in coherence with other United Nations agencies under a common vision, there also is a positive score.

72. Providing TA to government entities for food security, school feeding, social protection and emergency responses, WFP regularly meets and coordinates with other United Nations agencies in working groups and provides specific TA services, particularly with UNICEF and United Nations Development Programme (UNDP) in the area of social protection. Government partners indicated that there is good alignment and coordination with the United Nations agencies.

73. The joint United Nations initiative on Healthy Lifestyle curriculum development for grades 6-10 was coordinated by the United Nations Population Fund (UNFPA) and joined by UNICEF, United Nations Educational, Scientific and Cultural Organization (UNESCO) and WFP. There was a period where WFP was less active in the initiative, although it re-joined at a later stage. Partners took responsibility for specific parts of the curriculum, with WFP focusing on nutrition and physical activity. Although cooperation between agencies was not always smooth, the Healthy Lifestyle curriculum has now been introduced in the education system, and an EU-funded intervention on social protection is being implemented in partnership

<sup>65</sup> Sustainable School Feeding Programme. n.d. About us ([About us – School Feeding](#))

<sup>66</sup> WFP. 2024. *WFP Indicator Compendium 2022–2025 (June 2024)*.

<sup>67</sup> This is measured by the number of WFP programmes undertaken in collaboration with a United Nations partner, as explicitly articulated in the UNSDCF.

with WFP, UNICEF and UNDP. These are the only joint initiatives that WFP participates in (both under SO2/Activity 2).

74. In September 2022, UNHCR, UNICEF and WFP conducted a joint needs assessment of communities hosting displaced persons as a result of hostilities on the Armenia-Azerbaijan border.

75. WFP and the Food and Agriculture Organization of the United Nations (FAO) collaborate in an SDG-fund supported agricultural development project in Syunik where the two agencies take responsibility for specific project components (for WFP under SO4/Activity 4). As Rome-based agencies, WFP and FAO share mandates for strengthening food security in Armenia. However, cooperation in the area of food security is not common and no joint initiatives exist with the International Fund for Agricultural Development, which is not a resident agency in Armenia.

76. WFP is engaged in the design and formulation of the next UNSDCF for 2025–2029 and the evaluation of the current UNSCDF period.

77. **Finding 6:** According to national government partners, WFP technical guidance and support has provided clear added value because of its presence on the ground and expertise in food security, nutrition and supply chains. WFP is considered proactive in its activities and willingness to cooperate and coordinate with other partners.

78. Key informants consider WFP to be one of the leading partners within the United Nations, and one that seeks coordination with others. WFP is also highly valued because of its presence on the ground at the provincial and community level, including through its cooperating partners. Therefore, WFP is able to provide well-targeted support to communities and beneficiary groups at the local level.

79. The added value of WFP in providing high-quality TA and exposing Armenia to international experiences is clearly expressed by many government stakeholders. Local cooperating partners often mention that WFP has been more consistent and accessible than some of the other United Nations agencies in providing guidance and support. WFP is identified as a preferred partner because of its global experience in providing services in food security and nutrition and supply chain management. This is also the case in innovation of tools and instruments, such as the electronic food card system that will be incorporated by the Government in the new social protection system.

### **2.1.3. EQ1.3: To what extent is the CSP design internally coherent and based on an implicit theory of change (ToC) with realistic assumptions?**

80. **Finding 7:** The CSP does not have an explicit ToC, though its lines of sight and logical framework contain elements of an implicit ToC. The incremental CSP expansion has contributed to a complex CSP structure with some misalignment.

81. Under BR02, the cash/voucher-based assistance in the regions bordering Karabakh was initially added under a new SO (SO4 on crisis response). Under BR03, these crisis response interventions evolved to include livelihood recovery, with more focus on the humanitarian-development nexus. There are logical connections between work under SO1 on the SFP and SO2 on food value chains and social protection, but these are difficult to reflect in the siloed and rather static CSP/Line of Sight structure. The mix of sectors and types of activities added under SO2 further reduced clarity. For WFP engagement in the SFP, support for the school and community and for policy and national-level capacity strengthening were put under two different SOs. This approach was not maintained for the support provided for food systems and social protection, which were added through BR04. In this instance, there was a mix of support for national-level policy development and institutional strengthening, and at community and household level.

82. The CSP structure does not reflect the links between interventions on the ground that are often well-integrated and combine activities under two or three different SOs. Specific examples from the case studies are the value chain support in wholegrain milling that was linked to the provision of wholegrain wheatmeal to schools under the SFP, installation of solar panels on community buildings and enterprises, and linking of emergency support interventions in Karabakh border communities to community development projects and value chain development. In discussions during the inception phase of the

Country Strategic Plan Evaluation (CSPE), the country office indicated that a ToC would be of value for more integral and holistic planning of its interventions.

83. Capacity strengthening is becoming increasingly important in WFP programming in Armenia, particularly with provincial-level entities taking over responsibility for management of the SFP, social protection and emergency assistance. Capacity strengthening also received more attention through SOs and activities added to the CSP under subsequent BRs, particularly under SO2. However, the country office does not yet appear to have a clear vision on the specific steps required in the pathway of change for its capacity strengthening interventions.

#### **2.1.4 EQ1.4: 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?**

84. Finding 8: Several of the BRs (and new activities) during the CSP implementation period were WFP responses to internal and external shocks in Armenia. WFP Armenia responded swiftly to the evolving needs of vulnerable populations and to emergencies, most notably the COVID-19 pandemic in 2020 and 2021, the refugee influx and increase in internally displaced persons due to border conflicts in 2020, the Karabakh crisis in 2023, and the floodings in Lori and Tavush in 2024.

85. Through BR01, WFP Armenia accommodated the additional needs of affected populations during the COVID-19 pandemic. As part of the response, SFP activities included the provision of take-home rations that improved food security for more than 26,000 families, as reported in WFP's Annual Country Report (ACR) in 2021. Other adaptations were swiftly implemented, including the addition of beneficiaries under existing emergency interventions, such as refugees from the Karabakh region in the final months of 2023.

86. Finding 9: Throughout the implementation of the CSP, WFP remained a relevant partner to the Government of Armenia, particularly through its ongoing support for the SFP. In recent years it has become a key partner to the Government in supporting innovation in Armenia's social protection system.

87. As described in the CSP document, based on the findings of the 2016 SABER study in Armenia, WFP and SIFI developed an innovative, more sustainable and complete approach for home-grown school feeding, one that was more suitable in the Armenian context. In 2021, this transformative model was piloted in five schools and four dairy/poultry farms<sup>68</sup> in one community (Arpi community, Shirak region). Some elements of the pilot model were scaled up to 97 schools at the end of 2023, with more than 100 schools benefiting from solar panels by mid-2024. Fresh food provisioning for school meals was strengthened through integration of horticulture components (greenhouses, berry gardens, and orchards), as per TA from the ANAU and with support of specialized cooperating partners (Green Lane, New Society Institute, Work and Motherland, among others). The transformative SFP model has become a national reference and the Government has expressed its commitment to its continued roll-out. In international exchanges, such as South-South and Triangular Cooperation (SSTC), the transformative model has been shared with WFP and its national partners in Kyrgyzstan and Iraq.

88. The consolidation of communities and strengthening of decentralized government capacities is bringing more tasks and responsibilities to provincial government and community leadership, which requires capacity strengthening. WFP is working closely with decentralized government entities to build their capacities, although national partners would like additional support for this, particularly in social protection and emergency responses.

89. WFP support on strengthening national food systems was at its height during the development of the National Pathways for Food Systems Transformation, as preparation for the 2021 Global Food Systems Summit. In recent years, WFP's main focus has been to support cooperatives and smallholder farmers in development of food value chains. Combined with market systems development, these are important responses to improve food security in Armenia, including for meeting the demand for (fresh) food for the SFP. This is also important given Armenia's high dependence on grain imports from Russia and Ukraine,

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<sup>68</sup> Three milk processing farms and one poultry farm.

considering the current geopolitical instability. While WFP has addressed these developments in several of its interventions, its focus has mostly been on small-scale production and not yet on systematic food market development.

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

### **2.2.1 EQ2.1: To what extent did WFP achieve its coverage and outcome targets in Armenia, including for additional strategic objectives, and in what ways did these contribute to the expected outcomes of the CSP?**

#### **Coverage and beneficiary reach**

90. Finding 10: Since the start of the CSP, the total number of beneficiaries has oscillated between 34,000 and 160,000 per year, with a fairly even gender balance (Figure 10). Between 2018 and 2023, an annual average of 91 percent of planned beneficiaries were reached, with interventions in all provinces.

91. Provision of direct assistance (Tier 1 beneficiaries) in most years was consistent with what was planned, although COVID-19 and the border crisis resulted in additional beneficiaries. The interventions during COVID-19 school closures also included cash-based transfers (CBTs) to vulnerable families. There was a sharp decrease in 2022 (see Table 5). Annual food transfer volumes met planned targets in most years, with low volumes in 2020 and 2022 and high volumes in 2021. CBT amounts stayed well below planned targets throughout the CSP implementation period (see Figure 17 in Annex XIII). The various transfer modalities are further discussed in Annex VIII of this report.

92. In the early years – Transitional Interim Country Strategic Plan (T-ICSP) and CSP – most Tier 1 beneficiaries were reached through the SFP, initially with food and later with CBTs. Sex- and age-disaggregated data on the number of schoolchildren reached through the SFP are available, although figures on schoolchildren with special needs (reported in the ACRs since 2020) and data about other beneficiaries (teachers/educators and school administrative staff) are not disaggregated by sex.<sup>69</sup> As a result of the gradual transfer of the SFP to the Government of Armenia, numbers have declined in recent years and there were no more direct transfers under the SFP after 2022.

93. Since 2020, food and cash/voucher transfers have been distributed under SO4/Activity 4, initially mostly related to responses to the COVID-19 crisis and later for refugees from the Karabakh region. Until 2023, food assistance was only provided to residents, which included internally displaced people suffering from border conflicts. In 2023 and 2024, the number of beneficiaries sharply increased due to the refugee influx from Karabakh. The number of beneficiaries for 2024 refers to only a half year of implementation, at which point 66 percent of the planned target was already achieved.

94. Smaller amounts of CBTs were reported under SO2/Activity 5 and SO2/Activity 6, with a focus on asset creation and livelihood support in value chain development interventions, and for piloting of food cards in social protection and resilience building interventions (see Table 5).

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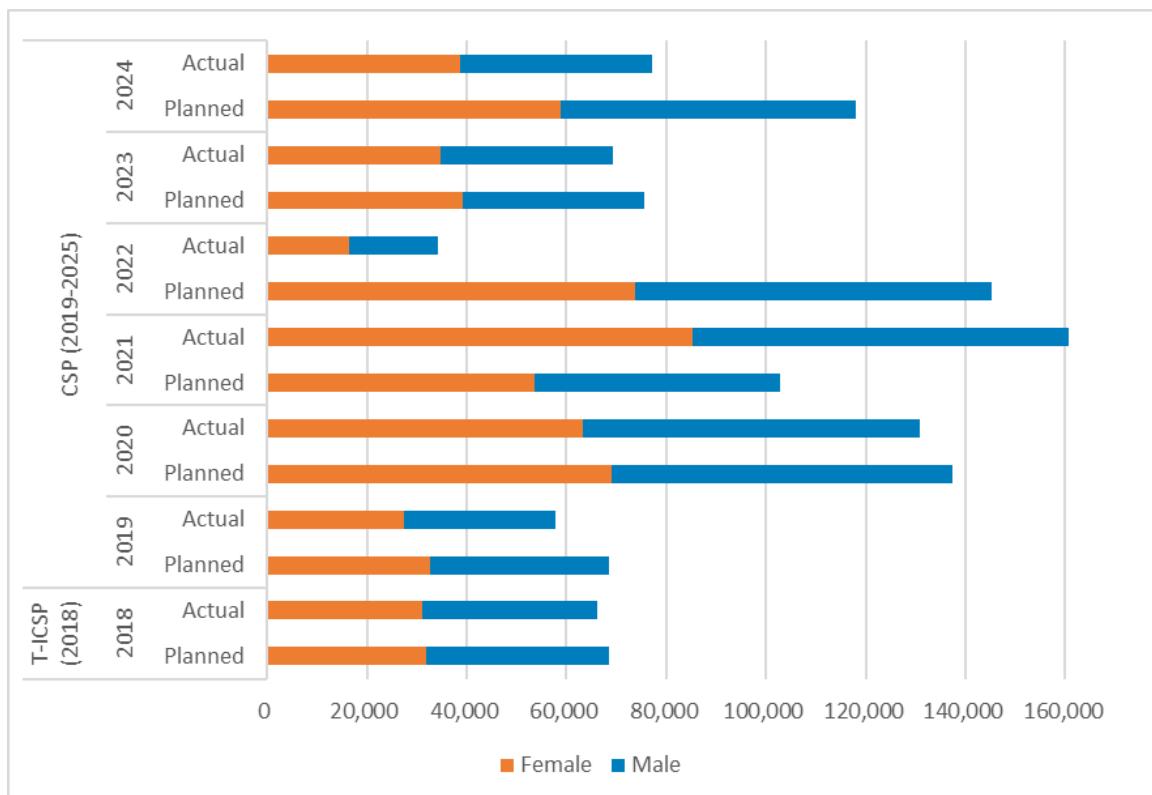
<sup>69</sup> WFP Armenia. 2024. *Evaluation of School Feeding Modalities Applied in Armenia (2018–2023)*.

**Table 5: WFP Armenia CSP 2019–2025: Food and CBT beneficiaries (number and percentage of planned)**

Year	Strategic Outcomes	Activities	Food			Cash-based transfers (CBTs)		
			Planned beneficiaries	Actual beneficiaries	% of planned	Planned beneficiaries	Actual beneficiaries	% of planned
2019	SO1	Act 1	68,500	57,859	84%	-	-	-
	SO4	Act 4	-	-	-	-	-	-
2020	SO1	Act 1	57,500	61,076	106%	15,000	28,332	189%
	SO4	Act 4	80,000	43,076	54%	80,000	-	0%
2021	SO1	Act 1	40,250	60,449	150%	17,252	7,708	45%
	SO4	Act 4	-	85,568	-	62,531	13,401	21%
2022	SO1	Act 1	20,750	12,250	59%	17,600	16,791	95%
	SO2	Act 6	5,000	-	-	2,000	480	24%
	SO4	Act 4	30,000	2,966	10%	55,000	780	1%
2023	SO1	Act 1	-	-	-	-	210	-
	SO2	Act 5	-	-	-	5,000	-	-
	SO4	Act 4	15,000	49,980	333%	52,000	11,465	22%
2024	SO1	Act 1	3,000	-	-	50,000	-	-
	SO2	Act 6	15,500	-	-	5,000	6,468	129%
	SO4	Act 4	15,000	54,650	364%	30,000	16,186	54%

Source: Report CM-R023 from WFP COMET system extracted 19 Jan 2024; 2024 actual unique beneficiaries extracted 15 July  
Please note that there may be some overlap across activities in the number of beneficiaries.

**Figure 10: Summary of planned and actual beneficiaries by sex (2018–2024)**



Source: Report CM-R001b from WFP COMET system extracted 29 July; 2024 actual unique beneficiaries. Data extracted on 15 July 2024.

95. The reach of Tier 1 beneficiaries has been largely gender-balanced, although overall more men than women were reached with direct assistance (see Figure 10 and Table 6).

**Table 6: WFP Armenia CSP 2019–2025: Tier 1 beneficiaries, disaggregated by sex**

Year	Strategic Outcomes	Activities	Food			Cash-based transfers (CBTs)		
			Male	Female	Total	Male	Female	Total
2019	SO1	Act1	30,301	27,556	57,859	-	-	-
	SO4	Act4	-	-	-	-	-	-
2020	SO1	Act1	33,435	27,641	61,076	14,931	13,401	28,332
	SO4	Act4	19,901	23,175	43,076	-	-	-
2021	SO1	Act1	31,712	28,737	60,449	4,074	3,634	7,708
	SO4	Act4	39,266	46,302	85,568	3,815	9,586	13,401
2022	SO1	Act1	6,435	5,815	12,250	8,823	7,968	16,791
	SO2	Act5	-	-	-	-	-	-
		Act6	-	-	-	230	250	480
	SO4	Act4	1,405	1,561	2,966	375	405	780
2023	SO1	Act1	-	-	-	97	113	210
	SO2	Act5	-	-	-	-	-	-
		Act6	-	-	-	3,217	3,488	6,705
	SO4	Act4	24,956	25,024	49,980	5,665	5,800	11,465
2024	SO1	Act1	-	-	-	-	-	-
	SO2	Act6	-	-	-	3,233	3,235	6,468
	SO4	Act4	27,324	27,326	54,650	8,093	8,093	16,186

Source: Report CM-R001b from WFP COMET system extracted 29 July; 2024 actual unique beneficiaries. Data extracted on 15 July 2024.

96. Table 7 shows all WFP interventions that were realized in the period 2019–2024, categorized under key types of actions, as registered in the country office's programming database. The figures reflect total coverage, with interventions in all provinces of the country, including Yerevan in 2021 (during COVID-19), reaching 351 communities in total. The size of the different actions varied considerably, with food assistance and food cards reaching large beneficiary populations. Next to food and cash assistance, solar panels (under SO1, SO2 and SO4) have become a key transfer with 179 solar panel systems installed in 103 schools, 49 small and medium-sized enterprises (SMEs) and 27 community buildings. Support on irrigation works and establishment of greenhouses, orchards and berry gardens has also reached a considerable number of communities, either as support to schools (SO1/Activity 1) or for groups of households in the framework of value chain activities (SO2/Activity 5) and nexus support programmes implemented in 2023 (SO4/Activity 4).

**Table 7: Key interventions by type and by year in CSP implementation 2019–2024**

Year	# Provinces	Locations	Types of actions								# Actions (total)
			Food assistance	Food cards	Solar panels (SMEs, schools, community)	Green house/orchard/berry garden	Infrastructure/equipment/seeds	Irrigation works/drip irrigation	Farmers' capacity strengthening	Other	
2024	8	77	126	0	0	0	0	0	0	0	126
2023	9	85	38	28	27	18	9	37	27	1	185
2022	5	43	0	4	34	5	5	16	3	7	74
2021	10	60	77	0	55	0	4	0	2	0	138
2020	9	73	0	0	51	46	23	44	0	0	164
2019	3	13	0	0	12	3	10	0	1	0	26
<b>Total</b>	<b>11</b>	<b>351</b>	<b>241</b>	<b>32</b>	<b>179</b>	<b>72</b>	<b>51</b>	<b>97</b>	<b>33</b>	<b>8</b>	<b>713</b>

Source: WFP Programming in Armenia, Final Database 14 May 2024. For more details, see Annex IV.

97. **Finding 11:** The available data indicate that targets were mostly achieved for people reached through training, and those indirectly benefiting from asset creation activities. WFP monitoring frameworks don't allow overview of the recipients benefiting indirectly from the WFP portfolio of Country Capacity Strengthening (CCS) activities, highlighting a gap in CCS monitoring. If indirect beneficiaries of improved government services in the areas of SFP, and social protection and in emergency support were taken into account, this would demonstrate the substantial reach of the CSP among the national population.

98. Additional capacity strengthening support was provided under SO2 by strengthening local organizations, farmer groups and SMEs in food production and value chain development, and under SO2/Activity 5 and SO4/Activity 4 through support to local communities and local organizations in livelihoods and resilience strengthening. Since 2019, WFP in Armenia has reported Tier 2 beneficiaries as beneficiaries benefiting from asset creation provided by WFP, in line with its corporate guidance. In 2023, systematic reporting started for other Tier 2/indirect beneficiaries. For instance, in 2023, under SO1, school students and staff were reported to have benefited indirectly from the implementation of greenhouses, orchards, and gardens, particularly in the Gegharkunik province. In the same year, more than 3,000 farmers in the same region were reported to have gained access to water for irrigation through asset restoration and creation interventions under SO4.<sup>70</sup>

99. Social behaviour change (SBC) was implemented in two ways. The first was through interpersonal SBC activities reaching out directly to beneficiaries. Raising awareness on nutrition was mostly implemented as part of the support to the SFP/Healthy Lifestyle curriculum<sup>71</sup> reaching primary schoolchildren grades 6-10 (SO1/Activity 1 and SO2/Activity 2) and in training farmer groups and SMEs (SO2/Activity 5). An important and visible aspect of SBC (confirmed in the case study) can be seen in the Wholegrain Training and Resource Centre in Ijevan community in Tavush province, which reaches a considerable number of people through the associated bakeries, but also beyond in the whole country. The second approach was the integration of SBC as a cross-cutting issue throughout the CSP, integrated under SO2/Activity 2 for reporting. WFP exceeded its planned targets in SBC through interpersonal activities (specific interactions and training activities with beneficiaries in direct assistance interventions under the CSP under SO1, SO2 and SO4). Campaigning through mass media was another approach in the first years of the CSP, but implementation lagged far behind planning and was abandoned entirely in 2022. Mass media beneficiaries were estimated as indirect (Tier 3), but the estimates were only made for the first years of the CSP.<sup>72</sup> Some interviewees indicated that awareness-raising and SBC activities on nutrition did not have the country office's attention as planned, and that the results from the SBC formative research study undertaken in 2020 have been only partly used as input for intervention planning.

**Table 8: Beneficiaries from asset creation and interpersonal SBC (Tier 2)**

Output Indicator: Interpersonal SBC activities		Plan	Actual	%
2019	Female	60	57	95%
	Male	180	183	102%
	<b>Total</b>	<b>240</b>	<b>240</b>	<b>100%</b>
2020	Female	500	130	26%
	Male	500	100	20%
	<b>Total</b>	<b>1,000</b>	<b>230</b>	<b>23%</b>
2021	Female	700	678	97%
	Male	500	322	64%
	<b>Total</b>	<b>1,200</b>	<b>1,000</b>	<b>83%</b>
2022	Female	936	1,904	203%
	Male	864	1,757	203%
	<b>Total</b>	<b>1,800</b>	<b>3,661</b>	<b>203%</b>
<b>2023</b>	<b>Total</b>	<b>598</b>	<b>486</b>	<b>81%</b>

Source: ACR 2019, 2020, 2021, 2022, 2023

<sup>70</sup> WFP annual report 2023 reported 105% achievement reaching 7,744 people indirectly under activity 1 and 4

<sup>71</sup> In the United Nations partnership for development of the Healthy Lifestyle curriculum, WFP covered the modules on nutrition and physical activity.

<sup>72</sup> The data analysis in this report considers direct beneficiaries from transfers as Tier 1 beneficiaries and combines Tier 2 and Tier 3 beneficiaries as indirect beneficiaries.

100. Direct reach of the capacity strengthening interventions refers to recipients of training and TA under the CSP, particularly under SO2 and SO4. This reach has generally exceeded planning but has remained rather limited. No systematic sex-disaggregated data is available on participants in these training activities. The wider reach of capacity strengthening efforts for policy and national systems development among specific target groups or other population groups cannot be captured well, as only participants of specific events are counted in the WFP monitoring system. A large part of the contribution by WFP through capacity strengthening of its national partners remains invisible in indicator reporting. KIIs and case studies indicate that this indirect reach is substantial. For instance, more than 100,000 children currently benefit from the SFP. Similarly, now that USS (receiving TA from WFP) is considering rolling out food cards in its social protection services, recipients of USS should also be considered as indirect beneficiaries.

**Table 9: WFP CSP Armenia: Recipients of capacity strengthening (Tier 2)**

Output Indicator: TA & Capacity Strengthening	Plan	Actual	%
2019	240	240	100%
2020	290	1,377	475%
2021	400	4,786	1197%
2022	2,400	1,725	72%

Source: ACR 2019, 2020, 2021, 2022, 2023

#### **CSP outcomes and outputs<sup>73</sup>**

101. **Finding 12:** Under SO1/SO2, the SFP and its transformative components have been effectively handed over to the Government of Armenia. During the CSP, this WFP flagship programme in Armenia that started in 2010 has seen further expansion and development. This has resulted in more children benefiting from healthy school meals. The educational curriculum has been enriched with elements on healthy lifestyle. There has been further promotion of community engagement and exposure to modern agriculture/horticulture, plus an upgrading and expansion of school infrastructure as a result of the introduction of the transformative model, and through extensive training and capacity building of school management and staff (though further capacity development work is needed). Further programme expansion to schools in Yerevan is under negotiation, and there is a desire to also extend to additional grades 5 and 6 in primary school.

102. WFP support under the CSP, including high-level technical inputs from cooperating partners, has facilitated effective scaling up of the SFP in Armenia. This includes the successful introduction of the new transformative model. The evaluation observed many tangible results:

- Substantial investments were made to prepare schools for sustainable SFP implementation (kitchens, canteens, equipment, and school gardens). Schools show a high degree of ownership of these investments.
- By July 2024, 104 schools in Armenia were equipped with at least one transformative element, usually on agricultural activities and/or through provision of solar panels and investments in other energy-saving measures.

<sup>73</sup> The analysis in this section only takes into account output indicators reported in multiple years to enable a trend analysis. As output indicators were largely different under the T-ICSP period, they are excluded from this analysis. Results from 2024 are also excluded from this analysis, as data collection on outputs was incomplete at the time of this evaluation, and several indicators were revised (see Annex XIII).

- Through the TA and training provided by SFCWA (see under SO2/Activity 2) with support from WFP and SIFI, school management and staff have been well prepared to manage and implement the SFP (for traditional and transformative models).
- Communities and parents are actively involved in the management of the kitchens, dining halls and gardens, which promises continuity.

103. Key informants at national, provincial and local levels expressed high levels of satisfaction with the support from WFP for establishment of the SFP in Armenia. School managers and community leaders have a keen interest in expanding the programme to higher grades in primary school, possibly against payment or enabled by savings in the transformative components. A payment-based approach for rolling out the SFP in schools in Yerevan was under negotiation at the time of this evaluation. Such planned/desired expansions are a clear indicator of the success of the SFP and of the potential to further scale up its reach in the future.

104. The evaluation's assessment against some of the focus areas identified in the global internal WFP audit on school meals management shows that WFP Armenia performed relatively well on the gradual handover of school feeding to the Government based on the 2016 SABER school feeding capacity assessment. Its timelines were appropriate for implementation and adaptation to crisis – such as the shift to take-home rations during COVID-19. The SFCWA monitored school feeding regularly, with identification of risks and mitigating actions at the school level.<sup>74</sup>

105. However, the SFP programme faces challenges that will require attention in the coming years. Operationally, there is a need to orientate newly appointed financial school directors to the SFP programme, particularly the management of the transformative model elements. There is also the potential impact of the Government decision to install solar panels on public buildings, which might lead to reductions in energy budgets allocated to schools, thus negating or reducing the value of energy savings. Finally, there is uncertainty over the long-term impact on SFP infrastructure of the government plan for construction/renovation of 100 schools (further discussed under EQ2.3).

106. While not captured by indicators, an outcome of the SFP confirmed by multiple stakeholders and in the SFP evaluation, is that the transformative components introduced by WFP and SIFI have benefited the quality of school meals, promoted community engagement and contributed to enriching educational curricula. There have also been opportunities for direct exposure to horticulture activities (among others through agri-clubs) and healthy meal preparation. Some stakeholders have indicated that the productive (agricultural) components of transformative SFP should be monitored to ensure that schools remain focused on their core mandate as educational institutes. Alternative approaches for collection and redistribution of the produce generated by school gardens, orchards and greenhouses are currently being studied by the Government, so that school-based agricultural activities do not become economic, profit-generating projects.

107. Regarding SFP outputs, the key indicator of success is that in 2019 and 2022, school meals were provided on all school days. Lower achievements in 2020 and 2021 were due to the COVID-19 pandemic. The number of schools and farmers in communities that benefited from investments in solar panels, kitchen and dining hall improvement, and equipment for food production (school gardens, orchards, and greenhouses), and the number of direct beneficiaries of training on nutrition through schools (SFP, Healthy Lifestyle programme) were well beyond what was planned (Table 10).

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<sup>74</sup> See WFP. 2024. *Internal Audit of School Meals Management in WFP Office of the Inspector General Internal Audit Report AR/24/11.*

**Table 10: WFP Armenia CSP 2019–2025: Overview SO1 outcomes and outputs 2019–2023**

Strategic Outcome 01: Vulnerable populations in Armenia, including schoolchildren, have access to adequate and nutritious food year round							
Outcome indicator	Baseline	Final target CSP	Target reached in 2019	Target reached in 2020	Target reached in 2021	Target reached in 2022	Target reached in 2023
Activity: Strengthen and complement the national school feeding program to facilitate handover to the Government							
Hand-over strategy developed and implemented [1=not achieved; 2=partially achieved; 3=achieved]	2	3	2	2	2	3	
Retention rate/Drop-out rate (new): Drop-out rate	0.03	≤0.02	0.03	0.02	0.02	0.02	
Retention rate/Drop-out rate (new): Retention rate	99.97	≥99.97	99.97	99.98	99.98	99.98	
Output indicator			% of realization 2019	% of realization 2020	% of realization 2021	% of realization 2022	% of realization 2023
Beneficiaries receiving food transfers - Activity supporters - School feeding (on-site)*	7,320 (86%)	4,890 (65%)	3,070 (58%)	1,330 (48%)			
Beneficiaries receiving food transfers - Students (primary schools) - School feeding (on-site)*	50,539 (84%)	38,431 (77%)	26, 568 (76%)	10,813 (60%)			
Beneficiaries receiving cash-based transfers - Activity supporters - School feeding (on-site)*	N/A	1,715 (86%)	1,495 (66%)	1,545 (86%)			
Food transfers*	943 (74%)		1,341 (79%)	382 (78%)			
Cash-based transfers		618,335 (158%)	79,051 (18%)	702,243 (72%)			
Number of primary schools assisted by WFP	413 (87%)	412 (87%)	412 (87%)	171 (114%)			
Number of training sessions/workshop organized	17 (100%)	57 (285%)	45 (188%)	20 (80%)	80 (61%)		
Number of government/national partner staff receiving technical assistance and training	240 (100%)	1,377 (475%)	4,786 (1197%)	945 (135%)			
Total number of people provided with direct access to energy products or services (Productive uses)		148 (148%)	30,566 (108%)	31,707 (112%)			
Number of smallholder farmers supported by WFP	15 (100%)	151 (503%)	196 (97%)	880 (220%)			
Number of schools with infrastructure rehabilitated or constructed	130 (87%)	92 (74%)	186 (155%)	171 (114%)			
Feeding days as percentage of total school days	100 (100%)	72 (72%)	75 (75%)	100 (100%)			

Legend: green boxes show the achievement of outcome/output indicators and yellow boxes show where outcome/output indicators were not achieved. Text in black means that indicator achievement has remained the same as compared to the previous year (or baseline), text in green means improvement in indicator achievement, and text in red indicates a decrease in achievement rate.

Source: WFP ACR 2019, 2020, 2021, 2022, 2023

108. **Finding 13: Country Capacity Strengthening (CCS) under SO2/Activity 2 on policies, programmes and national systems in nutrition and food security has been largely successful in reaching planned outcome targets.** Stakeholders interviewed in this evaluation mentioned that government commitment to nutrition and food security remains strong, but progress is slowed by gaps in policies on school feeding, with a need for further consolidation of the SFCWA.

109. Much has been achieved through WFP CCS support to develop and strengthen the SFP (SO2/Activity 2) as shown in Table 11. The SFP was successfully handed over to the Government in July 2023. Armenia joined the Global School Meals Coalition in 2023 and has committed to making school feeding universally available across the country. A key result foreseen for 2025 is the endorsement by parliament of the new national school feeding strategy drafted in 2023 with WFP support.

110. The establishment of the dedicated SFCWA in 2020 as a semi-autonomous agency under the Ministry of Education, Science, Culture and Sport (MoESCS) was another key result under SO2/Activity 2. The agency provides technical guidance and staff training, and monitors SFP implementation. This agency is increasingly financially independent from WFP, though further technical support is desired. The need for continued WFP support is also identified in the findings of the Decentralized Evaluation (DE) on School Feeding.

111. Some key lessons can be learned from the establishment of the SFP and its handover to the Government (see Case study 1 in Annex XIV):

- Establishment of a national SFP is a long and dynamic process taking many years, as it requires a set of acts, civil norms and guidelines to be in place. Because of the duration of this process, the underpinning strategy might need to be adapted several times in response to changes in the country context.
- Accession to the Global School Meals Coalition is a clear milestone in the process, as it requires explicit government commitment to making school feeding universally available across the country, including national budget allocations and establishment of the required systems to institutionalize school feeding at national and provincial/local administrative levels, and within school management. Coalition membership facilitates relevant partnerships and coordination for training and exchange on best practices from international, regional and national models.
- Overall coordination, ongoing training and support, and monitoring and evaluation of the SFP are important tasks that require a strong national management unit which WFP will have to train and support over many years while gradually handing over responsibility. This institution also needs to play a central role in a research and learning agenda to accompany the SFP. For instance, it will be needed to regularly review and update feeding standards and menus.
- SFP establishment usually requires substantial investments for improvement of school infrastructure and strengthening the capacity of the staff needed to run the SFP. Armenia offers a rich example of how to develop self-reliant and adaptive capacities/resources of schools to run the programme (solar energy, greenhouses, intensive orchards, berry gardens and other facilities).

112. Success in terms of changes in food consumption habits in and out of school will also depend on integration of lessons on healthy eating habits in the curriculum, accompanied by repeated training for teachers, parents and caregivers.

**Table 11: WFP Armenia CSP 2019–2025: Overview SO2/Act2 outcomes and outputs 2019–2023**

Strategic Outcome 02 - National policies, programs and systems are strengthened to improve food security and nutrition among targeted groups by 2025							
Outcome indicator	Baseline	Final target CSP	Target reached in 2019	Target reached in 2020	Target reached in 2021	Target reached in 2022	Target reached in 2023
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							
Number of national food security and nutrition policies, programs and system components enhanced as a result of WFP capacity strengthening	0	>8	2	3	5	4	0
Output indicator			% of realization 2019	% of realization 2020	% of realization 2021	% of realization 2022	% of realization 2023
Number of training sessions/workshop organized			17 (100%)	18 (90%)	138 (690%)	10 (100%)	
Number of national institutions benefitting from embedded or seconded expertise as a result of WFP capacity strengthening support				1 (100%)	3 (100%)	8 (160%)	
Number of people reached through interpersonal SBCC approaches (female)			183 (102%)	130 (26%)	678 (97%)	1,813 (205%)	
Number of people reached through interpersonal SBCC approaches (male)			57 (95%)	100 (20%)	322 (64%)	1,673 (205%)	
Number of people reached through SBCC approaches using mass media (i.e. national TV program).			15,000 (115%)	15,000 (15%)	20,000 (20%)		

*Legend: green boxes show achievement of outcome/output indicators and yellow boxes show where outcome/output indicators were not achieved. Text in black means that indicator achievement has remained the same as compared to the previous year (or baseline), text in green means improvement in indicator achievement, and text in red indicates a decrease in achievement rate.*

Source: ACR 2019, 2020, 2021, 2022, 2023

113. **Finding 14:** Under SO2/Activity 5, national food systems strengthening has been high on the WFP agenda, actively contributing to drawing up of the National Pathways in relation to the Global Food Systems Summit in 2021, and subsequently the formulation of the national food security strategy (2023–2026). More recently, a significant focus has been on developing food value chains that enhance agricultural productivity and create opportunities for local economic growth. While these efforts have addressed critical gaps in food systems and empowered vulnerable populations through targeted interventions, further work is needed to scale up the interventions and expand their reach to beneficiaries. Further improvement is also needed to improve market access for agricultural products and to render the food value chain sustainable in the longer term.

114. No specific outcome indicators were included in the CSP to analyse strengthening of national food systems and support on value chain development. Good results were achieved in agricultural production improvements with clear livelihood benefits to participating farmer groups and families, although the scale of economic activities in most cases has remained small. While there are many indirect beneficiaries of actions to support asset creation in value chain development, there are few direct beneficiaries from investments such as inputs to cooperatives. Certain value chains were only introduced in 2022–2023 and cannot yet be meaningfully assessed. Beneficiaries continue to be supported by WFP in a 'light-touch' approach as follow-up after the actual intervention.

115. The centrepiece of the efforts under SO2/Activity 5 has been the establishment of the wholegrain wheat value chain which linked farmers, a newly established wholegrain mill (supported by WFP), and bakeries, creating a system that supplies wholegrain wheat products to schools under the SFP. This initiative has simultaneously improved the nutritional value of school meals and supported local farmers' livelihoods. In this regard, WFP facilitated the creation of essential supporting institutions such as Kenats Hats and the Wholegrain Wheat Foundation. These initiatives ensured that locally produced wholegrain wheat is processed by the new mill, equipped with solar power, and supplied to schools across several provinces. This value chain has led to the production of 500,000 kg of flour annually and enabled bakeries to produce wholegrain bread at 25 percent lower cost, benefiting 29,900 schoolchildren. The integration of sustainable energy solutions has been important in reducing the cost of production.

116. Other key developments under SO2/Activity 5 include the establishment of two agricultural collection hubs. The hubs provide facilities for processing and marketing of grains, pulses, fruits, and vegetables. Cooperatives were formed to manage these hubs, which were capitalized with substantial investments. However, challenges remain, such as resistance to cooperative models and limited market access. The two hubs are not yet fully integrated into the larger food markets, but they represent an essential step toward scaling up Armenia's agricultural systems.

117. Farmer groups across multiple communities have been strengthened through training sessions, TA, and the provision of agricultural inputs such as seeds and machinery. For instance, 77 smallholder farmers in Tavush experienced a 318 percent increase in yields due to improved farming practices supported by WFP.<sup>75</sup> Women farmers were also targeted through empowerment projects that provided them with tools, fertilizers, and training, resulting in a forecasted 250 percent increase in annual profits.<sup>76</sup> Farmer groups have been strengthened through training and provision of resources, though the focus has largely remained on production, with market access requiring further attention.

118. Solar panels installed in several communities and cooperatives generated energy savings of up to USD 8,150 annually for a single flour mill. However, the reinvestment of these savings into community-led agricultural initiatives is yet to be systematically realized. Mechanisms for this, such as cascading funds, remained in the development phase.<sup>77</sup>

119. Challenges such as resistance to cooperatives and a lack of business development services persist. Nonetheless, TA and training sessions provided by WFP have been widely valued, as they have empowered

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<sup>75</sup> WFP. n.d. *Fact Sheet: Transformation of Food Systems*.

<sup>76</sup> UNSDCF & WFP. n.d. *Gender Reporting 2021–2023*.

<sup>77</sup> WFP. n.d. *Fact Sheet: Transformation of Food Systems*.

farmers and cooperatives to increase their productivity and improve the quality of their products.

120. Through its multifaceted approach, WFP successfully improved agricultural productivity and introduced sustainable practices, laying the groundwork for more inclusive and resilient food systems. The integration of renewable energy, empowerment of farmer groups, and targeted investments in value chains have demonstrated the potential for economic transformation. However, addressing gaps in market access, governance structures and reinvestment mechanisms, partnerships with business development service providers, and moving away from donation-dependent approaches are important for sustaining the gains made and expanding their impact.

121. Partners consulted in this evaluation appreciated WFP capacity to provide research, survey and assessment support in analysing food security and nutrition risk factors among vulnerable populations. WFP has invested staff time and its own resources in providing TA to the Government of Armenia to monitor food security and nutrition.

122. **Finding 15:** Under SO2/Activity 6, government capacities on the social protection system in Armenia have been strengthened, particularly at the national level. However, partners indicate that further consolidation of capacities in SRSP and emergency responses is still needed at the national and decentralized levels. Advancement of national legislation in these areas has been slow and adequate coordination mechanisms for a SRSP system that is able to scale up during emergencies are yet to be established.

**Table 12: WFP Armenia CSP 2019–2025: Key activities under SO2/Act 6 up to July 2024**

Project/Action	Activities/Outputs	Locations	Period	Donor
<b>Building a resilient social protection system in Armenia</b>	Provision of food cards	Kotayk, Lori, Shirak, Syunik, Tavush, Vayots Dzor	2023–2024	USA
	Support to national institutions to strengthen the national social protection system	National		
<b>Building a resilient social protection system in Armenia</b>	Support to national institutions to strengthen the national social protection system	National	2023–2024	EU

*Source: WFP programming overview (updated until July 2024)*

123. Since the addition of SO2/Activity 6 in July 2022, direct assistance for piloting of food cards as a mechanism to provide cost-effective, quick and empowering solutions for vulnerable crisis-affected populations, has been combined with CCS to the Government of Armenia for inserting these methods and instruments in SRSP policies, programmes and instruments, particularly with the Ministry of Labor and Social Affairs (MLSA) and the USS agency<sup>78</sup> (established in 2021).

124. In 2022, a small WFP pilot reached 480 beneficiaries in the Karabakh border regions, as support to refugees and alongside livelihood recovery interventions, with food cards distributed through MLSA and USS. The experience had a powerful effect on the national partners and MLSA/USS have embraced this initiative and remained involved in further replication of this innovative support modality. Government stakeholders indicated their appreciation of WFP expertise and experience in the provision of cash-based assistance to vulnerable populations. Substantial scale-up has already been achieved, with 6,500 beneficiaries in both 2023 and 2024. There is intent to adopt the food cards as a debit card system for food-related expenditures for emergency assistance and in other social protection interventions, and in potential social protection coverage of broader basic needs through a multipurpose debit card.

<sup>78</sup> The USS needs further consolidation and strengthening at the national and regional levels. Stakeholders regularly indicated that the task and role division between communities and regional USS centres is not sufficiently clear.

125. A joint project by WFP, MLSA and USS, on Building a resilient social protection system in Armenia, supported by EU funding, allowed further replication and expansion, including for design and development of protocols for the social protection system and USS services, and for establishment of an inter-ministerial task force comprised of key entities such as the Ministry of Territorial Administration and Infrastructure, the Ministry of Interior, and USS. TA was provided for assessment of the strengths and weaknesses of the existing social protection mechanisms in Armenia. Standard Operating Procedures have been developed to make the systems more shock-responsive and geared towards food insecurity. Development of the National Strategy of Labour and Social Protection is at an advanced stage, but depends on amendments in the Law on Social Assistance which are not yet endorsed. The Karabakh refugee crisis at the end of 2023 has slowed the policy development process as the influx of refugees into Armenia constituted an immediate priority.

126. Positive outcomes of WFP support for strengthening the national social protection system and its instruments are widely confirmed among key informants and through the case studies. There is broad consensus, however, that more time and effort are needed to make the system more robust and responsive to shocks, and more geared to addressing food insecurity, poverty and emergency needs. USS requires further capacity development to become a strong institution in multiple areas of social protection provision, including its offices and functions at the decentralized level. Further WFP support is desired for this purpose.

127. The outcomes and outputs obtained under activity are confirmed by WFP outcome and output indicators (Table 10, and further information in Annex XIII), although the indicators used are quite generic and slotted under the SO2 outcome indicator on the number of food security and nutrition development policies. Output indicators show that regular training and TA events are organized annually, with implementation largely as planned, directed at both national-level institutions and subnational entities (provincial and community levels).

128. **Finding 16:** SO3/Activity 3 entails on-demand service delivery to partners, without clear planning and programming by WFP. Interventions were undertaken on demand by the Government during the COVID-19 pandemic. Such service delivery may become more important in the future with decreasing funding levels of the CSP and increasing capacity of the Government to pay for WFP service delivery.

129. Under SO3/Activity 3, WFP is committed to developing capacities of national entities so that people affected by emergencies can access quick and effective relief (Table 13). This was mainly done in coordinating the technical working groups on food security and nutrition, and on supply chain management. In these working groups, technical information and assessments are shared with the Government and among United Nations partners, allowing for rapid deployment of services. This is a structural and continuous activity that requires institutional effort from WFP.

130. WFP is on target with planned outcomes and outputs, although only occasional services were provided under this activity, in 2020 and 2021 (Table 13). In the view of key stakeholders, demands for such service delivery may remain limited, but WFP capacity will remain relevant for the response to on-demand paid logistics and supply chain service delivery requests from the Government.

**Table 13: WFP Armenia CSP 2019–2025: Overview SO3 outcomes and outputs 2019–2023**

Strategic Outcome 03 - Vulnerable populations benefit from improved capacities of national entities and partners to prevent and respond to emergencies							
Outcome indicator	Baseline	Final target CSP	Target reached in 2019	Target reached in 2020	Target reached in 2021	Target reached in 2022	Target reached in 2023
Activity 3; Provide on-demand service provision to the Government and other partners							
Number of national food security and nutrition policies, programs and system components enhanced as a result of WFP capacity strengthening	0	≥2		1	2	3	
Output indicator		% of realization in 2019	% of realization in 2020	% of realization in 2021	% of realization in 2022	% of realization in 2023	
Number of technical reports shared with cluster partners		3 (100%)	3 (100%)	2 (200%)			

*Legend: green boxes show achievement of outcome/output indicators and yellow boxes show where outcome/output indicators were not achieved. Text in black means that indicator achievement has remained the same as compared to the previous year (or baseline), text in green means improvement in indicator achievement, and text in red indicates a decrease in achievement rate.*

Source: ACR 2019, 2020, 2021, 2022, 2023

131. Requests for provision of specific logistic services in delivering life-saving medical equipment and food occurred only during the COVID-19 crisis and in response to the Karabakh conflict. WFP supported the coordination of supply chain and food security interventions among partners in 2021. Since then, partners have received no specific demands for services, and no further interventions were reported under SO3.

132. In 2024, a partnership with the Asian Development Bank (ADB) was planned under SO3/Activity 3 to provide TA to the Ministry of Economy for design and implementation of the WFP revolving models for community investments. However, it was decided that this TA was not on-demand service delivery but rather fits under SO2/Activity 5.

**Table 14: WFP Armenia CSP 2019–2025: Key activities under SO3/Act 3 up to July 2024**

Project/action	Activities/outputs	Locations	Period	Donor
<b>Coordination of partners</b>	Leading food security and nutrition and supply chain sector groups to coordinate partners' food security assessments (including COVID-19 and conflict responses)	National	2020–2024 (2020–2021: focus on COVID-19 response)	WFP own resources
<b>Demand-driven service delivery</b>	125,670 units of life-saving medical and protective equipment were delivered during COVID-19	National	2020	Government of Armenia
	2,626 metric tons of food commodities delivered to school feeding programmes and populations affected by conflict and COVID-19	National	2021	

Source: WFP programming overview (updated until July 2024) and ACRs 2020 and 2021

133. **Finding 17:** Under SO4/Activity 4, a high number of projects were carried out, supporting different target groups. While vulnerable crisis-affected populations were supported with direct food and CBTs in a humanitarian assistance approach, other projects focused on community and farmer groups in border communities, following a more developmental approach. However, opportunities for establishing a stronger humanitarian-development nexus between these interventions under SO4 were not sufficiently grasped.

134. Under SO4/Activity 4, food assistance (in-kind, cash/voucher, food cards<sup>79</sup>) was provided to vulnerable populations affected by COVID-19, and to bordering communities, internally displaced persons and refugees affected by the Karabakh crisis. The assistance has generally shown positive outcomes in terms of decreasing poor food consumption scores, as measured in post-distribution surveys by WFP and cooperating partners and confirmed in WFP outcome monitoring. During the COVID-19 period, there were significant challenges as high demand for food assistance in 2021 could not be fully met, even though additional support was provided such as take-home food kits through schools (under SO1/Activity 1). In later years, these limitations were largely overcome. Support to refugees from Karabakh and to internally displaced persons has generally been effective, particularly in 2021. The start-up of provision of support to refugees in late 2023 by the different United Nations partners took some time because of challenges in registration of refugees upon arrival in Armenia. However, WFP was able to provide quick assistance through food parcel distribution to refugees during registration, followed by more comprehensive emergency assistance in the early months of 2024.

135. Under SO4/Activity 4, several types of productive investments were made, a number of irrigation systems were renovated, and many farmers were supported with assets and training, sometimes combined (as in green energy for productive farming) with actions under SO2/Activity 5. The case study in Tegh community showed that this has made a significant improvement in access to water and irrigation, although projects mainly reached small family farms. Training in sustainable agriculture techniques and investments in drip-irrigation have enabled farmer groups to engage in agricultural activities, some of them to generate income, such as high-value food crops and herbs. Where the evaluation team visited various agricultural development projects in the border regions, it was observed that a set of interventions under the CSP was implemented at the community level, resulting in an integrated community development approach.<sup>80</sup> However, no systematic data have been collected and analysed on the production and income effects of these relatively recent interventions. Farmer groups indicated that crops are sold on local markets and that they have confidence in acquiring further market access. However, it is not possible to ascertain longer-term sustainability of these interventions.

136. WFP supported installation of solar panels with the aim of creating energy savings to reinvest in other community-level development activities. Little information is available on the extent to which these savings are reinvested. Interviews with beneficiaries in the SME sector found that mechanisms and conditions for this purpose were not clear, with limited awareness among key informants of the amount of savings to be set aside for repayment. Success of these models will depend on WFP closely monitoring and supervising the cascading funds that have been established.

137. Refugees have been integrated in interventions creating employment (in SFP, SMEs and cash-for-work). It has proved more difficult to support them in agricultural and economic development actions, as refugees do not possess land or other assets required to enable them to benefit from agricultural support interventions in border communities. Many refugees have moved; this mobility is a significant limitation to supporting refugees beyond immediate humanitarian assistance in more development-oriented support activities.

138. Some interventions provided vulnerable groups with social protection and psychosocial assistance, particularly the Resilience and Economic Recovery of Border Communities in Armenia (REBCA) project. In

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<sup>79</sup> Under SO4, WFP introduced food cards designed as a debit card for food purchases only. Stakeholders rated this as an important innovation for cost-effective provision of SRSP services (SO2). The food cards are seen as an effective tool to strengthen the resilience and livelihoods of vulnerable households, with a positive effect on the local economy. Both MLSA and USS key informants indicated a wish to switch over to use of food cards and potentially multi-utility cards, for overall social protection and emergency assistance.

<sup>80</sup> Several agricultural development projects visited in the border regions were in communities where the school was included in the SFP (SO1/Act1), often under the transformative model (investments in school infrastructure on green energy and for agricultural production), and where there were also other agricultural support interventions and training for farmers in modern gardening (greenhouses, berry gardens and orchards). In some cases, solar panels on community buildings were generating savings to invest in other social development activities at the community level. See Annex IV for communities where multiple interventions have been supported by WFP.

this project, the humanitarian assistance support (food and cash), psychosocial support, and economic development interventions were largely implemented as parallel components, but the opportunity to establish a clear humanitarian-development nexus was missed.<sup>81</sup>

139. Outcome and output reporting on SO4/Activity 4 has not been consistent over time. For some years, indicator values are missing, and sometimes the same indicators are used for interventions that have changed in orientation. As a result, a fully comprehensive analysis is not possible. Indicator reporting under SO4/Activity 4 has been limited to direct food and cash transfers to vulnerable populations, which is only part of the target groups. With respect to food assistance effects, the only outcome indicator consistently measured showed that food consumption scores generally show a positive trend over time. For output indicators under SO4/Activity 4, the picture is more varied. Particularly during the COVID-19 pandemic, the number of beneficiaries reached with food and/or cash transfers was below set targets. For later years, no data are available. However, key respondents confirmed that food and cash transfers under SO4/Activity 4, for emergency responses in 2021 and 2023/2024, reached large numbers of beneficiaries and that the support contributed to improvement of their nutrition status and livelihoods.

**Table 15: WFP Armenia CSP 2019–2025: Overview SO4 outcomes and outputs 2019–2023**

Strategic Outcome 04 - Vulnerable populations in Armenia have access to basic needs and livelihoods during and in the aftermath of a crises						
Outcome indicator	Baseline	Final target CSP	Target reached in 2020	Target reached in 2021	Target reached in 2022	Target reached in 2023
Activity 4: Support to Government and partners to identify vulnerable populations, provide food assistance and recover livelihoods						
Consumption-based coping strategy index (average)	11	<9.04		8.34	13.8	8
Food consumption score: Percentage of households with Acceptable Food Consumption Score	91	≥95	90.8	92.1	92	93.8
Food consumption score: Percentage of households with Borderline Food Consumption Score	8	≤4	7.5	6.4	7	5.4
Food consumption score: Percentage of households with Poor Food Consumption Score	1	<1	1.7	1.5	1	0.9
Output indicator			% of realization 2020	% of realization 2021	% of realization 2022	% of realization 2023
Beneficiaries receiving food transfers			21,400 (27%)	85,103 (no target)	2,597 (9%)	
Food transfers			378 (48%)	1,285 (no target)	32 (7%)	
Cash-based transfers			0 (0%)	1,224,140 (23%)	92,799 (3%)	

*Legend: green boxes show achievement of outcome/output indicators and yellow boxes show where outcome/output indicators were not achieved. Text in black means that indicator achievement has remained the same as compared to the previous year (or baseline), text in green means improvement in indicator achievement, and text in red indicates a decrease in achievement rate.*

Source: ACR 2019, 2020, 2021, 2022, 2023

<sup>81</sup> See Case Study 4 in Annex XIV for more information on the REBCA project.

**Table 16: WFP Armenia CSP 2019–2025: Key activities under SO4/Act4 up to July 2024<sup>82</sup>**

Project/action	Activities/outputs	Locations	Period	Donor	
<b>Direct in-kind and cash-based transfers to vulnerable populations</b>	WFP provided in-kind food assistance to vulnerable people affected by the COVID-19 pandemic	Nationwide	2020–2021	Not specified in ACRs 2020 & 2021	
	In-kind and cash-based assistance to conflict-affected and displaced people	Nationwide	2020–2021		
<b>Support to smallholder farmers for developing modern gardening</b>	Irrigation and water management (drip irrigation systems)	Syunik	2022–2023	Ireland	
	Capacity strengthening for farmers			Germany	
<b>Irrigation infrastructure recovery or development</b>	Irrigation and water management	Syunik	2024	France	
	Cash for work/cash for assets				
<b>Green energy for productive farming (combined with SO2/Act5)</b>	Provision of solar stations	Gegharkunik, Syunik, Shirak	2021–2024	Ireland	
	Establishment of smart agricultural facilities			Norway	
	Irrigation and water management			Government of Armenia	
	Capacity strengthening for farmers				
	Provision of agricultural inputs and equipment				
<b>Resilience and Economic Recovery of Border Communities in Armenia (REBCA)</b>	Food card provision	Gegharkunik, Syunik, Vayots Dor	2023–2024	SDC	
	Provision of solar stations				
	Provision of agricultural inputs		2023		
	Provision of agricultural equipment				
	Psychosocial support	Gegharkunik	2023		
	Support to national institutions to strengthen the national social protection system	National			
<b>Integrated response to increased food prices in Armenia</b>	Food card provision	Kotayk, Syunik, Vayots Dor	2023–2024	DG ECHO	
	Food assistance				
	Capacity strengthening for nationalizing food cards	National	2023		
<b>Emergency response for Karabakh refugees (2 project contracts)</b>	Food assistance	National	2021 and 2023	WFP	
	Cash-based transfers and food		2024	France, Belgium, USA and Central Emergency Response Fund	
<b>Restoring livelihoods (Demining)</b>	Green labelling and cleaned contaminated agricultural lands	Gegharkunik, Syunik	2023	Bulgaria	
	Irrigation and water management		2024	WFP	
	Provision of solar stations/revolving model		2023	Sweden	
	Establishment of smart agricultural facilities				
	Capacity strengthening for farmers				

Source: WFP programming overview (updated until July 2024) and ACRs 2020 and 2021

<sup>82</sup> This table includes the key projects and interventions in the WFP programming database, complemented with key interventions reported on for SO4/Act4 in the ACRs for 2020 and 2021, as not all actions were included in the database.

## 2.2.2 EQ2.2: To what extent did WFP contribute to the achievement of cross-cutting aims, and adhere to humanitarian principles?

140. **Finding 18:** WFP was generally successful in making progress on cross-cutting aims, particularly for gender equality, Accountability to Affected Populations (AAP), protection and environmental sustainability. The case studies and KIIs point to some challenges, most significantly the insufficient help for women via economic development interventions and in distribution of food and cash assistance. While diversity was not very well recorded in monitoring, disability inclusion certainly has been a specific area of attention for the SFP and in direct food assistance.

141. WFP has not included all cross-cutting dimensions in the design of the CSP, and has focused on Gender equality and women's empowerment (GEWE) and AAP, areas with specific indicators identified for monitoring. The CSP included attention to environmental sustainability, although no specific indicators were identified for this issue. Protection was included in the CSP under SO2/Activity 2 and SO2/Activity 6, and progress in protection was monitored under output and outcome monitoring. In SFP interventions (SO1/Activity 1 and SO2/Activity 2), specific actions were included to address nutrition integration in school feeding and the Healthy Lifestyle curriculum; it was also covered in post-distribution monitoring and the FSVAs.

142. Table 17 shows a trend analysis of cross-cutting indicators with consistent data available in the ACRs for the CSP.

**Table 17: WFP Armenia CSP 2019–2025: Cross-cutting indicators achievement rates 2019–2023<sup>83</sup>**

Cross-cutting Indicators	2019	2020	2021	2022	2023
<b>Nutrition integration (no indicators permitting trend analysis)</b>					
<b>Progress towards gender equality</b>					
Improved gender equality and empowerment of women in WFP-assisted populations					
S01/Act1: Proportion of food assistance decision-making entity members who are women (≥ 94 target)	94%	94%	94%	94%	-
S01/Act1: Type of transfer (all kinds) received by participants in WFP activities, disaggregated by sex and type of activity (=100 target)	100%	100%	100%	100%	
S04/Act4: Proportion of households where both women and men make decisions on the use of food/cash/vouchers, disaggregated by transfer modality (> 44.75 target*)	-	-	53.3%	38%	39%
S04/Act4: Proportion of households where men make decisions on the use of food/cash/vouchers, disaggregated by transfer modality (< 0.5 target**)	-	-	2.7%	2%	10%
S04/Act4: Proportion of households where women make decisions on the use of food/cash/vouchers, disaggregated by transfer modality (>54.75 target***)	-	-	44%	60%	51%
<b>Protection (no indicators permitting trend analysis)</b>					
<b>Accountability to Affected Populations (AAP)</b>					
Affected populations are able to hold WFP and partners accountable for meeting their hunger needs in a manner that reflects their views and preferences					
S01/Act1: Proportion of assisted people informed about the programme (=100 target)	100%	100%	54.7%	68%	-
S01/Act1: Proportion of project activities for which beneficiary feedback is documented, analysed and integrated into programme improvements (=100 target)	100%	100%	100%	100%	-
<b>Environmental sustainability (no indicators permitting trend analysis)</b>					

*Legend: green boxes show achievement of cross-cutting indicators as per planning, yellow boxes show underachievement of less than 25 percent, and orange boxes show underachievement of more than 25 percent. Values in green refer to increase in indicator performance compared to the previous measurement, while values in red refer to a decrease in performance.*

\*Target for 2023 was changed to ≥35

\*\*Target for 2023 was changed to ≥10

\*\*\*Target for 2023 was changed to ≥55

Source: ACR 2019, 2020, 2021, 2022, 2023

143. As can be seen in Table 17, progress towards gender equality was generally sufficient. Under SO1/Activity 1, the proportion of women in decision-making entities for the SFP has remained stable at 94 percent throughout the implementation period (monitored up to 2022 as the Government took over in 2023). The target on joint decision-making by women and men on the use of food, cash or vouchers

<sup>83</sup> Trend analysis of cross-cutting indicators is only possible for two of the five cross-cutting dimensions: GEWE and AAP.

distributed under SO4/Activity 4 was not fully achieved in 2022 and 2023 as women were only consistently involved in decision-making on the use of food and cash vouchers (see Table 6; women were slightly underrepresented as direct recipients of food vouchers and slightly overrepresented as recipients of cash vouchers.<sup>84,85</sup> Women appear to be sufficiently involved in intra-household decision making on the use of vouchers (see Table 17 and Annex XIII).

144. Outcome indicators on GEWE are only provided at the cross-cutting level and do not provide specific information for socioeconomic development activities (SO2/Activity 5 and SO4/Activity 4 livelihood recovery elements) which is perceived as a missed opportunity for demonstrating sex-disaggregated effects in those areas. The contribution case studies and field visits confirmed that, in these activities, women are included individually and in groups, as well as in the cooperative hubs that were established in Khndzoresk (Syunik province) and Berd (Tavush province). Women are regularly the majority in informal farmer groups receiving training (e.g. on berry gardens, horticulture, and greenhouses). WFP support and training for women's ownership and employment in bakeries is also significant. However, data regarding increased income are not available. Stakeholders reported that the choice of productive activities could be targeted more specifically to women, and that special assistance can be provided to empower women in economic activities – for example, by providing them with access to finance. A lack of economic activities near the home was also identified during fieldwork, particularly in border communities. Support to poultry and pig farming was not provided by WFP, though such activities were mentioned by some of the interviewed women to be more relevant to them than other agricultural activities.

145. The indicators on AAP were consistently achieved in all years, with confirmation through the KIs that WFP has been participatory and consultative. The WFP complaints and feedback mechanism is used frequently, with more than 1,300 calls, most (80 percent) from women. Most of the questions and remarks in 2023 were related to the food cards introduced by WFP and requests for WFP support. A high degree of satisfaction with WFP support was expressed by respondents. The country office has an action plan on community engagement as an additional indicator for AAP.

146. For 2023, indicator values for nutrition integration, environment and protection were largely positive:

- Percentage of WFP beneficiaries who receive a nutrition-sensitive programme component in cash and food distribution, smallholder agriculture development and training (100 percent). This was confirmed through KIs with stakeholders and beneficiaries who reported improved knowledge on nutrition and food quality.
- Behavioural change actions regarding nutrition in WFP's SFP and Healthy Lifestyles curriculum activities reported positive benefits but focused only on schoolchildren. Parents are invited and involved in SFP activities in schools, and schoolchildren are conveying messages to their parents, such as by helping to prepare food at home. Key informants called for more effort to effectively reach parents and adults in the Armenian population on the need for healthier food consumption patterns, such as eating wholegrain products. Specific messages for adults are required to give more attention to the triple burden of malnutrition in awareness raising and training.
- Proportion of field-level agreements (FLAs)/memorandums of understanding (MoUs)/construction contracts for CSP activities screened for environmental and social risks in school feeding, resource transfers and in community and household asset creation (100 percent). It was not possible to verify the extent that activities have been screened for environmental risk. However, key informants confirmed that environmental sustainability is strongly integrated in activities related to the solar energy installations in schools, SMEs and communities. Farmer groups and schools confirm that, in the production training, environmental sustainability is fully integrated, with specific attention to organic composting, responsible use of water and in farming techniques.

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<sup>84</sup> The average percentage of women as recipients of food vouchers is significantly lower (50%) when not considering the specific cash transfers given to women during COVID-19 in 2021.

<sup>85</sup> Note that 53 percent of the population in Armenia (in 2023) are women. See: E EU4 Gender Equality Reform Helpdesk. 2024. *Country Gender Profile Armenia* (February 2024).

- Share of beneficiaries reporting no safety concerns and beneficiaries being treated with respect during engagement with WFP (100 percent).

147. Despite systematic attention to cross-cutting indicators on gender and AAP, a number of challenges were identified on assessment of progress:

- Gender-sensitive approaches should not only focus on participation of men and women (and boys and girls) in activities, but also on the possible differential effects and results of these activities for men and women and for different age groups. This is relevant to different nutrition-related scores for households headed by men and women, which is not further discussed in ACRs. In the value chain interventions, no disaggregated approaches and activities were designed to serve the specific needs and interests of women and men, although some of the interventions have targeted women (e.g. production of high-value herbs and spices). Gender equality and sex-specific data on possible differential effects of interventions are not widely available.
- Attention to disability inclusion is not included in monitoring indicators at the corporate WFP level or in specific country office reporting. KIs confirm that disability is considered in identifying the most vulnerable target groups and that efforts are made, for example, to ensure inclusion of disabled children in the SFP. A notable example was found in the 2023 ACR referring to refugees from Karabakh, where the relative share of people living with disabilities was clearly higher than average (with 16 percent of refugees being people living with disabilities). Food assistance was provided to these target groups, but this was not detailed in specific indicator reporting. Beyond this, there is no evidence that other actions and services (e.g. livelihood recovery interventions) under the CSP address the specific needs and opportunities for people living with disabilities.
- Many refugees are very mobile and difficult to reach beyond the immediate humanitarian assistance phase. While many actions under SO4 have targeted refugees, most of the attention was on providing humanitarian support upon arrival in Armenia and moving for registration and settlement; refugees were only occasionally included in some cash-for-work activities.
- The barrier analysis for refugee integration conducted by WFP in February 2024 identified additional obstacles – for example, that refugees do not always accept the lower salary levels in Armenia, and that many move on in the diaspora. Also, refugees were found to have limited access to land for cultivation. Where they have small plots, agricultural inputs and equipment are often too expensive to allow for cost-effective production.<sup>86</sup>

148. **Finding 19:** WFP in Armenia has strictly adhered to United Nations humanitarian principles<sup>87</sup> for relevant activities, and is highly respected by partners for safeguarding those in humanitarian interventions and emergency responses under SO4.

149. The evaluation finds that WFP generally adheres to humanitarian principles in all its humanitarian and emergency response interventions. Cash assistance to vulnerable populations, particularly women with children, directly addresses their urgent needs. Cooperating partners are trained by WFP in humanitarian principles.

150. WFP has maintained its neutrality and independence for relevant interventions by refraining from political or ideological engagement. Its focus on vulnerable communities and equitable access to resources on the basis of need highlights a commitment to the principle of independence. WFP has effectively covered areas most in need. Activities in sensitive border regions, such as demining and irrigation projects, have prioritized humanitarian needs without engaging in local or regional disputes.

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<sup>86</sup> WFP. 2024. *Barrier Analysis for the Social-economic Integration of Refugee Population and Host Communities in Armenia*.

<sup>87</sup> Humanity, impartiality, neutrality, and independence embraced by the United Nations through General Assembly Resolutions 46/182 and 58/114

### **2.2.3 EQ2.3: To what extent are achievements under the CSP likely to be sustainable, from a financial, social, institutional and environmental perspective?**

151. Finding 20: WFP successfully completed its handover of SFP to the Government of Armenia in mid-2023. Progress still needs to be made on the expansion to schools in Yerevan, the endorsement of the new national school feeding strategy, and further consolidation of SFP management at both central and provincial levels.

152. The handover of the SMP to the Government of Armenia SFP is sustainable from the institutional perspective, with the establishment of the SFCWA in 2020 as a dedicated government institution responsible for the national implementation of school feeding (financial takeover by the Government expected in 2025). The Government expressed clear commitment to continue school feeding to the global School Meals Coalition in September 2023. The MoESCS has indicated that the national school feeding strategy will be formally approved in 2025. Financial sustainability is ensured by the allocation of a considerable budget to school feeding in the coming years, although the Government still needs to secure structural budgets for school feeding, as confirmed in KIs and in the DE on school feeding.

153. Transformative components of the SFP introduced in more than 100 schools by mid-2024 require additional TA to achieve institutional and financial sustainability. Further testing/piloting is required for identification of specifications and procedures. A key issue is how best to strike a balance between reaping economy-of-scale benefits through centralization of procurement and logistics, and fostering wider developmental impacts by local purchase. Other important issues include clarifying how savings in energy use and from school-level agricultural production will be reinvested, and how the new legislation on solar stations for public buildings will affect school budgets for gas and electricity. Government representatives stated that it may be preferable for savings from solar panels to flow back to the general education budget and be redistributed accordingly. Mechanisms to pool resources and make transformative components more accessible to other schools are not yet developed. A clear definition is also needed of what crops/production methods the students should learn about (and why), and on the market-related aspects around horticultural produce, especially for products sold from the greenhouses (strawberries, tomatoes).

154. Various KIs have stressed the educational value of agricultural and food processing equipment (dryers for the orchard products and freezers for the berries) at school level and on the value for the school feeding menus of healthy food grown in-house. Some critical remarks were made around the choice of crops to be grown in the greenhouses for use in the school meals<sup>88</sup> and on economic aspects when schools have the ambition to sell agriculture produce. SFCWA says that these activities should not become commercial economic activities, and is studying a mechanism for collection, redistribution or sales of surplus production.

155. Specific challenges for agriculture-related support to schools were identified during school visits and KIs:

- Many schools are unsure of their capacity to manage the project without specialist support. They lack awareness of how to access funding for inputs and operational costs, and how to expand the project without access to further storage and processing equipment.<sup>89</sup> A change in education regulations in 2023 separates educational and financial management of schools. Financial management of transformative SFP components and investments will fall under the responsibility of financial school directors in schools. This may affect how the savings and revenues from the transformative model will be managed.

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<sup>88</sup> In the synthesis report by SIFI on the School Agriculture Project in the Republic of Armenia (n.d.), it is mentioned that the choice of crops was not quite applicable to the kitchen menu. For instance, tomatoes were never part of the school feeding menu, and it would have been better to have the flexibility to plant coriander, broccoli, potatoes, and other crops to reduce expenses and so that the school meals can cater for a variety of tastes. Some schools planted spinach adjacent to the berry gardens for use in school feeding.

<sup>89</sup> Dryers were provided to process produce from the intensive orchards, and freezers for storing of produce from the berry gardens.

- New government plans for school construction and renovation may result in loss or relocation of investments in agricultural activities and energy savings. Several SFP schools identified in the earlier stages of the SFP will be affected by these plans, although a time estimate is not yet possible as not all plans are finalized, and actual implementation can take a couple of years to commence.

156. In activities under SO2 and SO4, stakeholders recognize that continued efforts are needed to further develop and consolidate policies and to strengthen coordination and cooperation among institutions to secure efficient and effective social protection services and emergency responses on the ground. Specific challenges identified are: a) improving coordination and synergy among social workers from USS and communities and social workers from partner non-governmental organizations (NGOs); and b) strengthening legal frameworks and coordination mechanisms to enable different government entities and NGOs to deliver quick, efficient and effective emergency responses on the ground in situations of emergencies and conflicts. Institutional sustainability in these two areas requires ongoing capacity strengthening support from WFP and other partners.

157. **Finding 21:** The scale of food value chains and market system interventions is still small, mainly addressing specific agricultural producer groups at the community level. As a result, full value chain integration and systematic market access are yet to be structurally established. WFP reliance on substantial grants and donations to cooperatives and private enterprises hinders sustainability and does not fully align with best practices in SME support and development.

158. WFP initiatives have brought tangible benefits and progress in terms of boosted productivity and profitability for SMEs and smallholder farmers. Yet, some of these initiatives face critical challenges in ensuring long-term viability. Value chain development has primarily focused on production, with a less clear approach to sustainability, scale-up, demand orientation and market access. The reliance on substantial grants and donations to cooperatives and private enterprises, such as the wholegrain wheat mill, does not fully align with best practices in SME development as it lacks a clear strategy for investment recovery. It results from the focus on establishing value chains producing nutritious foods for the SFP. Although there are organizations capable of providing relevant business development services and agricultural finance and leasing services, partnerships with these organizations have not been used to provide beneficiaries with more sustainable access to resources and expertise. As a result, the level playing field for SMEs is at risk, with WFP donating equipment with a substantial monetary value to relatively small cooperatives and a private enterprise without clear payback mechanisms.

159. The revolving funds introduced to kickstart value chain development operate more as solidarity mechanisms for social development (replicating investments in other development projects) than as tools for investment recovery. While the experience with such funds remains limited and recent, the applied model for cascading funds may limit the sustainability of investments and reinforce inequalities among SMEs competing in the same markets.

160. Strengthening of the wholegrain value chain by WFP in the northern provinces has included the establishment of the Wholegrain Wheat Foundation to ensure coordination and cooperation across actors and governance of the cascading fund. Yet, this foundation does not have a strong institutional setup. It is largely dependent on the Tavush province government for its staffing and financial resources, and has faced challenges in collecting funds from SMEs (bakeries) for the cascading fund from solar power 'savings'. These challenges point to weaknesses of the mechanism in terms of its operational framework.

161. It is not yet possible to fully assess the effects of cascading mechanisms to recover financial savings from solar panels of communities and SMEs for the expansion of solar and other socioeconomic activities. However, KIIs with direct stakeholders indicate that the mechanisms for payment of energy savings in the cascading mechanism are not yet in place. SMEs consulted as part of the case studies stated that they are generally willing to contribute to cascading funds from their energy savings, but it is not clear to them how this mechanism will work and how much money they will have to contribute. Challenges in fund collection, and governance create risks for the medium- and long-term viability of this model.

162. **Finding 22:** WFP behavioural change interventions have mostly targeted children through SFP activities and educational activities on healthy lifestyles and healthy food. While this can be expected to have increased their knowledge and attitudes about consumption of a healthy diet, these interventions cannot be expected to produce changes in family food patterns.

163. Through the SFP, knowledge and practice around healthy diets are also reaching parents of schoolchildren. Some are employed in school kitchens to prepare meals and maintain school gardens and facilities. Parents are also sometimes invited for school activities, such as meals prepared by their children under the Healthy Lifestyle curriculum. Feedback from school staff indicates that parents need to become familiar with new types of food, such as wholegrain wheat products. Within the CSP, SBC activities directed to parents and families have occurred initially through the mass media and at the interpersonal level.

164. The 2020 formative research study found that food preferences and eating habits in Armenia are the main barrier to consumption of a healthy diet, and financial access less so. However, some key informants indicated that, for poorer families in particular, the price of healthy food and drinks can be a limiting factor. Effective targeting of social protection programmes would enable adoption of healthier behaviour in nutrition, underlining the potential for further synergies within the CSP.

165. **Finding 23:** WFP has advanced significantly in strengthening environmental sustainability in its interventions, particularly through investing in solar energy systems in 179 specific locations in schools, community buildings and SMEs. In agricultural development, systematic attention and support is given to ecological production methods and tools.

166. WFP has included environmental sustainability (and attention to climate change mitigation) in its transformative SFP at schools, for example, by including sustainable and ecological practices in agricultural production facilities in partnership with NGOs such as Green Lane, New Society Institute, and Work and Motherland. Accompanying measures include campaigns at schools, an annual ecological produce market and support to farmer groups in value chain development activities. Particularly in Syunik province, interventions have targeted access to water for irrigation and drip-irrigation to support more responsible use of water in agriculture.

167. Solar panels have been the most important investment in sustainable energy, with 179 installations in 103 schools, 27 communities and 49 SMEs by July 2024, ranging in size from 10-40 kilowatts. These are delivering immediate reductions in greenhouse gases, making WFP an important supporter of Armenia's green economy. However, there are concerns about the financial sustainability of these investments for SMEs due to the challenges in recovering savings from the solar power installation investments. For the solar panels installed on public buildings (mainly schools), the savings in electricity bills are reallocated to other purposes at the school level.<sup>90</sup>

## **2.2.4 EQ2.4: To what extent did the CSP facilitate strategic linkages between humanitarian action, development cooperation and contributions to peace in Armenia's context?**

168. **Finding 24:** WFP has faced difficulties instituting a humanitarian-development nexus that would support the transition of beneficiaries from reliance on emergency and livelihood recovery interventions towards longer-term food security and nutrition. Some WFP projects sought to include such an approach in their design but did not graduate beneficiaries from humanitarian support to other interventions. Development activities focusing on agricultural groups and SMEs in supporting value chains did not target the poorest-of-the-poor but individuals and households with assets. As there is no peace agreement for guidance, peacebuilding has not featured strongly in the nexus interventions of WFP and the United Nations in Armenia.

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<sup>90</sup> Solar systems meet the energy needs of schools for project implementation, and they also enable the surplus electricity to be used for classroom heating and lighting, or to be sold back to the grid. The savings generated from reduced electricity bills, which amount to 30 percent annually, are then redirected towards various school feeding purposes, such as kitchen and canteen repairs and meal diversification. See: WFP Armenia. 2024. *Evaluation of School Feeding Modalities Applied in Armenia (2018–2023)*.

169. Some humanitarian-development interventions, such as the REBCA project, were designed as nexus interventions. In the implementation of this project, three partners were responsible for the implementation of specific project components along the nexus continuum. While food card support by WFP and psychosocial assistance by World Vision were linked and aimed at the same target groups, the agricultural and livestock development activities of the Strategic Development Agency targeted different groups who already had access to assets such as land. In practice, only a small number of beneficiaries benefited from these interventions to establish a lifecycle approach and support households to graduate from extreme poverty. To some extent, this has happened with beneficiaries who were supported by complementary interventions of World Vision in the same communities.

170. Most WFP agreements with different cooperating partners either focus on providing support in humanitarian assistance and transfers or on agricultural and SME development. Only one project in the CSP – the REBCA project – includes a humanitarian-development approach, so WFP's experience in this area is limited. World Vision, the cooperating partner for this project, has major international experience in nexus and graduation from poverty approaches; however, their models were not applied in the REBCA project and so the opportunity to learn from their expertise was missed.

171. Strengthening the nexus in systems and mechanisms for SRSP linked to emergency responses is an area where WFP provides TA to MLSA and USS and the Ministry of Territorial Administration and Infrastructure. However, current TA focuses on central government/agencies. Due to ongoing decentralization, there is a need to also strengthen regional and local capacities and local level coordination and cooperation mechanisms for integrated SRSP responses to emergencies.

172. **Finding 25:** In many communities, WFP and its cooperating partners have supported multiple actions under various SOs and activities. In 39 communities, there have been five or more complementary interventions. WFP has commonly built on initial interventions in communities related to the SFP (SO1) or food assistance (SO4), as follow-up/complementary support in agriculture, community and SME development. Community governments were involved in energy and irrigation projects and in setting up community funds for socioeconomic development. This approach has been effective in establishing a community development mechanism.

173. WFP supported interventions in 224 communities during this CSP. In 17.5 percent of these locations, several interventions were combined into a more comprehensive approach including (transformative) SFP support with community development, SME development, and/or food assistance to vulnerable populations. In smaller settlements, as observed in the case study on the Tegh community (see Case Study 3 in Annex XIV), these complementary interventions can work as a de facto community development approach. In larger communities, such as in the Vardenis community, the effect on community development is also visible, though the scale of WFP interventions has remained relatively small.

174. In all 11 communities where the evaluation team observed this approach, local governments confirmed that WFP support interventions positively affected local economic development and quality of life. In Syunik province, community governments are regularly successful in attracting support from other donors and, with the help of WFP, have also found other partners. The Tegh community was successful in obtaining government support to replicate the irrigation works provided by WFP. This significantly increases the scale of operations, with greater socioeconomic community development impact. In the Sotk community, a philanthropist had provided funds to restore housing after the shelling in 2022. This support has been important for households that benefited from food, cash and psychosocial assistance by WFP and World Vision. With funding from the French Armenian Development Foundation, the agricultural hub in Khndzoresk community was able to complement investments in equipment. These examples illustrate how communities have been able to leverage support to complement and expand the benefits of WFP-supported interventions by either increasing their scale or by providing follow-up support to beneficiaries and communities.

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

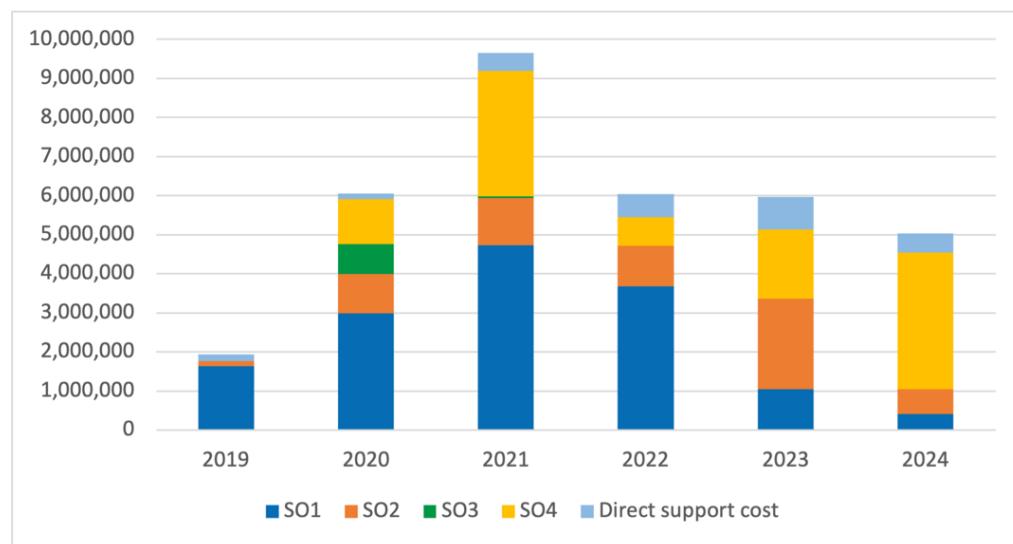
### 2.3.1 EQ3.1: To what extent were the CSP outputs delivered and related budget spent within the intended timeframe?

175. **Finding 26:** WFP has generally ensured effective delivery of CSP outputs within intended timeframes, with satisfactory levels of budget execution. Annual expenditure rates show that responses to emerging needs and crises, such as COVID-19 and the refugee influx in 2023 have been timely. While available data on CSP implementation do not allow for analysis of the timeliness of budget spending on capacity strengthening interventions by WFP, consistent feedback was received from the Government and cooperating partners that WFP staff are available and proactive in provision of support, and act in a timely manner.

176. On 12 July 2024, WFP had spent 75.4 percent of the resources allocated to the CSP. This is rated as a satisfactory level of budget execution with 1.5 years out of 6.5 years remaining in the CSP period. In all, 80.2 percent of CSP resources have been allocated for direct implementation of activities under the SOs.

177. As Figure 11 shows, the highest level of expenditure was realized in 2021, after a sharp increase in 2020. This is directly related to the expansion of the CSP in response to the COVID-19 pandemic.

**Figure 11: WFP Armenia CSP 2019–2025: Annual expenditure on SOs and DSCs (in USD)**



Source: WFP Reports: ACR1-A and CPB planned vs actual extracted in July 2024

178. In 2022, annual expenditures decreased to USD 6 million (down by 37 percent from 2021); a similar level of expenditures was achieved in 2023. In July 2024, the expenditures had already reached USD 5 million, an increase related to the response to the Karabakh crisis.

179. Expenditures for specific activities have been generally in line with annual planning and intended timeframes (see Annex XIII), which is a major achievement given the COVID-19 pandemic and the Karabakh crisis.

- In the period 2020–2022, high expenditure rates existed for support to the SFP (SO1/Activity 1), but they sharply decreased in 2023 and 2024, in view of the handover of the programme to the Government.
- Expenditure rates on policy support and institutional capacity strengthening in relation to the SFP (SO2/Activity 2) have consistently increased, from 15 percent in 2019 to 65.9 percent in 2023.
- SO2/Activity 5 and SO2/Activity 6 were both added through BR04, which was approved in July 2022. The expenditure rates in 2022 lagged well behind planning for both activities, due to the late availability of funds, and contributions being for multiple years. For SO2/Activity 5, expenditures

reached the planned level in 2023. As of July 2024, no expenditures were reported, though this may change towards the end of the year. For SO2/Activity 6, the expenditure rate was 30-35 percent for both 2023 and 2024. KII confirm that the work on strengthening social protection systems and policies (SO2/Activity 6) has not developed as planned due to reorganization within USS.

- Expenditures on SO3/Activity 3 occurred only for COVID-19 emergency responses in 2021 and 2022. No further activities have been carried out under this SO as WFP did not receive further requests for logistics service delivery.
- The expenditure rates for the crisis response interventions (SO4/Activity 4) added through BR01 in July 2020 show clear peaks in 2021 and 2022 (COVID-19 response) but were moderate in the first COVID-19 year of 2020. The expenditure rate on SO4/Activity 4 was 24.8 percent in 2023, which is related to the slow start of the emergency support interventions for the refugees from Karabakh region in the last months of 2023, with a significant carry-over of the budget and increasing expenditures in the first half of 2024.

### **2.3.2 EQ3.2: To what extent and in what ways did the country office reprioritize its interventions to optimize resources and ensure continued relevance and effectiveness in view of funding gaps?**

180. Finding 27: The country office has been proactive and succeeded in attracting substantial additional resources to respond to crises in 2021 and 2022 (COVID-19 and border conflicts) and in 2023/2024 (refugee influx from the Karabakh region), including funds from the WFP Immediate Response Account in 2023. There were no major funding gaps for most activities, and in some years, the annual available resources exceeded the NBP.

181. For support to the SFP (SO1/Activity 1 and SO2/Activity 2), no major funding gaps were encountered. The same applies to SO4/Activity 4 on crisis responses. For SO3/Activity 3 (logistics services), demand was lower than anticipated and funds were only used in 2020 and 2021 to support the Government in the COVID-19 response. No further requests for services were received. For activities added under BR04, the funding situation for the food systems and value chain development support (SO2/Activity 5) was more challenging with an average of 40-50 percent funding of the NBP. Social protection system strengthening activities (SO2/Activity 6) attracted more resources than originally planned in the Needs Based Plan (NBP).

182. WFP was forced to reprioritize actions on two occasions during the CSP. The first was during the COVID-19 crisis, when take-home rations for school feeding were introduced due to school closures. This reprioritization was possible within the existing budget for school feeding (provided by the Russian Federation). The second action was required due to the influx of refugees from the Karabakh region in the last trimester of 2023. Rapid responses were facilitated through the use of USD 1 million from the WFP corporate level Immediate Response Account, with additional funding from France, USA, Switzerland, the Central Emergency Response Fund (CERF), and the European Union (EU).

### **2.3.3 EQ3.3: To what extent was the CSP delivered in a cost-efficient manner?**

183. Finding 28: The country office has delivered the CSP in a generally cost-efficient manner, particularly when considering the relatively small size of the CSP budget, the variety of activities under multiple SOs, and the number of specific donor contracts. This required considerable effort from the country office's 53 staff members, 60 percent of whom (32 people) are on short-term contracts, which provides flexibility to adapt to changing funding levels.

#### **Direct support costs (DSCs)**

184. As shown in Table 18, accumulated DSCs for the entire period were at 7.8 percent of expenditures, aligning with the planned DSC percentage, while the rate of indirect support cost (ISC) is corporately established at 6.5 percent.<sup>91</sup> For DSC, the 7.8 percent rate is well above the global average of 3.9 percent, as

<sup>91</sup> WFP. 2023. *Grants Management Manual: ISC Rates and the Full Cost Recovery (FCR) Principle*.

reported in WFP corporate annual performance reports.<sup>92</sup> The country office's DSCs were relatively high, particularly in 2022 and 2023. This reflects the relatively small size of the overall CSP budget, particularly since the handover of the SFP and the fact that the CSP is rather complex across a range of sectors and types of interventions, with the addition of Activity 5 and Activity 6 under SO2. Staff size has increased in the same period, corresponding to the need to manage a high number of donor contracts (29 contracts with 20 different donors).

**Table 18: WFP Armenia CSP 2019–2025: Annual DSC (in USD)**

Year	Total direct costs		Direct support costs (DSCs)		DSCs as % of total direct costs	
	Planned	Actual	Planned	Actual	Planned	Actual
2019	3,158,976	1,941,685	286,805	173,338	9.1%	8.9%
2020	9,778,837	6,053,168	468,805	144,283	4.8%	2.4%
2021	13,358,924	9,651,133	1,167,836	464,204	8.7%	4.8%
2022	16,119,627	6,045,837	910,684	600,501	5.6%	9.9%
2023	10,649,341	5,974,331	957,000	834,516	9.0%	14.0%
2024	13,220,389	5,032,459	1,287,005	492,568	9.7%	9.8%
<b>Cumulative</b>	<b>79,157,728</b>	<b>34,698,612</b>	<b>6,186,809</b>	<b>2,709,410</b>	<b>7.8%</b>	<b>7.8%</b>

Source: WFP Reports: ACR1-A and CPB planned vs actual costs extracted in July 2024

### Country office staffing

185. As of mid-2024, WFP Armenia employed 53 staff members (62 percent female), of whom 21 were on long-term and 32 on short-term contracts. In 2023, annual total expenditures were almost USD 6 million, resulting in an average total budget per staff member of USD 115,000. These figures are consistent with staffing costs in other countries where WFP operates a CSP of similar size (see Annex XIII).

186. Staff numbers have increased in the last few years, but CSP expenditures have not. With declining funding to the SFP component, the CSP funding base increasingly comprises smaller project-like contracts with more staff-intensive management and administration. A considerable proportion of staff are on short-term contracts (ranging from 65 percent in 2019 to 60 percent in 2024), which provides flexibility to adapt to possible decreases in funding levels.

### Efficiency of supply chain management and direct transfers to beneficiaries

187. Supply chain management reports and annual performance plans show that, over the last five years, the WFP country office in Armenia has consistently focused on ensuring timely and efficient supply chain management, including procurement, transportation, and delivery of food and non-food items (see Table 19). The country office has prioritized minimizing post-delivery losses, maintaining effective warehouse management, and supporting transitions to CBTs in various regions. The country office has emphasized continuous improvement through regular data entry, inventory management, and updating vendor lists to ensure prompt and cost-effective operations. The COVID-19 pandemic led to an increase in the lead time for food release which, along with the response to the refugee influx from Karabakh, contributed to significant post-delivery losses in 2021 due to expiration of some commodities.<sup>93</sup> Since then, the country office has returned to optimal performance, as reflected in 2023 figures.

<sup>92</sup> WFP. 2022. Annual Performance Report 2022.

<sup>93</sup> In March 2020, the COVID-19 pandemic led to school closures in Armenia, which suspended the SFP. Consequently, about 22 metric tons of vegetable oil, received after the start of the lockdown, expired before it could be distributed.

**Table 19: WFP Armenia CSP 2019–2025: Supply chain management performance**

Year		% of post-delivery losses	% of tonnage uplifted as per the agreed date	% of metric tons not reconciled	Lead time of food release (days)
2019	Target	<1%	100%	N/A	
	Value	0%	100%	N/A	0.89
2020	Target	<2%	≥95%	≥90%	
	Value	0.03%	100%	90%	10.05
2021	Target	<2%	≥95%	<0%	
	Value	2.70%	100%	0%	0.01
2022	Target	<2%	≥95%	<5%	
	Value	2.10%	100%	0%	0.99
2023	Target	<2%	100%	<4%	
	Value	Na	100%	0%	N/A

Source: WFP, Armenia Annual Performance Plan 2019-20-21-22-23

188. As shown in Table 20, it is a challenge to assess CSP performance due to the available information on various cost categories for food and CBTs. This is mainly because percentages for achievement of targets cannot be related to volume and size of operations in a given year. For example, in 2022, the recorded costs for SO1/Activity 1 were related to the residual distribution of in-kind assistance initially planned for 2021.<sup>94</sup> Nonetheless, in 2020 we observe that the abrupt interruption of the SFP due to the COVID-19 pandemic likely resulted in an increased proportion of storage costs for SO1/Activity 1. These costs decreased once take-home rations were introduced, although supply chain management costs increased. For SO4/Activity 4, transport represented more than half of the costs for food distribution, reflecting the implementation of emergency responses to the Karabakh crisis in the border regions (including at reception centres).<sup>95</sup> In 2021, costs for SO4/Activity 4 increased as a result of the Government's request to move from CBTs to in-kind support to local vulnerable populations.<sup>96</sup> Since 2023, the SFP has been managed by the Government, but some supply chain management costs were still reported.<sup>97</sup> For CBTs, management represents almost all costs for both SO1/Activity 1 and SO4/Activity 4. As shown in Table 20, there were no delivery costs for CBTs within school feeding, only administrative costs. However, delivery costs for CBTs (particularly food cards) to reach vulnerable populations in border regions (Activity 4) were considerable.

<sup>94</sup> Armenia Country Office. n.d. *Report on in-kind distribution in Ararat, Kotaik, Gegharkunik, Syunik and Yerevan*.

<sup>95</sup> WFP. 2020. Annual Country Report 2020.

<sup>96</sup> WFP. 2021. Annual Country Report 2021.

<sup>97</sup> WFP. 2023. Annual Country Report 2023.

**Table 20: WFP Armenia CSP 2019–2025: Relative proportion of cost categories for food transfers and CBT**

			Year					
			2019	2020	2021	2022	2023	2024
Food	Activity 1	Other food-related costs	17.8%	10.4%	20.2%	0.0%	0.0%	-
		Transport	51.2%	13.7%	21.5%	10.4%	0.0%	-
		Storage	21.5%	49.1%	19.4%	18.4%	0.0%	-
		Supply chain management costs	9.5%	26.9%	43.2%	71.2%	100.0%	-
	Activity 4	Other food-related costs	-	9.6%	9.4%	-	54.8%	25.5%
		Transport	-	51.2%	10.0%	-	34.0%	38.4%
		Storage	-	21.6%	9.0%	-	0.0%	0.0%
		Supply chain management costs	-	17.6%	20.0%	-	11.3%	36.1%
		Cooperating partner costs	-	0.0%	51.6%	-	0.0%	0.0%
CBT	Activity 1	Delivery costs	-	0.0%	0.0%	0.0%	-	-
		Management costs	-	100.0%	100.0%	100.0%	-	-
	Activity 4	Delivery costs	-	-	8.7%	0.0%	31.7%	57.2%
		Management costs	-	-	91.3%	100.0%	68.3%	42.8%

Source: CPB Planned vs Actuals Report\_v2.1, data extracted on 12 July 2024

189. The evaluation provides an analysis of the costs related to the transfers of food and cash per beneficiary (Table 21). While such comparisons require caution, it is striking that the delivery costs per beneficiary for food are generally lower under SO4 than SO1 (except in 2021), a finding that cannot be easily explained. According to the country office, some fluctuations are caused by the times that various costs are recorded, which does not always correspond to the timing of actual delivery of transfers. Transfer costs for delivery of cash have been roughly comparable to those for delivery of food, noting that costs for both activities spiked in 2021, somewhat more under SO4/Activity 4.

**Table 21: WFP Armenia CSP 2019–2025: Operational costs of food and cash delivery (in USD)**

Beneficiaries and costs	Act (modality)	2019	2020	2021	2022	2023
No. of beneficiaries	Act 1 (food)	57,859	61,076	60,449	12,250	
Total operational costs (excl. food/cash value)		68,359	62,088	75,795	62,620	
<b>Operational cost per beneficiary</b>		<b>1.18</b>	<b>1.02</b>	<b>1.25</b>	<b>5.11</b>	
No. of beneficiaries			28,332	7,707	16,791	
Total operational costs (excl. food/cash value)			22,239	39,202	36,094	
<b>Operational cost per beneficiary</b>			<b>0.78</b>	<b>5.09</b>	<b>2.15</b>	
No. of beneficiaries			43,076	85,569		49,980
Total operational costs (excl. food/cash value)			31,650	163,325		36,220
<b>Operational cost per beneficiary</b>			<b>0.73</b>	<b>1.91</b>		<b>0.72</b>
No. of beneficiaries	Act 4 (CBT)			13,401	780	11,465
Total operational costs (excl. food/cash value)				111,376	1,286	20,225
<b>Operational cost per beneficiary</b>				<b>8.31</b>	<b>1.65</b>	<b>1.76</b>
No. of beneficiaries					480	6,705
Total operational costs (excl. food/cash value)					128	14,310
<b>Operational cost per beneficiary</b>					<b>0.27</b>	<b>2.13</b>

Source: WFP Report: CPB planned vs actual, extracted on 12 July 2024; WFP Report CM-R002b extracted from COMET system on 19 January 2024

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

### 2.4.1 EQ4.1: To what extent, and in what ways, has WFP been able to mobilize adequate, timely, predictable, and flexible resources to finance the CSP?

190. **Finding 29:** WFP has been successful in its resource mobilization and diversification of funding for the CSP with 20 different donors. Dependency on specific donors has decreased, although the Russian Federation remains very important for WFP, providing almost half of the funds for the CSP until July 2024. This considerable dependency on a single donor is a risk to the longer-term sustainability of WFP operations in Armenia.

191. Since the expansion of the CSP from two to four SOs under BR01 in July 2020, the country office has succeeded in diversifying its funding base from just a few donors to 27 contracts with 20 different donors until July 2024. This resource diversification occurred in a remarkably short period. It decreases the risk of sudden decreases in funding levels, but requires considerable management and administration efforts, as already observed under EQ3.

192. In addition to what was achieved in previous years, efforts continue to obtain funding from relatively small, but diverse new sources, such as private sector companies, philanthropists and the Armenian diaspora.

193. Historically the Russian Federation has been the most important donor of WFP's work in Armenia by providing long-term funding for the SFP in Armenia, including the period prior to the T-ICSP and CSP, and by TA provision from the Moscow-based SIFI. In the current CSP, the Russian Federation still accounts for almost half (45.7 percent) of the entire CSP budget, which illustrates its importance for continuation of WFP operations in Armenia. In addition to the Russian Federation, France has recently provided resources for the transformative SFP. In new activities such as the provision of food cards, donors such as DG ECHO (EU) and the Bureau for Humanitarian Assistance (USA) have provided funds to allow continuation of initial pilot projects.

194. **Finding 30:** Most of the donor funds in the CSP are earmarked for specific activities, most significantly those from the Russian Federation for support to the SFP (under SO1 and SO2). The funding timeframe for the support by the Russian Federation has allowed WFP to adopt a longer planning horizon and engage in medium- and longer-term support to the SFP. Timeframes for support under SO4 are shorter, limiting WFP capacity to engage in more humanitarian-development nexus interventions.

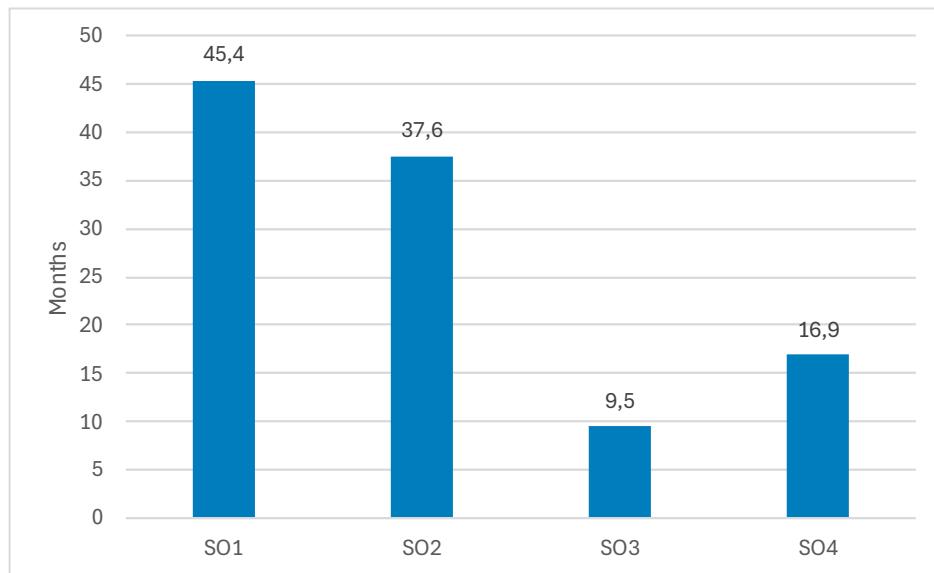
195. To date, donor contributions for the CSP (2019–2025) were predominantly recorded as earmarked at country level (60 percent). The Russian Federation's contributions, accounting for almost half of the total funding of the CSP, are the main earmarked funding at country level, but in practice these funds are for support to the SFP only. This is because the CSP originally focused only on support to the SFP, but through consecutive BRs it has expanded into new sectors while the earmarking rating for the contribution from the Russian Federation was not adjusted in the system. Most of the other donor contracts are earmarked at activity level (32 percent of total), and 7 percent is earmarked at SO level. As a result, flexibility in CSP programming and implementation in Armenia is rather limited and dependent on WFP corporate funding lines.

196. The short-term funding horizons of several, mostly humanitarian donor contracts has limited the country office's capacity to prioritize specific interventions and to optimize the use of resources for longer-term humanitarian-development nexus building. The average grant duration is 32 months, which is in line with data analysed in a recent summary of global evaluation evidence on WFP grants.<sup>98</sup> As shown in Figure 12, the short-term funding horizons mainly applied to specific service delivery in logistic support during the

<sup>98</sup> WFP. 2024. *Summary of Evidence, Earmarked, Flexible and Multi-Year Contributions*.

COVID-19 pandemic (under SO3) in 2020 and 2021, with an average duration of only 9.5 months,<sup>99</sup> and to humanitarian response activities (under SO4) which had an average duration of almost 17 months. When looking at more specific contracts, it appears that humanitarian interventions had a duration of a year or less, while other more resilience building activities were supported through contracts for one to two years or more (see Annex XIII). Longer-term planning and programming particularly refers to all activities under SO1 and SO2 with grants of 45 months and 37 months respectively, mainly due to the Russian Federation's consistent long-term funding for support to the SFP which has allowed WFP to invest in capacity strengthening on the SFP. Future funding beyond 2024 is currently being negotiated by WFP and the Government in relation to the expansion of the SFP into Yerevan.

**Figure 12: WFP Armenia CSP 2019–2025: Average duration of donor grants by SO**



Source: CPB Grant Balances Report v3.1, extracted on 12 July 2024

#### **2.4.2 EQ4.2: How well, and in what ways, did WFP establish and leverage strategic and operational partnerships to maximize efficiency, effectiveness and sustainability?**

197. **Finding 31:** WFP Armenia has developed various long-term partnerships with the Government of Armenia, and closely cooperates with specific sectoral ministries at the central level, various provincial governments, and selected communities and municipalities, particularly in Syunik, Tavush and Gegharkunik. Many national partners expressed high appreciation for WFP support and refer to WFP as a preferred partner, due to its specific expertise and continuous availability.

198. For the implementation of the CSP, WFP engages in long-term partnerships with the Government of Armenia, at central and provincial/community levels and across various sectors (see Table 22). Government partners consulted in this evaluation consistently refer to WFP as one of their preferred partners in responding to priority policy needs and in developing relevant approaches, models and tools. This appreciation is also clear at the provincial and community authority level, where partners indicate that WFP provides highly relevant and consistent support that strengthens their capacities.

<sup>99</sup> Planned funds for 2024 were administratively reallocated from SO3 to SO2.

**Table 22: WFP Armenia CSP 2019–2025: Government partnerships**

<b>Ministries and government institutions/agencies</b>	Ministry	Ministry of Education, Science, Culture and Sport
	Ministry	Ministry of Labor and Social Affairs
	Ministry	Ministry of Health
	Ministry	Ministry of Economy (Agriculture Department)
	Ministry	Ministry of Territorial Administration and Infrastructure
	Agency	National School Feeding and Child Welfare Agency
	Agency	Unified Social Services
<b>Decentralized governments</b>	Provincial governments	Tavush
	Provincial governments	Syunik
	Provincial governments	Vayots Dzor
	Communities/municipalities	Ijevan
	Communities/municipalities	Jermuk
	Communities/municipalities	Tegh

*Source: Overview provided by country office on 22 August 2024*

199. Beyond the formal partnerships, WFP has established excellent working relations with other provincial and community governments, particularly in those locations where multiple interventions were carried out. WFP sub-offices in Vanadzor and Kapan have been instrumental in maintaining close relations with provincial governments and with communities in these provinces. During provincial and community visits, and in the confidential partnership analyses that were conducted by the evaluation team, partners consistently confirmed that mutual cooperation has been intensive and good. Partners at provincial and community level indicate that WFP field office and country office staff often pay visits and interact with stakeholders on the ground. Most of these decentralized partnerships were nurtured in Syunik, Tavush and Gegharkunik at the provincial and community level.

200. The long-term cooperation between WFP and the MOESCS contributed to the successful handover of SFP to the Government. Since the establishment of the SFCWA, there has been an intensive cooperation between WFP and SFCWA staff members with SIFI as a relevant and appreciated partner. This partnership is the strongest in the CSP and has ensured sustainability and continuity of the SFP in the hands of the Government.

201. Good relations and a strong partnership exist with the MLSA and its social protection agency, USS, though challenges were identified in this partnership. USS is still in a process of consolidation and further institutionalization at the central and community level through its 49 regional centres. Other partnerships with the Ministry of Economy and with the Ministry of Territorial Administration and Infrastructure are less intensive and focus on specific activities in agricultural development, in SFP, and occasionally in coordination of emergency responses.

202. WFP has developed and nurtured close cooperation with academia to improve the effectiveness of interventions. The work with the ANAU has been intensive, including as a cooperation partner. ANAU has provided technical inputs for agricultural investments in schools, agricultural curriculum development and TA for activities with farmer groups. It has also provided support to legal requirements for establishing cooperatives in the logistic hubs in Syunik and Tavush. Other occasional exchanges between WFP and academia included the Caucasus Research Resource Centers and the International Food Policy Research Institute.

203. **Finding 32:** In various working groups and meetings, WFP Armenia coordinates regularly with other resident United Nations agencies, but cooperation in projects on the ground is less common. Stakeholders observe that there is room for improvement for the United Nations to act as one in Armenia. WFP may be instrumental in this, as one of the most visible United Nations partners in Armenia, active across a range of sectors (education, nutrition, agriculture, social protection, and emergency response).

204. WFP has close working relations with the United Nations Country Team and works closely with the Resident Coordinator's office. In light of the WFP mandate, its most relevant United Nations partners are FAO, UNDP, UNICEF, UNFPA and UNHCR. Cooperation takes place through some joint projects, such as with FAO in an SDG funded project and with UNFPA and UNICEF in the joint United Nations Healthy Lifestyle Curriculum partnership,<sup>100</sup> in technical working groups, in processes of providing TA to national partners, and in coordination of emergency responses. National partners indicated to the evaluation team that the relationship between the Government and the United Nations has not always been optimal and that policy dialogue at times was rather limited, but that this relationship has improved in recent years. During KIIs, it was suggested that United Nations coordination of actions on the ground and in emergencies should be improved.

205. WFP cooperation with international partners also extends to international finance institutions (World Bank and the Asian and Eurasian Development Banks) and to cooperation with the EU. These partners are providing funding to multiple activities under SO2 and SO4 and have become important in the diversification of partnerships and donors.

206. **Finding 33:** WFP has multiple partnerships to facilitate implementation of interventions in SFP, emergency assistance, and in agricultural production development. While these partnerships are well appreciated, there is room to include more co-management and shared responsibility for implementation.

207. WFP has many implementing arrangements with cooperating partners for the SFP, emergency support and agricultural and SME development activities. Active partnerships include those with SIFI, World Vision as an international NGO (though it is also in the process of establishing itself as a national NGO), Mission Armenia, Green Lane, New Society Institute, Work and Motherland Regional Development NGO and House of Hope. WFP has also developed some partnerships with the private sector, though not as a specific part of the SFP. Examples include a recent cooperation with Yeremyan company in providing school milk to SFP, and agreements with service providers (in solar panel installations and agricultural inputs to project activities).

208. Cooperating partners appreciate their work with WFP and TA support and training. Some partners indicate that there is room to intensify partnerships by sharing more co-responsibility in project design and planning, and more active collaboration on the ground. At present, collaboration usually takes place in a subcontracting mode and not as joint implementation of projects with shared responsibilities, such as noted in the contribution case study on the REBCA project (see Case Study 4 in Annex XIV).

209. While partnerships with cooperating partners were functional in delivering project components, complementary competencies and fields of expertise have not yet been optimized. For example, in the REBCA project, WFP did not tap into the experience and expertise of World Vision in developing a lifecycle approach for graduation of target groups from humanitarian support into development.

#### **2.4.3 EQ4.3: What role have the following factors played: a) adequacy of human resources; b) innovation in CSP design and implementation leading to greater efficiency and effectiveness; and c) adequate availability and use of monitoring data to track progress and inform decision making?**

210. **Finding 34:** The quality and commitment of WFP staff is widely recognized and appreciated. While the knowledge and expertise of WFP – including its access to international resources, in school feeding, nutrition, food security, emergency responses and social protection – are well developed, competencies in food market systems and value chain development, strengthening the humanitarian-development-peace nexus and social and behavioural change are less present in the country office team.

211. WFP cooperating partners and stakeholders confirm that the country office in Armenia has excellent and committed staff members. The country office team is gender-balanced and women are in the majority in programmatic areas. Partners at the central and decentralized level express high levels of

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<sup>100</sup> WFP participation during the materials development phase was interrupted for a while; for implementation monitoring, WFP decided to not join up with the other United Nations agencies, but has completed this through SFCWA.

satisfaction with the responsiveness and quality of support provided by WFP staff, reaching out to many provinces and communities. This outreach requires high staffing levels, which may come under pressure if funding levels decrease.

212. WFP staff members at the country office have strong competencies and experience in the areas of school feeding, nutrition, food security, social protection, emergency assistance, supply chain coordination, and logistic services (Table 23).<sup>101</sup> Its research and assessment capacities and tools in these areas are strong. In other areas of value chain and food market systems development and humanitarian-development nexus building, staff competencies are less developed, as these activities are relatively new in CSP implementation.

**Table 23: WFP Armenia – staff competencies at the country office level (as of March 2023)**

Competency	# staff
Research, assessment and monitoring	10
School feeding and value chain	4
Emergency and preparedness	4
Social behaviour change	1
Programme support	2
Social protection	4
Partnership and external relations	2
Supply chain and procurement	2
Finance and budgeting	3
Human resources	2
Communications	2
Administration	4
Drivers	6
Security	1
Legal	1
IT	1
Executive management	4
<b>Total dedicated staff</b>	<b>52</b>

213. Within the country office, there is one dedicated staff member working on SBC. If the next CSP cycle includes a focus on quality of nutrition and nutrition behaviour related challenges identified in this evaluation, this staffing capacity may be too limited.

214. **Finding 35:** The Armenia CSP is characterized by key innovations in programme design and implementation, such as the transformative model in the SFP, the use of solar panel installations in multiple activities under SO1, SO2 and SO4, the introduction of wholegrain meal production and use in school feeding, the introduction of electronic food cards under SO2 and SO4, etc. The innovations in the SFP have been widely shared with other countries, including through South-South and Triangular Cooperation (SSTC) activities.

215. WFP has developed and applied a range of innovative methods and tools. Most notable are the transformative model for the SFP, and the use of food cards (and related finance sector instruments) in emergency and social protection interventions. The food cards can potentially evolve into multipurpose cards used by USS in provision of social protection services. Solar panel installations have been introduced to SMEs to support the energy transition and catalyse social-economic development actions in communities. All innovations introduced under the CSP have been picked up by national partners for scale-up and continued use in the future. Showcasing of the innovative transformative SFP model was done with international partners in Iraq, Kyrgyzstan and Brazil through SSTC exchanges.

<sup>101</sup> In 2024, the country office staff increased to 53 members.

216. Another innovation in the CSP was that support interventions related to agricultural production (such as solar energy, irrigation, inputs and equipment for agricultural production and food processing) usually coincided with SFP activities, and with food assistance and social protection interventions in the same communities. This brought synergy effects in operational implementation and as a 'package of contributions' towards improvement of household food security and livelihoods. See Annex XIV for more detailed data.

217. **Finding 36:** While the country office undertook various studies to develop new interventions, the work on monitoring and evaluation (M&E) has not been sufficiently adjusted to the changes in the character of the CSP that increasingly focused on capacity strengthening. WFP corporate guidance in these matters has been emerging over past year, but some of the corporate indicators are not very useful to generate regular and reliable data on results including outcomes. As a result, M&E has remained focused on beneficiary reach and related results. Considerable gaps and inconsistencies were found in output and outcome reporting, which limit the country office's capacity to systematically monitor CSP progress and achievements.

218. WFP M&E tools, instruments and indicators are corporate and, while specific indicators can be chosen for CSP monitoring, not all of them are tailored to the specific context of Armenia and the characteristics of the CSP. For instance, through BR04 in July 2022, the CSP increasingly focused on country capacity strengthening (policy development and institutional strengthening) but indicators are relatively limited and progress and effectiveness are not very easy to monitor. This challenge is not yet resolved by the country office, nor by WFP at the corporate level. To some extent, qualitative reporting provides insights in key capacity strengthening results, most commonly in the existence of specific policy and strategic documents. However, the existence of such documents is a relatively small part of capacity strengthening results. Assessment and progress in development of organizational capacities and of quality of inter-institutional cooperation is not systematically reported in ACRs.

219. An additional challenge is that organizational capacities and quality of relations (in cooperation) are largely subjective and context-specific. Specific information on capacities may also be sensitive to share. The case studies indicate that several partners' capacities at organizational level have been strengthened thanks to WFP support. Knowledge and skills in planning and implementation of actions are among the most strongly developed capacities among the partners, while increasing their capacities to adapt to changing contexts has proven to be more challenging. Additional issues identified in the organizational capacity assessments were the need to strengthen involvement of communities and beneficiaries in organizational decision making and planning, and to strengthen multi-stakeholder cooperation.

220. The M&E focus for WFP has been on beneficiary count and results obtained among direct beneficiaries. This is beneficial for countries where WFP has substantial operations, particularly in humanitarian assistance. In a middle-income country such as Armenia, humanitarian assistance has not been significant and, in many cases, government partners have provided this assistance, while WFP has provided TA. Therefore, the indirect reach of WFP capacity strengthening efforts cannot be counted at the important level of indirect and ultimate beneficiaries. These limitations provide challenges to demonstrate the indirect results of capacity strengthening for beneficiaries. Evidence can mostly be provided in external evaluations such as the evaluation of school feeding and this CSPE, which both confirm that WFP has provided important and significant contributions to national partners' capacities. For more details on these important contributions of WFP in capacity development, see the case studies in Annex XIV.

221. As already stated under EQ2.1 and EQ2.2, several gaps and limitations were encountered in the set of indicators used to report on progress in CSP implementation: a) changes in the food security status of beneficiaries were not measured; b) income improvements under value chain development and livelihoods interventions were not measured; c) there was limited reporting on changes achieved on the cross-cutting issues, including for GEWE; and d) there were shortcomings in the measurement of interventions' efficiency and management and support costs. CSP food consumption indicators were only used for SO4, though they are also relevant for SO1 and SO2 and could have been added across various SOs in the CSP, especially since interventions such as agricultural production, community resilience and livelihood development are mutually reinforcing in terms of food security and consumption patterns.

# 3. Conclusions and recommendations

## 3.1. Conclusions

### Quality of Country Strategic Plan (CSP) design and logframe

222. **Conclusion 1:** The original CSP had a clear design, geared towards supporting the handover of the School Feeding Programme (SFP) to the Government, accompanied by wider capacity strengthening support on strategies, policies and programmes on food security, malnutrition and emergency preparedness. However, the clarity of the structure of the CSP and Line of Sight reduced when the focus of the CSP was substantially widened through a set of consecutive budget revisions (BRs). There is no clear underlying theory of change (ToC) explaining the programmatic relations between the interventions, though there is an implicit intervention logic combining Country Capacity Strengthening (CCS) with direct assistance. There is also no explanation of the specific pathways of change showing how CCS can lead to improved capacities of key national partners who subsequently can achieve outcomes and impact in the sectors covered by the CSP.

223. The original CSP built directly on the Transitional Interim Country Strategic Plan (T-ICSP) and was focused on completing the WFP work on school feeding in Armenia that started in 2010. In BR01, the CSP became more complex as two Strategic Outcomes (SOs) were added for responses to the COVID-19 pandemic (on-demand logistics support, and food assistance). Additional elements were added in BR03 for the Karabakh crisis response and livelihood recovery interventions. The structure of the CSP became increasingly complex when new interventions on food systems/food value chain development and social protection were added to the existing SO2.

224. While the country office did not develop a comprehensive ToC for its CSP, the pathways to produce change are clear: CCS and direct assistance. The CCS work focused on expanding the evidence base and provision of support to the Government on development of policies, strategies and systems. To a large extent, the interventions on food value chain development were modelled on local production pilots in relation to the SFP and modalities for direct emergency assistance, with recognition that WFP could quickly respond to emerging needs (COVID-19, Karabakh crisis) because of its wide presence in the country for the SFP.

225. **Conclusion 2:** Monitoring indicators in the Armenia CSP logframe are strong for results of food transfers and cash-based transfers (CBTs) and other direct assistance to target groups, but less so for capacity strengthening work. In line with its intervention logic, the monitoring focuses on results of direct assistance to target groups but does not sufficiently capture the intermediary and end results of WFP CCS work. This is a weakness that grows in importance, as CCS is increasingly driving the interventions of WFP Armenia.

226. The WFP monitoring framework and indicators at corporate and country levels have focused historically on direct assistance and transfers to beneficiaries. For instance, sex- and age-disaggregated data are available for schoolchildren reached under the SFP, although figures on schoolchildren with special needs lack sex-disaggregation. However, capacity strengthening indicators are not yet strongly developed, which makes it difficult to show the results of capacity development interventions. Showing results of these processes also requires a longer-term perspective as capacity strengthening usually is a sustained effort that should be accompanied by longer-term monitoring timeframes. In spite of these limitations, WFP Armenia describes the process and results of capacity development in the narrative parts of the Annual Country Reports (ACRs). Another related challenge is that the number of WFP beneficiaries is an important element of reporting and the count is used for international comparison and benchmarking. However, working on capacity strengthening in a relatively small country does not produce high numbers of direct beneficiaries, particularly in comparison with large countries where WFP is supporting large-scale humanitarian interventions. It requires strong, convincing reporting and communication within WFP to illustrate the qualitative aspects of capacity strengthening and its impact, such as the effective handover of SFP to the Government.

## **Relevance and coherence of the CSP**

227. Conclusion 3: CSP design and implementation are well aligned with government priorities in school feeding, food security and malnutrition, and the CSP corresponds with needs in these areas among vulnerable populations in Armenia. The COVID-19 pandemic and the Karabakh crisis caused requests for WFP support in food value chain development and social protection systems. Addressing challenges in the quality of nutrition (obesity and diabetes) is part of the CSP but there is room for more social behaviour change (SBC) work to promote healthy diets and lifestyles. Continued WFP presence in Armenia is seen as relevant given the current geopolitical context, including in the South Caucasus, and for piloting and testing of new models and approaches for handover/nationalization and subsequent SSTC efforts to share best practices and lessons learned with other countries.

228. Government partners consider WFP as one of their preferred partners in responding to priority policy needs and in developing relevant approaches, models and tools in the areas of school feeding and food security. This appreciation is also clear at the provincial and community authority level, where partners indicate that WFP provides relevant and consistent support.

229. An important requirement for capacity strengthening efforts to be effective is organizational readiness and existing intent. This has been the case in Armenia, where the Government is well organized and committed to institutional reform where needed. The challenges in capacity strengthening are more at the level of institutional coordination and cooperation among entities, and the ongoing decentralization process in Armenia and concomitant need for consolidation of communities as an important layer in governance. Specific challenges identified in this area are the coordination of social protection systems and actions, and of emergency responses at the decentralized level. Transformative school feeding coordination and management at the decentralized level still require technical assistance (TA), due to recent changes in education regulations and school construction and renovations.

230. The current overnutrition challenges in Armenia require attention to SBC, though this has remained limited to direct intervention and interpersonal SBC, as also noted in the evaluation on SFP. Activities have mostly targeted children (in Healthy Lifestyle curriculum and campaigns at the school level) and WFP has not yet engaged with the Government in organizing broader and long-term messaging on the quality of nutrition, such as with the Ministry of Health. For example, there is a need for promotion of wholegrain wheat products targeting the general population, while Armenia's dependency on imported food products in a volatile region, as a landlocked country, renders it vulnerable. A strengthened approach to food production, particularly grain production, is not yet a national or United Nations priority.

231. The call for a continued United Nations presence in Armenia, including WFP which is one of the more visible organizations with considerable presence on the ground, is strong and growing due to the current geopolitical context and the specific situation in the South Caucasus.

## **Effectiveness, sustainability and cross-cutting issues**

232. Conclusion 4: Most activities in the CSP show high levels of achievement. The greatest success for the Armenia CSP is the transfer of the SFP to the Government, with the accompanying national policy framework (national school feeding strategy) to be endorsed in 2025. The applied SFP model contains various innovations that increase sustainability; it already serves as a reference for other countries. Important contributions were made to the 2021 Global Summit national dialogues and the national food security strategy and action plan. The scale of implemented food value chain development production aspects was small, and there was less attention to required marketing systems improvements. Emergency assistance under the CSP has met urgent food and nutrition needs, moving toward livelihood recovery. The support for social protection systems is fruitful, with a planned national-level introduction of a food card system.

233. The SFP transfer process was already well prepared before the start of the current CSP. The long-term cooperation between WFP and the Government in school feeding has resulted in generally good capacities and, more importantly, a clear commitment from the Ministry of Education, Science, Culture and Sport (MOECS) and School Feeding and Child Welfare Agency (SFCWA) to take over the SFP and to further

roll it out to national coverage, with planned expansion to Yerevan. Even so, this evaluation has identified a demand for ongoing TA to further consolidate policies and rules and regulations on school feeding to secure the continuation of this programme in the future.

234. The model of transformative school feeding has been rolled out in more than 100 schools, yet still faces challenges that may affect the sustainability of established transformative components in certain schools: economic management and sustainability; proper alignment with the educational mandates of schools; ongoing changes in school management regulations; and plans for school renovations and relocations.

235. The scale of economic activities (agricultural and food processing interventions) often remains small, with exception of the cooperative hubs established in Khndzoresk and Berd and the wholegrain mill in Ijevan. Financial sustainability is not guaranteed as flows of savings from the solar energy systems to the cascading funds do not seem to take place as planned. The scale of operations and prospects for sustainability have been limited further by the lack of links with specialized and dedicated service providers to the agricultural sector beyond the Armenian National Agrarian University (ANAU), although some initial contacts were made with finance providers.

236. WFP support to improvement of the national social protection system at the policy level is bearing fruit (amendment of the Law on Social Protection, development of a national Strategy of Labour and Social Protection), with the intention for Unified Social Services (USS) to adopt the more shock-responsive system of food cards based on piloting this approach in the crisis response in regions bordering Karabakh.

237. Cross-cutting dimensions have been integrated in WFP programming and reporting, with women, girls, refugees and people living with disabilities included in selection criteria for vulnerable target groups. Where relevant, data on sex, age and residence status are disaggregated. Country office staffing includes a majority of women. Women and men are equally represented as beneficiaries, and results at output and outcome levels do not show major differences. However, the monitoring system is not capturing the differential effects on women (and people living with disabilities), and resilience and livelihood development activities are not specifically tailored as needed to achieve results for women's economic empowerment.

238. Accountability to Affected Populations (AAP) and community participation and empowerment are systematically included in all interventions and in the complaints and feedback mechanism. Environmental sustainability is targeted through solar energy for green production and for energy savings in schools, and is also integrated in TA and training in sustainable agriculture practices (in the use of water and agricultural inputs).

239. While the CSP has an explicit focus on nutrition through support to the SFP and WFP engagement in the United Nations Healthy Lifestyle Curriculum partnership, and has integrated SBC on nutrition in its other activities, there remains wide scope to contribute more towards addressing key challenges in Armenia on the quality of nutrition (obesity and diabetes in particular).

### **Funding and efficiency in CSP implementation**

240. Conclusion 5: The implementation of the CSP did not experience major funding gaps. Next to the earmarked funding for the SFP support component (SO1/Activity 1 and SO2/Activity 2) from the Russian Federation, a considerable number of other donor contracts have been acquired. However, Russian Federation funding sustains a large part of the portfolio, which poses continuity risks for the CSP. WFP Armenia was particularly successful in attracting resources for humanitarian responses (SO4/Activity 4) including WFP flexible funding for immediate responses; it has also secured sufficient support to the national social protection system (SO2/Activity 6). Constraints were encountered in provision of support on food value chain and market development interventions, where possibilities for partnerships with specialized organizations were not sufficiently explored (SO2/Activity 5).

241. CSP implementation began with earmarked funding from the Russian Federation for SFP support over a five-year period (SO1/Activity 1 and SO2/Activity 2), up to mid-2024. This funding greatly contributed to the stability of WFP Armenia's planning horizon for the overall CSP. Russian Federation funding provides a large part of the CSP budget, which poses a risk for future continuity of CSP implementation in case this funding source disappears.

242. Funding for the new activities added through the BRs was acquired through a considerable number of funding contracts of mixed sizes, with 20 different donors. While the country office has largely managed to avoid major funding gaps, the quantity and size of contracts in the portfolio creates a management and administrative burden for country office staff. WFP Armenia has successfully attracted substantial additional resources to respond to the COVID-19 pandemic and the Karabakh crisis (SO4/Activity 4), and acquired funding for the social protection system support was in excess of the Needs Based Plan (NBP). These are clear areas of WFP competencies in humanitarian assistance that are recognized by donors.

243. It has been more challenging for the country office to obtain sufficient financing for food systems and value chain development support (on average 40-50 percent of the NBP was secured) as WFP competencies are less recognized in comparison to other organizations working in this field. WFP can engage with other organizations that specialize in value chain development, though this is not yet sufficiently explored in the CSP design and implementation.

244. After the COVID-19 years, no further demands for service delivery, (as envisioned under SO3), were received. Nevertheless, in the context of Armenia as a higher middle-income country, such demand-driven support on a cost-recovery basis is becoming increasingly relevant as a funding source.

245. **Conclusion 6:** CSP implementation has been efficient, with interventions following intended timeframes and swift responses to newly emerging needs (COVID-19, Karabakh and border crisis). Government capacity strengthening on policy development and national systems is more long-term, but progress in these areas is generally on course. Overall, satisfactory levels of CSP budget execution have been achieved. It is noted that direct support costs (DSCs) are relatively high due to the complexity of the CSP, the small total budget, and many specific donor contracts.

246. WFP has been proactive in providing support and has acted in a timely manner, including when new needs arose suddenly, as was the case during the COVID-19 pandemic and as a result of the Karabakh crisis. Armenian partners expressed high satisfaction with WFP delivery and capacity to reap opportunities, and considers WFP as more flexible than many other United Nations agencies.

247. WFP supply chain management figures confirm good performance. Good results have also been achieved on policy and institutional development, especially in relation to the SFP, (which WFP has been engaged in since 2010), and on social protection strengthening support. CSP budget execution has been satisfactory, reaching 75.4 percent of allocated resources by July 2024.

248. The proportion of DSCs against total direct costs for the CSP interventions amounts to 7.8 percent. This aligns with planning but is nearly double the global average for WFP, reflecting the complexity of the Armenia CSP (with four SOs and six activities), and a relatively small total allocated budget composed of a large number of specific donor contracts, each requiring staff time to manage and administer. The delivery cost per beneficiary has been roughly comparable for food and CBTs in this CSP.

### **Humanitarian-development nexus**

249. **Conclusion 7:** While the humanitarian-development nexus occasionally featured in project planning and design, this nexus was diluted during implementation. This is because direct assistance interventions to specific target groups with potential to graduate towards livelihood recovery support are not always well linked with socioeconomic development interventions. While WFP has only engaged partners with more development expertise to strengthen the humanitarian-development nexus, it has not yet sufficiently established a consistent transition from humanitarian support to a development-oriented approach. This is exacerbated by the fact that most humanitarian interventions have limited timeframes, further hindering the establishment of links with development actions.

250. The Resilience and Economic Recovery of Border Communities in Armenia (REBCA) project is one of the few examples of a nexus project in the WFP portfolio in Armenia. In the practical implementation of this project, as is shown in the contribution analysis case study (Case Study 4 in Annex XIV), specific interventions for target groups were divided among partners. Beneficiaries targeted by WFP for food card assistance and psychosocial assistance (by World Vision) were not transferred to agricultural support interventions (by the Strategic Development Agency) focusing on the same beneficiaries in a lifecycle approach.

251. The short funding timeframes and earmarking of humanitarian donors do not enhance the design and implementation of projects as nexus interventions, as these usually require considerable time and capacity strengthening and investment support, which is not included in most of the frameworks for humanitarian assistance.

### **Organizational capacity, United Nations coordination and partnerships**

252. Conclusion 8: WFP Armenia has managed to undertake various national-level capacity strengthening interventions and to provide direct assistance across all ten provinces of the country, across a range of sectors. In the key areas of WFP expertise, the quality and commitment of WFP staff members is widely recognized among partners. However, specific technical competencies in food value chain development, on SBC and on monitoring and evaluation (M&E), learning and knowledge management are insufficiently developed in the country office, in terms of staff competencies and staff count, and in seeking partnerships with service providers or other technical partners.

253. It is a remarkable achievement that WFP Armenia is covering all ten provinces in the country through a modest country office and two small field offices based in or near the main priority regions. Among other reasons, this is possible because of a sound network of cooperating partners that allows WFP to engage in implementation of projects on the ground in many parts of the country.

254. The quality of WFP staffing is widely recognized and appreciated, with well-developed technical expertise in school feeding, nutrition, food security, emergency responses and social protection, although somewhat less so on topics such as developing value chain food market systems and SBC, in terms of competencies and in the number of staff.

255. While showcasing the innovative SFP model in Armenia has been successful through South-South and Triangular Cooperation (SSTC) exchanges with a number of other countries, no structured learning and knowledge management mechanism exists within the CSP that can generate the information base to further share information on the various innovative interventions with audiences inside and outside Armenia.

256. Conclusion 9: WFP Armenia has well-developed long-term partnerships with various government line ministries and institutions at national level, and effective collaboration with sectoral contact persons in provincial and community governments. WFP participates in various United Nations working groups and meetings, and regularly coordinates with other resident United Nations agencies. There is an adequate network of partners for direct assistance interventions on the ground, though more focused on 'implementing' than on 'co-managing'.

257. For direct assistance elements, there is collaboration with a range of cooperating partners, in particular for establishing and training on the transformative SFP model in schools, the work on food value chain development, pilots on social protection assistance through various modalities, and the emergency responses in relation to COVID-19 and the Karabakh crisis. However, cooperation arrangements with cooperating partners do not always enable these partners to co-create and co-manage activities as joint interventions.

258. WFP is one of the best known and most proactive United Nations agencies in the country. It is often seen as leading actions on the ground, including in emergency and humanitarian support such as during the refugee influx in 2023. In its national-level capacity strengthening work, WFP cooperates with several United Nations agencies, for example, with United Nations Development Program (UNDP) and United Nations Children's Fund (UNICEF) in the support to the Ministry of Labor and Social Affairs (MLSA) on social protection, and in the United Nations Healthy Lifestyle partnership. In Armenia, integrated United Nations approaches are not very common, and there are limited efforts to strengthen the humanitarian-development nexus in interventions among United Nations agencies.

### 3.2. Recommendations

Recommendations and sub-recommendations	Recommendation type	Responsible WFP office and divisions	Other contributing entities	Priority	Deadline for completion
<p><b>Recommendation 1: Develop a clearer CSP structure that articulates the interconnectedness of country capacity strengthening and direct assistance and is accompanied by an adequate logical framework and monitoring system, with the necessary staff capacity and competency for effective implementation.</b></p>	Strategic	Armenia country office	Global headquarters – the Middle East, Northern Africa and Eastern Europe Regional Office and headquarters in Rome – for support and oversight	High	July 2025 (submission of draft CSP to headquarters in Rome)
<p>1.1. Develop a clear theory of change that emphasizes the programmatic relations between interventions and specifies how various activities under different pathways of change – for country capacity strengthening and direct assistance – are expected to contribute to results. During CSP implementation, the theory of change, and its specific pathways and generic and specific assumptions, should be regularly reviewed and updated to ensure its use as a programme management tool.</p>					
<p>1.2. Develop indicators for monitoring country capacity strengthening activities that ensure the periodic overview of progress. Tailor specific output and outcome indicators for emergency support, social protection and economic development activities, and their differential effects on women, men, young people, and persons with disabilities. Include food security outcome indicators for all relevant activities in the portfolio, in addition to the more intervention-specific ones, so as to ensure that the overall focus of the CSP is on the improvement of food security and nutrition.</p>					

Recommendations and sub-recommendations	Recommendation type	Responsible WFP office and divisions	Other contributing entities	Priority	Deadline for completion
1.3. Develop a clear workforce planning strategy based on an assessment of existing capacity. Expand technical capacity in relation to food value chain work, social and behaviour change, and learning and knowledge management, including on monitoring and evaluation for capacity strengthening aligned with the CSP focus.	Operational		The Government, other United Nations entities and cooperating partners need to be consulted in this process		December 2026
<p><b>Recommendation 2: Continue to focus on capacity strengthening aimed at facilitating a smooth hand-over of WFP's interventions to the Government at the national level, with adequate implementation at the provincial and community levels; and on capacity strengthening support for the non-governmental entities that receive WFP investments under this and subsequent CSPs.</b></p>	Strategic	Country office	Supported by global headquarters	High	December 2026
2.1. Address the remaining institutional challenges to the effective hand-over of the school feeding programme, including those related to the economic and financial management of investments; and support the potential expansion of school feeding operations to schools in Yerevan, to higher grades of primary schools, and to secondary schools. Repeat the cost-benefit analysis for school agriculture interventions, including energy efficiency measures. Expand South-South and triangular cooperation efforts to share lessons learned from innovative school feeding approaches successfully used in Armenia with other countries.					
2.2. Step up the country capacity strengthening support in shock-responsive social protection and emergency preparedness, focusing on improved legislation and policy support at the national level and strengthened capacity and synergies in unified social services at the decentralized level.					

Recommendations and sub-recommendations	Recommendation type	Responsible WFP office and divisions	Other contributing entities	Priority	Deadline for completion
<p><b>Recommendation 3: Strengthen the mainstreaming of cross-cutting priorities in the CSP while increasing tailored actions for the inclusion of women and other vulnerable people and increased investments in social and behaviour change approaches.</b></p>	Strategic	Country office	Supported by global headquarters	Medium	December 2027
<p>3.1. Tailor livelihood and resilience-building activities so as to enhance the economic empowerment of women and persons with disabilities. This can be achieved by applying special financial support and credit facilities for women, and selecting specific crops and economic activities that are appropriate for women.</p>					
<p>3.2. In close coordination with the Government, other United Nations entities, private sector bodies and communities, engage in a strong social and behaviour change component aimed at supporting policy measures and other interventions that address long-term challenges associated with the quality of nutrition, such as obesity and diabetes, and other cross-cutting priorities where behaviour change is required, such as food security, climate change and environmental health.</p>	Strategic	Country office	Supported by global headquarters	High	December 2027
<p><b>Recommendation 4: Building on WFP's comparative advantage in humanitarian assistance, further develop a humanitarian-development nexus approach for interventions designed for individuals and communities, with the goal of integrating this approach into government systems.</b></p>					
<p>4.1. At the community level, work with partners to create explicit interlinkages between humanitarian support, livelihood recovery and economic development activities that create clear pathways for graduation from assistance.</p>					

Recommendations and sub-recommendations	Recommendation type	Responsible WFP office and divisions	Other contributing entities	Priority	Deadline for completion
4.2. Engage with the Government and other relief and development partners to ensure complementarity between interventions in the same geographic region(s) and, in particular, to seek integration with national programmes where possible.					
<b>Recommendation 5: Strengthen existing – and develop new – strategic and operational partnerships, including joint United Nations coordination and programming, and an effective network of cooperating partners at the field level.</b>	Operational	Country office	Supported by global headquarters	High	December 2026
5.1. Expand the partner network with a view to leveraging complementarities in areas where WFP has limited in-house competency, including the humanitarian–development nexus approach, the provision of business development services and finance for small and medium-sized enterprises in relevant food value chains, and social and behaviour change.					
5.2. Invest in strengthening United Nations coordination mechanisms for humanitarian response, for which WFP is well positioned, and explore the opportunities for new joint projects, such as value chain development and improvement of the quality of nutrition in Armenia.					

# Annexes

# Annex I 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

## Annex II Evaluation timeline

Phase 1 – Preparation			
	Draft terms of reference (ToR) cleared by Director/ Deputy Director of Evaluation (DoE/DDoE) and circulated for comments to country office and to firms on long-term agreements (LTAs)	DoE/DDoE	17 November 2023
	Comments on draft ToR received	Country office	1 December 2023
	Proposal deadline based on the draft ToR	Long Term Agreement (LTA)	5 January 2024
	LTA proposal review	Evaluation Manager	12 January 2024
	Final revised ToR sent to WFP stakeholders	Evaluation Manager	12 December 2023
	Contracting evaluation team/firm	Evaluation Manager	End of February 2024
Phase 2 – Inception			
	Team preparation, literature review prior to headquarters briefing	Team	16-25 March 2024
	Headquarters & regional bureau inception briefing	Evaluation Manager & Team	25-27 March and 15 April 2024
	Inception briefings	Evaluation Manager & Team Leader	25-27 March 2024
	Submit draft inception report (IR)	Team Leader	3 May 2024
	Office of Evaluation (OEV) quality assurance and feedback	Evaluation Manager	10 May 2024
	Submit revised IR	Team Leader	15 May 2024
	IR review	Evaluation Manager	31 May 2024
	IR clearance to share with country office	DDoE	5 June 2024
	Evaluation Manager circulates draft IR to country office for comments	Evaluation Manager	5-18 June 2024
	Submit revised IR	Team Leader	19 June 2024
	IR review	Evaluation Manager	21 June 2024
	Seek final approval by QA2	Evaluation Manager	21 June 2024
	Evaluation Manager circulates final IR to WFP key stakeholders for their information and post a copy on the intranet	Evaluation Manager	21 June 2024
Phase 3 – Data collection, including fieldwork			
	In country/remote data collection	Team	1-12 July 2024
	Exit debrief (PPT)	Team Leader	12 July 2024
	Preliminary findings debrief	Team	30 July 2024

<b>Phase 4 – Reporting</b>			
Draft 0	Submit high-quality draft evaluation report (ER) to OEV (after the company's quality check)	Team Leader	2 September 2024
	OEV quality feedback sent to Team Leader	Evaluation Manager	23 September 2024
Draft 1	Submit revised draft ER to OEV	Team Leader	18 November 2024
	OEV quality check and submit to DoE for clearance	Evaluation Manager	20 November 2024
	Seek clearance prior to circulating the ER to Internal Reference Group (IRG)	DDoE	20-22 November 2024
	OEV shares draft ER with IRG for feedback	Evaluation Manager /IRG	24 November 2024
Draft 1	Stakeholder workshop in country (Yerevan)	Team Leader/ Evaluation Manager	3-4 December 2024
	Consolidate WFP comments and share with team	Evaluation Manager	6 December 2024
	Submit revised draft ER to OEV based on WFP comments, with team's responses on the matrix of comments.	Evaluation team	7 January 2025
Draft 2	Review D2	Evaluation Manager	21 January 2025
	Submit final draft ER to OEV	Team Leader	3 February 2025
Draft 3	Review D3	Evaluation Manager	24 February 2025
	Seek final approval by DoE/DDoE	DoE/DDoE	3 March 2025
	Draft summary evaluation report (SER)	Evaluation Manager	OEV to decide
	Seek SER validation by Team Leader	Evaluation Manager	OEV to decide
	Seek DoE/DDoE clearance to send SER	DoE/DDoE	OEV to decide
	OEV circulates SER to WFP Executive Management for information on clearance from OEV's Director	DoE/DDoE	OEV to decide
<b>Phase 5 – Executive Board (EB) and follow-up</b>			
	Submit SER/recommendations to Corporate Planning and Performance Division (CPP) for management response & SER to EB Secretariat for editing and translation	Evaluation Manager	April-November 2025
	Tail end actions, OEV websites posting, EB Round Table, etc.	Evaluation Manager	April-September 2025
	Presentation and discussion of SER at EB Round Table	DoE/DDoE & Evaluation Manager	July 2025
	Presentation of summary evaluation report to the EB	DoE/DDoE	October 2025
	Presentation of management response to the EB	D/CPP	November 2025

# Annex III Results framework/Line of Sight

Armenia CSP (2019-2025) BR5				October 2022
SDG 2: Zero Hunger	SDG 17: Partnership for the Goals	SDG 17: Partnership for the Goals	SDG 2: Zero Hunger	
2.1 Access to Food	17.9 Capacity Strengthening	17.16 Enhance Global Partnerships	2.1 Access to Food	
<b>UNSDCF PILLAR 1: PEOPLE WELL-BEING</b>	<b>UNSDCF PILLAR 2: GREEN AND RESILIENT ECONOMIC DEVELOPMENT</b>	<b>UNSDCF PILLAR 3: RESPONSIVE AND EFFECTIVE GOVERNANCE</b>	<b>UNSDCF PILLAR 1: PEOPLE'S WELL-BEING</b>	
ROOT CAUSES	ROOT CAUSES	CRISIS RESPONSE	CRISIS RESPONSE	
<b>WFP STRATEGIC OUTCOME 2.</b> People have better nutrition, health and education outcomes	<b>WFP STRATEGIC OUTCOME 4.</b> National Programmes and systems are strengthened	<b>WFP STRATEGIC OUTCOME 5.</b> Humanitarian and development actors are more efficient and effective	<b>WFP STRATEGIC OUTCOME 1.</b> People are better able to meet their urgent food and nutrition needs	
<b>CSP OUTCOME 1:</b> Vulnerable populations in Armenia, including school children, have access to adequate and nutritious food year round	<b>CSP OUTCOME 2:</b> National policies, programmes and systems are strengthened to improve food security and nutrition among targeted groups by 2025	<b>CSP OUTCOME 3:</b> Vulnerable populations benefit from improved capacities of national entities and partners to prevent and respond to emergencies	<b>CSP OUTCOME 4:</b> Vulnerable populations in Armenia have access to basic needs and livelihoods during and in the aftermath of a crisis	
BUDGET OUTCOME 1: <b>\$ 31,813,856</b> UNIQUE DIRECT BENEFIT OUTCOME 1: <b>142,500</b>	BUDGET OUTCOME 2: <b>\$ 24,083,618</b> UNIQUE DIRECT BENEFIT OUTCOME 2: <b>42,500</b>	BUDGET OUTCOME 3: <b>\$ 1,712,987</b> UNIQUE DIRECT BENEFIT OUTCOME 3: <b>N/A</b>	BUDGET OUTCOME 4: <b>\$ 26,581,176</b> UNIQUE DIRECT BENEFIT OUTCOME 4: <b>209,530</b>	
<b>OUTPUT 1:</b> Schoolchildren in targeted areas receive a nutritious, hot, diversified meal every day they attend school to meet their basic food and nutrition needs (A, N, Output 2.3)	<b>OUTPUT 5:</b> Vulnerable communities benefit from investments in emergency preparedness and improved disaster response capacities in local systems (C, Output 4.2)	<b>OUTPUT 13:</b> Affected populations benefit from food security and logistics coordination and information management (H, Output 5.1)	<b>OUTPUT 15:</b> Affected populations benefit from cash-based transfers (CBTs) and/or in-kind food assistance in order to meet basic food needs and preserve their nutrition status (A, Output 1.1)	
<b>OUTPUT 2:</b> Communities benefit from an enhanced national school feeding programme, including nutrition education, enabling them to meet their basic food and nutrition needs (C, Output 2.1)	<b>OUTPUT 6:</b> National institutions have strengthened capacities to implement a comprehensive nutrition-sensitive national school feeding programme (C, Output 4.1)	<b>OUTPUT 14:</b> Affected populations benefit from on-demand services to national and international partners in order to timely receive life-saving food and medical supplies (H, Output 5.2)	<b>OUTPUT 16:</b> Affected populations benefit from livelihoods interventions and productive assets rebuilt to restore their livelihoods (C, Output 1.1)	
<b>OUTPUT 3:</b> Schoolchildren benefit from rehabilitated school facilities and equipment, including kitchens, that improve delivery of school meals (N, Output 2.3)	<b>OUTPUT 7:</b> Communities benefit from enhanced national frameworks and policies on food systems in order to improve the availability of nutritious food (C, Output 4.1)	<b>ACTIVITY 3:</b> Provide on-demand service provision to the Government and other partners	<b>OUTPUT 17:</b> People and communities have access to productive assets to better cope with shocks and stressors (D, Output 1.1)	
<b>OUTPUT 4:</b> Communities, including smallholders, benefit from joint efforts to link local production with procurement of school meals to improve their incomes (D,F, Output 2.1)	<b>OUTPUT 8:</b> Communities have enhanced awareness of, access to and consumption of healthy, nutritious and diverse diets (E, Output 4.1)	2.4 On-demand services (ODS) Modality: CS, SD	<b>ACTIVITY 4:</b> Support to Government and partners to identify vulnerable populations, provide food assistance and recover livelihoods	
<b>ACTIVITY 1:</b> Strengthen and complement the national school feeding programme to facilitate handover to the Government	<b>ACTIVITY 2:</b> 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	1.10. Social protection sector support (SPS) Modality: CS	1.2 Unconditional resource transfers (URT) Modality: Food, CBT, CS	
1.5. School-based programmes (SMP) Modality: Food, CBT, CS	1.10. Social protection sector support (SPS) Modality: CS	1.6. Community and household asset creation (ACL) Modality: Food, CBT, CS		
	<b>OUTPUT 9:</b> Communities have enhanced awareness of, access to and consumption of healthy, nutritious and diverse diets (E, Output 4.1)	<b>OUTPUT 10:</b> Actors along food value chains have access to climate-sensitive technologies, tools and information to enhance productive capacity and output of nutritious foods (D, Output 4.1)		
	<b>OUTPUT 11:</b> Vulnerable populations received food or CBT assistance to meet their basic food needs while participating in food systems strengthening activities (A, Output 4.1)	<b>OUTPUT 12:</b> Vulnerable groups benefit from enhanced national social protection systems and coherent policies to ensure their basic food and nutrition needs are met (C, Output 4.1)		
	<b>ACTIVITY 5:</b> Strengthen national food systems in Armenia, supporting actors along the food value chain	<b>ACTIVITY 6:</b> Provide support to national institutions to strengthen the national social protection system		
	1.6. Community and household asset creation (ACL) Modality: Food, CBT, CS	1.10. Social protection sector support (SPS) Modality: Food, CBT, CS		

*Cross-cutting priorities (AAP, gender equality & empowerment of women, nutrition integration, environmental sustainability)*

**WFP CSP Armenia 2019–2025: SOs and outputs as per Line of Sight attached to BR05**

<b>Strategic Outcomes</b>			
SO1: Vulnerable populations in Armenia, including schoolchildren, have access to adequate and nutritious food year round	SO2: National policies, programmes and systems 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	SO4: Vulnerable populations in Armenia have access to basic needs and livelihoods during and in the aftermath of a crisis
<b>Outputs</b>			
O1: Schoolchildren in the targeted areas receive a nutritious, hot, diversified meal every day they attend school to meet their basic food and nutrition needs (Act1)	O5: Vulnerable communities benefit from investments in emergency preparedness and improved disaster response capacities in local systems (Act2)	O13: Affected populations benefit from food security and logistics coordination and information management (Act3)	O15: Affected populations benefit from cash-based transfers (CBTs) and/or in-kind food assistance in order to meet basic food needs and preserve their nutrition status (Act4)
O2: Communities benefit from an enhanced national school feeding programme, including nutrition education, enabling them to meet their basic food and nutrition needs (Act1)	O6: National institutions have strengthened capacities to implement a comprehensive nutrition-sensitive national school feeding programme (Act2)	O14: Affected populations benefit from on-demand services to national and international partners in order to timely receive life-saving food and medical supplies (Act3)	O16: Affected populations benefit from livelihoods interventions and productive assets rebuilt to restore their livelihoods (Act4)
O3: Schoolchildren benefit from rehabilitated school facilities and equipment, including kitchens, which improve delivery of school meals (Act1)	O7: Communities benefit from enhanced national frameworks and policies on food systems in order to improve the availability of nutritious food (Act2)		O17: People and communities have access to productive assets to better cope with shocks and stressors (Act4)
O4: Communities, including smallholders, benefit from joint efforts to link local production with procurement of school meals to improve their incomes (Act1)	O8: Communities have enhanced awareness of access to and consumption of healthy, nutritious and diverse diets (Act2)		
	O9: Communities have enhanced awareness of access to and consumption of healthy, nutritious and diverse diets (Act5)		
	O10: Actors along food value chains have access to climate-sensitive technologies, tools and information to enhance productive capacity and output of nutritious foods (Act5)		
	O11: Vulnerable populations received food or CBT assistance to meet their basic food needs while participating in food systems strengthening activities (Act5)		
	O12: Vulnerable groups benefit from enhanced national social protection systems and coherent policies to ensure their basic food and nutrition needs are met (Act6)		

Source: Armenia CSP AM02 BR05 LoS retrofitting 13-11-2022

## Annex IV Geographical coverage CSP activities 2019–2024

Province	Unique locations	Locations with more than five different activities
Aragatsotn	30	(2) Ashtarak, Voskevaz
Ararat	13	(1) Artashat
Armavir	10	(1) Metsamor, Vagharshapat
Gegharkunik	25	(8) Chambarak, <b>Gavar</b> , Geghamasar, Martuni, Mets Masrik, Sevan, <b>Sotk</b> , <b>Vardenis</b>
Kotayk	17	(1) Abovyan, Charentsavan, Hrazdan
Lori	24	(1) Alaverdi, Spitak, Stepanavan, <b>Vanadzor</b>
Shirak	27	(4) Artik, Garnarich, Gyumri, Tsaghkut
Syunik	36	(9) <b>Goris</b> , <b>Kapan</b> , <b>Khndzoresk</b> , <b>Khot</b> , Kornidzor, Nerkin Khndzoresk, Sisian, <b>Tegh</b> , Vorotan
Tavush	27	(5) <b>Berd</b> , Berdavan, <b>Ijevan</b> , Norashen, Sarigyugh
Vayots Dzor	14	(0)
Yerevan	1	(1)
<b>Total</b>	<b>224</b>	

Communities in bold were visited during fieldwork in the framework of this evaluation.

Source: WFP Programming in Armenia, Final Database 14 May 2024

CSP SO	CSP Act.	Sub-activity/ project title	Sub-activity/project type	Province											Project implementation timeframe					Donor
				Arag	Arar	Arm	Geg	Kot	Lor	Shi	Syu	Tav	Vay	Yer	2019	2020	2021	2022	2023	
SO1	Act1	<b>School Feeding</b>	Infrastructure upgrading/renovation	x	x	x	x	x	x	x	x	x	x						x	Germany
SO1	Act1	<b>School Feeding</b>	Infrastructure upgrading/renovation	x	x	x	x	x	x	x	x	x	x						x	France
SO1	Act1		School meals			x	x	x	x						x	x	x	x		
SO1 / SO2	Act1 / Act2		Capacity strengthening			x	x	x	x						x	x	x	x	x	x
SO1	Act1	<b>School-based agricultural activities</b>	Establishment of smart agricultural facilities in schools	x	x	x	x	x	x	x	x	x	x		x	x	x	x	x	x
SO1	Act1		Irrigation and water management	x	x	x	x	x	x	x	x	x	x		x	x	x	x	x	x
SO1	Act1	<b>Green energy for schools</b>	Provision of solar stations	x	x	x	x	x	x	x	x	x	x		x	x	x	x	x	x
SO1	Act1	<b>From community to school – Arpi model</b>	Provision of solar station to SMEs for revolving fund establishment							x					x					
SO1	Act1		Provision of solar station to schools							x					x					
SO1	Act1		Provision of agricultural equipment to SMEs							x					x					
SO1	Act1		Establishment of smart agricultural facilities in schools							x					x					



																				Security (UNTFHS)
SO2	Act5		Establishment revolving fund							x			x	x	x					
SO2	Act5		Support to bakeries (solar stations and capacity strengthening)							x			x	x						UK
SO2	Act5		Support to bakeries (solar stations and capacity strengthening)							x										China
SO2	Act5		Support to bakeries (solar stations and capacity strengthening)							x										Germany
SO2	Act5	<b>Logistics Hub</b>							x				x	x	x					China
SO2	Act5	<b>Women and youth economic empowerment projects</b>	Provision of solar stations to bakeries and SMEs							x			x	x	x	x				WFP
SO2	Act5		Provision of agricultural equipment							x			x							
SO2	Act5	<b>Inclusive energy (blended finance)</b>	Provision of solar stations			x		x	x	x			x	x	x					WFP
SO2	Act5	<b>Partnership with Armenian National Agrarian University (ANAU)</b>	Establishment of smart agricultural facilities					x					x	x						Sustainable Development Goal (SDG) fund
SO2	Act5		Farmers' capacity strengthening					x					x	x	x					

SO2	Act5	<b>Goris legume value chain project</b>								x				x				
SO2	Act5	<b>Solar stations Gegharkunik and Shirak</b>				x			x						x			
SO2 / SO4	Act5 / Act4	<b>Green energy for productive farming</b>	Provision of solar stations			x			x	x					x	x	x	x
SO2 / SO4	Act5 / Act4		Establishment of smart agricultural facilities			x			x	x					x	x	x	x
SO2 / SO4	Act5 / Act4		Irrigation and water management			x			x	x					x	x	x	x
SO2 / SO4	Act5 / Act4		Farmers' capacity strengthening			x			x	x					x	x	x	x
SO2 / SO4	Act5 / Act4		Provision of agricultural inputs and equipment			x			x	x					x	x	x	x
SO2	Act5	<b>Legumes value chain development</b>	Farmers' capacity strengthening						x						x	x		
SO2	Act5		Provision of agricultural inputs						x						x	x		
SO2	Act5		Establishment of a logistics hub						x						x			
SO2	Act5		Provision of agricultural equipment						x						x	x		
SO2	Act5		Provision of solar stations						x						x	x		

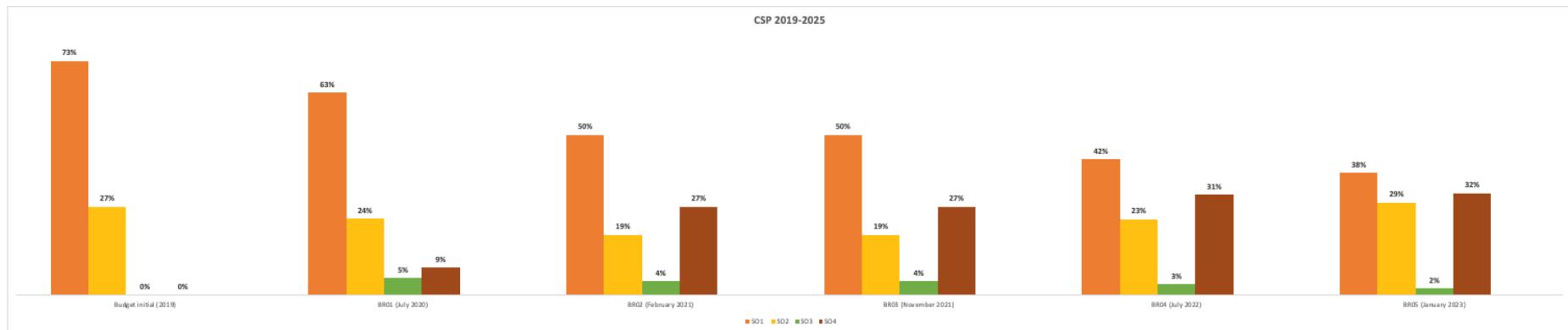
SO2	Act6	<b>Building a resilient social protection system in Armenia</b>	Food cards					x	x	x	x	x	x	x					x	x	
SO2	Act6		Support to national institutions to strengthen the national social protection system	x	x	x	x	x	x	x	x	x	x	x					x	x	USA
SO2	Act6	<b>Building a resilient social protection system in Armenia</b>	Support to national institutions to strengthen the national social protection system	x	x	x	x	x	x	x	x	x	x	x					x	x	EU
SO3	Act3	<b>Partnership with the Asian Development Bank (ADB)</b>	Technical assistance to Ministry of Economy for the design and implementation of WFP's revolving model	N/A					x	ADB											
SO4	Act4	<b>Support to smallholder farmers for developing modern gardening</b>	Irrigation and water management (drip irrigation systems)							x								x	x		Ireland
SO4	Act4		Farmers' capacity strengthening							x								x	x		Germany
SO4	Act4	<b>Irrigation infrastructure recovery or development</b>	Irrigation and water management							x									x		France
SO4	Act4		Cash for work/cash for assets							x									x		
SO4	Act4	<b>Resilience and Economic</b>	Food card provision				x			x		x						x	x		Swiss Agency for
SO4	Act4	Provision of solar stations				x			x		x						x				

SO4	Act4	<b>Recovery of Border Communities in Armenia (REBCA)</b>	Provision of agricultural inputs				x			x		x					x		<b>Development and Cooperation (SDC)</b>	
SO4	Act4		Provision of agricultural equipment				x			x		x						x		
SO4	Act4		Psychosocial support				x											x		
SO4	Act4		Support to national institutions to strengthen the national social protection system	x	x	x	x	x	x	x	x	x	x				x			
SO4	Act4	<b>Integrated response to increased food prices in Armenia</b>	Food card provision					x			x		x					x	x	<b>DG ECHO</b>
SO4	Act4		Food assistance					x			x		x						x	
SO4	Act4		Capacity strengthening for nationalizing food cards					x			x		x					x	x	
SO4	Act4	<b>Emergency response for Karabakh refugees</b>	Food assistance	x	x	x	x	x	x	x	x	x	x			x	x		<b>WFP</b>	
SO4	Act4	<b>Emergency response for refugees from Nagorno-Karabakh</b>	CBT and food															x	<b>France</b>	
SO4	Act4																		<b>USA</b>	
SO4	Act4																		<b>United Nations Central Emergency Response Fund (CERF)</b>	
SO4	Act4			x	x	x	x	x	x	x	x	x	x	x	x	x	x	<b>Belgium</b>		



# Annex V Budget and expenditures analysis

Figure 13: WFP Armenia CSP 2019–2025: Budget evolution by strategic effect following successive budget revisions (in USD)



Source: Evaluation team – CSP (2019); BR01; BR02; BR03; BR04; BR05

Table 24: WFP Armenia CSP 2019–2025: Average grant duration per SO in months (2019–2025)

SO1	45.4
SO2	37.6
SO3	9.5
SO4	16.9

Source: CPB Grant Balances Report v3.1, extracted on 12 July 2024

Table 25: WFP Armenia CSP 2019–2025: Financial overview for the period 2019–2021

Activity	2019						2020						2021					
	NBP (USD)	Available resources	Expenditure resources	% available resources on NBP	% expenditure of available resources	NBP (USD)	Available resources	Expenditure resources	% available resources on NBP	% expenditure of available resources	NBP (USD)	Available resources	Expenditure resources	% available resources on NBP	% expenditure of available resources			
Act1	2.202.186	3.291.571	1.633.628	149,5%	49,6%	3.851.014	4.586.117	2.987.028	119,1%	65,1%	3.609.652	5.730.788	4.735.871	158,8%	82,6%			
<b>Sub-total SO1</b>	<b>2.202.186</b>	<b>3.291.571</b>	<b>1.633.628</b>	<b>149,5%</b>	<b>49,6%</b>	<b>3.851.014</b>	<b>4.586.117</b>	<b>2.987.028</b>	<b>119,1%</b>	<b>65,1%</b>	<b>3.609.652</b>	<b>5.730.788</b>	<b>4.735.871</b>	<b>158,8%</b>	<b>82,6%</b>			
Act2	669.985	892.977	134.719	133,3%	15,1%	1.405.923	2.245.617	1.008.062	159,7%	44,9%	1.374.770	1.799.570	1.208.108	130,9%	67,1%			
Act5						0		0										
Act6						0		0										
Non-Activity Specific																		
<b>Sub-total SO2</b>	<b>669.985</b>	<b>892.977</b>	<b>134.719</b>	<b>133,3%</b>	<b>15,1%</b>	<b>1.405.923</b>	<b>2.245.617</b>	<b>1.008.062</b>	<b>159,7%</b>	<b>44,9%</b>	<b>1.374.770</b>	<b>1.799.570</b>	<b>1.208.108</b>	<b>130,9%</b>	<b>67,1%</b>			
Act3						1.610.000	794.289	758.360	49,3%	95,5%	20.000	35.929	35.929	179,6%	100,0%			
<b>Sub-total SO3</b>	<b>0</b>	<b>0</b>	<b>0</b>			<b>1.610.000</b>	<b>794.289</b>	<b>758.360</b>	<b>49,3%</b>	<b>95,5%</b>	<b>20.000</b>	<b>35.929</b>	<b>35.929</b>	<b>179,6%</b>	<b>100,0%</b>			
Act4						2.443.095	2.787.577	1.155.434	114,1%	41,4%	7.186.665	3.942.269	3.207.021	54,9%	81,3%			
Non-Activity Specific							224.365											
<b>Sub-total SO4</b>	<b>0</b>	<b>0</b>	<b>0</b>			<b>2.443.095</b>	<b>3.011.942</b>	<b>1.155.434</b>	<b>123,3%</b>	<b>38,4%</b>	<b>7.186.665</b>	<b>3.942.269</b>	<b>3.207.021</b>	<b>54,9%</b>	<b>81,3%</b>			
Non-SO Specific		44.812					601.420							211.754				
<b>Total Direct Operational Cost</b>	<b>2.872.171</b>	<b>4.229.360</b>	<b>1.768.347</b>	<b>147,3%</b>	<b>41,8%</b>	<b>9.310.032</b>	<b>11.239.385</b>	<b>5.908.884</b>	<b>120,7%</b>	<b>52,6%</b>	<b>12.191.08</b>					<b>96,1%</b>	<b>78,4%</b>	
Direct support cost (DSC)	286.805	371.848	173.338	129,7%	46,6%	468.805	662.160	144.283	141,2%	21,8%	1.167.836	1.007.479	464.204	86,3%	46,1%			
Indirect support cost (ISC)	205.333	302.290	0	147,2%	0,0%	525.705	482.500	0	91,8%	0,0%	866.906	367.115	0	42,3%				
<b>Grand Total</b>	<b>3.364.310</b>	<b>4.903.498</b>	<b>1.941.685</b>	<b>145,8%</b>	<b>39,6%</b>	<b>10.304.542</b>	<b>12.384.045</b>	<b>6.053.168</b>	<b>120,2%</b>	<b>48,9%</b>	<b>14.225.82</b>					<b>92,1%</b>	<b>73,7%</b>	

Source: 12July\_CPB\_Plan\_vs\_Actuals\_Report\_v2.1\_ 12July 2024; ACRs

Table 26: WFP Armenia CSP 2019–2025: Financial overview for the period 2022–2024 (as extracted 12 July 2024)

Activity	2022						2023						2024					
	NBP (USD)	Available resources	Expenditure resources	% available resources on NBP	% expenditure of available resources	NBP (USD)	Available resources	Expenditure resources	% available resources on NBP	% expenditure of available resources	NBP (USD)	Available resources	Expenditure resources	% available resources on NBP	% expenditure of available resources			
Act1	5.258.634	4.611.906	3.679.837	87,7%	79,8%	1.862.313	3.242.660	1.050.213	174,1%	32,4%	5.361.499	2.095.615	417.249	39,1%	19,9%			
<b>Sub-total SO1</b>	<b>5.258.634</b>	<b>4.611.906</b>	<b>3.679.837</b>	<b>87,7%</b>	<b>79,8%</b>	<b>1.862.313</b>	<b>3.242.660</b>	<b>1.050.213</b>	<b>174,1%</b>	<b>32,4%</b>	<b>5.361.499</b>	<b>2.095.615</b>	<b>417.249</b>	<b>39,1%</b>	<b>19,9%</b>			
Act2	1.796.181	1.458.925	878.344	81,2%	60,2%	894.486	846.232	558.084	94,6%	65,9%	900.776	593.606	57.994	65,9%	9,8%			
Act5	2.652.109	1.088.433	125.057	41,0%	11,5%	1.837.468	981.268	980.029	53,4%	99,9%	1.844.043	934.981	1.020	50,7%	0,1%			
Act6	972.978	141.565	29.616	14,5%	20,9%	1.223.352	2.494.754	767.625	203,9%	30,8%	1.239.014	1.651.503	571.265	133,3%	34,6%			
Non-Activity Specific		578.591																
<b>Sub-total SO2</b>	<b>5.421.268</b>	<b>3.267.514</b>	<b>1.033.017</b>	<b>60,3%</b>	<b>31,6%</b>	<b>3.955.306</b>	<b>4.322.254</b>	<b>2.305.737</b>	<b>109,3%</b>	<b>53,3%</b>	<b>3.983.833</b>	<b>3.180.090</b>	<b>630.279</b>	<b>79,8%</b>	<b>19,8%</b>			
Act3	0	0	0								0	0	0					
<b>Sub-total SO3</b>	<b>0</b>	<b>0</b>	<b>0</b>			<b>0</b>		<b>0</b>			<b>0</b>	<b>0</b>	<b>0</b>					
Act4	4.529.040	1.100.474	732.480	24,3%	66,6%	3.874.721	7.178.936	1.783.864	185,3%	24,8%	2.588.052	6.616.489	3.492.363	255,7%	52,8%			
Non-Activity Specific		958.734					22.453											
<b>Sub-total SO4</b>	<b>4.529.040</b>	<b>2.059.208</b>	<b>732.480</b>	<b>45,5%</b>	<b>35,6%</b>	<b>3.874.721</b>	<b>7.201.389</b>	<b>1.783.864</b>	<b>185,9%</b>	<b>24,8%</b>	<b>2.588.052</b>	<b>6.616.489</b>	<b>3.492.363</b>	<b>255,7%</b>	<b>52,8%</b>			
Non-SO Specific		86.465					1.282.716						763.528					
<b>Total Direct Operational Cost</b>	<b>15.208.942</b>	<b>9.938.628</b>	<b>5.445.334</b>	<b>65,3%</b>	<b>54,8%</b>	<b>9.692.341</b>	<b>16.049.019</b>	<b>5.139.815</b>	<b>165,6%</b>	<b>32,0%</b>	<b>11.933.38</b>					<b>106,1%</b>	<b>35,9%</b>	
Direct support cost (DSC)	910.684	844.024	600.501	92,7%	71,1%	957.000	1.755.109	834.516	183,4%	47,5%	1.287.005	1.272.209	492.568	98,9%	38,7%			

Indirect support cost (ISC)	1.047.776	330.090	0	31,5%		692.207	799.548	0	115,5%		859.325	188.422	0	21,9%	
<b>Grand Total</b>	<b>17.167.402</b>	<b>11.199.207</b>	<b>6.045.835</b>	<b>65,2%</b>	<b>54,0%</b>	<b>11.341.548</b>	<b>18.603.676</b>	<b>5.974.331</b>	<b>164,0%</b>	<b>32,1%</b>	<b>14.079.715</b>	<b>14.116.353</b>	<b>5.032.459</b>	<b>100,3%</b>	<b>35,6%</b>

Source: 12July\_CPB\_Plan\_vs\_Actuals\_Report\_v2.1\_ 12 July 2024; ACRs; ACR5-A - Annual\_Country\_Report\_(CRF\_2022-2025)\_v17

**Table 27: WFP Armenia CSP 2019–2025: Overview expenditures for the period 2019–2024 (as extracted 12 July 2024)**

Strategic outcome	Expenditures					
	2019	2020	2021	2022	2023	2024
SO1	1,633,628	2,987,028	4,735,871	3,679,837	1,050,213	417,249
SO2	134,719	1,008,062	1,208,108	1,033,017	2,305,737	630,279
SO3	0	758,360	35,929	0	0	0
SO4	0	1,155,434	3,207,021	732,480	1,783,864	3,492,363
<b>Direct costs</b>	<b>1,768,347</b>	<b>5,908,884</b>	<b>9,186,929</b>	<b>5,445,334</b>	<b>5,139,815</b>	<b>4,539,891</b>
Direct support cost	173,338	144,283	464,204	600,501	834,516	492,568
<b>Grand Total</b>	<b>1,941,685</b>	<b>6,053,168</b>	<b>9,651,133</b>	<b>6,045,835</b>	<b>5,974,331</b>	<b>5,032,459</b>

Source: 12July\_CPB\_Plan\_vs\_Actuals\_Report\_v2.1\_ 12 July 2024; ACRs; ACR5-A\_-Annual\_Country\_Report\_(CRF\_2022-2025)\_v17

## Annex VI Analysis of intervention types – Country Strategic Plan (CSP) implementation

Province	Period	# Actions	Locations	Cash for work	Emergency Storage Unit	Food parcels/ hot meals/ food assistance	Food card	Solar station school	Solar station comm.	Solar station SME	Greenhouse	Drip irrigation	Orchards & berry gardens	Provision infrastructure/ equipment/ seeds	Irrigation works/ improvement	Farmers' capacity strengthening
Aragatsotn	2019,20&24	49	39	0	0	30	0	11	0	0	4	4	0	0	0	0
Ararat	2021,23&24	27	19	0	0	22	0	5	0	0	0	0	0	0	0	0
Armavir	2020,21,23&24	25	15	0	0	16	0	5	0	0	2	2	0	0	0	0
Gegharkunik	2020 to 2024	94	46	0	0	27	11	7	10	5	2	12	10	1	4	5
Kotayk	2020,21,23&24	71	30	0	0	49	3	9	0	0	2	5	3	0	0	0
Lori	2020 to 2024	75	35	0	0	21	0	18	0	8	5	14	9	0	0	0
Shirak	2019 to 2024	101	45	0	0	27	2	19	7	10	6	12	9	3	0	6
Syunik	2020 to 2023	144	56	7	1	22	11	10	9	4	3	21	7	14	14	21
Tavush	2019 to 2024	92	48	0	0	12	0	10	0	22	2	7	6	32	0	1
Vayots Dzor	2020,21&23	21	17	0	0	1	5	9	1	0	0	2	2	1	0	0
Yerevan	2021	14	1			14										
<b>Total</b>		<b>713</b>	<b>351</b>	<b>7</b>	<b>1</b>	<b>241</b>	<b>32</b>	<b>103</b>	<b>27</b>	<b>49</b>	<b>26</b>	<b>79</b>	<b>46</b>	<b>51</b>	<b>18</b>	<b>33</b>

Year	Provinces	# Actions	Locations	Cash for work	Emergency Storage Unit	Food parcels/ hot meals/ food assistance	Food card	Solar station	Green-house	Drip irrigation	Orchards & berry gardens	Provision infra structure/ equipment/ seeds	Irrigation works/ improvement	Farmers' capacity strengthening	
2024		8	126	77	0	0	126	0	0	0	0	0	0	0	
2023		9	185	85	0	1	38	28	27	2	29	16	9	8	
2022		5	74	43	7	0	0	4	34	1	6	4	5	10	
2021		10	138	60	0	0	77	0	55	0	0	0	4	0	
2020		9	164	73	0	0	0	0	51	20	44	26	23	0	
2019		3	26	13	0	0	0	0	12	3	0	0	10	0	
<b>Total</b>		<b>10</b>	<b>713</b>	<b>351</b>	<b>7</b>	<b>1</b>	<b>241</b>	<b>32</b>	<b>179</b>	<b>26</b>	<b>79</b>	<b>46</b>	<b>51</b>	<b>18</b>	<b>33</b>

Marz	# unique locations	Locations with more than five different actions
Aragatsotn	30	Ashtarak, Voskevaz
Ararat	13	Artashat
Armavir	10	Metsamor, Vagharshapat
Gegharkunik	25	Chambarak, Gavar, Geghamasar, Martuni, Mets Masrik, Sevan, Sotk, Vardenis
Kotayk	17	Abovyan, Charentsavan, Hrazdan
Lori	24	Alaverdi, Spitak, Stepanavan, Vanadzor
Shirak	27	Artik, Garnarich, Gyumri, Tsaghkut
Syunik	36	Goris, Kapan, Khndzoresk, Khot, Kornidzor, Nerkin Khndzoresk, Sisian, Tegh, Vorotan
Tavush	27	Berd, Berdavan, Ijevan, Norashen, Sarigyugh
Vayots Dzor	14	
Yerevan	1	
<b>Total Unique Locations</b>	<b>224</b>	

## Annex VII Field mission schedule

Date	Time (am/pm)	Activity 1	Team members	Activity 2	Team members
Mon 1-07	am	Country office (CO) interviews	Whole team		
	09:30 - 10:45	Briefing Meeting	Whole team		
	am/pm	CO interviews	Whole team		
Tue 2-07	am	Ministries and government institutions/agencies	Whole team		
	am/pm	Cooperating partners	Whole team		
	am/pm	CO interviews	Whole team		
Wed 3-07	am	Cooperating partners	Whole team		
	am/pm	Ministries and government institutions/Agencies	Whole team		
Thu 4-07	am/pm	Other stakeholders at national level	Annemarie/Armen	Field visit to Gegharkunik	Frans/Matilde
	am/pm	Cooperating partners	Annemarie/Armen		
	am/pm	CO interviews	Annemarie/Armen		
Fri 5-07	am/pm	United Nations and other relevant international development partners	Annemarie/Armen	Field visit Syunik	Frans/Matilde
Sat 6-07	am/pm			Field visit Syunik	Frans/Matilde
Sun 7-07	am/pm	Internal teamwork	Whole team		
Mon 8-07	am	Ministries and government institutions/agencies	Whole team		
	am/pm	Cooperating partners	Whole team		
	pm	United Nations and other relevant international development partners	Whole team		
Tue 9-07	am/pm	Other stakeholders at national level	Frans/Matilde	Field visit Tavush	Armen/Annemarie
	pm	United Nations and other relevant international development partners	Frans/Matilde		
Wed 10-07	am/pm	Donors	Frans/Matilde	Field visit Tavush	Armen/Annemarie
	am/pm	United Nations and other relevant international development partners	Frans/Matilde		
	am/pm	Other stakeholders at national level	Frans/Matilde		
Thur 11-07	am/pm	Other stakeholders at national level	Whole team		
	am/pm	United Nations and other relevant international development partners	Whole team		
	16.00-17.00	Exit debriefing	Whole team		
Tue 30-07	08.30-10.00	Online debriefing meeting on key field mission findings and planning remaining activities research phase		Whole team	

# Annex VIII Theory of change reconstruction

## Introduction

1. During the inception period, the evaluation team developed a reconstructed theory of change (ToC) of the Armenia Country Strategic Plan (CSP) 2019–2025 in a series of specific steps:
  - First elaboration of a preliminary ToC diagram: based on desk review prior to the inception field mission in Armenia.
  - Workshop 1 (8 April 2024): Discussion of the ToC diagram with Office of Evaluation and country office staff members in a two-hour workshop format. First inventory of critical assumptions by the country office team.
  - Workshop 2 (12 April 2024): Discussion of the revised ToC diagram with the inclusion of critical assumptions from the country office team and by the evaluation team. Additional assumptions were obtained during the workshop and the ToC diagram was further tweaked to incorporate suggestions by the country office team.
  - Online meeting with country office (25 April 2024): The ToC was further discussed with the senior management and key staff members of the country office to agree upon a process of further elaboration and a more simplified and easier to read version of the ToC.
  - Final design of ToC diagram and set of assumptions: presented in the inception report.
2. The ToC diagram is depicted in Figure 14. To enable the reading and understanding of the picture, the following introductory and guiding instructions are provided:
  - The ToC diagram reads from the bottom to the top: under the four Strategic Outcome (SO) areas of the CSP, different pathways of change are depicted that start at the activity level on the bottom. At this level, the six activities (A1 to A6) for the four SOs are presented in white boxes at the input level.
  - The key interventions that are completed based on the six activities on the bottom are presented in grey boxes at the activity levels: to enable quick and easy reading, these key interventions are summarized and simplified and therefore do not do justice to diversity and complexity of the full CSP implementation, but instead capture the key interventions, mainly organized as direct implementation interventions, capacity strengthening interventions and on-demand service delivery.
  - These interventions lead to outputs that are presented in the yellow boxes in the diagram. These are presented as key transfers of goods and capacities to partners in the CSP that are produced within the timeframe of the CSP.
  - In the orange boxes, intermediate outcomes are presented: these reflect gradual changes in behaviour and competencies of the key partners in the CSP implementation.
  - The blue boxes present longer-term changes. These occur at the level of key beneficiary groups and partners of WFP in the CSP implementation, because of services received from WFP and national (government and civil society) partners in the CSP.
  - The impact level is depicted in the green boxes that represent the CSP's four SOs: the SOs have been rephrased to describe qualitative changes in the situation of the target groups that are achieved over time. At the impact level, these SOs are situated under the Sustainable Development Goals (SDGs) under which they were grouped in the CSP's Line of Sight. As such the national level impact (at SO level) translates into a contribution to SDG achievement at national level and WFP corporate level.
  - The arrows in the diagram depict the most important causal relations between different steps in the pathways of change: only the most important causal relations are presented to avoid the diagram becoming too complex to read.
  - Some arrows are depicted as dotted lines: this indicates that activities are planned but have not

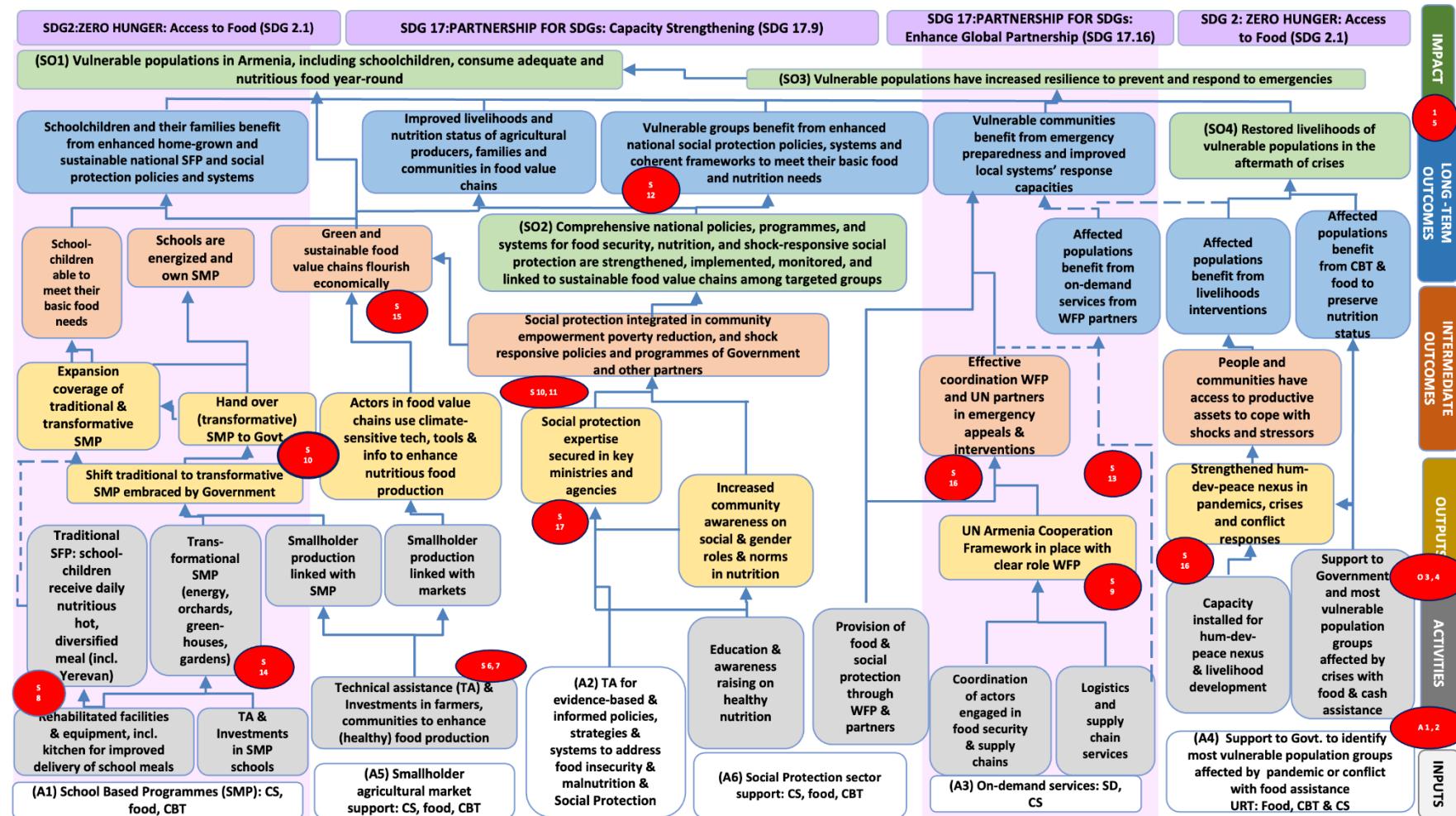
yet fully materialized because funding has not yet become available or demand for specific services has not yet resulted in specific contracts for service delivery. However, capacity for these actions is already installed.

- The numbered red circles refer to critical assumptions: these apply at the generic level to move to higher levels in pathways of change and at specific places in the diagram. These numbered assumptions are further introduced in the final section of this Annex.

3. The **following remarks** are provided to enable proper reading of the diagram in Figure 14:

- The evaluation team has decided to reformulate the CSP's four SOs so that they can be read more in terms of ToC language: this is done in the green boxes that refer to the SOs, hence the references to the specific SO number have remained. However, the green box now describes the qualitative change that is (to be) achieved at ultimate target group or partner level.
- When working on the SOs, the evaluation team believes that not all SOs in the CSP are referring to the longer-term outcome or impact level: this is particularly the case for SO2 that is presented at a lower level in the ToC diagram, to reflect that the change aspired in SO2 is a change in government capacities to implement and monitor policies and programmes on social protection, nutrition and food security. In this pathway of change, it is not WFP that contributes to the aspired changes at beneficiary level, but it is WFP enabling national partners in the CSP to do so. It was decided to maintain the green box for SO2 to enable its quick identification as SO2, although in ToC language this box is better represented as a blue box (for longer-term aims).
- SO4 is also depicted in the diagram at a lower level than SO3 and SO2: this illustrates the relationship that exists between immediate disaster or conflict responses that often start as humanitarian interventions aiming at restoring livelihoods, which later feed into more structural interventions to build the resilience of these target groups.

**Figure 14: ToC of the Armenia CSP 2019–2025**



Sources: *Line of Sight (BR05)*, *CSP*, *ACRs of CSP 2019-2023*, *Inception Report DE SFP*, *Inception workshops and interviews*

## **Key messages from the ToC diagram**

4. When looking closely at the ToC diagram, more than six pathways of change can be identified that start from the six activities. Some activities lead to different interventions and change strategies that also feed into changes under different SOs in the CSP. This illustrates an important reality: CSP implementation is multilayered and activities under different SOs are linked to allow more integrated programme implementation.

5. The ToC diagram illustrates that the **two key change strategies applied by WFP in Armenia** are direct implementation and capacity strengthening. In most activities, these strategies coincide. In the School Feeding Programme (SFP), this can be seen in the fact that WFP has a clear handover strategy of its transformative school feeding interventions, while at the same time WFP also combines implementation of school feeding interventions and technical assistance (TA) in urban school feeding. This leads to coexisting parallel pathways of change under SO1. Under SO2, the most important capacity strengthening interventions are grouped related to nutrition, food security and social protection (under the Changing Lives and Saving Lives agenda), mainly targeting the Government and its implementing agencies that subsequently reach out to ultimate beneficiary groups. However, Activity 5 under SO2, focusing on food value chains, also involved direct implementation of actions in food value chains in which WFP is reaching out to ultimate target groups, either at the level of farmers, communities, or producer organizations, linking them to food markets. One important element of these markets is the schools implementing the SFP.

6. **The placement of Activity 5** (smallholder agricultural market support) under SO2 is somewhat strange, as it seems a pathway of change that is rather separate from the capacity strengthening activities with government partners, also working with other types of non-government actors in the private sector and civil society. This activity is also closely related to the SFP as one of the main markets for target groups reached under Activity 2, but the end-to-end approach in food value chains, such as the legume value chain, underscores holistic country office support for national food security policies.

7. **SO3 is presented as a fully-fledged pathway of change** in the ToC diagram, although it is a pathway of change that only becomes operational when there is demand for WFP services. In the past years, this SO3 has not absorbed many financial and human resources; in 2023 no activities at all were reported under this SO. However, the aspiration of the country office to have an installed capacity to provide services in case of emergencies and crises is a strategic decision, which is important for the design of the CSP, hence this pathway is also important, even without absorbing many resources.

8. Under SO3 and SO4 an **important aspect of the WFP change vision is to establish and strengthen partnerships** with other agencies and to strengthen the humanitarian-development nexus to ensure that immediate crisis responses are followed up with developmental and peacebuilding interventions.

9. The work completed under SO2 **on social protection also has an important link with SO3 and SO4** to ensure that social protection is shock responsive and that it is inclusive in addressing the most vulnerable groups in society, which in recent years have included refugees from the Karabakh region and displaced persons in border regions. This link between social protection and SO3 also constitutes an important cross-cutting link in the CSP design and implementation.

## **Assumptions with the ToC of the CSP Armenia (2019–2025)**

10. The assumptions listed in this section were generated through two workshops with the country office and Office of Evaluation during the inception mission and in later exchanges between the country office and the evaluation team.

11. Many assumptions can be identified in a complex programme such as the CSP for Armenia. The evaluation team has attempted to identify the most important and relevant assumptions in relation with the key evaluation questions from the terms of reference (ToR). The assumptions below are fully integrated in the Evaluation Matrix under specific evaluation questions and lines of inquiry.

12. A group of generic assumptions applies to the overall programming logic and process of moving up in pathways of change from the activity to the impact level. Another group of specific assumptions applies to specific steps in specific pathways of change in the ToC diagram. The numbering corresponds with the

numbers that are included in the ToC diagram.

#### *Generic assumptions*

13. For activities:

- **A1.** Sufficient donors and donor-diversification allow sufficient donor funds for programming and activity implementation.
- **A2.** Donor earmarking and requirements don't inhibit flexibility in programming to ensure that programme integration (layered, integrated and sequenced humanitarian and development programming) can be achieved.
- *Activity to Output level:*
- **O3.** Adequate human resourcing considering the volume and contents of programmes (in number and competencies required).
- **O4.** The comparative advantages and unique competencies of WFP are well known within the Government, the United Nations and the donor community.
- *Outcome to Impact level:*
- **I5.** The geopolitical situation in Armenia and in the region remains sufficiently stable to allow WFP, the Government and partners to enable continuous and peaceful socioeconomic development in the country.

#### *Specific assumptions*

- **S6.** Sufficient flexibility in organizational systems and requirements to allow WFP to work with financial service providers and private entities.
- **S7.** Shared vision and understanding of financial sustainability principles (return on capital, business planning) among all partners/stakeholders engaged in production and economic activities in transformative school feeding and food value chain strengthening activities.
- **S8.** Funding for the expansion of the SFP in Yerevan will be made available.
- **S9.** An effective 'one United Nations' approach with sufficient coordination and cooperation among the specific United Nations agencies.
- **S10.** High staff turnover in the Government and its institutes does not inhibit continuity of planning and retainment of TA provided in school feeding and social protection.
- **S11.** The Government and partners sufficiently understand and support the building of resilience to shocks, conflict and climate change in their policies and programmes.
- **S12.** The Government has sufficient commitment and capacity to dedicate a substantial percentage of the state budget (or attract external funding) to its social protection portfolio (including school feeding).
- **S13.** Existence of sufficient and effective demand for specific WFP services and a capacity to pay for these services to allow programming for on-demand service delivery.
- **S14.** Institutional mechanisms in education (policies and regulations) are in place that allow schools to engage in transformative activities (e.g. the change of splitting educational and financial school director functions introduced in 2023).
- **S15.** There is an enabling environment in Armenia to support and promote cooperative development in the country, and to stimulate farmers to adopt cooperative forms of production.
- **S16.** WFP has the right partnerships to strengthen the humanitarian-development nexus in its programming and implementation (ensuring sufficient development expertise to complement WFP humanitarian expertise).
- **S17.** Government and agencies and partners need to have sufficient knowledge of technological and methodological innovations introduced by WFP to be able to translate them into effective and sustainable actions.

# Annex IX Data collection and analysis methods and tools

14. The methodological principles of this evaluation are grounded in a theory-based approach and include a mixed-methods approach which is based on the reconstruction of the theory of change (ToC) of the Country Strategic Plan (CSP) for Armenia, as presented in Annex VIII of this report. The ToC reconstruction process and development of assumptions has informed the development of the evaluation matrix that is presented in Annex X. For the list of documents reviewed in this evaluation, see Annex XI Bibliography.

## A. DESK REVIEW

15. A comprehensive review of documents was conducted throughout the evaluation process. This began during the inception phase and continued in the research phase. It included primary and secondary sources, as detailed in Table 28.

**Table 28: WFP Armenia CSPE 2019–2025: List of document categories reviewed**

Document category	Source
WFP country office: Country Strategic Plan (CSP) (and Transitional Interim Country Strategic Plan (T-ICSP)) and reports (annual country reports; donor grant agreements and proposals; standard project reports and supporting documents, logframes, budget revisions, mappings and assessments, monitoring and evaluation data, etc.)	Internal
WFP Regional Bureau Cairo and headquarters: relevant instructions, regulations, formats reviews and studies in relation the CSP design and implementation in Armenia	Internal
Reviews and evaluations on WFP actions in Armenia	Internal/External
Implementing partners on project implementation under CSP related contracts	External
Government of Armenia: policies, legislation and programmes	External
UNSCDF plans and reports, United Nations evaluations (including the UNSCDF evaluation) and other United Nations level studies and reviews	External
Armenia and regional level contextual documents and studies (on geo-politics, climate change, etc.)	External

*Source: Evaluation team*

## B. KEY INFORMANT INTERVIEWS (KIs)

16. All interviews conducted in this evaluation followed a semi-structured KII method and format. Prior to each interview, the evaluation team selected a maximum of ten interview topics or questions from a KII checklist to be addressed during the interview. The checklist was based on the evaluation matrix that is presented in Annex X. This has ensured efficient use of the allocated interview timeframe and optimal interview performance.

17. During the inception phase, 32 interviews with 51 key informants were conducted (some as group interviews and online briefings). Some of these interviews were followed up with more in-depth interviews and additional KIs during the data collection phase. An additional 121 key informants were interviewed, with some of the KIs conducted as group interviews. During the entire evaluation process, 159 key informants were interviewed. During location visits, additional people were sometimes interviewed individually or in group settings. Multiple representatives of stakeholder and/or beneficiary groups were

sometimes invited for a collective meeting to discuss aspects of implementation and results of specific project implementation.

18. KIIs were conducted with the following stakeholder groups, for which specific interview checklists were prepared:

- Internal (WFP headquarters, Regional Bureau Cairo and country office)
- Government of Armenia (central and decentralized levels)
- Cooperating partners (contract partners of WFP)
- United Nations and other relevant international development partners
- Civil society and private sector stakeholders (including beneficiary group representatives)
- Other stakeholders at the international level (donors, organizations providing technical assistance, South-South and Triangular Cooperation exchange partners).

19. The KIIs typically lasted 45 minutes to one hour and followed a semi-structured format. In cases where KIIs were conducted with multiple persons and/or in a group, the time for the interview was extended up to 90 minutes. Notes of the interviews were put in bullet points and all notes and KII results are kept strictly confidential to the three core members of the evaluation team only and will be destroyed after closure of the evaluation process. Annex XII provides a list of categories of key informants consulted.

### **C. ANALYSIS OF BENEFICIARY, OUTPUT, OUTCOME AND CROSS-CUTTING INDICATORS**

20. The preliminary analysis of beneficiary, output, outcome and cross-cutting indicators realized during the inception phase was updated with data until 15 July 2024. The results are presented in Annex XIII, following the format below:

**Table 29: WFP Armenia CSPE 2019–2025: Format for summary analysis beneficiary, output and outcome indicators**

<b>Category</b>	<b>Component</b>
Beneficiaries	<ul style="list-style-type: none"><li>• Comparison of planned and actual values of T 1, 2, and 3 beneficiaries over time</li><li>• Sex composition of beneficiaries and changes over time</li><li>• Distribution of beneficiaries across the different SOs of the CSP (and overlaps in beneficiaries across SOs)</li><li>• Locations of beneficiaries over time</li></ul>
Outputs, outcomes and cross-cutting indicators	<ul style="list-style-type: none"><li>• Comparison of planned and actual values over time</li><li>• Variance of indicators across sex and other criteria (e.g. age) and developments over time for those indicators values that permit a longitudinal analysis</li></ul>

### **D. FINANCIAL REVIEW (BUDGET AND EXPENDITURES)**

21. Similar to the data on beneficiaries, outputs, outcomes and cross-cutting issues, the financial data in the preliminary analysis during the inception phase were updated in this final report with a cut-off date of 15 July 2024. The financial analysis of budget and expenditures is presented in Annex V.

### **E. COMPARATIVE ANALYSIS OF PROGRAMME IMPLEMENTATION (COST EFFICIENCY ANALYSIS)**

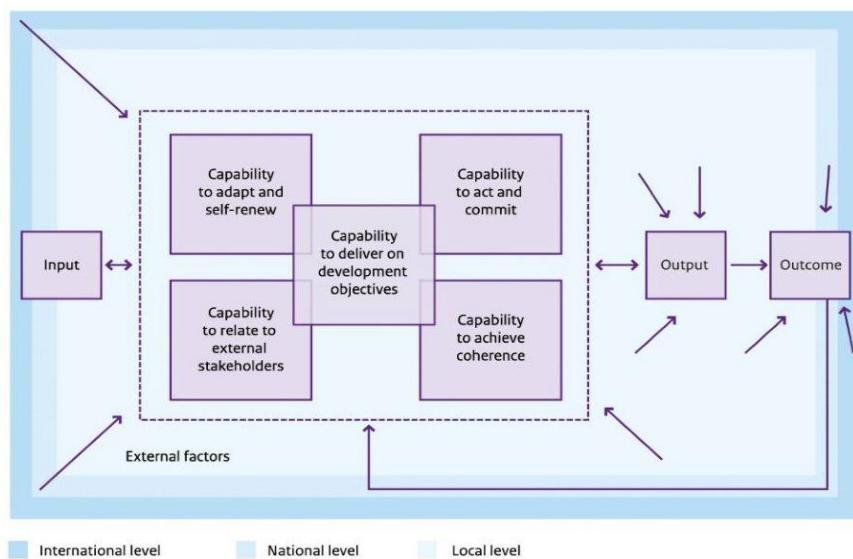
22. The available data on efficiency and performance of supply chain management and transfer costs did not permit a detailed analysis of efficiency of performance in supply chain and logistics and of costs related with direct transfers. Instead, a comparative benchmarking was conducted to compare characteristics of size of CSP annual expenditures in 2023 and size of country office staffing in the same year and comparison of average annual expenditures per staff member in a comparative perspective.

## F. CAPACITY ASSESSMENT AT ORGANIZATIONAL LEVEL

23. The evaluation team has adopted a specific approach and tool focused on organizational capacity strengthening level, in addition to using the WFP corporate framework for country capacity strengthening (CCS). Organizational capacity strengthening is a key element of CCS actions to ensure that national partners, such as government and cooperating partners, are capable to take over the implementation of specific CSP interventions after transfer and exit strategies, or act as local partners in implementing CSP activities on the ground.

24. The evaluation team has used the Five Capabilities (5-C) approach and model, developed by the European Centre for Development Policy Management as a framework for analysing and assessing organizational capacity strengthening, aligning well with WFP capacity strengthening dimensions/pathways. A visualization of the 5-C model is presented in Figure 15:

**Figure 15: Five Capabilities (5-C) model for organizational capacity assessment**



Source: European Centre for Development Policy Management, 2011, *Bringing the invisible into perspective. Reference document for using the 5-C framework to plan, monitor and evaluate capacity and results of capacity strengthening processes*.

25. The 5-C model identifies five generic areas of organizational capacities related to the implementation of development processes, following a logical framework model that links inputs (left-hand side of the diagram) with outputs and ultimately impact (right-hand side). It also considers the external environment influencing organizational performance and capacities. The five capabilities and their corresponding CCS pathways/dimensions are presented in Table 30.

**Table 30: Comparison between the 5-C model and WFP CCS pathways/dimensions**

5-Cmodel: organizational capabilities	WFP's corporate framework for country capacity strengthening (CCS): CCS pathways/dimensions
Capacity to <b>deliver</b> on development objectives	<ul style="list-style-type: none"> <li>Capacity to <b>develop and implement</b> policies and legislation.</li> <li><b>Programme delivery</b></li> </ul>
Capability to <b>act and commit</b>	<ul style="list-style-type: none"> <li>Engagement of <b>communities, civil society and private sector</b></li> </ul>
Capability to <b>adapt and self-renew</b> (learn)	<ul style="list-style-type: none"> <li>Strategic <b>planning and financing</b></li> <li><b>Monitoring and evaluation</b></li> </ul>
Capability to <b>relate to external</b> stakeholders	<ul style="list-style-type: none"> <li>Stakeholder <b>programme design</b></li> <li>Engagement of <b>communities, civil society and private sector</b></li> </ul>

<ul style="list-style-type: none"> <li>Capability to <b>achieve coherence</b> (and manage diversity)</li> </ul>	<ul style="list-style-type: none"> <li>Institutional <b>effectiveness and accountability</b></li> </ul>
-----------------------------------------------------------------------------------------------------------------	---------------------------------------------------------------------------------------------------------

Source: Evaluation team

26. The 5-C approach also assesses capabilities on a four-point scale, similar to the CCS framework, from a basic to leadership level. The 5-C analysis requires considerable time for document analysis and KIIs.

27. The following assessment questions were included in the all analysis and all scored on a four-point scale from 1 (basic) to 4 (leadership) level of capacities:

5 Capabilities	Questions	Score
Capacity to deliver on development objectives	Capacity to develop or implement policies and legislation	
	Capacity to set realistic objectives and achieve them	
	Capacity to timely deliver actions and services to target groups, clients and beneficiaries	
Capability to act and commit	Capacity to engage and involve communities, civil society or private sector in planning and implementation	
	Involvement of stakeholders in the organization's governance and management	
	Access to sufficient and good-quality financial and human resources	
Capability to adapt and self-renew (learn)	Quality of adaptive strategic planning and (re)financing	
	Quality and frequency of use of monitoring and evaluation for (re)planning in changing contexts	
	Attention to and effort in learning processes in the organization	
Capability to relate to external stakeholders	Capacity to conduct multiple-stakeholder programme design	
	Capacity to establish and strengthen partnerships	
	Capacity to communicate and disseminate transparent and clear messages	
Capability to achieve coherence (and manage diversity)	Institutional effectiveness and accountability	
	Focus on organizational mandate and core competencies	
	Capacity to allow and deal with diversity in the organization and with external partners and stakeholders with diverse characteristics and interests and needs	

28. The results of the organizational assessment exercises were treated confidentially, and the use of results of these analyses in the evaluation report was completed in such a way that no specific information on scores of individual organizations were disclosed.

29. The sampling methodology and final selection of organizations included in the organizational capacity assessment process is presented in section I of this Annex (see below).

## **G. CAPACITY ANALYSIS AT PARTNERSHIP LEVEL (ENABLING ENVIRONMENT)**

30. In addition to organizational capacity strengthening, the evaluation team examined capacity strengthening at the enabling environment level. The analysis will focus on developing and strengthening of (multi-stakeholder) partnerships to implement CSP interventions and to replicate and expand interventions at national policy and programme level. This is a key strategy within the CCS approach, captured under the CCS capacity dimension of 'engagement of communities, civil society and private sector'.

31. The evaluation team has assessed quality and durability of partnerships by systematically approaching the different partners with concise questions about their capacities and commitment to partnership, as well as their perceptions of capacities and commitment of other partners. Similar to the 5-C organization capacity analysis tool, a four-point scale was used, and a short narrative was provided with all scores (from basic/emerging to fully developed/leadership level).

32. The evaluation team identified three partnerships within the CSP implementation for this partnership/enabling environment level assessment, each with different types of partners and partnership scope.

33. The following assessment questions were included in the analysis and all scored on a four-point scale from 1 (basic) to 4 (leadership) level of capacities:

**Table 31: WFP Armenia CSPE 2019–2025: Assessment questions for analysis of institutional/partnership capacity (enabling environment)**

Questions	Own organization	Partner 1	Partner 2	Etc.
Investment of time of the partner in the partnership				
Investment of money of the partner in the partnership				
Investment of other inputs of the partner in the partnership				
Commitment to lead on activities in the partnership				
Longer-term commitment to the partnership				

*Source: Evaluation team*

34. The results of the partnership assessment exercises were treated confidentially, and the use of results of these analyses in the evaluation report was completed in such a way that no specific information on scores of individual organizations were disclosed.

35. The partnerships selected for this analysis are presented in section I of this Annex (see Tables 34 and 35).

## **H. 'CONTRIBUTION ANALYSIS INSPIRED' CASE STUDIES**

36. Contribution analysis is an approach to analysing causal relations in situations where more than one factor contributes to a change, making other forms of causal analysis (e.g. using counterfactuals) challenging. This method is particularly relevant to WFP work on capacity strengthening and value chain development interventions, where objective criteria and indicators are often lacking. The evaluation team used a simplified contribution analysis inspired approach to allow a quick process of analysis of specific outcomes of the CSP implementation in specific implementation contexts under specific Strategic Outcomes (SOs) and activities.

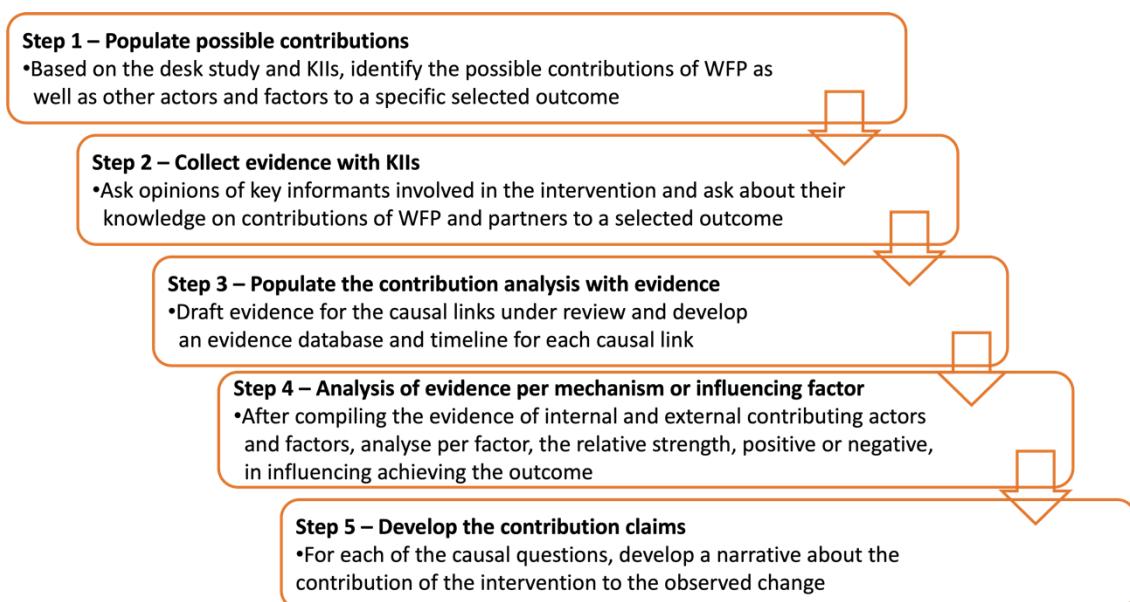
- One case study at the national level, focusing on capacity strengthening processes with national partners in the School Feeding Programme (SFP), cascading to the decentral level of implementation.

- Three other case studies at the local and regional level, in the area of social protection, livelihoods, agricultural production and value chain development.

37. In these case studies, key outcomes where the Armenia country office claims significant contributions to changes were identified. These claims were investigated through contribution analysis inspired case studies to gain insights into WFP-specific contributions, processes, factors and actors that may also contribute (positively or negatively) to the observed changes. Contribution analysis involved five basic steps (see Figure 16).

38. The evaluation team's approach and methodology for contribution analysis followed a light approach, as a complete and full contribution analysis process was not feasible within the scope of this evaluation. This is due to two main factors. First, data on outcomes of specific interventions in the CSP are not always fully comprehensive, so the evaluation team took claimed outcomes of interventions reported by WFP as a starting point for the contribution analysis. Second, the amount of time for data collection activities was too limited to thoroughly take all the steps as explained in Figure 16. While the key stakeholders were involved in every step of the process, the evaluation team moved quickly through the specific steps of the contribution analysis process and did not systematically involve key stakeholders in the subsequent analysis phase.

**Figure 16: Steps in contribution analysis**



39. Step 1 – Populate possible contributions: based on KIIs conducted during the inception phase and early stage of the research phase, the evaluation team:

- Identified key outcomes, followed up by establishing a good understanding of how the selected causal question fits in the planned and executed interventions.
- Created a simple visualization (diagram) zooming into possible contributions to the selected outcomes.
- Constructed a factor and evidence table for the contribution analysis beginning with the factors that are part of the intervention (activities and outputs).

40. Step 2 – Collect evidence with KIIs in case studies: the evaluation team identified the most relevant key informants and conducted interviews to collect further information on the occurrence and significance of contributing factors.

41. Step 3 – Populate the contribution analysis with evidence: the evaluation team defined the type of contributing factor, choosing from the following types:

- Primary factors – those that are within the scope of the programme
- Contributory factor (precondition or assumption that was foreseen and in place as the project took place)
- Rival factor (other factors that took place in parallel outside the scope of the project, undermining the contribution story of the project). This factor can be helpful or inhibiting.

42. Step 4 – Analysis of evidence per mechanism or influencing factor: the evaluation team analysed the factors considering the following elements:

- Place in timeline: Reconstruct the timing of specific changes/contributions in the table to support causal links, also in time.
- Evidence: How do we know that the factor occurred (what signs or indicators were observed that illustrate this factor indeed played a role)?
- Positive/negative: Does this factor help or hinder the realization of the change (outcome)?
- Weight of contribution: To what extent does the data prove a strong contribution of this factor (strong, reasonable, moderate, weak)?
- Conclusion on significance: Reviewing relevance and strength of evidence, how significant do you judge this factor to be (1. strong, 2. reasonable, 3. moderate, 4. weak)?

43. Step 5 – Develop the contribution claims: the evaluation team established a contribution story considering all valid contributing factors as a short conclusion of the case studies. The contribution case studies are presented in Annex XIV of this report.

## I. SAMPLING APPROACH AND METHODS APPLIED IN THIS EVALUATION

### Case study selection for contribution analysis

44. The selection of the case studies for contribution analysis is based on the analysis of CSP planning and reporting and specific activity and project level reporting. The selection of the specific case study subjects is based on the following criteria:

- relevance of the activity in terms of size and scope within the overall CSP programme, considering actions that have reached substantial scale or are replicated throughout the country;
- spread of the case studies to cover the national level and different regions and locations;
- spread of the case studies to cover different types of stakeholders and beneficiary groups;
- spread of the case studies across the different SOs and activities in the CSP; and
- spread of the case studies across different donors and funding sources of activities in the CSP.

45. The case study selection presented in Table 32 is based on the criteria listed above and additional detailed suggestions provided by the country office during the inception phase.

**Table 32: WFP Armenia CSPE 2019–2025: Sampling of contribution analysis case studies**

Level and Strategic Outcome (SO)	Subject case study	Location	Considerations for selection of case study and specific locations for case study research
National policy level SO1/Act1 and SO2/Act2	<b>1. Capacity strengthening in the School Feeding Programme (SFP),</b> focusing on the handover of the transformational model of the SFP model to national actors and at school level	National level and selected schools in specific locations closest to Yerevan	The analysis primarily focuses on capacity strengthening of national actors in policy and strategy development, particularly concerning the transformational school feeding model. Additional attention is given to the practical implications of the handover of the transformative school feeding model at school levels, which is examined in one or two selected schools, not covered in the Decentralized Evaluation (DE) SFP evaluation. This case is selected due to its historical importance in the CSP portfolio under SO1, coupled with recent changes in transformative components.
Specific intervention level SO2/Act2 and relevant also to SO2/Act5	<b>2. Wholegrain food value chain development and changing food habits</b> including integrating these habits in SFP. Key target groups in the value chain activities are women and youth, allowing special attention to gender equality, equity and inclusion, empowerment in community-based food production/processing and employment creation	Tavush province, Ijevan and Berd municipalities	The wholegrain value chain is a specific agricultural value chain that is linked to both SFP and to the strengthening of value chain in agricultural markets in general. In addition, this activity addresses the challenges in behavioural changes in food consumption. Women and youth are important actors in this value chain (in bakeries). The activity also includes economic support interventions through the provision of energy solutions, revolving funds and the strengthening of agricultural collection hubs and cooperatives (in Berd). The location/field visits for this case study can be combined with key informant interviews (KIs) with WFP staff members at the Vanadzor office and other key stakeholders in Lori (relevant for completing the KIs foreseen in the interview list).
Specific intervention level SO4/Act4	<b>3. Livelihood and social protection support to rural communities</b> (including for refugees and internally displaced persons) at regional and local level to strengthen resilience and economic recovery of border communities. Particular attention will be given to irrigation and revolving funds	Syunik province, Tegh municipality	Syunik is a key region in Armenia with the highest density of WFP-specific interventions. This region is experiencing an influx and resettlement of refugees. WFP and partners play an important role on the ground in providing support in livelihood development and social protection. Specific interventions, under SO4 focus on restoring livelihoods in the agriculture and food production sector. Specific actions include revolving funds, which are highly relevant for other WFP interventions, where revolving fund modalities are applied. The location/field visits for this case study can be combined with KIs with staff members at the WFP Kapan sub-office and other key stakeholders in Syunik province (relevant for completing the KIs foreseen in the interview list).
Specific intervention level	<b>4. Resilience and economic recovery of border communities</b> with particular attention to social protection (food	Gegharkunik province, Vardenis and Jermuk communities	Social protection is an important component of this specific intervention and is important for the overall intervention strategy of the WFP, which links SO4 with SO2 (social protection). Gegharkunik province is the province with the

Level and Strategic Outcome (SO)	Subject case study	Location	Considerations for selection of case study and specific locations for case study research
SO4/Act4 and relevant also to SO2/Act6	cards, psychosocial support) and implications for national models of social protection		second highest density of WFP interventions in Armenia. This case study also provides an opportunity to consider the growing challenges of integrating internally displaced persons and refugees resulting from the Karabakh crisis (as in case study 2), which is an important priority at this stage of Armenia's history. This case study can also complement case studies 2 and 3 by providing more insights on the use of revolving funds (although this will not be a focus in this case study).

Source: Evaluation team, based on desk study and intervention maps of WFP in Armenia and consultations with the country office

#### Key Informants selection based on stakeholder mapping

46. Sampling of key informants is based on stakeholder mapping and the allocation of interview slots among the different stakeholder groups, as presented in Table 33. The number of interview slots is based on the variety of specific stakeholder groups and the reach of the CSP to these groups and on the completion of KIIs that were conducted during the inception phase of this evaluation.

47. Based on the allocation of timeslots for interviews, the country office was requested to develop a list of specific key informants within specific organizations.

**Table 33: WFP Armenia CSPE 2019–2025: Interviews across stakeholder categories**

Stakeholder category	Specific organizations/ departments/persons	Number of interviews*
WFP Internal (headquarters, Regional Bureau Cairo (RBC) and country office)	<ul style="list-style-type: none"> <li>Country office: Director, Deputy Director, Managers and staff members</li> <li>RBC: selected staff members providing support to country office.</li> <li>WFP country offices in Iraq, Kyrgyzstan and Brazil (identified as relevant partner countries on South-South and triangular exchange in consultation with country office)</li> <li>Headquarters: programme strategic aspects and monitoring and evaluation and Decentralized Evaluation (DE) school feeding</li> </ul>	4 (10) 3 (2) 3 3 (7)
Ministries and government institutions/ agencies	<ul style="list-style-type: none"> <li>Ministry Education and Science</li> <li>Ministry of Labour and Social Affairs</li> <li>Ministry of Health</li> <li>Ministry of Economy (Agriculture related departments)</li> <li>Ministry of Territorial Administration and Infrastructure</li> <li>National School Feeding and Child Welfare Agency</li> <li>Unified Social Services</li> </ul>	7 (3)
Decentral governments	<ul style="list-style-type: none"> <li>Provincial governments (Marz governors)</li> <li>Urban and rural communities</li> </ul>	3 3
Cooperating partners	<ul style="list-style-type: none"> <li>World Vision</li> <li>Mission Armenia</li> <li>Green Lane</li> <li>New Society Institute</li> <li>Motherland Regional Development</li> <li>Strategic Development Agency (SDA)</li> <li>House of Hope Charity Centre</li> <li>Center for Humanitarian Demining and Expertise</li> </ul>	8 (3)

Stakeholder category	Specific organizations/ departments/persons	Number of interviews*
Beneficiaries and beneficiary group representatives (in field visits)	<ul style="list-style-type: none"> <li>Food hubs (cooperatives) in selected locations</li> <li>Farmer groups in selected locations</li> <li>Relevant community-based organizations and groups in selected locations</li> <li>Schools in selected locations</li> </ul>	2 3 3 3
United Nations and other relevant international development partners	<ul style="list-style-type: none"> <li>United Nations – Resident Coordinator's Office</li> <li>Food and Agriculture Organization of the United Nations (FAO)</li> <li>United Nations Development Programme (UNDP)</li> <li>United Nations Children's Fund (UNICEF)</li> <li>United Nations High Commissioner for Refugees (UNHCR)</li> <li>United Nations Population Fund (UNFPA)</li> <li>World Bank</li> <li>Eurasian Development Bank</li> <li>Asian Development Bank</li> </ul>	11 (4)
Donors	<ul style="list-style-type: none"> <li>Russian Federation</li> <li>Switzerland (SDC)</li> <li>France</li> <li>USA</li> <li>European Commission – Directorate-General for European Civil Protection and Humanitarian Aid Operations (DG ECHO)</li> </ul>	4 (2)
Other stakeholders at the national level (as identified in country office documents)	<ul style="list-style-type: none"> <li><b>Private sector:</b> Yeremyan (Milk Processing company); Azatek HEK LLC, Harut Av agyan Guyrgeni P/E, Helly LLC, Median Hotel LLC</li> <li>Microfinance providers (including ACBA Bank)</li> <li><b>Civil society:</b> among others, Armenian Caritas benevolent NGO; Armenian Relief Fund; Children of Armenia Fund</li> <li><b>Academia:</b> Armenian National Agrarian University; Caucasus Research Resource Centers</li> <li><b>Media/other:</b> Television Journalist</li> </ul>	4 2 5 3 (1) 1
Other international stakeholders	<ul style="list-style-type: none"> <li>Industrial Food Services Institute (Russian Federation)</li> <li>South-South and Triangular Cooperation exchange partners in Kyrgyzstan, Iraq and Brazil</li> </ul>	1 4
<b>Total</b>		<b>81 (32)</b>

Source: Evaluation team

Note: between brackets and in italics: key informants who were already consulted during the inception phase. Some of the interviews during the research phase were with the same key informants as during the inception phase. For the list of interviews that were actually conducted throughout the research phase, see Annex XII.

#### Selection of organizations and partnerships for capacity analysis

48. The selection of organizations and partnerships for capacity analysis was based on the following criteria:

- representation of the most important partners of WFP in Armenia, who are involved in substantial aspects of CSP implementation;
- ensuring a sufficient spread across different SOs of the CSP; and
- establishment of cooperation between WFP and the selected organizations throughout the entire period of CSP implementation; this enables a historical perspective of WFP support in enhancing capacity during the collaborative relationship.

**Table 34: WFP Armenia CSPE 2019–2025: Selected government and cooperating partners for capacity analysis**

Key government partners	Cooperating partners
<ul style="list-style-type: none"> <li>National School Feeding and Child Welfare Agency (under Ministry of Education, Science, Culture and Sport)</li> <li>Unified Social Service (under Ministry of Labor and Social Affairs)</li> <li>Ministry of Territorial Administration and Infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>Mission Armenia</li> <li>World Vision</li> <li>Green Lane</li> </ul>

Source: Evaluation team

49. The criteria for sampling of partnerships for partnership analysis are:

- diversity in types of partnerships, including with United Nations, private sector and public sector;
- consideration of the size of the partnerships, accounting for the number of formal and informal partners involved and ranging from smaller to larger partnerships;
- ensuring a sufficient spread across different SOs of the CSP; and
- inclusion of partnerships at national and regional/local levels to capture the breadth and depth of collaborative efforts.

**Table 35: WFP Armenia CSPE 2019–2025: Partners for partnership capacity analysis**

Partnership	Number of partners
<ul style="list-style-type: none"> <li>Partnership with the School Feeding and Child Welfare Agency and Ministry of Education, Science, Culture and Sport</li> </ul>	Three partners
<ul style="list-style-type: none"> <li>Private sector partnership with food hub cooperatives</li> </ul>	Two partners
<ul style="list-style-type: none"> <li>United Nations Partnership on Healthy Lifestyle curriculum</li> </ul>	Five United Nations partners

Source: Evaluation team

## **J. GENDER- AND INCLUSION-SENSITIVE METHODS AND APPROACHES IN THE EVALUATION**

50. The evaluation team applied gender- and inclusion-sensitive methods throughout the evaluation process (as detailed in **Table 36**) noting that the team's composition is gender-balanced and all team members bring in specific gender-analysis expertise and experience.

51. The country office recently conducted a Gender Equality Certification Programme, whose existence was verified in this evaluation.

52. One of the contribution analysis case studies (case study 2 on the wholegrain value chain) has a specific focus on gender equality and equity.

**Table 36: WFP Armenia CSPE 2019–2025: Mechanisms to ensure gender and inclusion, including disability, in evaluation process and deliverables**

<b>Evaluation phase</b>	<b>Activities to ensure gender and inclusion in the evaluation process and deliverables</b>
<b>Proposal</b>	<ul style="list-style-type: none"> <li>Selection of a gender-balanced and culturally diverse team of evaluators, with expertise in gender and inclusion analysis.</li> <li>Identification of a team member with responsibility for overseeing the mainstreaming of gender and inclusion (of refugees, internally displaced persons (IDPs) and people living with disabilities (PLWD)) in the evaluation design and guiding other team members to collect information in a gender-sensitive manner.</li> </ul>
<b>Inception</b>	<ul style="list-style-type: none"> <li>Preparation of the evaluability assessment, establishing the extent to which gender sensitive/ disaggregated secondary sources are available and considering inclusion aspects (refugees, IDPs and PLWD)</li> <li>Preparation of a stakeholder analysis with a gender lens, informing a gender-representative sample where possible and considering inclusion aspects (refugees, IDPs and PLWD).</li> <li>Preparation of a stakeholder analysis with a gender and inclusion lens (refugees, IDPs and PLWD), ensuring representation across levels (national and sub-national) and categories (government, civil society organizations (CSOs), and community-based organizations).</li> <li>Design of the evaluation matrix to measure the different effects/experiences of men, women, girls, and boys, with gender-sensitive indicators (qualitative and quantitative).</li> <li>Engagement with WFP's gender focal points as the main interlocutors of the WFP gender policy implementation.</li> <li>Design of a framework/method to assess the Gender and Age Marker (GaM) levels of Country Strategic Plan (CSP) interventions.</li> <li>Inclusion of a specific tool for gender and inclusion analysis to be applied in evaluation.</li> <li>Assessment of gender actions are well aligned with WFP Gender Policy 2015-2020 (and new WFP Gender Policy 2022-2026).</li> <li>Preparation of the inception report, including a gender- and inclusion-sensitive context analysis.</li> <li>Gender balance of the team in national and in specific field visits.</li> </ul>
<b>Desk review</b>	<ul style="list-style-type: none"> <li>Assessment of the quality of gender analysis that was undertaken to inform the CSP, based on the following questions: <ul style="list-style-type: none"> <li>Were contextual constraints and opportunities identified (such as laws and attitudes) in relation to gender equality and inclusion (of refugees, IDPs and PLWD)?</li> <li>Did the analysis review how well main actors (state, government or other) have reached out to girls, boys, women and men to promote gender equality?</li> <li>Were sex- and age-disaggregated data collected and analysed?</li> <li>Did the analysis show appreciation for differences within non-homogenous social groups (refugees, IDPs and PLWD)?</li> </ul> </li> <li>Assessment of whether results of the gender analysis were integrated into programme design, and definition of gender marker levels/codes for components of the CSP against the following GaM scale: <ul style="list-style-type: none"> <li>0: Does not integrate gender or age</li> <li>1: Partially integrates gender and age</li> <li>2: Fully integrates age</li> <li>3: Fully integrates gender</li> <li>4: Fully integrates gender and age.</li> </ul> </li> <li>Review key documents on programme implementation for evidence of gendered outcomes, how gender was addressed by programmes in practice, and coherence with relevant national and WFP gender and inclusion policies.</li> </ul>
<b>Data collection and field mission</b>	<ul style="list-style-type: none"> <li>Use of data collection tools and instruments (e.g. interview guides), encouraging to seek views of participants on gender and inclusion issues (refugees, IDPs and PLWD); understanding of the context, relationships, power dynamics; and gathering information on differential gender effects and outcomes and the reasons for them.</li> <li>Inclusion of both men and women in meetings, but organization of also men- and women-only meetings (at the level of target groups).</li> </ul>

Evaluation phase	Activities to ensure gender and inclusion in the evaluation process and deliverables
	<ul style="list-style-type: none"> <li>Collection of data, disaggregated by age, sex, and where possible for refugees, IDPs and PLWD if primary data allow.</li> <li>Systematic consideration of the potential differences in the effects of interventions on men, women and other groups., such as refugees, IDPs and PLWD.</li> <li>Due consideration to ethical issues as outlined in section 1.4, taking measures that encourage participants to share honest views in confidence.</li> <li>Gender balance during the implementation of the evaluation, taking corrective measures as needed.</li> </ul>
<b>Analysis and reporting</b>	<ul style="list-style-type: none"> <li>Analysis of collected data, which will be informed by an adequate understanding of the context, relationships and power dynamics that affect the responses of interviewees.</li> <li>Analysis of data, disaggregated by age and sex, and where possible for refugees, IDPs and PLWD.</li> <li>Cross-checking and triangulation of sex/age disaggregated data, ensuring that the voices of women, men, boys, and girls are heard, and verifying key findings by various data sources.</li> <li>Triangulation of data across different levels (national and sub-national) and different categories (such as government, CSOs, and private sector) of respondents, ensuring that the voices of all are reflected and not just those who hold the most power.</li> <li>Mainstreaming of gender and inclusion (of refugees, IDPs and PLWD) throughout the final evaluation report. As relevant, there will be a specific section dedicated to interventions and/or results that were specifically targeted towards gender and inclusion.</li> <li>Inclusion of a gender- and inclusion-sensitive analysis of findings, translated into conclusions and recommendations, if applicable, in the final evaluation report.</li> </ul>

## **K. ENSURING PREVENTION OF SEXUAL EXPLOITATION AND ABUSE (PSEA) AND ACCOUNTABILITY TO AFFECTED POPULATIONS (AAP) OF THE EVALUATION AND EVALUATION TEAM**

53. PSEA and AAP are included as evaluation questions and lines of inquiry in the evaluation matrix. The extent to which and how PSEA, protection and AAP are applied in design, implementation and monitoring and evaluation will be assessed and reported.

54. However, the evaluation team is also accountable for the prevention of sexual exploitation and abuse and for ensuring protection and AAP protection activities in the evaluation. To fulfil this responsibility, the following methodological provisions are proposed (Table 37).

**Table 37: WFP Armenia Country Strategic Plan Evaluation (CSPE) 2019–2025: Measures to strengthen protection, Accountability to Affected Populations (AAP) and Prevention of Sexual Exploitation and Abuse (PSEA) in the evaluation activities**

Activity	Measures to ensure protection, AAP and PSEA in the evaluation activities
<b>Planning and preparation</b>	<ul style="list-style-type: none"> <li>Design of data collection methods, ensuring confidentiality and consent. For Key Informant Interview (KII) protocols, this includes ensuring that respondents feel safe and confident to provide feedback. For group interviews or focus group discussions (FGDs), this includes planning for disaggregation by sex and age, if and where needed, ensuring that participants have the space to speak freely.</li> <li>Prepare briefing notes and conduct briefings at the start of evaluation activities (including field visits).</li> <li>Share summary terms of reference (ToR) for information and briefing purposes.</li> <li>Plan interviews and specific field visits to be prepared in a timely way; special permission is requested to fast-track the planning of field visits and interviews with key stakeholders prior to the final approval of the Inception Report.</li> </ul>
<b>Information provision</b>	<ul style="list-style-type: none"> <li>For KIIs, provide full information to all interviewees about the use of their data, and confidentiality provisions.</li> <li>For any concerns arising within the data collection phase about protection issues, take the advice of the Office of Evaluation (OEV) and/or Armenia Country Director.</li> <li>Ask all participants in FGD or group meeting participants to provide explicit informed consent. This means that they will fully understand the purpose of the discussion, and how their information will be used, and they will agree to participate. Participants will be made fully aware that it is not mandatory to answer any question or to participate, and that they are free to leave at any time. All FGD participants will be treated with dignity, respect and kindness. No children and youth will participate in any of the FGDs/interviews.</li> <li>During interviews and field visits, the purpose and scope of the evaluation will be explained to stakeholders; ToR shared upon request, along with the timeline and context of the evaluation.</li> <li>Provide Information and conduct interviews at national level; this can be done by the national evaluation team member in the Armenian language or with proper translation facilities in case stakeholders do not feel comfortable to express themselves in English.</li> <li>Where needed, the evaluation team will request WFP and partners to provide an introduction of the evaluation to key informants and stakeholders (ensuring confidentiality of stakeholders and respondents in the evaluation). If introductions are done by WFP in person, the data collection will only take place after the WFP staff member has left the room or online meeting.</li> </ul>
<b>Consent and Consultation</b>	<ul style="list-style-type: none"> <li>At the start and end of each interview, request informed consent regarding the use of interview findings, assuring confidentiality of all KIIs in the evaluations.</li> <li>Conduct interviews, particularly those with beneficiaries – if and where required, these will be conducted among different team members and key informants of the same sex.</li> <li>End the interviews with an open question to provide feedback and recommendations to the evaluation team, WFP and partners.</li> <li>In group interviews, enable individual participants to provide inputs in written and confidential form, in case they do not want to express opinions in the group.</li> </ul>
<b>Complaints and feedback</b>	<ul style="list-style-type: none"> <li>Share evaluation team's email addresses with interviewees to provide follow-up feedback in writing.</li> <li>Explain to participants that they can complain about the evaluation process and conduct. This can be done through the WFP evaluation manager in OEV, CSPE focal point in country office or project manager in Lattanzio.</li> </ul>
<b>Follow-up evaluation actions</b>	<ul style="list-style-type: none"> <li>Inform all stakeholders about the next steps and follow-up of evaluation activities, as relevant.</li> <li>Ensure full confidentiality of all respondents (KIIs and group meeting and FGD participants) in the final report, no opinion can be attributed to any person.</li> <li>At the end of the evaluation process, consider sharing final findings of the evaluation with stakeholder groups, at the discretion of WFP at country office, Regional Bureau Cairo and OEV.</li> </ul>

Source: Elaboration by evaluation team

# Annex X Evaluation matrix

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis approach
<b>Evaluation Question 1: To what extent and in what ways is the Country Strategic Plan (CSP) evidence based and strategically focused to address the needs of the most vulnerable to food and nutrition insecurity?</b>					
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?					
1.1.1 Quality and frequency of analysis of needs in relation to changes in circumstances/ context	<ul style="list-style-type: none"> <li>- Methodology, structure and contents of context, risk and needs analyses</li> <li>- Quality and correctness of available data on food security, nutrition, poverty and vulnerability</li> <li>- Realization of new and/or revision of existing analyses after larger changes in context</li> </ul>	<ul style="list-style-type: none"> <li>- Frequency of context and risk analyses and time elapsed after occurrence of larger (quick and slow onset) changes in context</li> <li>- Specific references in CSP and actions to context, risk and needs analysis</li> <li>- Quality (degree of strategy and realism) of rationale to introduce budget revisions (BRs) and other new actions (special attention to COVID-19 and Nagorno-Karabakh refugees)</li> </ul>	<ul style="list-style-type: none"> <li>- WFP: CSP, annual plans and (donor) reports; context and needs assessments; gender and age assessments; Vulnerability Assessment and Mapping (VAM); risk registers, Armenia related reviews and evaluations</li> <li>- Decentralized Evaluation (DE) School feeding evaluation report</li> <li>- Government of Armenia policies, strategies, plans, Sustainable Development Goal (SDG) plans and reports</li> <li>- Country studies by other sources</li> <li>- WFP (country office (CO), Regional Bureau Cairo (RBC)) management and staff</li> <li>- Government representatives</li> <li>- Cooperating partners</li> <li>- Representatives of beneficiary groups</li> </ul>	<ul style="list-style-type: none"> <li>- Document review</li> <li>- Semi-structured KIIs</li> <li>- Group interviews</li> </ul>	<ul style="list-style-type: none"> <li>- Context and political economy analysis</li> <li>- Gender, Protection from Sexual Exploitation and Abuse (PSEA), social inclusion and Accountability to Affected Populations (AAP) analysis</li> <li>- Content analysis Key Informant Interviews (KIIs)</li> <li>- Data triangulation</li> </ul>
1.1.2 Extent to which the Government of Armenia, key partners and beneficiary groups were involved in CSP planning and	<ul style="list-style-type: none"> <li>- Involvement and consultations with key stakeholders including the Government, partners and beneficiaries</li> <li>- How and where were expectations and suggestions of stakeholders considered in CSP?</li> </ul>	<ul style="list-style-type: none"> <li>- Percentage of stakeholder groups from stakeholder mapping actively involved in CSP design and (re)planning</li> <li>- Appreciation by key stakeholders of inclusion of their interests and needs in CSP design and (re)planning</li> <li>- Number and kind of stakeholders' interests that were not included in CSP</li> </ul>	<ul style="list-style-type: none"> <li>- WFP: CSP, annual plans and (donor) reports; context and needs assessments; gender and age assessments; VAMs, risk registers, Armenia-related reviews and evaluations</li> <li>- DE school feeding evaluation report</li> <li>- WFP (CO) Management and staff</li> <li>- Government representatives</li> <li>- Cooperating partners</li> </ul>	<ul style="list-style-type: none"> <li>- Document review</li> <li>- Semi-structured KIIs</li> <li>- Group Interviews</li> </ul>	<ul style="list-style-type: none"> <li>- Gender, PSEA, social inclusion and AAP analysis</li> <li>- Content analysis KIIs</li> <li>- Data triangulation</li> </ul>

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis approach
revisions			- Representative beneficiary groups		
1.1.3 Extent to which CSP (and its specific interventions) focuses on most vulnerable and marginalized groups and includes gender equality and women's empowerment (GEWE, PSEA and AAP)	<ul style="list-style-type: none"> <li>- Inclusion of specific marginalized groups and vulnerable people in CSP (re)planning</li> <li>- Inclusion of protection and empowerment aspects (GEWE, PSEA) and accountability (AAP) to vulnerable and marginalized groups in CSP design and (re)planning</li> </ul>	<ul style="list-style-type: none"> <li>- Number and kind of explicit references in CSP to specific vulnerable and marginalized groups (people living with disabilities, displaced, women, youth, elderly) and to GEWE, PSEA and AAP</li> <li>- Recognition and appreciation CSP's inclusiveness and GEWE, PSEA and AAP principles by key partners and stakeholder groups</li> </ul>	<ul style="list-style-type: none"> <li>- WFP: CSP, annual plans and (donor) reports; context, needs, gender and age assessments; VAMs; risk registers, Armenia-related reviews and evaluations</li> <li>- DE school feeding evaluation report</li> <li>- WFP (CO) Management and staff</li> <li>- Government representatives</li> <li>- Cooperating partners</li> <li>- Representative beneficiary groups</li> </ul>	<ul style="list-style-type: none"> <li>- Document review</li> <li>- Semi-structured KIIs</li> <li>- Group Interviews</li> </ul>	<ul style="list-style-type: none"> <li>- Gender, PSEA, social inclusion and AAP analysis</li> <li>- Content analysis KIIs</li> <li>- Data triangulation</li> </ul>
<b>1.2 To what extent and in what ways was the CSP designed to support national priorities, the United Nations cooperation framework and the SDGs, and what has been WFP's added value in Armenia?</b>					
1.2.1 Extent to which and how CSP objectives are aligned to national policies, strategies and plans of Government of Armenia	<ul style="list-style-type: none"> <li>- Inclusion of Government policies and plans on nutrition, food security, climate change, emergency preparedness and mitigation in CSP</li> <li>- Government's appreciation of WFP's competencies in developing and improving policies and plans</li> <li>- Diverging visions of Government and WFP on policies and plans on the items listed above</li> </ul>	<ul style="list-style-type: none"> <li>- Percentage of match Strategic Outcomes (SOs)/actions in CSP with national policy, strategies and plans and recognized by Government and WFP</li> <li>- Number and kind of national nutrition, food security, emergency preparedness and mitigation priorities not included in CSP</li> <li>- Number of issues on which diverging visions exist and issues on which these were mitigated</li> </ul>	<ul style="list-style-type: none"> <li>- WFP: CSP plans and reports; context and needs assessments.</li> <li>- Armenia-related reviews and evaluations</li> <li>- Government policies, strategies, plans programmes, SDG plans and reports</li> <li>- DE school feeding evaluation report</li> <li>- WFP (CO) Management and staff</li> <li>- Government representatives</li> <li>- Cooperating partners</li> <li>- United Nations and international partners</li> </ul>	<ul style="list-style-type: none"> <li>- Document review</li> <li>- WFP indicator review</li> <li>- Semi-structured KIIs</li> <li>- Group Interviews</li> </ul>	<ul style="list-style-type: none"> <li>- Context and political economy analysis</li> <li>- Indicator analysis</li> <li>- Content analysis KIIs</li> <li>- Data triangulation</li> </ul>
1.2.2 Extent to which and how CSP objectives are aligned to United Nations Sustainable Development Cooperation Framework	<ul style="list-style-type: none"> <li>- Translation of hunger, climate change and partnership related SDGs in/under SOs in CSP</li> <li>- Gaps in WFP's CSP planning and implementation regarding SDGs 2 &amp; 17 related elements in UNSCDF</li> <li>- Participation of WFP in mechanisms of United Nations programming and mutual alignment of its partners</li> </ul>	<ul style="list-style-type: none"> <li>- Percentage of match of SOs/Actions in CSP with SDGs and UNSCDF objectives</li> <li>- Assessment of relevance of WFP and its CSP by national and United Nations stakeholders to achieve SDGs in Armenia (<i>ToC Ass.</i>)</li> <li>- Assessment of WFP's alignment (in objectives and programming) with UNSCDF by: a) different United Nations partners; b) key national partners</li> </ul>	<ul style="list-style-type: none"> <li>- WFP: CSP plans and reports</li> <li>- Government: SDG plans and reports</li> <li>- United Nations plans and reports, including specific plans and reports for Armenia</li> <li>- WFP (CO, RBC, headquarters) management and staff</li> <li>- Government representatives</li> <li>- Cooperating partners</li> <li>- United Nations and international partners</li> </ul>	<ul style="list-style-type: none"> <li>- Document review</li> <li>- WFP indicator review</li> <li>- Semi-structured KIIs</li> <li>- Group Interviews</li> </ul>	<ul style="list-style-type: none"> <li>- Context and political economy analysis</li> <li>- Indicator analysis</li> <li>- Content analysis KIIs</li> <li>- Data triangulation</li> </ul>

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis approach
(UNSCDF) and SDGs	(ToC Ass.)				
1.2.3 Specific experience and expertise of WFP recognized as complementary competencies by stakeholders in Armenia, United Nations and donor community (ToC Ass.)	<ul style="list-style-type: none"> <li>National partners perception of progress of United Nations acting as one and WFP's role in this (ToC-Assessment)</li> <li>United Nations partners' perception of WFP's specific role and contribution in UNSCDF</li> <li>Donors' perception of WFP's competencies and role in partnerships</li> </ul>	<ul style="list-style-type: none"> <li>Assessment/appreciation of WFP's comparative advantage within United Nations by: a) key United Nations partners; b) key national partners; and c) by donors</li> <li>Appreciation of complementarity of United Nations agencies (acting) as one and WFP's role in United Nations by key national partners</li> <li>Number and kind of situations in which complementarity of WFP has been challenged (and mitigated)</li> </ul>	<ul style="list-style-type: none"> <li>WFP: CSP plans and reports</li> <li>United Nations plans and reports, including specific plans and reports for Armenia</li> <li>WFP (CO, RBC, headquarters) management and staff</li> <li>Government representatives</li> <li>Cooperating partners</li> <li>United Nations and international partners</li> <li>Civil society in Armenia</li> <li>Private sector in Armenia</li> </ul>	<ul style="list-style-type: none"> <li>Document review</li> <li>Semi-structured KIIs</li> </ul>	<ul style="list-style-type: none"> <li>Content analysis KIIs</li> <li>Data triangulation</li> </ul>
1.3 To what extent is the CSP design internally coherent and based on an implicit theory of change (ToC) with realistic assumptions?					
1.3.1 Complementarity and coherence of specific SOs and related activities after initial design and subsequent budget revisions	<ul style="list-style-type: none"> <li>Views of: a) internal country office (CO) staff; and b) external stakeholders on coherence and complementarity of the CSP</li> <li>Existence of different SOs/Actions in the CSP that mutually reinforce each other</li> </ul>	<ul style="list-style-type: none"> <li>Perception of implementation of SOs in CSP in silos or in synergy by: a) WFP CO; b) key partners</li> <li>Number and kind of actions that link SOs in CSP and reinforce each other</li> <li>Number and kind of actions in CSP that contradict each other</li> </ul>	<ul style="list-style-type: none"> <li>WFP: CSP plans and reports</li> <li>DE school feeding evaluation report</li> <li>WFP (CO, RBC) management and staff</li> <li>Government representatives</li> <li>Cooperating partners</li> <li>United Nations international partners</li> </ul>	<ul style="list-style-type: none"> <li>Document review</li> <li>ToC workshops</li> <li>Semi-structured KIIs</li> </ul>	<ul style="list-style-type: none"> <li>ToC reconstruction</li> <li>Content analysis KIIs</li> <li>Data triangulation</li> </ul>
1.3.2 Existence and quality of ToC and related assumptions at CSP and specific interventions level	<ul style="list-style-type: none"> <li>Existing (implicit) ToC prepared by the CO</li> <li>Recognition of reconstructed ToC and its assumptions during inception phase by WFP CO staff</li> <li>Materialization of assumptions during CSP implementation</li> </ul>	<ul style="list-style-type: none"> <li>Existence of a ToC for the CSP/BRs</li> <li>Match of reconstructed ToC with Line of Sight, logframes, etc.</li> <li>Number and kind of assumptions not materialized during CSP implementation</li> <li>Missing assumptions in ToC (reconstructed) that limited CSP outcome realization</li> </ul>	<ul style="list-style-type: none"> <li>WFP: CSP, annual plans and (donor) reports.</li> <li>DE school feeding evaluation report</li> <li>WFP (CO, RBC, headquarters) management and staff</li> <li>Government representatives</li> <li>Cooperating partners</li> <li>United Nations and international partners</li> </ul>	<ul style="list-style-type: none"> <li>Document review</li> <li>ToC workshops</li> <li>Semi-structured KIIs</li> </ul>	<ul style="list-style-type: none"> <li>ToC reconstruction</li> <li>Content analysis KIIs</li> <li>Data triangulation</li> </ul>
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 the COVID-19 pandemic, the escalation of hostilities in and around Karabakh region and evolution in the economic landscape?					

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis approach
1.4.1 Quality and timeliness of strategic and operational revisions to ensure continued relevance and complementarity of WFP in Armenian context (humanitarian crises, emergencies and economic landscape)	<ul style="list-style-type: none"> <li>- Tools and mechanisms of WFP to monitor external developments and application in times of crisis</li> <li>- Speed and focus of CO responses to economic challenges, COVID-19 and other crises</li> <li>- What were changes in overall international/United Nations frameworks due to COVID-19 and war/Nagorno-Karabakh refugee influx and what strategic role has WFP played in these changes?</li> </ul>	<ul style="list-style-type: none"> <li>- Number and kind of revisions made in CSP (re)planning responding to crises and economic challenges</li> <li>- Time elapsed until revisions were completed in new planning and activities to respond to crises</li> <li>- Assessment of international/United Nations community on WFP's strategic role in COVID-19 and other crises responses</li> </ul>	<ul style="list-style-type: none"> <li>- WFP: CSP, annual plans and (donor) reports; country briefs; situation reports; Armenia related reviews and evaluations; BR-narratives; emergency assessments</li> <li>- Government policies, strategies and plans</li> <li>- WFP (CO, RBC, headquarters) management and staff</li> <li>- Government representatives</li> <li>- Cooperating partners</li> <li>- United Nations and international partners</li> <li>- Civil society in Armenia</li> <li>- Private sector in Armenia</li> </ul>	<ul style="list-style-type: none"> <li>- Document review</li> <li>- Semi-structured KIIs</li> <li>- Group Interviews</li> </ul>	<ul style="list-style-type: none"> <li>- Context and political economy analysis</li> <li>- Gender, PSEA, social inclusion and AAP analysis</li> <li>- Content analysis KIIs</li> <li>- Contribution analysis</li> <li>- Data triangulation</li> </ul>
1.4.2 Quality and timeliness of WFP to establish new partnerships to respond to crisis situations and national (geo)political economic developments	<ul style="list-style-type: none"> <li>- Strategy and approach towards new partnerships, particularly in crisis situations</li> <li>- Complementarity of competencies of partners to respond to crisis situation and to establish humanitarian-development nexus</li> </ul>	<ul style="list-style-type: none"> <li>- Number and kind of partnerships established to respond to crisis situations</li> <li>- Time elapsed until partnerships in crisis situations became operational</li> <li>- Appreciation of complementarity of competencies of WFP and partners acting in crisis situations and to establish humanitarian-development nexus</li> </ul>	<ul style="list-style-type: none"> <li>- WFP: CSP, annual plans and (donor) reports; country briefs; situation reports; Armenia-related reviews and evaluations</li> <li>- WFP (CO, RBC) management and staff</li> <li>- Government representatives</li> <li>- Cooperating partners</li> <li>- United Nations and international partners</li> </ul>	<ul style="list-style-type: none"> <li>- Document review</li> <li>- Semi-structured KIIs</li> <li>- Group Interviews</li> </ul>	<ul style="list-style-type: none"> <li>- Context and political economy analysis</li> <li>- Content analysis KIIs</li> <li>- Contribution analysis</li> <li>- Data triangulation</li> </ul>
1.4.3 Capacity of CO in Armenia to draw upon lessons learned (tools, methods, insights) from other relevant contexts and sources to support development and innovation in CSP	<ul style="list-style-type: none"> <li>- Exchange and learning activities that took place throughout CSP implementation</li> <li>- What has been the utility of experiences and knowledge obtained through triangular and South-South exchange for Armenia's specific challenges</li> </ul>	<ul style="list-style-type: none"> <li>- Number and kind of lessons from abroad integrated in CSP design and (re)planning</li> <li>- Appreciation of innovativeness of CSP design and implementation by: a) WFP-staff; and b) external stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>- WFP: CSP, annual plans and (donor) reports, Mid-Term Review (MTR) of the CSP</li> <li>- DE school feeding evaluation report</li> <li>- WFP (CO, RBC, headquarters) management and staff</li> <li>- Government representatives</li> <li>- Cooperating partners</li> <li>- United Nations and international partners</li> </ul>	<ul style="list-style-type: none"> <li>- Document review</li> <li>- Semi-structured KIIs</li> <li>- Focus group (CO staff)</li> </ul>	<ul style="list-style-type: none"> <li>- Context and political economy analysis</li> <li>- Gender, PSEA, social inclusion and AAP analysis</li> <li>- Content analysis KIIs</li> <li>- Contribution analysis</li> <li>- Data triangulation</li> </ul>

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis approach
					triangulation
<b>Evaluation Question 2: What difference did the CSP make to food security and nutrition of food-insecure and other crisis-affected populations in Armenia?</b>					
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 these contribute to the expected outcomes of the CSP? Were there any unintended outcomes, positive or negative?					
2.1.1 The extent to which coverage achievement and outcomes match original and revised (BR) planning targets	<ul style="list-style-type: none"> <li>- Output and outcome indicator reporting and identification of key areas of variation in implementation (in terms of underachievement and overachievement)</li> <li>- Specific contributions of WFP to the SOs in the CSP</li> </ul>	<ul style="list-style-type: none"> <li>- Percentage of output and outcome indicators that were fully achieved (or in line with planning)</li> <li>- Plausibility of explanations provided on outputs and outcomes that were underachieved or overachieved</li> <li>- Recognized WFP contributions to recognized outcomes by internal and external stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>- WFP: CSP plans and reports; country briefs; BRs; COMET datasets; Country Monitoring and Evaluation (M&amp;E) Plan and data; monitoring reports</li> <li>- DE school feeding evaluation report</li> <li>- WFP (CO) management and staff</li> <li>- Government representatives and partners</li> <li>- Cooperating partners</li> </ul>	<ul style="list-style-type: none"> <li>- Document review</li> <li>- ToC workshop</li> <li>- WFP indicator review</li> <li>- Semi-structured KIIs</li> </ul>	<ul style="list-style-type: none"> <li>- ToC reconstruction</li> <li>- Indicator analysis</li> <li>- Content analysis KIIs</li> <li>- Contribution analysis</li> <li>- Capacity analysis</li> <li>- Data triangulation</li> </ul>
2.1.2 What have been internal and external factors that positively or negatively influenced coverage and outcomes?	<ul style="list-style-type: none"> <li>- Internal factors in WFP influencing coverage and outcomes (CO, RBC and headquarters)</li> <li>- External actors and factors influencing coverage and outcomes: a) partner level; b) country-level, international level; and c) donor-level</li> </ul>	<ul style="list-style-type: none"> <li>- Size of variations in coverage and outcomes with subsequent BRs related with causes of variations</li> <li>- Balance between positive and negative factors influencing coverage and outcomes: a) internal; and b) external</li> </ul>	<ul style="list-style-type: none"> <li>- WFP: CSP, annual plans and (donor) reports; BRs and pipeline; COMET datasets; Country M&amp;E Plan and data; monitoring reports</li> <li>- DE school feeding evaluation report</li> <li>- WFP (CO) management and staff</li> <li>- Government representatives and partners</li> <li>- Cooperating partners</li> <li>- United Nations and international partners</li> <li>- Civil society and private sector in Armenia</li> </ul>	<ul style="list-style-type: none"> <li>- Document review</li> <li>- ToC workshop</li> <li>- WFP indicator review</li> <li>- Semi-structured KIIs</li> <li>- Case studies</li> <li>- Field visits</li> </ul>	<ul style="list-style-type: none"> <li>- ToC reconstruction</li> <li>- Indicator analysis</li> <li>- Content analysis KIIs</li> <li>- Contribution analysis</li> <li>- Capacity analysis</li> <li>- Data triangulation</li> </ul>
2.1.3 What have been unintended outcomes of CSP implementation?	<ul style="list-style-type: none"> <li>- Unintended and unplanned developments and outcomes that were reported</li> <li>- Contribution of WFP to these unintended and unplanned outcomes</li> </ul>	<ul style="list-style-type: none"> <li>- Number and kind of unintended and unplanned outcomes reported</li> <li>- Balance between positive and negative unintended and unplanned outcomes</li> <li>- Number and kind of unintended and unplanned outcome where external stakeholders recognize contribution of WFP</li> </ul>	<ul style="list-style-type: none"> <li>- WFP: CSP, annual plans and (donor) reports; Country M&amp;E Plan and data; monitoring reports</li> <li>- DE school feeding evaluation report</li> <li>- WFP (CO) management and staff</li> <li>- Government representatives and partners</li> <li>- Cooperating partners</li> <li>- United Nations and international partners</li> <li>- Civil society and private sector in Armenia</li> </ul>	<ul style="list-style-type: none"> <li>- Document review</li> <li>- WFP indicator review</li> <li>- Semi-structured KIIs</li> <li>- Case studies</li> <li>- Field visits</li> </ul>	<ul style="list-style-type: none"> <li>- Indicator analysis</li> <li>- Content analysis KIIs</li> <li>- Contribution analysis</li> <li>- Capacity analysis</li> <li>- Data triangulation</li> </ul>
2.2 To what extent did WFP contribute to achievement of cross-cutting aims (protection and AAP; GEWE; disability, nutrition integration; environment) and adhere to humanitarian principles?					

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis approach
2.2.1 Contribution to achievement of cross-cutting aims in direct programme implementation and in capacity strengthening of Government of Armenia and cooperating partners	<ul style="list-style-type: none"> <li>- Cross-cutting aims inclusion in CSP actions and challenges in doing so at: a) WFP-level; and b) WFP-partner level</li> <li>- Evolving of capacities of partners to incorporate cross-cutting objectives in policy and programme development and implementation (<i>ToC-Ass</i>)</li> <li>- Changes in cross-cutting aims, where external stakeholders recognize a contribution of WFP</li> </ul>	<ul style="list-style-type: none"> <li>- Extent of inclusion of cross-cutting objectives in planning and reporting on all SOs</li> <li>- Ranked contributions to cross-cutting aims achievement under different SOs</li> <li>- Quality of explanations provided when planned contributions to cross-cutting objectives were not achieved</li> <li>- Evidence of transferred capacities to national partners on cross cutting issues</li> </ul>	<ul style="list-style-type: none"> <li>- WFP: CSP, annual plans and (donor) reports; context and needs assessments; gender and age assessments; VAMs; Country M&amp;E Plan</li> <li>- DE school feeding evaluation report</li> <li>- United Nations reports on cross-cutting issues, Sustainable Development Reports</li> <li>- WFP (CO, RBC, headquarters) management and staff</li> <li>- Government representatives and partners</li> <li>- Cooperating partners</li> <li>- Civil society in Armenia</li> </ul>	<ul style="list-style-type: none"> <li>- Document review</li> <li>- WFP indicator review</li> <li>- Semi-structured KIIs</li> <li>- Case studies</li> <li>- Field visits</li> </ul>	<ul style="list-style-type: none"> <li>- Indicator analysis</li> <li>- Gender, PSEA, social inclusion and AAP analysis</li> <li>- Content analysis KIIs</li> <li>- Contribution analysis</li> <li>- Capacity analysis</li> <li>- Data triangulation</li> </ul>
2.2.2 Securing of humanitarian principles in internal and joint implementation of interventions and in capacities of partners	<ul style="list-style-type: none"> <li>- Inclusion of humanitarian principles, protection and AAP in CSP implementation</li> <li>- Inclusion of humanitarian principles in country capacity strengthening (CCS) strategies and actions (<i>ToC Ass.</i>)</li> <li>- Capacities related to humanitarian principles transferred to partners</li> </ul>	<ul style="list-style-type: none"> <li>- Appreciation of WFP's compliance with humanitarian principles, protection and AAP by relevant: a) key partners; b) key beneficiary groups (representatives)</li> <li>- Existence (and mitigation) of challenges in ensuring humanitarian principles, AAP and protection during CSP implementation</li> <li>- Evidence (in plans and actions) of transferred capacities in humanitarian principles, protection and AAP to national partners</li> </ul>	<ul style="list-style-type: none"> <li>- WFP: CSP, annual plans and (donor) reports; context and needs, gender and age assessments; VAMs</li> <li>- DE school feeding evaluation report</li> <li>- United Nations: humanitarian-development nexus and human rights related documents</li> <li>- WFP (CO) management and staff</li> <li>- Government representatives and partners</li> <li>- Cooperating partners</li> <li>- United Nations and international partners</li> <li>- Civil society in Armenia</li> </ul>	<ul style="list-style-type: none"> <li>- Document review</li> <li>- WFP indicator review</li> <li>- Semi-structured KIIs</li> <li>- Case studies</li> <li>- Field visits</li> </ul>	<ul style="list-style-type: none"> <li>- Gender, PSEA, social inclusion and AAP analysis</li> <li>- Content analysis KIIs</li> <li>- Contribution analysis</li> <li>- Capacity analysis</li> <li>- Data triangulation</li> </ul>
2.3 To what extent are achievements under the CSP likely to be sustainable, from a financial, social, institutional and environmental perspective?					
2.3.1 Level of Government of Armenia and key partners' ownership of and commitment to CSP key outcomes and actions (institutional and social)	<ul style="list-style-type: none"> <li>- Implementation of handover and CCS strategies and actions and appreciation by Government and national key partners</li> <li>- Commitment and ownership of key elements of CSP by Government and national partners and by beneficiary groups</li> </ul>	<ul style="list-style-type: none"> <li>- Number and kind of agreements and memorandums of understanding (MoUs) signed with Government and partners to continue CSP actions after handover</li> <li>- Integration of CSP actions in key Government policies, programmes and regulations, etc.</li> <li>- Local ownership of actions by civil society organizations (CSOs) and beneficiary organizations</li> </ul>	<ul style="list-style-type: none"> <li>- WFP: CSP plans and reports.</li> <li>- Government policies, strategies, plans and reports</li> <li>- DE school feeding evaluation report</li> <li>- WFP (CO) management and staff</li> <li>- Government representatives and partners</li> <li>- Cooperating partners</li> </ul>	<ul style="list-style-type: none"> <li>- Document review</li> <li>- Semi-structured KIIs</li> <li>- Case studies</li> <li>- Field visits</li> </ul>	<ul style="list-style-type: none"> <li>- Content analysis KIIs</li> <li>- Contribution analysis</li> <li>- Capacity analysis</li> <li>- Data triangulation</li> </ul>

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis approach
sustainability)					
2.3.2 Capacities of Government of Armenia and cooperating partners to absorb technical assistance (TA) to sustain actions of CSP (institutional sustainability)	<ul style="list-style-type: none"> <li>- Organizational capacities of key partners in CSP implementation</li> <li>- Absorption capacity of TA among Government and cooperating partners to guarantee minimum organizational effectiveness (<i>ToC-Ass</i>)</li> </ul>	<ul style="list-style-type: none"> <li>- Appreciation of CCS interventions (and TA-provision) by Government and key national partners</li> <li>- Organizational capacity analysis of Government and key actors (by WFP and in this evaluation)</li> </ul>	<ul style="list-style-type: none"> <li>- WFP: CSP plans and reports</li> <li>- Government policies, strategies, plans and reports</li> <li>- DE school feeding evaluation report</li> <li>- WFP (CO) management and staff</li> <li>- Government representatives and partners</li> <li>- Cooperating partners</li> </ul>	<ul style="list-style-type: none"> <li>- Document review</li> <li>- Semi-structured KIIs</li> </ul>	<ul style="list-style-type: none"> <li>- Content analysis KIIs</li> <li>- Contribution analysis</li> <li>- Capacity analysis</li> <li>- Data triangulation</li> </ul>
2.3.3. Capacity of Government of Armenia to secure funding and budget for continuation of CSP actions after handover (financial sustainability)	<ul style="list-style-type: none"> <li>- Capacity of Government to allocate state budget to school feeding, social protection, emergency response capacity, climate change mitigation (<i>ToC Ass.</i>)</li> <li>- Capacity of Government to access international funding sources and partners to secure budget for actions mentioned above (<i>ToC Ass.</i>)</li> </ul>	<ul style="list-style-type: none"> <li>- Amount and percent of state budget allocated to school feeding, social protection, emergency responses and climate change mitigation (and trends)</li> <li>- Government access to international funding sources for school feeding, social protection, emergency response capacity and climate change mitigation</li> <li>- Percentage of return on investment in economic activities in CSP</li> </ul>	<ul style="list-style-type: none"> <li>- WFP: CSP plans and reports</li> <li>- Government policies, strategies, plans, budgets and reports</li> <li>- DE school feeding evaluation report</li> <li>- WFP (CO) management and staff</li> <li>- Government representatives and partners</li> <li>- Cooperating partners</li> </ul>	<ul style="list-style-type: none"> <li>- Document review</li> <li>- Semi-structured KIIs</li> </ul>	<ul style="list-style-type: none"> <li>- Content analysis KIIs</li> <li>- Contribution analysis</li> <li>- Capacity analysis</li> <li>- Data triangulation</li> </ul>
2.3.4. Environmental sustainability inclusion in design and implementation CSP actions (environmental sustainability)	<ul style="list-style-type: none"> <li>- Desired and planned environmental effects of CSP actions regarding undesired and unintended effects</li> <li>- Capacities of WFP, Government and cooperating partners to include environmental sustainability in actions</li> </ul>	<ul style="list-style-type: none"> <li>- Existence of environmental impact assessments of key actions in CSP</li> <li>- Number and kind of intended and unintended environmental effects of CSP actions</li> <li>- Organizational capacity analysis of Government and key actors (as under 2.3.2)</li> </ul>	<ul style="list-style-type: none"> <li>- WFP: CSP, annual plans and (donor) reports</li> <li>- Government policies, strategies, plans and reports</li> <li>- DE school feeding evaluation report</li> <li>- WFP (CO) management and staff</li> <li>- Government representatives and partners</li> <li>- Cooperating partners</li> <li>- CSOs and private sector in Armenia</li> </ul>	<ul style="list-style-type: none"> <li>- Document review</li> <li>- Semi-structured KIIs</li> <li>- Case studies</li> <li>- Field visits</li> </ul>	<ul style="list-style-type: none"> <li>- Content analysis KIIs</li> <li>- Contribution analysis</li> <li>- Capacity analysis</li> <li>- Data triangulation</li> </ul>
2.4 To what extent did the CSP facilitate strategic linkages between humanitarian action, development cooperation and contributions to peace in Armenia context?					
2.4.1 Inclusion of strategies and actions that ensure	<ul style="list-style-type: none"> <li>- How is the humanitarian-development-peace (HDP) nexus secured in emergency and</li> </ul>	<ul style="list-style-type: none"> <li>- Examples of development interventions that built upon from previous emergency responses</li> </ul>	<ul style="list-style-type: none"> <li>- WFP: CSP, annual plans and (donor) reports; Armenia related reviews and evaluations</li> </ul>	<ul style="list-style-type: none"> <li>- Document review</li> <li>- WFP indicator</li> </ul>	<ul style="list-style-type: none"> <li>- Context and political economy analysis</li> </ul>

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis approach
linkages of humanitarian interventions with development trajectories (in all relevant projects and stages)	<p>development actions in CSP actions? (ToC Ass.)</p> <ul style="list-style-type: none"> <li>- How has WFP sought to balance its humanitarian approaches with development interventions? (ToC Ass.)</li> </ul>	<ul style="list-style-type: none"> <li>- Stakeholders' perception of WFP's nexus in humanitarian and development work (ToC Ass.)</li> <li>- Proof of analysis conflict sensitivity, disaster-resilience, social cohesion in development and social protection actions</li> </ul>	<ul style="list-style-type: none"> <li>- WFP (CO, RBC, headquarters) management and staff</li> <li>- Government representatives and partners</li> <li>- Cooperating partners</li> <li>- Civil society in Armenia</li> <li>- Private sector in Armenia</li> </ul>	<ul style="list-style-type: none"> <li>- review</li> <li>- ToC workshops</li> <li>- Semi-structured KIIs</li> <li>- Case studies</li> <li>- Field visits</li> </ul>	<ul style="list-style-type: none"> <li>- Indicator analysis</li> <li>- Content analysis</li> <li>KIIs</li> <li>- Data triangulation</li> </ul>
2.4.2 Partnerships to develop and strengthen humanitarian-development-peace nexus	<ul style="list-style-type: none"> <li>- Interests and capacities of United Nations and national partners to strengthen HDP nexus in Armenia</li> <li>- Recognition of WFP's competencies to strengthen HDP nexus (ToC-Ass)</li> <li>- CO's capacity to identify the right partners for development actions</li> </ul>	<ul style="list-style-type: none"> <li>- Identified capacities and gaps in WFP capacities to address HDP challenges</li> <li>- Examples of WFP partnerships that included HDP nexus (ToC Ass.)</li> </ul>	<ul style="list-style-type: none"> <li>- WFP: CSP, annual plans and (donor) reports; Armenia-related reviews and evaluations</li> <li>- WFP (CO, RBC, headquarters) management and staff</li> <li>- Government representatives and partners</li> <li>- Cooperating partners</li> <li>- United Nations and internally displaced persons</li> <li>- CSOs and private sector in Armenia</li> </ul>	<ul style="list-style-type: none"> <li>- Document review</li> <li>- WFP indicator review</li> <li>- Semi-structured KIIs</li> <li>- Case studies</li> <li>- Field visits</li> </ul>	<ul style="list-style-type: none"> <li>- Indicator analysis</li> <li>- Content analysis</li> <li>KIIs</li> <li>- Capacity analysis</li> <li>- Data triangulation</li> </ul>

#### Evaluation Question 3: 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?

3.1.1 Budget implementation rates during the CSP, including its five BRs	<ul style="list-style-type: none"> <li>- Analysis of budget and expenditures</li> <li>- Size of budget in relation with ambitions and implementation capacity of CO (realism of Needs Based Plan)</li> <li>- How have crises (COVID-19, refugees) changed planning to ensure timely expenditure of additional budgets with BRs?</li> </ul>	<ul style="list-style-type: none"> <li>- Percentage of budget expenditures throughout CSP and explanations for underachievements and over achievements, and changes in depletion rates during and after crises</li> <li>- Percentage of available implementation budget compared to needs-based budget</li> </ul>	<ul style="list-style-type: none"> <li>- WFP: CSP, annual plans and (donor) reports; budget, funding and expenditure data and revisions.</li> <li>- DE school feeding evaluation report</li> <li>- WFP (CO) management and staff</li> </ul>	<ul style="list-style-type: none"> <li>- Document review</li> <li>- Financial review</li> <li>- Semi-structured KIIs</li> </ul>	<ul style="list-style-type: none"> <li>- Financial analysis</li> <li>- Content analysis</li> <li>KIIs</li> <li>- Data triangulation</li> </ul>
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Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis approach
3.1.2 Timeliness and appropriateness of mechanisms of WFP to adapt planning and implementation to changes in context and to respond to crises	<ul style="list-style-type: none"> <li>- Stakeholders' perception of timeliness of WFP responses to changes in contexts (compared with other United Nations agencies)</li> <li>- Arrangements and business processes and funding mechanisms in CO to ensure decision making</li> <li>- How have crises changed (timeliness of) implementation of CSP and (emergency) fundraising appeals of the CO?</li> </ul>	<ul style="list-style-type: none"> <li>- Number of steps and elapsed time between steps in decision making on budget (re)planning and implementation</li> <li>- Stakeholders' appreciation of time elapsed after crises and effective crisis responses</li> <li>- Existence of corrective measures to ensure proper and timely responses to budget expenditure challenges</li> </ul>	<ul style="list-style-type: none"> <li>- WFP: CSP, annual plans and (donor) reports; budget and expenditure data and revisions</li> <li>- DE school feeding evaluation report</li> <li>- WFP (CO) management and staff</li> <li>- Government representatives and partners</li> <li>- Cooperating partners</li> </ul>	<ul style="list-style-type: none"> <li>- Document review</li> <li>- Financial review</li> <li>- Semi-structured KIIs</li> </ul>	<ul style="list-style-type: none"> <li>- Financial analysis</li> <li>- Content analysis</li> <li>KIIs</li> <li>- Data triangulation</li> </ul>
3.2 To what extent and in what ways did the country office (CO) reprioritize its interventions to optimize resources and ensure continued relevance and effectiveness in view of funding gaps?					
3.2.1 Optimization of existing resources during CSP implementation and reprioritization of activities, securing inclusion of most vulnerable target groups	<ul style="list-style-type: none"> <li>- Key measures and actions for cost-effective implementation of the CSP included in BRs and in annual planning exercises</li> <li>- Remaining funding gaps in CSP and mitigation actions by the CO</li> <li>- Mechanism to secure inclusion of most vulnerable target groups in (re)prioritization of activities and funds</li> </ul>	<ul style="list-style-type: none"> <li>- Quality narrative of BRs and annual plans</li> <li>- Constraints and gaps in funding that couldn't be resolved during CSP implementation</li> <li>- Examples of reprioritization of activities in the light of available funding resources with attention to most vulnerable target groups</li> </ul>	<ul style="list-style-type: none"> <li>- WFP: CSP plans and reports; budget, funding and expenditure data and BRs</li> <li>- DE school feeding evaluation report</li> <li>- WFP (CO) management and staff</li> <li>- Government representatives and partners</li> <li>- Cooperating partners</li> </ul>	<ul style="list-style-type: none"> <li>- Document review</li> <li>- Financial review</li> <li>- Semi-structured KIIs</li> </ul>	<ul style="list-style-type: none"> <li>- Financial analysis</li> <li>- Content analysis</li> <li>KIIs</li> <li>- Data triangulation</li> </ul>
3.2.2 Corrective measures and additional fundraising to ensure effective CSP implementation and crisis responses	<ul style="list-style-type: none"> <li>- Additional fundraising by CO (and WFP at other levels) to complement existing funds (with BRs and emergencies) (<i>ToC Ass.</i>)</li> <li>- Capacity of CO to take corrective measures and mitigating actions to deal with funding gaps</li> </ul>	<ul style="list-style-type: none"> <li>- Amount of additional funds raised by WFP CO to respond to crisis situations and funding gaps</li> <li>- Corrective measures taken by CO management to ensure cost-effective CSP implementation given existing gaps</li> </ul>	<ul style="list-style-type: none"> <li>- WFP: CSP, annual plans and (donor) reports; budget, funding and expenditure data and BRs</li> <li>- DE school feeding evaluation report</li> <li>- WFP (CO) management and staff</li> <li>- Government representatives and partners</li> <li>- Cooperating partners</li> </ul>	<ul style="list-style-type: none"> <li>- Document review</li> <li>- Financial review</li> <li>- Semi-structured KIIs</li> </ul>	<ul style="list-style-type: none"> <li>- Financial analysis</li> <li>- Content analysis</li> <li>KIIs</li> <li>- Data triangulation</li> </ul>
3.3 To what extent was the CSP delivered in a cost-efficient manner?					
3.3.1 What is cost-efficiency of	<ul style="list-style-type: none"> <li>- Analysis of number of CSP beneficiaries against budget and</li> </ul>	<ul style="list-style-type: none"> <li>- Cost-effectiveness and efficiency ratios during CSP implementation</li> </ul>	<ul style="list-style-type: none"> <li>- WFP: CSP, annual plans and (donor) reports; budget and expenditure data</li> </ul>	<ul style="list-style-type: none"> <li>- Document review</li> </ul>	<ul style="list-style-type: none"> <li>- Financial analysis</li> <li>- Content analysis</li> </ul>

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis approach
delivery of CSP outputs and outcomes regarding size of operations and number of beneficiaries (economies of scale)	expenditures (partially done in inception phase, see Annex XIII. Quantitative overview CSP implementation and results (2019-2024). - Government and national partners' appreciation of economies of scale of WFP's operations in Armenia - Dual-purpose/benefit actions in the CSP	- Average activity-cost for specific beneficiary-groups (against size and characteristics of these groups and multiple beneficiary groups for activities) - Administration and transaction costs for different activity-types	- DE school feeding evaluation report - WFP (CO, RBC, headquarters) management and staff - Government representatives and partners - Cooperating partners	- Financial review - Semi-structured KIIs	KIIs - Data triangulation
3.3.2 What are costs of delivery of SOs and actions in CSP against possible alternative ways of delivery (opportunity costs of WFP delivery)	- Exploration of alternative cost-effective delivery methods and tools with partners - Transaction and transfer costs in different implementation and transfer modalities (in a comparative perspective)	- Evidence of consultations made with key partners on alternative cost-effective measures - Percentage of transfer costs related with cash, food or other transfers (goods, equipment) - Cost-efficiency rates of CO (compared to other WFP countries and other comparative service providers)	- WFP: CSP, annual plans and (donor) reports; budget & expenditure data - DE school feeding evaluation report - WFP (CO, RBC, headquarters) management and staff - Government representatives and partners - Cooperating partners	- Document review - Semi-structured KIIs	- Content analysis KIIs - Data triangulation

#### Evaluation Question 4: 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?

4.1.1 Reliability and diversification of the CSP funding base, including humanitarian and development funding sources	- Characteristics of Armenia (higher-middle-income economy and vulnerability to conflict and disasters) and its effects on interests from donors to fund the CSP - Donor-diversification trends in CSP implementation ( <i>ToC</i> ) - Short-, medium- and long-term funding timeframes for hum. and dev. actions	- Grant duration of available funding for CSP (short, medium, and long term) - Available funds for humanitarian-development nexus and contingency planning - Trend in number and kind of donors (humanitarian-development) ( <i>ToC</i> )	- WFP: CSP, annual plans and (donor) reports; budget, funding and expenditure data; budget revisions - WFP (CO, RBC, headquarters) management and staff - Government representatives and partners - Cooperating partners - United Nations partners - Donors	- Document review - Financial review - Semi-structured KIIs	- Financial analysis - Content analysis KIIs - Triangulation data
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Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis approach
4.1.2 Level of earmarking of CSP funds	<ul style="list-style-type: none"> <li>- How have different key donors influenced contents and course of CSP implementation over time?</li> <li>- Earmarking levels in CSP budgets</li> </ul>	<ul style="list-style-type: none"> <li>- Amount and kind of specific donor-earmarking specified in contracts at outcome, output and activity levels, including trend lines in the past (<i>ToC</i>)</li> </ul>	<ul style="list-style-type: none"> <li>- WFP: CSP, annual plans and (donor) reports; budget, funding and expenditure data; BRs; donor grants agreements</li> <li>- WFP (CO, RBC, headquarters) senior staff</li> <li>- United Nations partners</li> <li>- Donors</li> </ul>	<ul style="list-style-type: none"> <li>- Document review</li> <li>- Financial review</li> <li>- Semi-structured KIIs</li> </ul>	<ul style="list-style-type: none"> <li>- Financial analysis</li> <li>- Content analysis</li> <li>KIIs</li> <li>- Triangulation data</li> </ul>
4.1.3 Quality of pipeline of future funding opportunities for CSP	<ul style="list-style-type: none"> <li>- Strategy and actions of the CO to secure funding of the CSP in the future and in the next CSP cycle</li> </ul>	<ul style="list-style-type: none"> <li>- Composition of the pipeline of CSP funding (for remaining period and next CSP cycle)</li> </ul>	<ul style="list-style-type: none"> <li>- WFP: CSP, annual plans and (donor) reports; budget and expenditure data; budget revisions</li> <li>- WFP (CO, RBC, headquarters) senior staff</li> <li>- Donors</li> </ul>	<ul style="list-style-type: none"> <li>- Document review</li> <li>- Financial review</li> <li>- Semi-structured KIIs</li> </ul>	<ul style="list-style-type: none"> <li>- Financial analysis</li> <li>- Content analysis</li> <li>KIIs</li> <li>- Triangulation data</li> </ul>
4.2 How well and in what ways did WFP establish and leverage strategic and operational partnerships to maximize efficiency, effectiveness and sustainability?					
4.2.1 Partnerships are in place and developed to ensure continued implementation of CSP actions and enhance quality of interventions	<ul style="list-style-type: none"> <li>- Partnerships modalities (with Government and other partners)</li> <li>- Quality of partnerships as seen by partners and WFP</li> <li>- Critical success and failure factors in developing partnerships around the CSP</li> </ul>	<ul style="list-style-type: none"> <li>- Appreciation of complementary of competencies of mutual partners and at United Nations level (<i>ToC</i>)</li> <li>- Examples of successful and non-successful collaborations of WFP with partners</li> <li>- Ranking of key success and failure factors in building and strengthening partnerships</li> </ul>	<ul style="list-style-type: none"> <li>- WFP: CSP, annual plans and (donor) reports; Armenia related evaluations</li> <li>- DE school feeding evaluation report</li> <li>- Partner agreements (field-level agreements and MoUs)</li> <li>- WFP (CO, RBC) management and staff</li> <li>- Government representatives and partners</li> <li>- Cooperating partners</li> <li>- United Nations and international partners</li> <li>- Civil society and private sector in Armenia</li> </ul>	<ul style="list-style-type: none"> <li>- Document review</li> <li>- Semi-structured KIIs</li> <li>- Case studies</li> <li>- Field visits</li> </ul>	<ul style="list-style-type: none"> <li>- Content analysis</li> <li>KIIs</li> <li>- Capacity analysis</li> <li>- Triangulation data</li> </ul>
4.2.2 Capacities of national partners (Government of Armenia and cooperating partners) to continue actions after handover by WFP	<ul style="list-style-type: none"> <li>- Specific capacities and partners needed (existing and possible new ones) to enhance quality of CSP actions</li> <li>- Capacity gaps identified to ensure continuation and handover of CSP actions to national partners</li> </ul>	<ul style="list-style-type: none"> <li>- Organizational capacity analysis of CSP partners (implementation capacity)</li> <li>- Capacity needs/gaps analysis of existing (and possibly new partners) involved in CSP implementation</li> </ul>	<ul style="list-style-type: none"> <li>- WFP: CSP, annual plans and (donor) reports; MTR of CSP; agreements with Government and cooperating partners</li> <li>- DE school feeding evaluation report</li> <li>- WFP (CO) management and staff</li> <li>- Government representatives and partners</li> <li>- Cooperating partners</li> <li>- United Nations and international partners</li> </ul>	<ul style="list-style-type: none"> <li>- Document review</li> <li>- Semi-structured KIIs</li> <li>- Case studies</li> <li>- Field visits</li> </ul>	<ul style="list-style-type: none"> <li>- Content analysis</li> <li>KIIs</li> <li>- Capacity analysis</li> <li>- Triangulation data</li> </ul>

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis approach
4.3 What role have the following factors played: a) Programme integration at design stage and during implementation, across the CSP and at community level; b) Adequacy of human resources; c) Innovation in CSP design & implementation leading to greater efficiency & effectiveness; d) Adequate availability & use of monitoring data to track progress & inform decision making; e) Other internal or external factors.					
4.3.1 Coherence and integration of programme implementation during all stages	<ul style="list-style-type: none"> <li>Mechanisms and practices to coordinate and align units in the CO (and RBC and headquarters) in planning and implementation of CSP</li> <li>Mechanisms and practices to do the same with external partners at national, regional and community level</li> </ul>	<ul style="list-style-type: none"> <li>Perception of integrated, sequences and layered programme implementation of CSP by: a) CO management and staff; and b) external partners</li> <li>Number and kind of mechanisms for internal and external coordination of programme implementation</li> </ul>	<ul style="list-style-type: none"> <li>WFP: CSP, annual plans and (donor) reports; Armenia related evaluations</li> <li>DE school feeding evaluation report</li> <li>WFP (CO, RBC, headquarters) management and staff</li> <li>Government representatives and partners</li> <li>Cooperating partners</li> <li>United Nations and international partners</li> </ul>	<ul style="list-style-type: none"> <li>Document review</li> <li>Semi-structured KIIs</li> </ul>	<ul style="list-style-type: none"> <li>Content analysis KIIs</li> <li>Capacity analysis</li> <li>Triangulation data</li> </ul>
4.3.2 Number and quality of WFP staffing during CSP implementation and adaptation to changing needs	<ul style="list-style-type: none"> <li>Matching of staffing with available budget at CSP and specific SO level (<i>ToC Ass.</i>)</li> <li>Strengths and weaknesses in competencies of CO staff members (<i>ToC Ass.</i>)</li> </ul>	<ul style="list-style-type: none"> <li>Competencies of CO staff in assigned roles (strong, weak and missing) according to: a) CO staff and management; and b) external partners</li> <li>Gender-composition staff of CO (trends)</li> <li>Trends, numbers and kind of staffing</li> </ul>	<ul style="list-style-type: none"> <li>WFP: CSP, annual plans and (donor) reports; staff-lists</li> <li>DE school feeding evaluation report</li> <li>WFP (CO, RBC, headquarters) management and staff</li> <li>Government representatives and partners</li> <li>Cooperating partners</li> </ul>	<ul style="list-style-type: none"> <li>Document review</li> <li>Semi-structured KIIs</li> </ul>	<ul style="list-style-type: none"> <li>Content analysis KIIs</li> <li>Capacity analysis</li> <li>Triangulation data</li> </ul>
4.3.3 Innovation of methods and technologies and approaches in WFP's CSP implementation and how these led to greater efficiency and effectiveness	<ul style="list-style-type: none"> <li>What new methods, technologies and approaches were introduced during CSP implementation</li> <li>Recruitment of new staff members to ensure implementation of innovations</li> <li>Effects innovations on efficiency and effectiveness (<i>ToC Ass.</i>)</li> </ul>	<ul style="list-style-type: none"> <li>Number and kind of new methods, technologies and innovations</li> <li>Appreciation of innovations and key staff members at the CO by external partners</li> <li>percent of savings (monetary, in kind and staff time) because of changed technologies, methods and tools</li> </ul>	<ul style="list-style-type: none"> <li>WFP: CSP, annual plans and (donor) reports; Armenia-related evaluations</li> <li>DE school feeding evaluation report</li> <li>WFP (CO) managers and staff</li> <li>Government representatives and partners</li> <li>Cooperating partners</li> </ul>	<ul style="list-style-type: none"> <li>Document review</li> <li>Semi-structured KIIs</li> <li>Case studies</li> <li>Field visits</li> </ul>	<ul style="list-style-type: none"> <li>Content analysis KIIs</li> <li>Capacity analysis</li> <li>Triangulation data</li> </ul>
4.3.4 Quality and timeliness of M&E data and use of M&E to track progress and inform planning and decision making	<ul style="list-style-type: none"> <li>Frequency and methods of M&amp;E data collection</li> <li>M&amp;E data use for tracking of progress and input for management decisions?</li> <li>How does management look at quality and timeliness of M&amp;E data?</li> </ul>	<ul style="list-style-type: none"> <li>Evidence of use of M&amp;E data in revisions in management decisions of the CO</li> <li>Timeliness of management decisions based on M&amp;E and learning according to CO management and staff members</li> <li>Evidence of other data that were used in taking management decisions by the CO</li> </ul>	<ul style="list-style-type: none"> <li>WFP: CSP, annual plans and (donor) reports; budget revisions; Country M&amp;E Plan; dashboards; monthly monitoring reports</li> <li>DE school feeding evaluation report</li> <li>WFP (CO) management and staff</li> </ul>	<ul style="list-style-type: none"> <li>Document review</li> <li>Semi-structured KIIs</li> </ul>	<ul style="list-style-type: none"> <li>Content analysis</li> <li>of interview data</li> <li>Triangulation data</li> </ul>

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis approach
	<ul style="list-style-type: none"> <li>- Other data types used to inform management decisions of CO</li> </ul>				
4.3.5 Other key internal and external and expected and unexpected factors and actors that have influenced the course and speed of CSP implementation	<ul style="list-style-type: none"> <li>- What are the most important enabling and limiting factors that have influenced goals achievement in the CSP according to internal and external actors?</li> <li>- To what extent and how are recent global challenges (e.g. COVID-19, and inflation) influencing capacities of Government to achieve SDG 2 related results?</li> </ul>	<ul style="list-style-type: none"> <li>- Ranking of enabling and disabling factors for performance and goals achievement by the CO and its cooperating partners</li> <li>- Evidence and examples of effective CO actions to reap benefits from enabling factors and mitigate influence of limiting factors or to grasp new opportunities</li> <li>- Specific influences on CSP implementation (COVID-19, 2020 conflict, Karabakh-crisis in 2023, climate change; geopolitical contexts (Ukraine, Gaza, etc.)</li> </ul>	<ul style="list-style-type: none"> <li>- WFP: CSP, annual plans and (donor) reports; Early warning lists; market assessment updates; rapid needs assessments</li> <li>- DE school feeding evaluation report</li> <li>- Government policies, strategies, plans programmes, SDG plans, reports</li> <li>- United Nations reports</li> <li>- Country studies by other sources</li> <li>- WFP (CO, RBC, headquarters) managers and staff</li> <li>- Government representatives and partners</li> <li>- Cooperating partners</li> <li>- United Nations and International partners</li> <li>- CSOs and private sector in Armenia</li> </ul>	<ul style="list-style-type: none"> <li>- Document review</li> <li>- review</li> <li>- Semi-structured KIIs</li> <li>- Case studies</li> <li>- Field visits</li> <li>- Focus group (CO staff)</li> </ul>	<ul style="list-style-type: none"> <li>- Content analysis KIIs</li> <li>- Contribution Analysis</li> <li>- Capacity analysis</li> <li>- Triangulation data</li> </ul>

# Annex XI Key Informants overview

55. The evaluation team interviewed relevant stakeholders both remotely and during the inception field mission. Remote inception briefing meetings and interviews took place from 25 to 27 March 2024. The team leader travelled to Yerevan for the inception mission from 8 to 12 April, and online interviews continued until 15 April 2024.

**Table 38: Evaluation WFP Armenia CSPE 2019–2025: Inception phase briefing meetings (March 2024)**

Organization	F	M
Decentralized Evaluation team member	1	
WFP – Armenia Country Office	3	3
WFP – Headquarters	2	1
WFP – Headquarters (Office of Evaluation)	2	
<b>Total</b>	<b>8</b>	<b>4</b>

**Table 39: Evaluation WFP Armenia CSPE 2019–2025: Inception mission interviews (April 2024)**

Organization	Multiple	F	M
Armenian National Agrarian University			1
Embassy of the Russian Federation in Armenia		1	1
Food and Agriculture Organization of the United Nations		2	2
Green Lane		1	
Ministry of Labor and Social Affairs		1	
Ministry of Territorial Administration and Infrastructure			1
Mission Armenia		1	
School Feeding and Child Welfare Agency		1	
Swiss Development Cooperation			1
United Nations Resident Coordinator's Office		1	1
United Nations Population Fund		1	
UNICEF		2	
WFP Country Office		12	4
WFP Headquarters/Office of Evaluation		2	
Wholegrain value chain partner	Multiple		
World Vision Armenia		2	
Transformative school feeding	Multiple		
<b>Total</b>		<b>27</b>	<b>11</b>

Briefing meeting, Monday 8 April: Office of Evaluation and Armenia FO team (on-site and online).

Theory of change (ToC) mini-workshop 1, Monday 8 April 2024: Office of Evaluation and Armenia Field Office team (on-site and online).

ToC Mini-workshop 1, Friday 12 April 2024: Office of Evaluation and Armenia Field Office team (on-site and online).

Debriefing Meeting, Friday 12 April 2024: Office of Evaluation and Armenia Field Office team (on-site and online).

**Table 40: Evaluation WFP Armenia CSPE 2019–2025: Field mission interviews (July 2024)**

Organization/unit	Sex		
	Multiple	F	M
WFP – Armenia Country Office		7	5
WFP – Regional Bureau Cairo (RBC)		4	1
WFP – Headquarters		1	
Ministry of Education, Science, Culture and Sport		1	
Ministry of Labor and Social Affairs		1	
Ministry of Health		1	
Ministry of Economy (Agriculture related department)			1
Ministry of Territorial Administration and Infrastructure			1
National School Feeding and Child Welfare Agency		1	
Unified Social Services		1	
Marz governments, Tavush			2
Marz governments, Syunik		1	
Marz governments, Gegharkunik			3
Communities/municipalities, Ijevan			1
Communities/municipalities, Vardenis			2
Communities/municipalities, Tegh			2
World Vision		2	2
Mission Armenia		1	
Green Lane		1	
New Society Institute (Tavush based community-based organization)			1
Work and Motherland		1	
Strategic Development Agency			1
Armenian National Agrarian University (ANAU)			1
Center for Humanitarian Demining and Expertise		1	3
House of Hope Charity Centre			1
Cooperatives/hubs, Berd			1
Cooperative/Company, Ijevan		1	
Khndzoresk collection hub	Multiple		1
Bakery Vardenis		1	1
Farmers' Group Tegh	Multiple	1	
Sotk beneficiary family		1	
Berd cooperative	Multiple		
School 1: Tavush province		2	
School 2: Gegharkunik province		1	

School 3: Syunik province		1	
United Nations Resident Coordinator's Office		1	
Food and Agriculture Organization of the United Nations		2	1
UNICEF		1	1
United Nations High Commissioner for Refugees		1	1
United Nations Population Fund		1	
World Bank		1	
Eurasian Development Bank			1
Asian Development Bank		1	1
French Embassy		1	
US Agency for International Development		1	
European Commission – DG ECHO			1
Yeremyan (milk processing company)			1
Shtigen LLC			2
Azatek HEK LLC			1
Harut Avagyan Gurgeni P/E		1	
Median Hotel LLC		2	
FINCA		1	1
Center for Agribusiness & Rural Development		2	
Armenian Caritas benevolent NGO		1	2
Fund for Armenian Relief		1	
Children of Armenia Fund		1	
Caucasus Research Resource Centers		1	
Public TV		1	
WFP – Iraq Country Office		1	
WFP – Kyrgyzstan Country Office			1
WFP – Brazil Country Office			2
Ministry of Education in Iraq		1	
Insan Leilek Public Foundation		2	
Industrial Food Services Institute		1	
Decentralized Evaluation School Feeding Evaluation Team		1	
<b>Total</b>	<b>3</b>	<b>59</b>	<b>46</b>

## Annex XII Quantitative overview CSP implementation and results (2019–2024)

### Reach of beneficiaries

Table 41: WFP Armenia T-ICSP 2018 and CSP 2019–2025: Summary of planned and actual beneficiaries by sex

	T-ICSP (2018)			CSP (2019–2025)																				
	2018			2019			2020			2021			2022			2023			2024**					
	Planned	Actual	%	Planned	Actual*	%	Planned	Actual	%	Planned	Actual	%	Planned	Actual	%	Planned	Actual	%	Planned	Actual	%			
Female	31,850	31,082	97.6%	32,617	27,556	84.5%	68,965	63,342	91.8%	53,648	85,399	159.2%	73,740	16,441	22.3%	39,260	34,850	88.8%	58,775	38,654	64%			
Male	36,650	35,028	95.6%	35,883	30,301	84.4%	68,535	67,460	98.4%	49,132	75,217	153.1%	71,610	17,695	24.7%	36,240	34,441	95.0%	59,225	38,650	65%			
<b>Total beneficiaries</b>	<b>68,500</b>	<b>66,110</b>	<b>96.5%</b>	<b>68,500</b>	<b>57,857</b>	<b>84.5%</b>	<b>137,500</b>	<b>130,802</b>	<b>95.1%</b>	<b>102,780</b>	<b>160,616</b>	<b>156.3%</b>	<b>145,350</b>	<b>34,136</b>	<b>23.5%</b>	<b>75,500</b>	<b>69,291</b>	<b>91.8%</b>	<b>118,000</b>	<b>77,306</b>	<b>64%</b>	<b>113,000</b>	<b>-</b>	<b>-</b>

Source: CM-R001b – Annual\_Country\_Beneficiaries\_(CSP)\_v1.5\_extracted 29Jul; 2024 actual UNIQUE beneficiaries\_extracted 15 July 2024

\* It should be noted that the ACR (T-ICSP) 2019 reports a different total number of beneficiaries reached (61,991) and clarification with country office will be sought on any double counting in 2019.

\*\* Please note that data disaggregated by sex indicate a total of 77,304 beneficiaries, while aggregated data indicate a total of 77,306 beneficiaries.

Table 42: WFP Armenia T-ICSP 2018: Summary of planned and actual beneficiaries by age group

Age	T-ICSP (2018)		
	Planned	Actual	%
Children (under 5 years)	595	434	72,9%
Children (5-18 years)	61.615	61.088	99,1%
Adults (18 +)	6.290	4.588	72,9%
<b>Total beneficiaries</b>	<b>68.500</b>	<b>66.110</b>	<b>96,5%</b>

Source: COMET report CM-R001b, data extracted on 19 January 2024

Table 43: WFP Armenia CSP 2019–2025: Summary of planned and actual beneficiaries by age group

Age	CSP (2019–2025)																2025				
	2019			2020			2021			2022			2023			2024			2025		
	Planned	Actual	%	Planned	Actual	%	Planned	Actual	%	Planned	Actual	%	Planned	Actual	%	Planned	Actual*	%	Planned	Actual	%
Children (0-23 months)	255	219	85,9%	2.625	1.887	71,9%	6.416	7.709	120,1%	2,942	328	11.2%	2,115	2,611	123,5%	1,455	3,090	209%	1,200	-	-
Children (24-59 months)	4.625	3.904	84,4%	7.875	2.271	28,8%	9.299	13.203	142,0%	7,280	2,326	31.9%	3,525	2,808	79,7%	5,855	3,090	52%	5,430	-	-
Children (5-11 years)	56.480	47.586	84,3%	53.500	83.799	156,6%	40.048	62.343	155,7%	39,435	24,976	63,3%	5,640	5,490	97,3%	50,200	6,187	12%	49,520	-	-
Children (12-17 years)	595	512	86,1%	6.125	2.568	41,9%	7.282	11.538	158,4%	9,694	1,030	10,6%	4,935	9,560	193,7%	4,145	11,595	275%	3,550	-	-
Adults (18-59 years)	5.100	4.392	86,1%	52.500	34.634	66,0%	24.521	46.247	188,6%	69,330	4,157	6,0%	46,950	36,543	77,8%	48,100	39,427	81%	44,850	-	-
Adults (60+ years)	1.445	1.244	86,1%	14.875	5.643	37,9%	15.213	19.576	128,7%	16,669	1,319	7,9%	12,335	12,279	99,5%	8,245	13,914	166%	8,450	-	-
<b>Total beneficiaries</b>	<b>68.500</b>	<b>57.857</b>	<b>84,5%</b>	<b>137.500</b>	<b>130.802</b>	<b>95,1%</b>	<b>102.780</b>	<b>160.616</b>	<b>156,3%</b>	<b>145,350</b>	<b>34,136</b>	<b>23,5%</b>	<b>75,500</b>	<b>69,291</b>	<b>91,8%</b>	<b>118,000</b>	<b>77,304</b>	<b>64%</b>	<b>113,000</b>	<b>-</b>	<b>-</b>

Source: CM-R001b – Annual\_Country\_Beneficiaries\_(CSP)\_v1.5\_extracted 22Apr; 2024 actual UNIQUE beneficiaries\_extracted 15 July 2024

\* Please note that data disaggregated by age indicate a total of 77,304 beneficiaries, while aggregated data indicate a total of 77,306 beneficiaries.

Table 44: WFP Armenia CSP 2019–2025: Summary of planned and actual beneficiaries by resident status

By residence status	T-ICSP (2018)			CSP (2019–2025)														
	2018			2019			2020			2021			2022			2023		
	Planned	Actual	%	Planned	Actual	%	Planned	Actual	%	Planned	Actual	%	Planned	Actual	%	Planned	Actual	%
Residents	68.500	66.110	68.500	57.859	137.500	130.802	102.780	160.615	145.350	34.138	75.500	11.030						
Refugees	0	0	0	0	0	0	0	0	0	0	0	58.261						
<b>Total beneficiaries</b>	<b>68.500</b>	<b>66.110</b>	<b>68.500</b>	<b>57.859</b>	<b>137.500</b>	<b>130.802</b>	<b>102.780</b>	<b>160.615</b>	<b>145.350</b>	<b>34.138</b>	<b>75.500</b>	<b>69.291</b>						

Source: Armenia CSP ACRs 2018-2023; CM-R001b – Annual\_Country\_Beneficiaries\_(CSP)\_v1.5\_extracted 29Jul

**Table 45: WFP Armenia CSP 2019–2025: Planned and actual Tier 1 beneficiaries by activity and transfer modality**

Year	Strategic Outcome (SO)	Activities	Transfer modality	Planned beneficiaries	Actual beneficiaries*	%
2018	SO1	Act 2. 2 - SMP	Food	67,000	58,603	87%
			CBT	13,500	13,523	100%
2019	SO1	Act 1 - SMP	Food	68,500	57,859	84%
			CBT	-	-	-
	SO4	Act 4 - URT	Food	-	-	-
			CBT	-	-	-
2020	SO1	Act 1 - SMP	Food	57,500	61,076	106%
			CBT	15,000	28,332	189%
	SO4	Act 4 - URT	Food	80,000	43,076	54%
			CBT	80,000	-	0%
2021	SO1	Act 1 - SMP	Food	40,250	60,449	150%
			CBT	17,252	7,708	45%
	SO4	Act 4 - URT	Food	-	85,568	-
			CBT	62,531	13,401	21%
2022	SO1	Act 1 - SMP	Food	20,750	12,250	59%
			CBT	17,600	16,791	95%
			CS	3,000	-	0%
	SO2	Act. 6 - CSI	Food	5,000	-	0%
			CBT	2,000	480	0%
			Food	1,000	-	0%
			CS	10,000	870	9%
	SO4	Act 4 - URT	Food	30,000	2,966	10%

			CBT	55,000	780	1%
2023	SO1	Act 1 - SMP	Food	-	-	-
			CBT	-	210	-
	SO2	Act 5 - ACL	Food	-	-	-
			CBT	5,000	-	-
		Act 6 - CSI	CS	-	717	-
			Food	500	-	-
	SO4	Act 4 - URT	CBT	3,000	6,705	224%
			Food	15,000	49,980	333%
			CBT	52,000	3,184	6%
			CS	-	214	-
2024	SO1	Act 1 - SMP	CV	-	8,281	-
			CS	3,000	-	-
	SO2	Act 6 - CSI	CBT	50,000	-	-
			CS	15,500	-	-
			CBT	5,000	-	-
			Cash	-	6,468	-
			Food	15,000	54,650	364%
	SO4	Act 4 - URT	CBT	30,000	16,186	54%

Source: CM-R002b\_-\_Annual\_Beneficiaries\_by\_Strategic\_Outcome,\_Activity\_and\_Modality\_(CSP)\_v1.1\_extracted 19Jan2024; 2024 actual UNIQUE beneficiaries\_extracted 15 July 2024; CM-R030\_-\_Actual\_Beneficiary\_Adjustment\_OUTPUT\_(FREE-TEXT)\_-Tag\_V1.0\_extracted 03 May 2024; CM-P017a\_Adj\_Bens\_&\_Parts\_-\_Total\_by\_Output\_(free\_text)\_v1.0\_extracted 27august 2024; CM-R023\_-\_Actual\_Beneficiary\_Adjustment\_CSP\_PROGRAMME\_AREA\_v1.2\_03May; CM-R020\_-\_Adj\_Pars\_&\_Bens\_by\_Act\_Tag\_Ben\_Grp\_Gender\_Age\_Grp\_v1.3\_extracted 19Jan24.xlsx

Abbreviations: SMP: school meal activities; CSI: institutional capacity strengthening activities; URT: unconditional resource transfers to support access to food; CBT: cash-based transfer; CS: capacity strengthening; CV: commodity voucher

\* Please note that there may be some overlap in the number of beneficiaries.

**Table 46: WFP Armenia CSP 2019–2025: Total actual beneficiaries by transfer modality**

	Transfer modalities	Act.2.2 - SMP (School meal activities)	Act 1 - SMP (School meal activities)	Act 4 - URT (Unconditional resource transfers to support access to food)	Act 6 - CSI (Institutional capacity strengthening activities)	Act 5 - ACL (Asset creation and livelihood support activities)
2018	Food	58,603				
	CBT	13,523				
2019	Food		57,859			
	CBT					
2020	Food		61,076	43,076		
	CBT		28,332			
2021	Food		60,449	85,568		
	CBT		7,708	13,401		
2022	Food		12,250	2,966		
	CBT		16,791	780	480	
	CS					870
2023	Food			49,980		
	CBT		210	3,184	6,705	
	CS			214		717
	CV			8,281		
2024	Food			54,650		
	CBT			16,186	6,468	

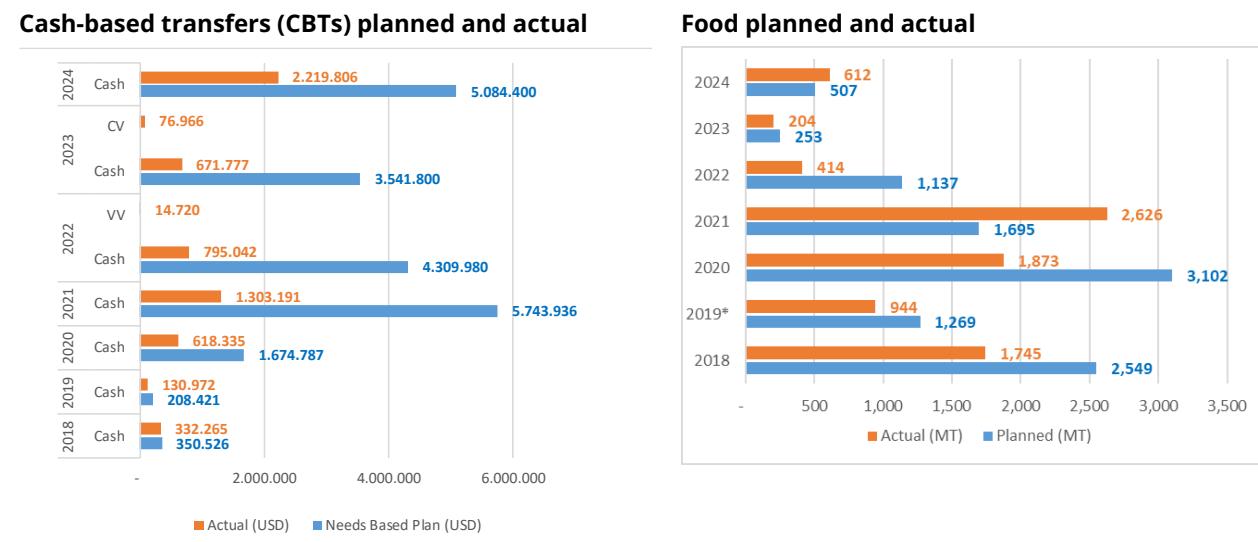
Source: CM-R002b – Annual\_Beneficiaries\_by\_Strategic\_Outcome,\_Activity\_and\_Modality\_(CSP)\_v1.1\_extracted 19Jan24; 2024 actual UNIQUE beneficiaries\_extracted 15 July 2024

**Table 47: WFP Armenia CSP 2019–2025: Summary of planned and actual food transfers**

SO	Group of products	2018			2019			2020			2021			2022			2023			2024		
		Planned (t)	Actual (t)	%	Planned (t)	Actual (t)	%	Planned (t)	Actual (t)	%												
SO1	Cereals & Grains	2,226,000	1,515,383	68.1%	3,439,000	2,220,781	64.6%	4,034,000	550,493	13.6%	2,961,000	445,488	15%	851,000	345,265	40.6%	-	-	-	-	-	-
	Oils & Fats	137,400	92,390	67.2%	212,300	133,634	62.9%	249,000	65,382	26.3%	182,700	24,012	13.1%	52,500	22,850	43.5%	-	-	-	-	-	-
	Pre-packaged Food Parcels	-	-	-	-	-	-	803,867	-	-	803,800	-	-	-	-	-	-	-	-	-	-	-
	Pulses & Vegetables	185,400	137,230	74.0%	286,800	195,064	68%	336,000	76,005	22.6%	245,700	67,777	27.6%	70,500	13,448	19.1%	-	-	-	-	-	-
SO2	Cereals & Grains	-	-	-	-	-	-	-	-	-	-	-	-	246,300	-	0.0%	12,630	-	0%	12,630	-	0%
	Oils & Fats	-	-	-	-	-	-	-	-	-	-	-	-	28,500	-	0.0%	1,050	-	0%	1,050	-	0%
	Pulses & Vegetables	-	-	-	-	-	-	-	-	-	-	-	-	44,700	-	0.0%	2,670	-	0%	2,670	-	0%
SO4	Cereals & Grains	-	-	-	-	-	-	1,267,200	213,150	16.8%	-	335,670	-	757,800	-	0.0%	378,900	-	0%	378,900	-	0%
	Meat	-	-	-	-	-	-	-	16,380	-	-	79,601	-	-	3,506	-	-	-	-	-	-	-
	Oils & Fats	-	-	-	-	-	-	158,400	19,688	12.4%	-	31,386	-	63,000	326	0.5%	31,500	-	0%	31,500	-	0%
	Pre-packaged Food Parcels	-	-	-	-	-	-	-	-	-	-	637,083	-	-	28,441	-	-	204,235	-	-	612,484	-
	Pulses & Vegetables	-	-	-	-	-	-	158,400	128,500	81.1%	-	201,495	-	160,200	-	0.0%	80,100	-	0%	80,100	-	0%
	Miscellaneous	-	-	-	-	-	-	-	-	-	-	27	-	-	-	-	-	-	-	-	-	-

Sources: CM-C002\_Comparison\_-\_Monthly\_MT\_v1.4\_extracted 19Jan24; CM-A002\_Actuals-Commodities-09-2023to2024, by location, donor\_extracted 16July; CM-C002\_Comparison\_-\_Monthly\_MT\_v1.4\_08.08.24

**Figure 17: WFP Armenia CSP 2019–2025: food distribution and CBT (planned and actuals, 2018–2023)**



Note: VV = Value vouchers; CV = Commodity vouchers.

Please note that data correspond to the CSP 2019–2025.

Source: CM-R014\_Food\_and\_CBT\_v2.1\_NEW\_CRF\_extracted 19Jan24; CM-C002\_Comparison\_-\_Monthly\_MT\_v1.4\_08.08.24; CM-P006\_Monthly\_Food\_and\_CBT\_Source-NBP\_08.08.24

## COUNTRY OFFICE EXPENDITURES PER STAFF MEMBER

Figure 18: Bottom 15 countries by expenditure per WFP staff member (2023)

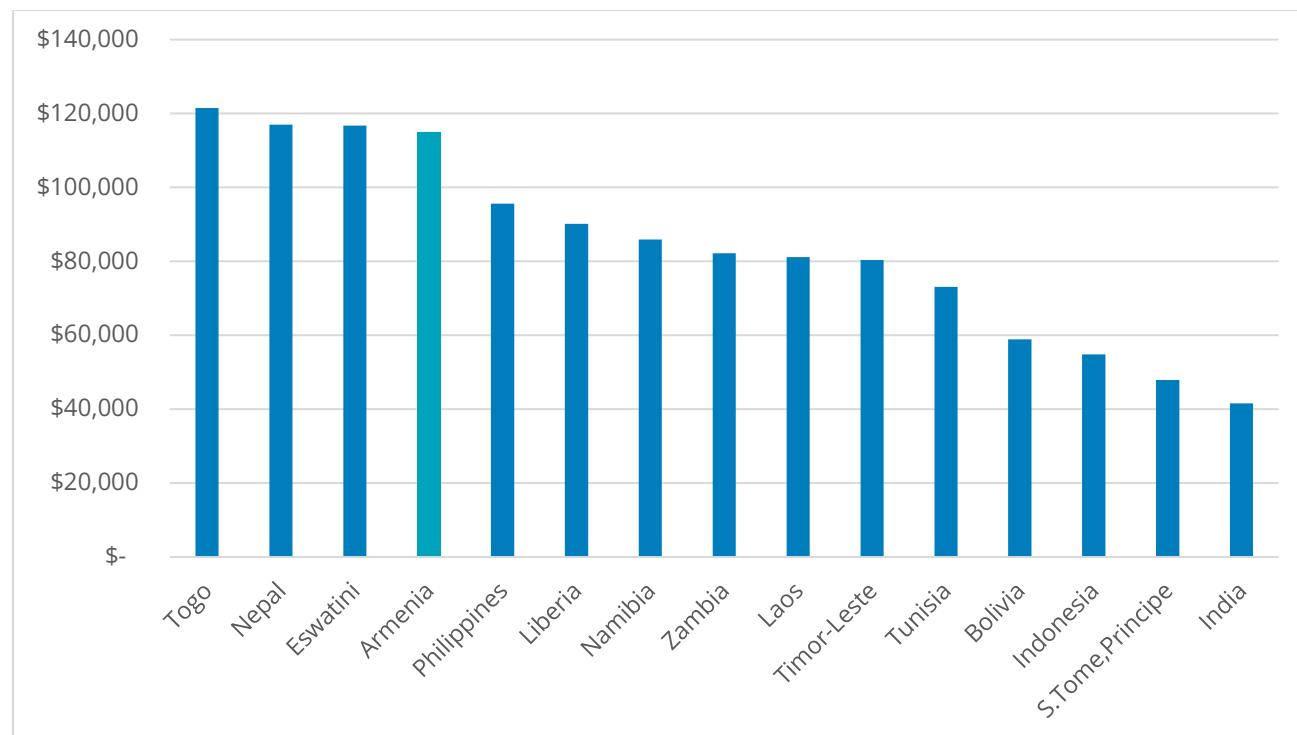


Figure 19: Staffing and expenditure of WFP country offices with 40–60 staff members (2023)

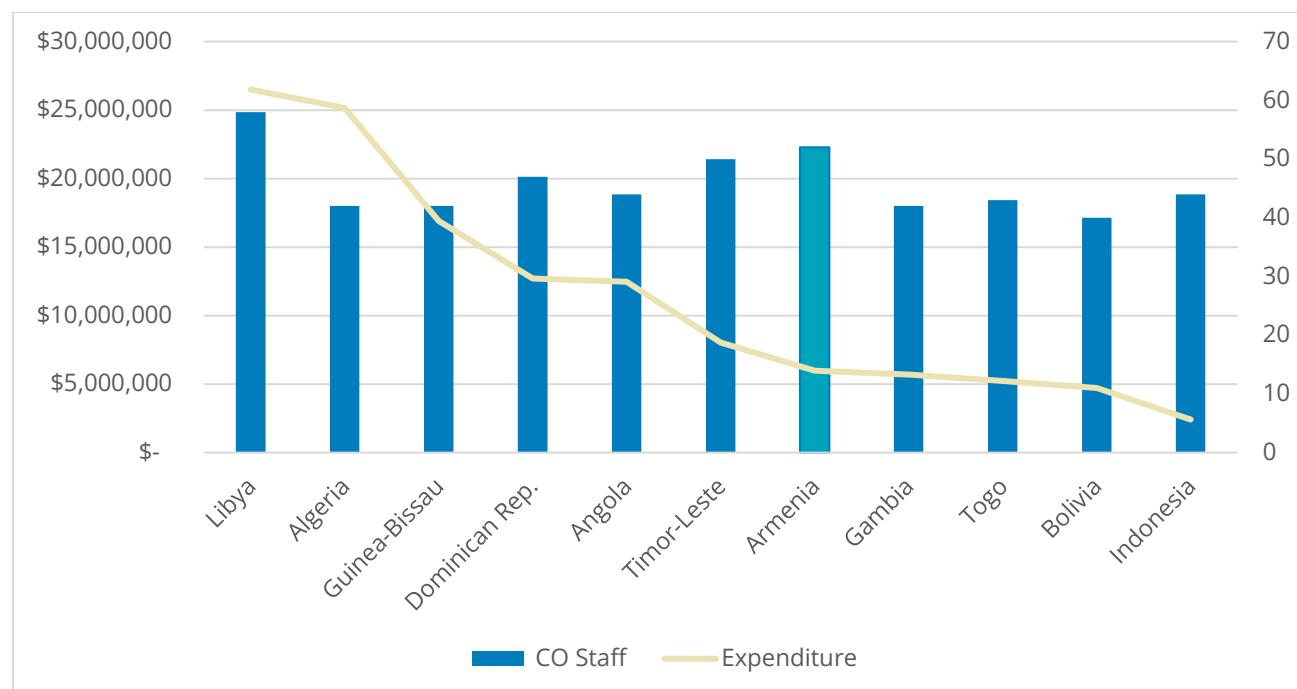
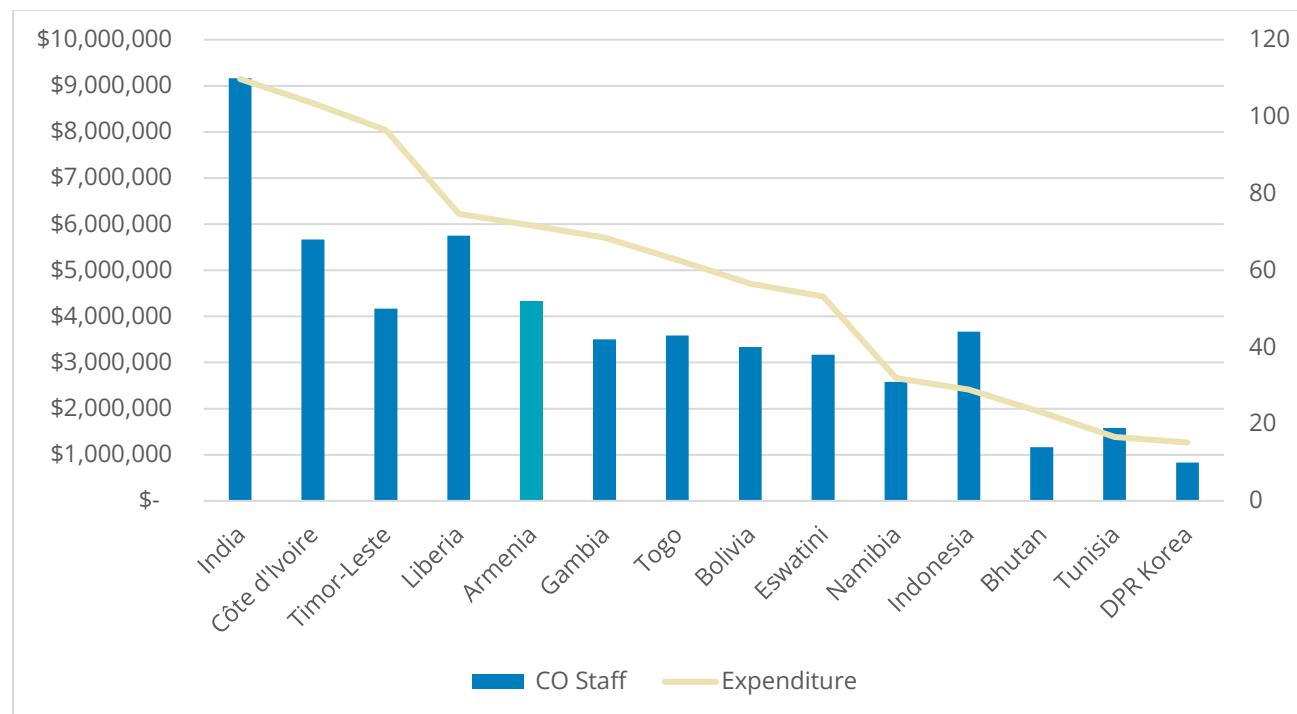


Figure 20: Staffing and expenditure of WFP country offices spending between USD 1m and USD 10m (2023)



## CSP PERFORMANCE DATA

**Table 48: WFP Armenia CSP 2019–2025: Output indicators achievement rates**

Output	Output indicator	Unit	ACR 2019			ACR 2020			ACR 2021			ACR 2022			ACR 2023				
			% of realization 2019			% of realization 2020			% of realization 2021			% of realization 2022			% of realization 2023				
			Female	Male	Total														
<b>Strategic Outcome 01: All primary school students in Armenia have reliable access to safe, adequate and nutritious food by 2023 *</b>																			
Activity 1.1 Provide and facilitate technical, policy and institutional support to government.																			
C: All primary schoolchildren in Armenia benefit from improved capacity of national authorities to design, manage and implement the nationwide school meals programme aiming to improve nutrition.																			
Number of people engaged in capacity strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities (new)	Number of government/national partner staff receiving technical assistance (TA) and training*	Individual			100%														
Number of cooks trained in nutrition and healthy cooking	Number of cooks trained in nutrition and healthy cooking	Individual																	
Number of studies and assessments supported	Number of studies and assessments supported	Assessment																	
L: Children in WFP-assisted schools benefit from improved schools facilities to prepare safe and nutritious meals.																			
Amount of investments in equipment made, by type	Amount of investments in equipment made*	USD			98%														
N*: Children in WFP-assisted schools benefit from improved schools facilities to prepare safe and nutritious meals.																			
Number of schools with infrastructure rehabilitated or constructed	Number of schools with infrastructure rehabilitated or constructed*	Unit			100%														
Activity 1.2 Conduct school meals activities (in-kind and cash-based transfer) to targeted schools and children																			
A: Children in WFP-supported schools receive meals every school day to contribute to their adequate nutrition and to maintain high attendance rates.																			
Number of institutional sites assisted	Number of primary schools assisted by WFP*	School			95%														
Value of non-food items distributed	Value of non-food items distributed	USD																	
N*: Children in WFP-supported schools receive meals every school day to contribute to their adequate nutrition and to maintain high attendance rates.																			
Average number of school days per month on which multifortified or at least four food groups were provided (nutrition-sensitive indicator)	Average number of school days per month on which multifortified or at least four food groups were provided (nutrition-sensitive indicator) *	Days			100%														
Feeding days as percentage of total school days	Feeding days as percentage of total school days*	%			100%														
<b>Strategic Outcome 01: Vulnerable populations in Armenia, including schoolchildren, have access to adequate and nutritious food year round</b>																			
Activity 1 Strengthen and complement the national school feeding programme to facilitate handover to the Government																			
A: Schoolchildren in the targeted areas receive a nutritious, hot, diversified meal every day they attend school to meet their basic food and nutrition needs																			
Beneficiaries receiving food transfers	Beneficiaries receiving food transfers - Activity supporters - School feeding (on-site) *	Individual	86%	86%	86%	65%	65%	65%	59%	58%	58%	48%	48%	48%					

Output	Output indicator	Unit	ACR 2019			ACR 2020			ACR 2021			ACR 2022			ACR 2023		
			% of realization 2019			% of realization 2020			% of realization 2021			% of realization 2022			% of realization 2023		
			Female	Male	Total												
Beneficiaries receiving food transfers	Beneficiaries receiving food transfers - Students (primary schools) - School feeding (on-site) *	Individual	84%	84%	84%	77%	77%	77%	74%	77%	76%	60%	60%	60%			
Beneficiaries receiving food transfers	Beneficiaries receiving food transfers - Activity supporters - General distribution	Individual				-	-	N/A									
Beneficiaries receiving food transfers	Beneficiaries receiving food transfers - Activity supporters - School feeding (alternative take-home rations)	Individual				-	-	N/A	N/A	N/A	N/A						
Beneficiaries receiving food transfers	Beneficiaries receiving food transfers - All - School feeding (alternative take-home rations)	Individual				-	-	N/A									
Beneficiaries receiving food transfers	Beneficiaries receiving food transfers - Students (primary schools) - School feeding (alternative take-home rations)	Individual				-	-	N/A	N/A	N/A	N/A						
Beneficiaries receiving food transfers	Beneficiaries receiving food transfers - Children (pre-primary) - School feeding (on-site)	Individual										N/A	N/A	N/A			
Beneficiaries receiving cash-based transfers	Beneficiaries receiving cash-based transfers - Students (primary schools) - School feeding (on-site) *	Individual	N/A	N/A	N/A	-	-	N/A									
Beneficiaries receiving cash-based transfers	Beneficiaries receiving cash-based transfers - Activity supporters - School feeding (on-site) *	Individual	N/A	N/A	N/A	86%	86%	86%	66%	66%	66%	86%	86%	86%			
Beneficiaries receiving cash-based transfers	Beneficiaries receiving cash-based transfers - Students (primary schools) - School feeding (alternative take-home rations)	Individual				-	-	N/A									
Beneficiaries receiving cash-based transfers	Beneficiaries receiving cash-based transfers - Students (primary schools) - School feeding (on-site)	Individual										96%	97%	96%			
Beneficiaries receiving capacity strengthening transfers	Beneficiaries receiving capacity strengthening transfers - Students (primary schools) - School feeding (on-site)	Individual										0%	0%	0%			
Food transfers	Food transfers*	MT			74%							79%			78%		
Cash-based transfers	Cash-based transfers	USD						158%				18%			72%		
Number of institutional sites assisted	Number of primary schools assisted by WFP	School			87%			87%			87%			114%			
Number of girls and boys receiving food/cash-based transfers/commodity vouchers/capacity strengthening transfers through school-based programmes	Number of girls and boys receiving food/cash-based transfers/commodity vouchers/capacity strengthening transfers through school-based programmes - Students (primary schools) -	Individual													N/A	N/A	N/A

Output	Output indicator	Unit	ACR 2019			ACR 2020			ACR 2021			ACR 2022			ACR 2023		
			% of realization 2019			% of realization 2020			% of realization 2021			% of realization 2022			% of realization 2023		
			Female	Male	Total												
	School feeding (on-site)																
Total value of cash transferred to family members of girls and boys benefiting from school-based programmes	Total value of cash transferred to family members of girls and boys benefiting from school-based programmes	USD															N/A
C: Communities benefit from an enhanced national school feeding programme, including nutrition education, enabling them to meet their basic food and nutrition needs																	
Number of capacity strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities (new)	Number of training sessions/workshops organized	Training session			100%			285%			188%			80%			61%
Number of people engaged in capacity strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities (new)	Number of government/national partner staff receiving TA and training	Individual			100%			475%			1197%			135%			100%
Number of national institutions engaged in WFP capacity strengthening activities at national and subnational levels	Number of civil society institutions engaged in WFP capacity strengthening activities	Number															100%
Number of national institutions engaged in WFP capacity strengthening activities at national and subnational levels	Number of national/subnational institutions benefiting from embedded or seconded expertise as a result of WFP capacity strengthening support	Number															100%
Number of people engaged in capacity strengthening initiatives facilitated by WFP to enhance national stakeholders' capacities contributing to Zero Hunger	Number of school administrators and officials trained or certified	Number															179%
Number of people engaged in capacity strengthening initiatives facilitated by WFP to enhance national stakeholders' capacities contributing to Zero Hunger	Number of teachers/educators/teaching assistants trained or certified	Number															75%
D: Communities, including smallholders, benefit from joint efforts to link local production with procurement of school meals to improve their incomes																	
Number of people provided with direct access to energy products or services	Total number of people provided with direct access to energy products or services (productive uses)	Number						148%			108%			112%			
Number of smallholder farmers supported/trained	Number of smallholder farmers supported by WFP	Individual			100%			503%			97%			220%			
Number of people indirectly benefiting (Tier 2) from an asset, knowledge and capacity, commodities and services delivered through WFP programmes or services provision	Number of people indirectly benefiting (Tier 2) from an asset, knowledge and capacity, commodities and services delivered through WFP programmes or services provision	Number															124%
N*: Schoolchildren benefit from rehabilitated school facilities and equipment, including kitchens, that improve delivery of school meals																	

Output	Output indicator	Unit	ACR 2019			ACR 2020			ACR 2021			ACR 2022			ACR 2023		
			% of realization 2019			% of realization 2020			% of realization 2021			% of realization 2022			% of realization 2023		
			Female	Male	Total												
Number of schools with infrastructure rehabilitated or constructed	Number of schools with infrastructure rehabilitated or constructed	Unit			87%			74%			155%			114%			
N*: Schoolchildren in the targeted areas receive a nutritious, hot, diversified meal every day they attend school to meet their basic food and nutrition needs																	
Average number of school days per month on which multivitamin or at least four food groups were provided (nutrition-sensitive indicator)	Average number of school days per month on which multivitamin or at least four food groups were provided (nutrition-sensitive indicator)	Days												100%			
Feeding days as percentage of total school days	Feeding days as percentage of total school days	%			100%			72%			75%			100%			
<b>Strategic Outcome 02: National policies, programmes and systems are strengthened to improve food security and nutrition among targeted groups by 2025</b>																	
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																	
C: National institutions have strengthened capacities to implement a comprehensive nutrition-sensitive national school feeding programme																	
Number of capacity strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities (new)	Number of training sessions/workshops organized	Training session			100%			90%			690%			100%			76%
C: Vulnerable communities benefit from investments in emergency preparedness and improved disaster response capacities in local systems																	
Number of capacity strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities (new)	Number of TA activities provided	Unit												N/A			
Number of national institutions benefiting from embedded or seconded expertise as a result of WFP capacity strengthening support (new)	Number of national institutions benefiting from embedded or seconded expertise as a result of WFP capacity strengthening support (new)	Number						100%						N/A			
C: Vulnerable groups benefit from enhanced national social protection systems and coherent policies to ensure their basic food and nutrition needs are met																	
Number of national institutions benefiting from embedded or seconded expertise as a result of WFP capacity strengthening support (new)	Number of national institutions benefiting from embedded or seconded expertise as a result of WFP capacity strengthening support (new)	Number						100%			100%			160%			
E*: Communities have enhanced awareness of access to and consumption of healthy, nutritious and diverse diets																	
Number of people reached through interpersonal Social and Behaviour Change Communication (SBCC) approaches	Number of people reached through interpersonal SBCC approaches (female)	Number			102%			26%			97%			205%			
Number of people reached through interpersonal SBCC approaches	Number of people reached through interpersonal SBCC approaches (male)	Number			95%			20%			64%			205%			
Number of people reached through SBCC approaches using media	Number of people reached through SBCC approaches using mass media (i.e. national TV programme).	Individual			115%			15%			20%						
Number of people reached through interpersonal SBCC approaches (complementary with UNICEF, FAO, WFP, WHO)	Number of people reached through interpersonal SBCC approaches (complementary with UNICEF, FAO, WFP, WHO) - School feeding (on-site)	Individual														81%	

Output	Output indicator	Unit	ACR 2019			ACR 2020			ACR 2021			ACR 2022			ACR 2023			
			% of realization 2019			% of realization 2020			% of realization 2021			% of realization 2022			% of realization 2023			
			Female	Male	Total													
I: Communities benefit from enhanced national frameworks and policies on food systems in order to improve the availability of nutritious food																		
Number of tools or products developed or revised to enhance national food security and nutrition systems as a result of WFP capacity strengthening support	Number of tools or products developed or revised to enhance national food security and nutrition systems as a result of WFP capacity strengthening support	Number													180%			
I: National institutions have strengthened capacities to implement a comprehensive nutrition-sensitive national school feeding programme																		
Number of tools or products developed or revised to enhance national food security and nutrition systems as a result of WFP capacity strengthening support	Number of tools or products developed or revised to enhance national food security and nutrition systems as a result of WFP capacity strengthening support	Number													100%		25%	
Activity 5. Strengthen national food systems in Armenia, supporting actors along the food value chain																		
Beneficiaries receiving capacity strengthening transfers	Beneficiaries receiving capacity strengthening transfers - All - Food assistance for asset	Individual													9%	9%	9%	
Beneficiaries receiving cash-based transfers	Beneficiaries receiving cash-based transfers - All - Food assistance for asset	Individual													0%	0%	0%	
Beneficiaries receiving food transfers	Beneficiaries receiving food transfers - All - Food assistance for asset	Individual													0%	0%	0%	
Food transfers	Food transfers	Metric Tons (MT)														0%		
Cash-based transfers	Cash-based transfers	USD														0%		7%
Number of people receiving food/cash-based transfers/commodity vouchers/capacity strengthening transfers under food assistance for assets (complementary with ILO, UNDP, World Bank, UNHCR, UNICEF)	Number of people receiving food/cash-based transfers/commodity vouchers/capacity strengthening transfers under food assistance for assets (complementary with ILO, UNDP, World Bank, UNHCR, UNICEF) - All - Food assistance for asset	Individual														N/A	N/A	N/A
Total value of cash transferred to people enrolled in food assistance for assets activities	Total value of cash transferred to people enrolled in food assistance for assets activities	USD																N/A
D: Actors along food value chains have access to climate-sensitive technologies, tools and information to enhance productive capacity and output of nutritious foods																		
Number of people provided with direct access to energy products or services	Total number of people provided with direct access to energy products or services (productive uses)	Number													101%			
Number of smallholder farmers supported with training, inputs, equipment and infrastructure	Number of smallholder farmers supported with training, inputs, equipment and infrastructure - Activity supporters - Smallholder agricultural market support activities	Individual													202%	104%	143%	

Output	Output indicator	Unit	ACR 2019			ACR 2020			ACR 2021			ACR 2022			ACR 2023		
			% of realization 2019			% of realization 2020			% of realization 2021			% of realization 2022			% of realization 2023		
			Female	Male	Total												
Number of assets built, restored or maintained by targeted households and communities, by type and unit of measure	Number of household and school gardens	Number															106%
Number of assets built, restored or maintained by targeted households and communities, by type and unit of measure	Number of water points (ponds, shallow wells, weirs, dams) constructed or rehabilitated	Number															100%
Number of assets built, restored or maintained by targeted households and communities, by type and unit of measure	Total annual capacity, installed, restored or maintained for energy generation or storage	Megawatt															101%
Number of assets built, restored or maintained by targeted households and communities, by type and unit of measure	Total number of climate adaptation assets built, restored or maintained	Number															100%
Number of assets built, restored or maintained by targeted households and communities, by type and unit of measure	Total value of physical assets made more resilient to the effects of climate change and/or more able to reduce greenhouse gas (GHG) emissions	USD															100%
Number of assets built, restored or maintained by targeted households and communities, by type and unit of measure	Hectares of community gardens and orchards established/rehabilitated	ha															100%
Number of assets built, restored or maintained by targeted households and communities, by type and unit of measure	Number of community infrastructure	Number															100%
Number of agricultural and post-harvest inputs, equipment and infrastructures provided	Number of agricultural equipment provided	Number															220%
Number of agricultural and post-harvest inputs, equipment and infrastructures provided	Number of post-harvest management equipment provided	Number															100%
Number of agricultural and post-harvest inputs, equipment and infrastructures provided	Quantity of agricultural inputs provided	Kilograms															100%
E*: Communities have enhanced awareness of access to and consumption of healthy, nutritious and diverse diets																	
Number of people reached through interpersonal SBCC approaches	Number of people reached through interpersonal SBCC approaches (female)	Number													175%		
Number of people reached through interpersonal SBCC approaches	Number of people reached through interpersonal SBCC approaches (male)	Number													175%		
G: Actors along food value chains have access to climate-sensitive technologies, tools and information to enhance productive capacity and output of nutritious foods																	
Number of participants of financial inclusion initiatives promoted by WFP	Number of participants of financial inclusion initiatives promoted by WFP (female)	Individual													83%		
Number of participants of financial inclusion initiatives promoted by WFP	Number of participants of financial inclusion initiatives promoted by WFP (male)	Individual													213%		

Output	Output indicator	Unit	ACR 2019			ACR 2020			ACR 2021			ACR 2022			ACR 2023		
			% of realization 2019			% of realization 2020			% of realization 2021			% of realization 2022			% of realization 2023		
			Female	Male	Total												
Number of participants of financial inclusion initiatives promoted by WFP	Number of participants of financial inclusion initiatives promoted by WFP (overall)	Individual															100%
Number of people benefiting from assets and climate adaptation practices facilitated by WFP's Risk Management activities	Number of people benefiting from assets and climate adaptation practices facilitated by WFP's Risk Management activities	Individual												179%			
Activity 6. Provide support to national institutions to strengthen the national social protection system																	
Beneficiaries receiving cash-based transfers	Beneficiaries receiving cash-based transfers - All - Food assistance for training	Individual											24%	24%	24%		
Beneficiaries receiving food transfers	Beneficiaries receiving food transfers - All - Food assistance for training	Individual											0%	0%	0%		
Food transfers	Food transfers	MT												0%			83%
Cash-based transfers	Cash-based transfers	USD												13%			408%
C: Vulnerable groups benefit from enhanced national social protection systems and coherent policies to ensure their basic food and nutrition needs are met																	
Number of capacity strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities (new)	Number of TA activities provided	Unit												100%			
Number of capacity strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities (new)	Number of tools or products developed	Unit												100%			
Number of people receiving food/cash-based transfers/commodity vouchers/capacity strengthening transfers through livelihood skills training activities	Number of people receiving food/cash-based transfers/commodity vouchers/capacity strengthening transfers through livelihood skills training activities - All - Food assistance for training	Individual												192%	191%	192%	
Number of national institutions engaged in WFP capacity strengthening activities at national and subnational levels	Number of governmental institutions engaged in WFP capacity strengthening activities	Number															100%
Number of national institutions engaged in WFP capacity strengthening activities at national and subnational levels	Number of national/subnational coordination mechanisms supported	Number															100%
Social protection system building blocks supported	Social protection system building blocks supported - Assessment and analysis	Completed/not completed															100%
Social protection system building blocks supported	Social protection system building blocks supported - Platforms and infrastructure	Completed/not completed															0%

Output	Output indicator	Unit	ACR 2019			ACR 2020			ACR 2021			ACR 2022			ACR 2023		
			% of realization 2019			% of realization 2020			% of realization 2021			% of realization 2022			% of realization 2023		
			Female	Male	Total												
Social protection system building blocks supported	Social protection system building blocks supported design of programme features	Completed/not completed															100%
<b>Strategic Outcome 03: Vulnerable populations benefit from improved capacities of national entities and partners to prevent and respond to emergencies</b>																	
Activity 3. Provide on-demand service provision to the Government and other partners																	
H: Affected populations benefit from food security and logistics coordination and information management																	
Number of shared services provided, by type	Number of technical reports shared with cluster partners	Report							100%			100%			200%		
Number of WFP-led clusters operational, by type	Number of WFP-led clusters operational	Unit							100%			200%			N/A		
H: Affected populations benefit from on-demand services to national and international partners in order to timely receive life-saving food and medical supplies																	
Number of shared services provided, by type	Number of services provided	Service							100%								
<b>Strategic Outcome 04: Vulnerable populations in Armenia have access to basic needs and livelihoods during and in the aftermath of a crisis</b>																	
Activity 4. Support to the Government and partners to identify vulnerable populations, provide food assistance and recover livelihoods																	
Beneficiaries receiving cash-based transfers	Beneficiaries receiving cash-based transfers - All - General Distribution	Individual							29%	14%	22%	0%	0%	0%	89%	95%	92%
Beneficiaries receiving cash-based transfers	Beneficiaries receiving cash-based transfers - All - Food assistance for asset	Individual							0%	0%	0%	N/A	N/A	N/A			
Beneficiaries receiving food transfers	Beneficiaries receiving food transfers - All - General Distribution	Individual				28%	26%	27%	N/A	N/A	N/A	9%	8%	9%			
Beneficiaries receiving food transfers	Beneficiaries receiving food transfers - Children - General Distribution	Individual							N/A	N/A	N/A	N/A	N/A	N/A			
Food transfers	Food transfers	MT							48%			N/A			7%		
Cash-based transfers	Cash-based transfers	USD							0%			23%			3%		10%
Number of people in emergency contexts receiving assistance unconditionally or to restore infrastructure and community assets (complementary with UNICEF, United Nations High Commissioner for Refugees (UNHCR), WFP)	Number of people in emergency contexts receiving assistance unconditionally or to restore infrastructure and community assets (complementary with UNICEF, UNHCR, WFP) - All - General distribution	Individual													88%	95%	92%
C: Affected populations benefit from livelihoods interventions and productive assets rebuilt to restore their livelihoods																	
Number of people engaged in capacity strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities (new)	Number of government/national partner staff receiving TA and training	Individual													46%		

Output	Output indicator	Unit	ACR 2019			ACR 2020			ACR 2021			ACR 2022			ACR 2023		
			% of realization 2019			% of realization 2020			% of realization 2021			% of realization 2022			% of realization 2023		
			Female	Male	Total												
Number of people engaged in capacity strengthening initiatives facilitated by WFP to enhance national stakeholder capacities contributing to Zero Hunger	Number of government and public sector staff participating in training and other TA initiatives - Unconditional Resource Transfers (CCS)	Number															91%
Number of people indirectly benefiting (Tier 2) from an asset, knowledge and capacity, commodities and services delivered through WFP programmes or services provision	Number of people indirectly benefiting (Tier 2) from an asset, knowledge and capacity, commodities and services delivered through WFP programmes or services provision - Unconditional Resource Transfers (CCS)	Number															94%
D: People and communities have access to productive assets to better cope with shocks and stressors																	
Number of assets built, restored or maintained by targeted households and communities, by type and unit of measure	Hectares (ha) of agricultural land benefiting from new irrigation schemes (including irrigation canal construction, specific protection measures, embankments, etc.)	ha													118%		
Number of assets built, restored or maintained by targeted households and communities, by type and unit of measure in emergency contexts	Total number of climate adaptation assets built, restored or maintained	Number															124%
Number of assets built, restored or maintained by targeted households and communities, by type and unit of measure in emergency contexts	Hectares for land rehabilitated/benefiting from irrigation infrastructures	ha															97%
Number of assets built, restored or maintained by targeted households and communities, by type and unit of measure in emergency contexts	Kilometres of irrigation canals	km															57%
Number of assets built, restored or maintained by targeted households and communities, by type and unit of measure in emergency contexts	Number of community infrastructures	Number															100%

\*Strategic Outcome 01: 'All primary school students in Armenia have reliable access to safe, adequate and nutritious food by 2023', falls under the Logframe WBS Code AM01, thus the T-ICSP 2018-2019

Source: ACR 2019, 2020, 2021, 2022, 2023

Table 49: WFP Armenia CSP 2019–2025: Cross-cutting indicators achievement rates

Outcome indicator	ACR 2019			ACR 2020			ACR 2021			ACR 2022			ACR 2023		
	% of realization 2019			% of realization 2020			% of realization 2021			% of realization 2022			% of realization 2023		
	Female	Male	Total												
<b>Progress towards gender equality</b>															
Improved gender equality and women's empowerment among WFP-assisted population															
Proportion of food assistance decision-making entity – committees, boards, teams etc. – members who are women	-	-	100	-	-	100	-	-	100%	-	-	100%	-	-	-
Proportion of households where women, men, or both women and men make decisions on the use of food/cash/vouchers, disaggregated by transfers modality/decisions jointly made by women and men	-	-	-	-	-	-	-	-	100	-	-	85%	-	-	111%
Proportion of households where women, men, or both women and men make decisions on the use of food/cash/vouchers, disaggregated by transfers modality/decisions made by men	-	-	-	-	-	-	-	-	18.5	-	-	25%	-	-	100%
Proportion of households where women, men, or both women and men make decisions on the use of food/cash/vouchers, disaggregated by transfers modality/decisions made by women	-	-	-	-	-	-	-	-	100	-	-	91%	-	-	92%
Type of transfer (food, cash, voucher, no compensation) received by participants in WFP activities, disaggregated by sex and type of activity	100	100	100	100	100	100	99.5	-	100%	99.5	66%	100%	-	-	-
<b>Protection</b>															
Affected populations are able to benefit from WFP programmes in a manner that ensures and promotes their safety, dignity and integrity															
Proportion of targeted people accessing assistance without protection challenges*	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Proportion of targeted people receiving assistance without safety challenges	-	-	-	-	-	-	N/A	N/A	99	100%	100%	100%	-	-	-
Proportion of targeted people who report that WFP programmes are dignified	-	-	-	-	-	-	N/A	N/A	96	100%	100%	100%	-	-	-
Proportion of targeted people having unhindered access to WFP programmes	-	-	-	-	-	-	-	-	100	100%	100%	100%	-	-	-

Outcome indicator	ACR 2019			ACR 2020			ACR 2021			ACR 2022			ACR 2023		
	% of realization 2019			% of realization 2020			% of realization 2021			% of realization 2022			% of realization 2023		
	Female	Male	Total												
Percentage of beneficiaries reporting no safety concerns experienced as a result of their engagement in WFP programmes													99.2 %	100%	100%
Percentage of beneficiaries who report being treated with respect as a result of their engagement in programmes													100%	100%	100%
<b>Accountability to affected populations</b>															
Affected populations are able to hold WFP and partners accountable for meeting their hunger needs in a manner that reflects their views and preferences															
Proportion of assisted people informed about the programme (who is included, what people will receive, length of assistance)	100	100	100	100	100	100	N/A	N/A	100	100%	100%	100%			
Proportion of project activities for which beneficiary feedback is documented, analysed and integrated into programme improvements	-	-	100	-	-	100	N/A	N/A	100	-	-	100%			
Country office has an action plan on community engagement													-	-	Yes
<b>Environment</b>															
Targeted communities benefit from WFP programmes in a manner that does not harm the environment															
Proportion of activities for which environmental risks have been screened and as required, mitigation actions identified	-	-	-												
Proportion of field-level agreements (FLAs)/memorandums of understanding (MOUs)/construction contracts for Country Strategic Plan (CSP) activities screened for environmental and social risk				-	-	N/A				-	-	No	-	-	100
<b>Nutrition integration indicators</b>															
Percentage of WFP beneficiaries who benefit from a nutrition-sensitive programme component													100	100	100

Source: Rates calculated by evaluation team.

Table 50: WFP Armenia CSP 2019–2025: Number of output indicators in logframe and ACRs

Activity number*	Logframe						Number of indicators reported in Annual Country Report (ACR)*						Number of indicators with achievements reported in ACR	Number of overall targets achieved =/> 100%	Number of indicators with achievements reported in ACR	Number of overall targets achieved =/> 100%	Number of indicators with achievements reported in ACR	Number of overall targets achieved =/> 100%	Number of indicators with achievements reported in ACR	Number of overall targets achieved =/> 100%	
	Planned number of indicators Logframe V1	Planned number of indicators Logframe V2*	Planned number of indicators Logframe V3*	Planned number of indicators Logframe V4*	Planned number of indicators Logframe V5*	Planned number of indicators Logframe V6*	ACR 2019	ACR 2020	ACR 2021	ACR 2022	ACR 2023	2019	2020	2021	2022	2023	Number of indicators with achievements reported in ACR	Number of overall targets achieved =/> 100%	Number of indicators with achievements reported in ACR	Number of overall targets achieved =/> 100%	
1 - SFP	33	33	33	33	33	33	13	17	14	16	6	13	7	17	5	14	4	16	7	6	4
2 - ACL					4	4	3	3	3	13	14	3	2	3		3		13	7	14	13
3 - CSI	11	11	11	11	10	10	3	3	2	12	10	3	2	3	2	2	2	12	6	10	7
4 - CPA		3	3	3	3	3		3	2	2				3	3	2	2	2	1		
5 - URT		6	9	12	10	10		3	6	8	9			3		6		8	1	9	2
<b>TOTAL</b>	<b>44</b>	<b>53</b>	<b>56</b>	<b>59</b>	<b>60</b>	<b>60</b>	<b>19</b>	<b>29</b>	<b>27</b>	<b>51</b>	<b>39</b>	<b>19</b>	<b>11</b>	<b>29</b>	<b>10</b>	<b>27</b>	<b>8</b>	<b>51</b>	<b>22</b>	<b>39</b>	<b>26</b>

Source: Evaluation team elaboration from COMET report CM-L005, data extracted on 18 April 2024 and ACR 2019, 2020, 2021, 2022, 2023.

Table 51: WFP Armenia CSP 2019–2025: Outcome indicators achievements versus targets

Outcome indicator	ACR 2019									ACR 2020									ACR 2021									ACR 2022								
	Baseline			Final target CSP			% of realization 2019			% of realization 2020			% of realization 2021			% of realization 2022			% of realization 2023																	
	Female	Male	Total	Female	Male	Total	Female	Male	Total	Female	Male	Total	Female	Male	Total	Female	Male	Total	Female	Male	Total	Female	Male	Total	Female	Male	Total	Female	Male	Total						
<b>Strategic Outcome 01 – All primary school students in Armenia have reliable access to safe, adequate and nutritious food by 2023*</b>																																				
Conduct school meals activities (in-kind and cash-based transfer) to targeted schools and children																																				
Attendance rate (new)*	97,36	98,12	97,56	≥ 98	≥ 98	≥ 98	Yes	Yes	Yes																											
Pass rate*	99,56	99,56	99,61	≥ 100	≥ 100	≥ 100	No	No	No																											
<b>Strategic Outcome 01 – Vulnerable populations in Armenia, including schoolchildren, have access to adequate and nutritious food year round</b>																																				
Strengthen and complement the national school feeding programme to facilitate handover to the Government																																				
Transition strategy for school health and nutrition/including school feeding fully implemented by national stakeholder and WFP			2			3																								Yes						
Handover strategy developed and implemented [1 = not achieved; 2 = partially achieved; 3 = achieved]			2			3				Yes				Yes							Yes					Yes										
Retention rate/dropout rate (new)/dropout rate	0.04	0.03	0.03	≤ 0.02	≤ 0.02	≤ 0.02	Yes	Yes	Yes	No	Yes																									
Retention rate/dropout rate (new)/retention rate	99,96	99,97	99,97	≥ 99,98	≥ 99,97	≥ 99,97	Yes	Yes	Yes	Yes	Yes	No	Yes																							
<b>Strategic Outcome 02 – National policies, programmes and systems are strengthened to improve food security and nutrition among targeted groups by 2025</b>																																				

Outcome indicator	ACR 2019									ACR 2020									ACR 2021									ACR 2022								
	Baseline			Final target CSP			% of realization 2019			% of realization 2020			% of realization 2021			% of realization 2022			% of realization 2023																	
	Female	Male	Total	Female	Male	Total	Female	Male	Total	Female	Male	Total	Female	Male	Total	Female	Male	Total	Female	Male	Total	Female	Male	Total	Female	Male	Total	Female	Male	Total						
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																																				
Number of national food security and nutrition policies, programmes and system components enhanced as a result of WFP capacity strengthening (new)			0			>8			No			Yes			Yes			Yes			Yes			No												
<b>Strategic Outcome 03 – Vulnerable populations benefit from improved capacities of national entities and partners to prevent and respond to emergencies</b>																																				
Provide on-demand service provision to the Government and other partners																																				
Number of national food security and nutrition policies, programmes and system components enhanced as a result of WFP capacity strengthening (new)			0			≥2						Yes			Yes			Yes			Yes															
<b>Strategic Outcome 04 – Vulnerable populations in Armenia have access to basic needs and livelihoods during and in the aftermath of a crisis</b>																																				
Support to the Government and partners to identify vulnerable populations, provide food assistance and recover livelihoods																																				
Consumption-based Coping Strategy Index (average)	12	10	11	<10.42	<7.52	<9.04						Yes		Yes	Yes	No	No	No	Yes	Yes	Yes															
Economic capacity to meet essential needs	51	37	44	≥45	≥57	≥50																			Yes	Yes	Yes									
Food consumption score/percentage of households with Acceptable Food Consumption Score	52	48	91			≥95				Yes	Yes	Yes	Yes	No	Yes	Yes	No	No	No	Yes	Yes	No				No										
Food consumption score/percentage of households with Borderline Food Consumption Score	66	34	8			≤4				Yes	Yes	Yes	Yes	No	Yes	Yes	No	No	No	Yes	Yes	No			No											
Food consumption score/percentage of households with Poor Food Consumption Score	65	35	1			<1				Yes	Yes	Yes	No	Yes			Yes																			
Livelihood coping strategies for essential needs/percentage of households not using livelihood-based coping strategies	0	0	23			≥35																			Yes	Yes	Yes									
Livelihood coping strategies for essential needs/percentage of households using crisis coping strategies	0	0	39			≤30																			No	No	Yes									
Livelihood coping strategies for essential needs/percentage of households using emergency coping strategies	0	0	5			≤8																			No	No	No									
Livelihood coping strategies for essential needs/percentage of households using stress coping strategies	0	0	33	<10.42	<7.52	≤27																		No	No	Yes										

\*Strategic Outcome 01: 'All primary school students in Armenia have reliable access to safe, adequate and nutritious food by 2023', falls under the Logframe WBS Code AM01, thus the T-ICSP 2018-2019

Source: ACR 2019, 2020, 2021, 2022, 2023

Table 52: WFP Armenia CSP 2019–2025: Number of outcome indicators in logframe and ACRs

Activity number	Logframe						Number of indicators reported in Annual Country Report (ACR)					Number of indicators with achievements reported in ACR	Number of overall targets achieved	Number of indicators with achievements reported in ACR	Number of overall targets achieved	Number of indicators with achievements reported in ACR	Number of overall targets achieved	Number of indicators with achievements reported in ACR	Number of overall targets achieved
	Planned number of indicators Logframe V1	Planned number of indicators Logframe V2*	Planned number of indicators Logframe V3*	Planned number of indicators Logframe V4*	Planned number of indicators Logframe V5*	Planned number of indicators Logframe V6*	ACR 2019	ACR 2020	ACR 2021	ACR 2022	ACR 2023								
1 - SMP	33	33	33	33	33	33	1	1	1	1	1	1	1	1	1	1	1	1	
2 - ACL					4	4													
3 - CSI	11	11	11	11	10	10	5	4	4	4	1	5	3	4	4	4	4	1	
4 - CPA		3	3	3	3	3													
5 - URT		6	12	12	10	10		3	4	4	9			3	3	4	3	4	
<b>TOTAL</b>	<b>44</b>	<b>53</b>	<b>59</b>	<b>59</b>	<b>60</b>	<b>60</b>	<b>6</b>	<b>8</b>	<b>9</b>	<b>9</b>	<b>11</b>	<b>6</b>	<b>4</b>	<b>8</b>	<b>8</b>	<b>9</b>	<b>8</b>	<b>9</b>	

Source: Evaluation team elaboration from COMET report CM-L005, data extracted on 18.04.2024 and ACR 2019, 2020, 2021, 2022, 2023.

Table 53: WFP Armenia CSP 2019–2025: Outcome, output and cross-cutting indicators achievement levels

Strategic Outcome (SO)	Outcome indicators	2018	2019 (Jan-June)	2019 (Jul-Dec)	2020	2021	2022	2023
SO1	Transition strategy for School Health and Nutrition/including School feeding fully implemented by national stakeholder and WFP							
	Handover strategy developed and implemented							
	Retention rate (new)							
	Dropout rate (new)							
	Systems Approach for Better Education Results (SABER) School Feeding National Capacity (new)	N/A	N/A	N/A	N/A	N/A	N/A	N/A
	Attendance rate (new)							
	Enrolment rate	N/A	N/A	N/A	N/A	N/A	N/A	N/A
	Pass rate							
SO2	Number of national food security and nutrition policies, programmes and system components enhanced as a result of WFP capacity strengthening (new) <i>2023 realignment: Number of national policies, strategies, programmes and other system components contributing to Zero Hunger and other Sustainable Development Goals(SDGs) enhanced with WFP capacity strengthening support</i>							
SO3	Number of national food security and nutrition policies, programmes and system components enhanced as a result of WFP capacity strengthening (new) <i>2023 realignment: Number of national policies, strategies, programmes and other system components contributing to Zero Hunger and other SDGs enhanced with WFP capacity strengthening support</i>							
SO4	Consumption-based Coping Strategy Index (Average)							
	Food Consumption Score (FCS) – percentage of households with acceptable FCS							
	Food Consumption Score – percentage of households with borderline FCS							
	Food Consumption Score – percentage of households with poor FCS							
	Economic capacity to meet essential needs							

SO	Output indicators	2018	2019 (Jan-June)	2019 (Jul-Dec)	2020	2021	2022	2023
<b>SO1</b>								
<b>Act 1</b>	<i>Number of national institutions engaged in WFP capacity strengthening activities at national and subnational levels</i>							
	<i>Number of people indirectly benefiting (Tier 2) from an asset, knowledge and capacity, commodities and services delivered through WFP programmes or services provision</i>							
	Average number of school days per month on which multivitamin-fortified or at least four food groups were provided (nutrition-sensitive indicator)							
	Feeding days as percentage of total school days							
	Number of capacity strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities (new) <i>2023 realignment: Number of capacity strengthening initiatives facilitated by WFP to enhance national stakeholder capacities to contribute to Zero Hunger and other SDGs</i>							
	Number of institutional sites assisted							
	Number of people engaged in capacity strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities (new) <i>2023 realignment: Number of people engaged in capacity strengthening initiatives facilitated by WFP to enhance national stakeholder capacities contributing to Zero Hunger</i>							
	Number of people provided with direct access to energy products or services							
	Number of schools with infrastructure rehabilitated or constructed							
	Number of smallholder farmers supported/trained							
	Number of women, men, boys and girls receiving food/cash-based transfers/commodity vouchers/capacity strengthening transfers							
	Number of women, men, boys and girls with disabilities receiving food/cash-based transfers/commodity vouchers/capacity strengthening transfers			N/A	N/A	N/A	N/A	N/A
	Quantity of food (by commodity) provided on average per child per day (covering % of daily kcal requirements)			N/A	N/A	N/A	N/A	N/A
	Amount of investments in equipment made, by type							
	Number of infrastructure works implemented, by type							
	Number of partners supported							
	Number of people trained	N/A						
	Number of policy engagement strategies developed/implemented	N/A						
	Number of technical support activities provided	N/A						
	Number of tools or products developed or revised to enhance national food security and nutrition systems as a result of WFP capacity strengthening support	N/A						
	Quantity of fortified foods, complementary foods and specialized nutritious foods purchased from local suppliers	N/A	N/A					
	Average number of schooldays per month on which multivitamin-fortified foods or at least four food groups were provided							
	Number of rations provided	N/A	N/A					
	Quantity of food provided	N/A						
	Quantity of non-food items distributed							
<b>SO2</b>								
<b>Act 2</b>	Number of capacity strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities (new)							
	Number of national institutions benefiting from embedded or seconded expertise as a result of WFP capacity strengthening support (new)							
	Number of partners supported			N/A	N/A			
	Number of people exposed to WFP-supported nutrition messaging			N/A	N/A			
	Number of people reached through Social and Behaviour Change Communication (SBCC) approaches using media							

	Number of policy engagement strategies developed/implemented			N/A	N/A	N/A	N/A	
Act 5	Number of assets built, restored or maintained by targeted households and communities, by type and unit of measure							
	Number of agricultural and post-harvest inputs, equipment and infrastructures provided							
	Number of participants of financial inclusion initiatives promoted by WFP						Yellow	
	Number of people benefiting from assets and climate adaptation practices facilitated by WFP's Risk Management activities						Green	
	Number of people provided with direct access to energy products or services						Green	
	Number of people reached through interpersonal SBCC approaches						Green	
	Number of people reached through SBCC approaches using media						N/A	
Act 6	Number of national institutions engaged in WFP capacity strengthening activities at national and subnational levels							
	Number of people engaged in capacity strengthening initiatives facilitated by WFP to enhance national stakeholder capacities contributing to Zero Hunger							N/A
	Social protection system building blocks supported							
	Number of capacity strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities (new)						Green	
	<i>2023 realignment: Number of capacity strengthening initiatives facilitated by WFP to enhance national stakeholder capacities to contribute to Zero Hunger and other SDGs</i>						Yellow	
	Number of tools or products developed or revised to enhance national food security and nutrition systems as a result of WFP capacity strengthening support (new)						Green	Yellow
SO3								
Act 3	Number of shared services provided, by type				Green	Green	Green	
	Number of WFP-led clusters operational, by type				Green	Green		
SO4								
Act 4	<i>Number of people indirectly benefiting (Tier 2) from an asset, knowledge and capacity, commodities and services delivered through WFP programmes or services provision</i>							
	Number of assets built, restored or maintained by targeted households and communities, by type and unit of measure						Green	
	Number of people engaged in capacity strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities (new)						Yellow	
	<i>2023 realignment: Number of people engaged in capacity strengthening initiatives facilitated by WFP to enhance national stakeholder capacities contributing to Zero Hunger</i>						Green	
	Number of women, men, boys and girls receiving food/cash-based transfers/commodity vouchers/capacity strengthening transfers				Yellow	Green	Yellow	
	Number of women, men, boys and girls with disabilities receiving food/cash-based transfers/commodity vouchers/capacity strengthening transfers				N/A	N/A	N/A	N/A
	Total amount of cash transferred to targeted beneficiaries						Yellow	Yellow
	Cross-cutting indicators	2018	2019 (Jan-June)	2019 (Jul-Dec)	2020	2021	2022	2023
	<b>Affected populations are able to benefit from WFP programmes in a manner that ensures and promotes their safety, dignity and integrity</b>							
	Proportion of targeted people having unhindered access to WFP programmes (new)							
	Proportion of targeted people receiving assistance without safety challenges (new)	Green	Green					
	Proportion of targeted people who report that WFP programmes are dignified (new)							
	<i>2023 realignment: Percentage of beneficiaries who report being treated with respect as a result of their engagement in programmes</i>							

Improved gender equality and women's empowerment among WFP-assisted population							
Proportion of food assistance decision-making entity – committees, boards, teams, etc. – members who are women Proportion of households where both women and men make decisions on the use of food/cash/vouchers, disaggregated by transfer modality Proportion of households where men make decisions on the use of food/cash/vouchers, disaggregated by transfer modality Proportion of households where women make decisions on the use of food/cash/vouchers, disaggregated by transfer modality Type of transfer (food, cash, voucher, no compensation) received by participants in WFP activities, disaggregated by sex and type of activity							
	N/A	N/A					Yellow
	N/A	N/A					Yellow
							Yellow
Affected populations are able to hold WFP and partners accountable for meeting their hunger needs in a manner that reflects their views and preferences							
Country office has an action plan on community engagement							Green
Proportion of assisted people informed about the programme (who is included, what people will receive, length of assistance)							Yellow
Proportion of project activities for which beneficiary feedback is documented, analysed and integrated into programme improvements							Green
Targeted communities benefit from WFP programmes in a manner that does not harm the environment							
Proportion of field-level agreements (FLAs)/memorandums of understanding (MOUs)/construction contracts for Country Strategic Plan (CSP) activities screened for environmental and social risk					N/A		N/A
Proportion of activities for which environmental risks have been screened and, as required, mitigation actions identified							
Nutrition							
Percentage of WFP beneficiaries who benefit from a nutrition-sensitive programme component							Green

Legend: Green = indicators with achievement rates of 90 percent or above; yellow = indicators with achievement rates of between 50 and 89 percent; orange = indicators with achievement rates below 49 percent; N/A = indicators where achievement rate could not be calculated because of the lack of target values and/or target values being = 0. Indicators in italics/violet have been renamed as a result of the realignment exercise of the new Corporate Results Framework 2022–2025

# Annex XIII WFP contributions to key CSP 2019–2025 outcomes (case studies)

56. During the fieldwork for this evaluation, four case studies were conducted at national and local level. The case studies were inspired by contribution analysis methodology, but because of time and resource limitations in a light-touch approach only (see Annex IX).

**Table 54: Sampling of case studies for contribution analysis**

No.	Level and Strategic Outcome (SO)/Activity (Act)	Key outcome focus of case study	Location
1	National Policy Level (SO1/Act1 and SO2/Act2)	Capacity strengthening in the School Feeding Programme (SFP), focusing on the handover of the transformational model of the SFP model to national actors and at school level.	National level and selected schools in specific locations closest to Yerevan
2	Specific Intervention level (SO4/Act4)	Farmers and farmer groups that cultivate crops on irrigated lands have increased their market access, leading to improved livelihoods and economic resilience. Irrigation infrastructure development has improved living conditions and social economic development of Tegh.	Syunik province, Tegh municipality
3	Specific Intervention level (SO2/Act5, also relevant to SO1/Act1)	Wholegrain value chain is well integrated and stakeholders in value chain show awareness and changes in behaviour in nutrition.	Tavush province, Ijevan and Berd municipalities
4	Specific Intervention level (SO4/Act4, also relevant to SO2/Act6)	Effects of food cards and psychosocial support on resilience and livelihood strategies of target groups.	Gegharkunik province, Vardenis municipality

*Source: Evaluation team, based on desk study and intervention maps of WFP in Armenia*

### Case study 1: Capacity strengthening in the School Feeding Programme (SFP) (SO1/Act1 and SO1/Act2)

Intervention level	Specific location	Motivation for selection of case study	Key outcome focus for analysis
Capacity strengthening in the SFP, focusing on the handover of the transformative model of the SFP model to national actors and at school level.	National level and selected schools in specific locations closest to Yerevan	The analysis primarily focuses on capacity strengthening of national actors in policy and strategy development, particularly concerning the transformative school feeding model. Additional attention is given to the practical implications of the handover of the transformative school feeding model at school levels, which is examined in one or two selected schools, not covered in the decentralized SFP evaluation. This case is selected due to its historical importance in the Country Strategic Report portfolio under Strategic Outcome 1 (SO1), coupled with recent changes in transformative components.	The transformative model of the SFP is embraced and adopted by the Ministry of Education, Science, Culture and Sport (MESCS) and the National School Feeding and Child Welfare Agency (NSFCWA), and at school level in the sample schools, which have the capacity to continue to implement the model.

CLAIMED CHANGE (OUTCOME)						
The transformative model of the SFP is embraced and adopted by MOESCS and the SFCWA, and at school level in the sample schools, which have the capacity to continue to implement the model						
Recognition of claimed change by interviewee:						
WFP: Fully recognized, important to clarify to MOESCS/Agency that the transformative model that is referred to here covers the whole interventions (2019–2025). SFCWA: A huge programme has been established (SFP, transformative, wholegrain, procurement of products). Some worries on commercial side.						
CONTRIBUTING (FACTOR as per WFP (max. 5-7)	Place in timeline	Evidence (signs/facts)	Type of factor (pos/neg)	Weight of contribution	Importance (1-low - 4-high)	
A. WFP (and possibly other actors) provided technical assistance (TA) to the Government (MOESCS; SFCWA) for establishment/ upgrading of the state-level intra-and inter-sectoral policy and regulatory frameworks (strategies) that are required to ensure successful and sustainable handover of the SFP.	Started in 2014 until now	In 2014, when the initiative towards establishment of a national SFP in Armenia began, there was the 2013 Strategy on Sustainable School Feeding which actually was only a sort of concept note. Over the past ten years, WFP has provided key technical support to the national counterparts on establishment of the required acts, civil norms and guidelines for the Armenia SFP. WFP pointed out that the transformative School Feeding model has been evolving over the years, with detailed operational guidance (manuals and training workshops) having been made available (with adaptations as needed, e.g. on feeding norms which were found to be too high, especially given the issue of overweight/obesity), but that the outlines of the underpinning strategy have had to change at various times as well. It is a rather long and dynamic process, among others as progress was slowed down because of the 2018 Velvet Revolution in Armenia. It is anticipated, however, that in the next two to three	Primary factor (positive)	Important	4	

		<p>years the required steps can be made for finalizing the '2030 strategy' for the national SFP, and for it to come into effect. Issues that still need to be tackled are, for instance, the outcome framework as it currently is quite minimal. Also, it is foreseen that the planned integration of Yerevan schools in the programme will require some adaptations in the strategy document. It was indicated by SFCWA that the support provided by Social and Industrial Foodservice Institute (SIFI) is not so much directed at policy level, and that WFP is really the main partner to the Government on these issues.</p> <p>A key milestone in the policy development process has been the accession in September 2023 of the Republic of Armenia to the School Meals Coalition. A commitment<sup>102</sup> has been made to: making school feeding universally available across the country (either funded by Government of Armenia, self-financed from schools and communities, and through urban and commercial models); to sustain and upgrade the national budget allocation for it; achieve full-scale institutionalization and integration in national legislation on education; regularly review and update the feeding standards and menus and incorporate new healthy food items such as wholegrains; establish a research and learning agenda on the SFP; develop a national strategy for school feeding by 2025; implement a national educational curriculum from January 2024 onwards which allows project-based learning on green and clean energy in the greenhouses, orchards, berry gardens and school gardens, and promotes a healthy lifestyle through improved knowledge, attitudes and practices for better health and nutrition; promote partnerships and coordination for training and exchange of best practices from international, regional and national models; improve the school infrastructure and capacity of staff that are required to run the SFP; develop self-reliant and adaptive capacities/resources of schools to run the programme (solar energy, greenhouses, intensive orchards, berry gardens and other facilities); and implement training for the parents, caregivers and teachers to improve knowledge, attitude and practices for better health and nutrition.</p>			
B. TA and resources provided by WFP (and possibly other actors) ensure that Government (MOESCS; Start under last corporate plan, then		In full cooperation with MOESCS, WFP has provided key support for establishment of the SFCWA which started to operate in 2022. The agency has a well-functioning Executive Board which is led by MOESCS, and includes representation by other ministries. The SFCWA has the central role in the	Primary factor (positive)	Important	4

<sup>102</sup> Republic of Armenia School Meals Coalition. 2023. *Nutrition, Health and Education for Every Child: Commitment Document for the Government of Armenia*.

SFCWA) have sufficient capacity to secure and manage viable financial solutions, and to coordinate, monitor and evaluate a sustainable national SFP.	T-ICSP and now under current CSP	<p>coordination, monitoring and evaluation of the SFP while MOESCS is involved at the higher policy and budget allocation level. WFP plays a key role to support them, although sustainability is still work in progress. WFP is still doing some monitoring as well but, overall, that is now mainly done by SFCWA staff, including the follow-up of issues that need to be addressed. The agency so far has been fully financially supported by WFP. The SFCWA stresses that there is a need for WFP to continue its partnership with them to ensure there will be a smooth handover to MOESCS in the coming years. The SFCWA indicates to not have received real contributions from UNICEF or Food and Agriculture Organization of the United Nations, or other United Nations agencies, but of course there is the technical support from SIFI on the overall SFP (they are not involved on the financial aspects though), and from Green Lane and National Society Institute, \ in particular on the horticulture aspects.</p> <p>As mentioned in the School Meals Coalition Commitment document, Government of Armenia has taken it upon itself to allocate the required budget for a national SFP, with the understanding that this could not only entail (nearly) fully government-financed meals/systems, but also models which are self-financed from schools and communities, plus urban and commercial models. The transformative model which has been implemented in 97 schools includes the establishment of self-reliant and adaptive capacities/resources of schools to run the programme (solar energy, greenhouses, intensive orchards, berry gardens and other facilities). From WFP, the Armenian National Agrarian University and also at the provincial level, it was stressed that the horticulture activities are also important to generate new interest in agriculture among youth, and that it might stimulate children to replicate the growing of crops at home. While the latter could be true for the regular orchards and school gardens, the high-tech approaches that are used in the greenhouses are not easily replicable, and exposure of youth to such types of agriculture could also be organized in other ways.</p> <p>For the current SFP (Grade 1-4, or 100,000 children in total), the financial budget for school year 2023/24 has been borne for 75% by Government of Armenia and 25% by WFP. The intention is that the Government will take up 100% of the costs for the school year 2024/25. These percentages have evolved over the past three years, with the Government portion gradually increasing. WFP indicated that the current budget is 171 AMD per child per school day for purchase of the meal ingredients. The cooks/helpers have been put on payroll (although with low salaries). However, what is not covered is the hidden cost for electricity and heating of the kitchen and dining hall, among others. As per WFP, these costs currently amount to 98 AMD per child per day and need to be</p>			
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		<p>borne by the school itself or can be provided by the community from their resources. The approach that WFP, together with MOESCS and the agency, have adopted under the transformative model is to install solar stations to reduce the electricity bill and to provide technical, material and financial support for establishment of greenhouses and less or more intensive types of horticulture gardens where vegetables and fruits are produced that are partly used as additional ingredients for the school meals and partly for revenue generation. It is still under discussion with the Government how to integrate the revenue-generation activities in the overall school management system (teachers are not entrepreneurs, and there is a need to ensure sufficient transparency). For the solar stations, there is a certain replication effect as the 100 new schools that Government is aiming to construct (2025–2027) will also have them. In the longer run, it is foreseeable that the size of electricity budget made available to a school will be dependent on whether or not a school has a solar station, which would then take away the cost saving effect the stations currently have. A final point to mention is that, for a sustainable national SFP, there is a need to ensure more equitability between schools. The current situation is that some schools have received a lot of inputs from WFP but not the other schools in the country.</p>			
C. The TA and resources provided by WFP and Government have built sufficient capacity within the sample schools to secure and manage viable financial solutions and to coordinate, monitor and evaluate a sustainable SFP at their schools.	Piloting was done in Tavush region from 2013 onwards	<p>The directors at the two schools visited during the field visit to Tavush region (Ijevan N5 school and Sevkar secondary school) both indicated that WFP, together with the SFCWA, have greatly contributed to build the school-level capacity for the SFP. This extends from the required construction/renovation work, the solar stations and horticulture equipment to the hardware for the kitchen and dining hall, and to the school feeding training course they have attended at the start of the programme, plus the coaching during the monitoring visits by WFP and SFCWA. The staff at the two schools that were visited were very positive about WFP's contributions ("<i>there never is a gap</i>") and indicated that the Government has adopted the approaches that WFP started ("<i>If WFP is gradually reducing the active engagement, no major change. The train is moving, we know what to do and the system is there</i>"). However, it was indicated that for procurement of the meal ingredients they would like to get further guidance with a clear protocol on how to operate within current legislation. One of the ideas from government side that currently is being discussed among stakeholders is to establish a central procurement centre per region, similar to the system for food supply to the kindergartens in Yerevan, with SFCWA to set and monitor the norms and quality specifications for the food to be purchased. It is felt that this approach can bring higher economy of scales, although this will need to be balanced against potential reduction of local</p>	Contributory factor (positive)	Important	4

		<p>buying (zero mileage target) and from smaller kiosks and farmers/producers (food security objective). It was remarked by one of the directors that, according to the new law, schools with solar stations will get a reduced energy budget, wiping out or at least reducing the cost savings aspect at school level (however, the evaluation team notes that then there will be savings at central level which, e.g., could be used to invest in installation of solar panels in other schools).</p> <p>The SFCWA stated that it is still work in progress to find the best solutions, also as the Armenian education system is in reform and the SFP has to be well aligned with it. WFP is found to be supportive in finding expert solutions and provides relevant advice for the Government to successfully implement coordination, monitoring and financial sustainability.</p> <p>The marzpetaran [regional administrations] are usually briefed after WFP/SFCWA have completed their visits to the schools but they do not participate in them. The marzpetaran monitors the budget use for the SFP as part of the regular reporting system, and sometimes they make visits to schools to see new facilities that have been established. They keep an eye on the complementarity between the support provided by WFP and other support, e.g. R2E2 (Armenia Renewable Resources and Energy Efficiency Fund, a state entity) is also engaged in installing solar stations in schools in Tavush region. It was remarked by the marzpetaran that the procedure for use of the saving from solar energy by the schools is not clear, and also that it is not allowed for a school to take the harvest from e.g. tomato and strawberry growing to the market. These sorts of activities will be under the new financial officer position, and clear mechanisms/guidelines will have to be developed. But not all schools will immediately get a financial officer, this will only happen when the contract ends for the current director (five years). There is a specific United Nations Development Programme (UNDP) project for if a school wants to invest in insulation.</p> <p>The New Society Institute has installed and trained some schools in Tavush region on greenhouse technology and intensive orchards. In the New Society Institute's support, emphasis is on agricultural techniques, water harvesting, composting, and not so much on fruit processing and marketing. The project duration usually is six to nine months, with follow-up after that being provided by the WFP field officer. The agricultural TA is currently being institutionalized, with two agronomists having been newly contracted by SFCWA for this role.</p>			
D. WFP support has provided/facilitated the presence of documentation	Ongoing process, including	In 2016, two key studies were published that have underpinned WFP Armenia's approaches and contributions to the national SFP: the Armenia School Feeding	Primary factor (positive)	Considerable	3

<p>and the evidence base to Govt (MOESCS; SFCWA) for showcasing of the transformative SFP model to other countries (promotion of South-South and Triangular Cooperation (STSC)).</p>	<p>the 2024 Decentralized Evaluation and this Country Strategic Plan Evaluation</p>	<p>Cost - Benefit Analysis undertaken by WFP,<sup>103</sup> and the Systems Approach for Better Education Results (SABER)<sup>104</sup> study undertaken by World Bank, with inputs from WFP. While the first provided the evidence base on the programme's positive returns on investment, the second study indicated in which directions the national programme should move: improved inter-ministerial coordination, creation of a national management unit (the SFCWA), development of a funding strategy, review of the school menus to include local agricultural produce, and implementation of a home-grown school feeding model.</p> <p>In 2019, WFP undertook an impact evaluation study<sup>105</sup> on the provision of a mid-morning snack for preschool children (3-5 years of age) as many children were found to come to school without having eaten breakfast, and then go home again after lunch. Although the results were positive, this potential addition to the SFP has not been given priority and is currently no longer on the radar.</p> <p>In 2021, a case study was completed by WFP on the WFP/SIFI project for energizing schools in Armenia.<sup>106</sup> Based on an idea from SIFI to pilot a 'transformative model', five schools in Arpi community in Shirak region were supported through the installation of a solar power system in order to decrease the electricity bills and ensure provision of power for the school kitchen (for cooking, bread baking, refrigerators and hot water boilers), agriculture (two schools with greenhouses) and heating of the dining hall. Solar panels were also installed in eight dairy and poultry farms in the community, alongside provision of equipment to mechanize their production, and the establishment of the Community Development Foundation (CDF) as management structure to watch over the operations – an NGO-type public-private partnership between the community authority, the schools, local entrepreneurs and farmers.</p> <p>Some (unpublished) studies have been completed by SIFI, together with the Agrarian University and some NGOs involved in horticulture to test the types of food that are appropriate for each of the countries. WFP indicates that these</p>			
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<sup>103</sup> [https://www.un.am/up/file/Cost%20Benefit%20Analysis\\_%20Armenia%20School%20Feeding.pdf](https://www.un.am/up/file/Cost%20Benefit%20Analysis_%20Armenia%20School%20Feeding.pdf)

<sup>104</sup> Republic of Armenia. 2016. *School Feeding: SABER Country Report 2016*.

<sup>105</sup> WFP Armenia. 2019. *The Nutrition-sensitive Aspect of the 'Development of Sustainable School Feeding' Project in Armenia 2018–2019*.

<sup>106</sup> WFP. 2021. *Energising Schools: A Case Study in Armenia*.

		<p>studies identified that, for the berries there can be two cycles and that the harvest is very suitable for freezing so that it can be used for the school meals. Also, it was indicated by these studies that Italian and Turkish varieties of apple trees are a good choice for the intensive orchards (harvest in August/September), and that strawberries (three cycles) and tomatoes (two cycles) are suitable crops for the heated greenhouses. Most of the produce from these greenhouses is intended for selling in order to generate income for the school. But WFP acknowledges that a school is not a business and that there is a need to strengthen the sales and marketing aspects (key technical role for the two agronomists hired by SFCWA, alongside their work on preparation of a legal document to regulate these new commercial activities by schools which are now a bit in the shadow economy). Also, a mapping exercise is planned on the suppliers per region per food group, as a basis for negotiation of contracts by the schools (the idea is to channel 80% of the revenues back to the schools and allow 20% to stay with them as service fee). From the SFCWA side, it was remarked that the time is ready to showcase how the schools are organizing the agricultural works and the maintenance of the infrastructure, but that the commercial side of things is still work in progress.</p>			
<b>Other factors introduced by the interviewee (ask open question):</b>					
E. WFP capacity to build partnerships with all stakeholders, like SIFI. Tripartite (Ministry, Agency, WFP). Also links to health. Work with the schools, communities, parents, children, teachers.		<p>In 2010, WFP started school feeding in Armenia as a direct intervention based on in-kind assistance, which has evolved over the years into a national programme borne by the Government. WFP still is an important technical support partner, but financial and managerial responsibility have already nearly fully been handed over, including through establishment of the SFCWA which is an autonomous body under MOESCS for management, monitoring and evaluation of the SFP, with various line ministries being represented in its Executive Board.</p> <p>A key factor underpinning this process has been WFP Armenia's ability to engage in constructive dialogue and build effective partnerships with the Government, in particular MOESCS. Also, there are close connections with regular communication and consultation, with other key stakeholders involved in the programme: the Russian Federation as donor partner; SIFI as the other technical support partner on the SFP; the marzpetaran and the involved schools (primarily through the field offices, but also through regular visit from country office staff); Green Lane and New Society Institute as the main Cooperating Partners on school horticulture; and local farmers, entrepreneurs and suppliers to the SFP.</p>	Contributory factor (positive)	Important	3

		<p>WFP Armenia also has fruitfully engaged on the SFP (and other elements within the CSP) with national knowledge institutes, especially ARMSTAT, the Agrarian University and Caucasus Research Resource Centers. The infrastructure assessments (to identify kitchen and dining hall renovation and equipment needs) are usually done by WFP/SFCWA from remote (based on a checklist), but most of the rest is soft support for which face-to-face contact is better. From national level by the SFCWA and at school level by the directors it was indicated that WFP's link with the Food Quality Institute (which falls under the Ministry of Health) could be stronger, although that connection nowadays should rather be fostered at the level of the SFCWA.</p>			
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## **Conclusion: Contribution claim**

57. WFP has been the initiator and main support partner to the Government of Armenia for the introduction and adoption of the transformative model in the national SFP, together with SIFI. Many pilot and scaling-up activities have been undertaken over past years and results are plentiful, both at national and local levels. It is an ongoing process, however, where a number of steps still have to be taken in order to make the programme sustainable and have it fully embedded in national policy and regulatory frameworks.

58. WFP support remains required for development of the '2030 strategy' for the national SFP, to be accompanied by a sound outcome monitoring framework.

59. As the result of a long support process where WFP has played a key role as Government of Armenia's main partner on school feeding, Armenia in 2023 has been able to join the School Meals Coalition and commit to making school feeding universally available across the country.

60. The implementation of the various elements in this Government commitment to school feeding is an ongoing process for which WFP together with SIFI are the Government's main partners, with excellent 'process-related' results in terms of building effective partnerships and engaging on constructive dialogues with Government at national, regional and local levels.

61. WFP provided/provides both technical and financial means for the establishment in 2022, the running and the strengthening of the SFCWA. This semi-autonomous agency under MOESCS functions as the central school feeding management unit and is guided by an inter-ministerial Executive Board.

62. WFP financial contributions for the running of the SFP have been decreasing over the years, with gradual handover to the Government. While for the school year 2023/24 WFP still provided 25 percent of the budget, this will be reduced to 0 percent for the 2024/25 school year, implying that all schools will then have been handed over.

63. WFP provided/provides substantial technical and financial support for establishment of both the traditional and the transformative models for the national SFP in selected schools. While the former is already well established, the latter still requires further testing/piloting for identification of correct specifications and procedures, so that it becomes a suitable model for full-scale roll-out. It needs to be further studied how to best strike a balance between reaping economy of scale benefits through centralization of the food items procurement and logistics (e.g. per region under the marzpetaran) vs. fostering wider developmental impacts by a deliberate choice for local purchase for (some of) the school lunch ingredients from small farmers and entrepreneurs in the community (or adjacent communities), so that they can generate an income from it. Further thinking is required on the commercial aspects around the horticultural produce, especially the products from the greenhouses (strawberries, tomatoes) which, to a large extent, are marketed. For the intended integration of the schools in Yerevan in the national SFP, these models are not deemed suitable, and new approaches and models are being looked at which are based on a self-financing principle and, among others, could entail delivery of ready-made cold and/or hot meals to the schools.

64. Over the years, WFP, sometimes together with other knowledge partners such as World Bank and SIFI, has undertaken studies to build up the evidence base for the national SFP. Under the current CSP (2019–2025), some studies have been completed as input for designing the transformative model – for example, WFP's write-up on the Arpi pilot study in 2021. There does not seem to be a structured learning and knowledge management mechanism, however, for documenting WFP Armenia's insights and experiences during the current replication phase of the transformative model. Better documentation would be very useful as input for learning (for revision and fine-tuning of the transformative model, and for assessing the suitability of new approaches for expansion to Yerevan schools in the near future), and also for showcasing the model inside and outside Armenia.

## Case study 2: Wholegrain value chain (SO2/Act5, also relevant for SO1/Act1)

Intervention level	Specific locations	Motivation for selection of case study	Key outcome focus for analysis
<b>Wholegrain food value chain development and changing food habits</b> including integrating these habits in the School Feeding Programme (SFP).	Tavush province, Ijevan and Berd municipalities	<p>The wholegrain value chain is a specific agricultural value chain that is linked to both SFP and to the strengthening of value chain in agricultural markets in general. In addition, this activity addresses the challenges in behavioural changes in food consumption. Women and youth are important actors in this value chain (in bakeries). The activity also includes economic support interventions through the provision of energy solutions, revolving funds and the strengthening of agricultural logistic hubs and cooperatives (in Berd).</p> <p>The location/field visits for this case study can be combined with key informant interviews (KIs) with WFP staff members at the Vanadzor office and other key stakeholders in Lori (relevant for completing the KIs foreseen in the interview list).</p>	Wholegrain value chain is well integrated. Stakeholders in value chain show awareness and changes in behaviour in nutrition.

### Background of project

65. A study conducted by WFP Armenia in 2020 highlighted white bread consumption as a particularly unhealthy behaviour prevalent among the population. Wholegrain bread products are either absent in most local markets outside Yerevan or produced by specialized markets. In this context, the wholegrain wheat value chain was identified as an important area for investment due to its potential health benefits and its role in improving national food security.<sup>107</sup> In this context, all parts of the value chain have been weak or missing. The supply of high-quality wheat seeds and the production of quality whole wheat flour has been challenging. Moreover, local milling and bakery businesses must be developed to produce wholegrain flour and bread products, promoting wholegrain as a healthier alternative to white bread.

66. Following a series of initial assessment missions, Tavush province was proposed for piloting the wholegrain value chain project. There was strong support from the provincial authorities for implementation of the project and the province has had certain resources and infrastructure that are needed for developing this value chain, including farmers with land for wheat cultivation, local bakeries, etc.

### Project objectives and scope

67. Recognizing the health benefits of wholegrain products, the project sought to increase the availability and consumption of wholegrain wheat through a comprehensive value chain approach. The overall objective of the project has been to strengthen national food security by increasing growth of wholegrain wheat in targeted areas, and economic development is enhanced through the strengthening of a wholegrain wheat value chain that is both profitable and increases nutritionally rich food consumed by children in the targeted area. The specific objectives that the project set out to achieve were as follows:

- Introduce wholegrain wheat flour products (different types of bread and pastries) to promote behavioural change of reducing white bread consumption and increasing wholegrain bread consumption as a healthier and more nutritious alternative.
- Awareness raising and training on the importance of wholegrain bread benefits for the school parents and communities at large to support one of the components of the behavioural change campaign.
- Enhance existing school feeding implementation in the province through introduction of wholegrain bread and pastries baking which will allow to nutritionally improve school feeding for primary schoolchildren while also creating mechanisms for schools to provide healthier

<sup>107</sup> WFP. 2020. *Improving Nutrition in Armenia: SBCC Formative Research Findings*.

- snack options for higher grade students.
- Support to the small and medium farmers to enable them to cultivate additional lands that have been non usable for many years at the same time introducing innovative agricultural technologies with use of high-quality seeds which will increase their productivity and yields.
- Contribute to the overall economic development of the involved communities through generation of job opportunities, capacity building, improvement of existing production infrastructure.

68. The project was initially implemented in two regions of Tavush province and was later expanded into the Lori and Gegharkunik provinces.

69. For the purpose of the evaluation, the evaluation team visited various components of the project, including schools where wholegrain products were provided, bakeries, the training centre in Ijevan and the wheat processing mill that was established in the Tavush region and met with various relevant stakeholders.

### Specific interventions implemented in the project framework

70. In relation to the main outcomes, the project has provided the following key outputs and services throughout its implementation period:



71. **Outcome 1: Increased wholegrain wheat production.** For this purpose, 106 smallholder farmers received elite types of wholegrain wheat seeds to produce wholegrain flour.

72. **Outcome 2: The wholegrain wheat value chain is enhanced in the targeted area through increased capacity to process wholegrain wheat into high-quality wholegrain wheat flour.** A wholegrain mill was established in the Tavush region through partnership with a private investor using solar energy.

73. **Outcome 3: The availability of wholegrain wheat products is increased in targeted communities.** In this framework, 14 bakeries were capacitated to produce wholegrain baked products and deliver this to consumers. This includes improved technical/physical capacities including solar panels to save costs, etc.

74. **Outcome 4: Schoolchildren in targeted areas increase consumption of bakery products**



**made with wholegrain flour.** A total of 29,900 children receive wholegrain wheat bread for their school meals, and helped the schools make cost savings.

**75. Outcome 5: Capacity of the targeted communities is enhanced through investments in infrastructure and knowledge.** A resource centre was established in partnership with a private investor that functions as a bakery/restaurant and training centre along with a regional development foundation which should implement development projects.

### Contribution analysis

CLAIMED CHANGE (OUTCOME) (taken from Project Document)
WFPs has established an end-to-end wholegrain value chain and realized behavioural change of increased wholegrain bread consumption as a healthier and more nutritious alternative. Outcome 1: Increased wholegrain wheat production. Outcome 2: Increased capacity to process wholegrain wheat into high quality wholegrain wheat flour. Outcome 3: The availability of wholegrain wheat products is increased in targeted communities. Outcome 4: School children in targeted areas increase consumption of bakery products made with wholegrain flour. Outcome 5: Capacity of the targeted communities is enhanced through investment in infrastructure and knowledge.
Recognition of CLAIMED CHANGE (OUTCOME) by stakeholders interviewed
Outcome 1: Increased Wholegrain Wheat Production: Consulted stakeholders acknowledged the effort to increase wholegrain wheat production, highlighting the support provided to smallholder farmers with seeds and capacity strengthening. There was a general consensus on the positive impact of these efforts in enhancing productivity. Outcome 2: Increased Capacity to Process Wholegrain Wheat into High-Quality Flour: Consulted stakeholders recognized the investments made in processing capacity, particularly the establishment and support of the local mill. These included green infrastructure improvements such as solar power, which were well-received as they reduced production costs and increased sustainability. Stakeholders nevertheless also noted that while there has been an initial demand for wholegrain flour, it has not been consistent enough to justify further expansion of milling capacity. Outcome 3: Increased Availability of Wholegrain Wheat Products in Targeted Communities: There was significant recognition of the increased availability of wholegrain products. Stakeholders noted that the integration of wholegrain products into the market and school feeding programs helped to make these products more accessible to the broader community. Nevertheless, stakeholders including bakery owners also expressed concerns about the sustainability of their businesses solely relying on wholegrain products, citing higher production costs and limited customer base. Outcome 4: Increased Consumption of Wholegrain Bakery Products by School Children School representatives and community stakeholders reported positive feedback regarding the consumption of wholegrain bakery products by schoolchildren. The integration into school feeding programs was particularly noted as a successful strategy for promoting healthier eating habits among children. While a strong progress has been made nevertheless the adoption of wholegrain products in the regular diet of households on a large scale seems to require much more time and effort. Outcome 5: Enhanced Capacity of Communities through Infrastructure and Knowledge Investments The establishment of the resource centre in partnership with a private investor, functioning as a bakery/restaurant and training centre, was highlighted as positive. Stakeholders appreciated the comprehensive approach to capacity building, which included training for bakers and community members, thereby enhancing local skills and promoting economic development. The increased capacity of communities to enhance infrastructure investments was however not really recognised. The local foundation seems to lack a strong institutional mechanism that is independent from the governor's office and faces issue in collecting funds from program beneficiaries.
Consulted Stakeholder:
Tavush Regional Government, Whole grain Mill, Whole Grain Foundation, WFP country team, Agrarian University, Green Lane NGO, School representatives in Ijevan.

76. The table below specifies the extent to which the specific contributing factors have been supportive in achieving (fully or partially) the outcome level changes that were listed in the previous table. The factors are grouped in three categories: primary factor = integral element of the intervention and included in the intervention strategy to achieve the intended change; contributing factor = a factor that was not (fully) integrated in the intervention that has supported the achievement of the intended change; and rival factor = a factor that has limited the achievement of changes, or even caused unintended negative changes.

CONTRIBUTING FACTORS only for	IMPORTANCE and Evidence (Signs/facts)	PLACE IN TIMELINE	Weight of contribution	Significance 1 (low) -4 (high)
Adoption of an end-to end approach towards value chain development (including cultivation, processing and market development)	High: Positive Primary Adopting an end-to-end approach towards value chain development has been crucial towards creation of a more sustainable and resilient food system and long-term functioning and results. Confirmed in key informant interviews (KII) targeting of the entire value chain has been highly appreciated. Supply of high-quality wheat seeds as well as production and availability of quality wholewheat flour has been a challenge in Armenia. Consequently, addressing of all chains in the wholegrain value chain has been crucial. Moreover, support was not only provision of goods and services, but also in capacity development and awareness raising and demand creation.	2021	Considerable	4
Provision of high-quality seeds to farmers, along with capacity building and technical support for smallholder farmers	High: Positive Primary WFP provided farmers with elite seeds to use. According to local stakeholders, the provided seeds increased production from about 1 ton to about 4 tons per hectare in the target area. The consulted farmers also recognized their increased understanding and capacity for production of wheat suitable for wholegrain flour production. The provided support, however, is not always continued as users seem to be used to receive support in the form of subsidized seeds provided in the framework of the public support schemes. The latter is, however, also prioritized by the Government, which has again started to provide seed support.	2021	Important	3
Establishment and support of local mill with green infrastructure investments, including solar panels. Training provided to bakery staff to enhance processing capacity.	High: Positive Primary WFP has invested significant amounts of money to support a private sector representative/entrepreneur to establish a wholegrain mill. Stakeholders emphasized the importance of supporting local processing as this required large investments and there were no special mills previously. Also, the green infrastructure enhanced the processing capacity by reducing the direct costs for the beneficiary. The adoption of solar technology has yielded economic, environmental, and social benefits, which have collectively enhanced the project's overall effectiveness and sustainability.	2021	Considerable	4
Integration of wholegrain wheat products into the national School Feeding Programme (SFP). Support for bakeries and mills in producing wholegrain products.	High: Positive Primary Various actors noted the increased popularity of wholegrain bread and the support provided to local mills and bakeries. The latter included the training provided to bakery staff to enhance processing capacity. Integration of wholegrain into the SFP has been highly important in establishing a guaranteed market that can support strengthening of the value chain and increase future demand.	2022 and 2023	Considerable	4
Incorporation of wholegrain products into SFP and healthy lifestyle promotion	High: Positive Primary	2022	Considerable	3

Establishment of the training centre in Ijevan. Awareness-raising campaigns and training for school staff, parents, and children.	Incorporation of wholegrain products into school meals has been an important contributor to increased demand. Through the wholegrain programme, WFP has managed to connect school feeding with local production, whether through direct baking at the schools or through the project supported bakeries. Integration with the SFP has also supported awareness-raising campaigns and training for school staff, parents, and children. The training centre as an innovative and trendy location for meeting and dining has contributed to the popularity of wholegrain products in Ijevan, yet this also reduced a bit compared to the first opening. The multimodal aspect of the training centre, which offers various types of services such as coworking and conference space in addition to the bakery, has been an important sustainability factor.			
Integration of renewable energy technology (solar power)	High: Positive Primary Wholegrain wheat products have a longer cooking time than white wheat products and, to ensure market competitiveness, solar stations were provided to schools, the mill and bakeries to offset electricity costs, cutting production costs by 25% and allowing the bakeries to remain competitive. The collection of the 'revolving' funds, however, seems to be more complicated.	2021–2023	Important	4
Close cooperation of WFP with the regional and local authorities	High: Positive Contributing The close cooperation of WFP with the regional and local authorities, particularly at the governor's level, has contributed to selection of beneficiaries and establishment of the local foundation.  Medium: Negative Nevertheless, the established local development foundations are highly dependent on the governor's office and are not fully matured to function as independent foundations. Moreover, KIIs confirm that identification and selection of beneficiaries was done through the governor's office (though the way they have related with each other remained unclear. Authorities remained closely involved in the community fund).	2021–2024	Important	3

## Conclusion: Contribution claim

77. The wholegrain value chain development project implemented by the WFP in Armenia has demonstrated significant achievements in establishing an end-to-end wholegrain value chain, from production to consumption, and has made strides in promoting wholegrain bread consumption as a healthier and more nutritious alternative. The following analysis evaluates the extent of these achievements based on consultations with stakeholders, project documents, and meeting minutes.

78. **Increased wholegrain wheat production:** Stakeholders acknowledged the support provided to smallholder farmers, including the distribution of 35,400 kg of high-quality wholegrain wheat seeds and capacity strengthening measures. While there is no baseline data available, this support has been pivotal in increasing wholegrain wheat production, with farmers harvesting 420 MT of wheat and realizing significant profits. Subsidized seeds may, however, not always be sustainable as users have become accustomed to external assistance, and production might vary depending on years when subsidy is provided. This dependency could impact the long-term viability of production.

79. **Enhanced processing capacity:** The establishment and support of local milling infrastructure, including investments in green infrastructure such as solar panels, have increased the capacity to process wholegrain wheat into high-quality flour. This has been recognized as a critical step in ensuring the sustainability and cost-effectiveness of wholegrain production.

80. Nevertheless, while there has been growing demand for wholegrain flour, it has not been consistent enough to justify further expansion of milling capacity. At the same time, reliance on only one mill also creates risks for the value chain. Also, some bakery owners expressed concerns about the sustainability of their businesses solely relying on wholegrain products due to higher production costs and a limited customer base.

81. **Increased availability of wholegrain products:** The integration of wholegrain products into the National School Feeding Programme (SFP) and the support provided to local bakeries have significantly increased the availability of wholegrain products in targeted communities. This integration has made wholegrain products more accessible to a broader audience, particularly schoolchildren.

82. **Behavioural change and increased consumption:** The programme has successfully promoted the consumption of wholegrain bakery products among schoolchildren. Positive feedback from school representatives and community stakeholders indicates that children have adapted well to wholegrain products, contributing to healthier eating habits. Although the larger impact of this on the dietary habits of households in the region is not fully clear, nevertheless despite awareness-raising efforts, wholegrain bread is still seen as a niche product, and there is resistance among some consumers who prefer traditional white bread. This cultural preference poses a challenge to the widespread adoption of wholegrain products.

83. **Capacity building and infrastructure investment:** The establishment of a resource centre in Tavush, functioning as a bakery/restaurant and training centre, has enhanced local skills and promoted economic development. This comprehensive approach to capacity building has been appreciated by stakeholders.

84. On the other hand, the overall effectiveness in terms of establishing a cost recovery/revolving mechanism for enhanced community capacity has not been optimal. The local foundation established to support the project lacks strong institutional mechanisms and faces challenges in collecting funds from programme beneficiaries.

85. In conclusion, the WFP Wholegrain programme in Armenia has made notable progress in establishing a comprehensive wholegrain value chain and promoting healthier dietary habits. The programme's successes are evident in the increased production, processing capacity, and availability of wholegrain products, as well as the positive behavioural changes among schoolchildren. However, challenges such as inconsistent demand, infrastructure limitations, and cultural preferences for white bread need to be further addressed to ensure the long-term sustainability and broader acceptance of wholegrain products. Continued efforts in capacity building, infrastructure investment, and community engagement will be crucial in overcoming these challenges and achieving the programme's goals.

### Case study 3: Irrigation infrastructure recovery and community development in Tegh (SO4/Act4)

Intervention level	Specific location	Motivation for selection of case study	Key outcome focus for analysis
<b>Irrigation infrastructure recovery and community development</b> in Tegh to strengthen resilience and economic recovery of border settlements. Specific attention is given to agricultural production in Tegh and surrounding settlements in high-value food crops (legumes, herbs and spices)	Syunik, Tegh	Syunik is a key region in Armenia with the highest density of WFP-specific interventions. This region is experiencing an influx and resettlement of refugees. WFP and partners play an important role on the ground in providing support in livelihood development and social protection. Specific interventions, under Strategic Outcome 4 (SO4) focus on restoring livelihoods in the agriculture and food production sector and can be linked to SO2 (Activity 5) in value chain development of specific food crops that can be grown on irrigated lands (legume value chain development).	Farmers and farmer groups that cultivate crops on irrigated lands have increased their market access, leading to improved livelihoods and economic resilience. Irrigation infrastructure development has improved living conditions and social economic development of Tegh.

#### Context and background of CSP interventions in Tegh

86. Syunik is one of the priority regions of WFP interventions in Armenia; this region has become more important in WFP programming, since the deterioration of the security situation due to border conflicts in 2020. In 2022 WFP established a regional office in Kapan to service Syunik and with a specific focus on providing support to refugees and displaced persons in the border regions and particularly since September 2023 with the influx of refugees from Karabakh.

87. In the framework of its SFP activities, Armenia has been supporting schools in Syunik, including with specific support to transformative school feeding activities in a number of schools, including one school in Tegh community.

88. Since 2022 WFP has been supporting community development interventions in multiple communities in Syunik, prioritizing vulnerable communities in border areas, including Tegh, this was done through the provision of solar panels to communities and setting up community development funds to invest savings from solar energy in community development projects.

89. Due to neglect in recent decades and the border insecurity situation, irrigation works in Syunik had deteriorated over time and were in need of restoration. WFP and other development partners have started projects to restore water supply for irrigation in communities. In 2022, WFP has provided such support to restore water supply to 11 villages enabling access to irrigation for 13,000 individuals and 1,175 hectares of cultivated land. WFP supported the construction of 35 km irrigation canals, supporting farmers with improving production and supporting workers with cash for work. The project suffered delays due to the limited availability of workers needed for construction works to be paid with a cash for work scheme. The irrigation projects were also catering more to men than women, requiring a reorientation to target women in agricultural production, in smaller plots closer to communities.

90. The regional situation in Syunik has remained quite precarious due to ongoing conflicts since 2020, particularly in border communities. These conflicts culminated in the influx of refugees of Karabakh in September 2023. WFP provided substantial quick responses and social protection support (mostly in food) for refugees, when entering Armenia for registration and resettlement. Refugees are integrated in all WFP programmes and interventions, though many of the interventions (such as in agriculture) were not relevant for the refugees, as most of them did not have access to land, though refugees could potentially benefit from cash for work schemes.

91. The region of Syunik has touristic potential, though since the Covid-19 pandemic and the ongoing border irregularities, the sector is not yet on its way back to provide more development and employment potential. While parts of the region have substantial mining activities, other parts of the region mainly resort to basic (and subsistence level) agriculture. Other economic activities in the region are scarce and not well developed, which is an element of concern for the provincial government.

## Specific interventions considered in Tegh for contribution analysis

92. The settlement of Tegh is a typical border community with seven settlements, all facing the constant threat of conflict. Tegh is the settlement in Syunik province with the longest borderline with Azerbaijan.

93. Tegh is a community where one school is supported under the transformative component of the SFP, though that intervention is not considered in this contribution analysis. While there is an intensive orchard in the school, it is not generating excess production that is sold on the local and regional markets.

94. WFP started its agricultural value chain support activities in Tegh under SO2/Activity 5 and SO4 under the green energy for productive farming project in 2022. This project was co-funded by Ireland, Norway, and the Government of Armenia and was implemented in multiple communities in Gegharkunik, Shirak and Syunik. In 2022 in the Tegh community, 15 smallholder farmers were assisted with the cultivation of high-value plants on small household plots of less than an acre. Community-level support was provided with a 20 KW solar station placed on a kindergarten roof in Tegh, expected to save USD 2,700 annually in electricity bills. A community development fund was established to reinvest 70 percent of these savings in agricultural activities in the community, or in other community development projects, such as the provision of streetlighting in parts of the community, that was in construction at the time of the visit to the community. The community council of Mayor and Aldermen is deciding on the destinations of the savings, which are now being generated.

95. Under SO4/Act 4 in 2022 a project was launched in Syunik to support smallholder farmers for developing model gardens with support of Ireland and Germany in multiple communities, including in Tegh. Drip irrigation systems were provided to smallholder farmers engaged in small-scale high-value food crop production, and training was provided on production of vegetables, berries and herbs in an cooperating partner arrangement with national partners.



Opening of irrigation system in Tegh by WFP, 2022<sup>108</sup>

96. A third additional project, the legume value chain development project, that also started in 2022 under SO2/Act 5, was supporting farmers in three communities in the region of Tegh (Khndzoresk, Tsghuk, and in Tegh community itself). This project was supported by the Sustainable Development Goal (SDG) fund and was co-implemented with the Food and Agriculture Organization of the United Nations (FAO). This project combined support to the establishment and improvement of irrigation systems at the community level with provision of inputs, equipment and solar panels to individual farmers, combined with training of farmers in production, marketing and sales. The project was closely linked with a fourth relevant project of building a logistic hub and agri-service centre with agro-processing equipment (also SO2/Activity 5) with

<sup>108</sup> United Nations Armenia. 2022. "Water worth more than gold": WFP's irrigation water lines in Goris are officially up and running. 30 August 2022.

support from China. The logistic hub was completed in 2023 and handed over to a Khndzoresk farmers cooperative with 14 members. While the logistic hub is not a direct intervention in Tegh, it provides an economic opportunity for farmers in Tegh in processing and sales of their food crops (particularly grains and pulses).

97. A follow-up irrigation infrastructure development project, supported by France, was developed in 2024 and included specific support to complete a water supply and irrigation system in Tegh. This project allowed expansion of the irrigation system in Tegh to cover 170 hectares of land and adding 210 beneficiaries to the first phase of the project, with 270 beneficiaries in 2024. At the time of the case study visit, the irrigation system was up and running, with households having access to the system and a committee managing the irrigation system.

### Contribution analysis

98. The irrigation infrastructure recovery and community development in Tegh interventions were conducted under specific separate projects (with different timeframes and donors). Summarizing the key outcomes of these combined interventions in Tegh at community level leads to two outcome-level changes that are subject to this specific contribution analysis.

99. The extent to which these outcome level changes are recognized and appreciated by the stakeholders interviewed during the contribution analysis is specified in the following rows of the table, for each of the specific stakeholder interviewed in the process.

CLAIMED CHANGE (OUTCOME) (taken from Annual Country Reports (ACRs) and key informant interviews (KIs))	
<ul style="list-style-type: none"> <li>- Farmers and farmer groups who cultivate crops on irrigated lands have increased their market access and this has contributed to improved livelihoods and economic resilience of farmer households.</li> <li>- Irrigation infrastructure development in the community has contributed to social-economic development and living conditions in the Tegh community.</li> </ul>	
Recognition of CLAIMED CHANGE (OUTCOME) by stakeholders interviewed	
WFP	No specific reporting available on irrigation infrastructure development intervention in Tegh (with specific funding by France), though elements of the interventions are reported in the 2023 ACR, the legume value chain project report on 2022 (SDG funding). <sup>109</sup>
Syunik Marz Government	Clear changes and improvements in border settlements, particularly through restoration and improvement of irrigation works in different communities, including Tegh. These developments are very important to restore and improve social-economic development in these border communities and retain people in the region.
Tegh Mayor and Deputy Mayor	The local government particularly appreciates the community development effects of the WFP support interventions. Agricultural production on irrigated land is increasing, though most of the production is geared to household level consumption and local markets. The community investments in solar panels are generating savings (and electricity is sold back to the grid) which are invested in community development projects, such as the street lighting project. Producer groups and small/medium enterprises are supported and are increasing production, though production remains at a small scale.
Farmer groups (women in high-value crops)	The (largely) women farmer group visited in Tegh (including a visit to a garden of one of the members) confirm that they are producing berries and high-value herbs and spices. They indicate that sales are not yet occurring on a large scale, but the members of the group are currently thinking about setting up a cooperative model to develop more capacity for marketing and sales. The members of the group have benefited from drip-irrigation investments and training and establishment of small orchards.
Individual households with access to irrigated plots	The households visited confirm they are benefiting from the irrigation reaching their small plots of land, though they have not (all) invested in drip-irrigation. The water seems to flow in abundance and there are no strong concerns that this will change. The household plots are mostly catering for the own families. The households confirm they pay for the management of the irrigation systems, though with only a very small amount.

<sup>109</sup> WFP. 2023. Legumes Value Chain Development in Goris. 2022-2023 Report for the first year of implementation

Cooperative hub	Sales from Tegh farmers and farmer groups do not yet occur through the logistic hub and the cooperative is not yet providing services to Tegh farmers. Cooperative members sell some of their produce to the local market in Tegh, thus improving access to grains and pulses (though the cooperative seems to aim more at high end and even export markets in case of further growth).
Bakery in Tegh	A bakery in Tegh has received energy and equipment support from WFP and it is proving a local (small) market for grain producers. However, grain production in Tegh is not done by the small farmers that focus on horticulture. Larger farmers (including cooperatives in Khndzoresk) produce grains that may be sold to bakeries. This could not be confirmed during the case study visit to Tegh.
Center for Agribusiness & Rural Development	Service provision to farmers exists throughout the country and also in Syunik. Small household level farmers though tend to limit their use of services and remain working mostly at household and family enterprise level. Many producers cannot access financial services. And the smaller farmers do not use many other (leasing equipment) services. Center for Agribusiness & Rural Development has an agro-service in Khndzoresk, but none of the KIIs informants mentioned its existence.
FINCA	Finance is available to farmers at subsidised rates, though is not used by the smaller household level producers. Scale of production is too small for working with finance. Other forms of informal lending may be used by the farmers at a very small scale. FINCA's services are available in the region, though FINCA was not referred to by any of the informants. Some respondents mentioned ACBA as a provider of finance to farmers in the region, though none of the people interviewed mentioned they were actively taking loans.

100. The table below specifies the extent to which the specific contributing factors have been supportive in achieving (fully or partially) the outcome-level changes that were listed in the previous table. The factors are grouped in three categories: primary factor = integral element of the intervention and included in the intervention strategy to achieve the intended change; contributing factor = a factor that was not (fully) integrated in the intervention that has supported the achievement of the intended change; and rival factor= a factor that has limited the achievement of changes or even caused unintended negative changes.

CONTRIBUTING FACTOR (WFP & NON-WFP)	TYPE OF FACTOR (and explanation)
A. Climate change is affecting the region and irrigation is required to improve and increase agricultural production. WFP's Consolidated Livelihood Exercise for Analysing Resilience (CLEAR) study assessed the ability of households to cope with climate risks as well as the impact of predicted climate change on livelihoods and food security.	Rival and Primary factor. Climate change is a structural development that increases the urgency of restoring and improving irrigation works and at the farmers level to innovate production techniques (including drip-irrigation) and crop diversification. The project interventions respond to these climate challenges, though at the same time, climate risks (droughts and flooding) are increasing, requiring continued efforts and new strategies to cope with these risks.
B. Border security and instability in border regions is affecting agriculture in the region and is forcing agriculture back from border and more remote areas to communities.	Rival. The border insecurity has been steadily increasing and is highly affecting Tegh, with seven settlements all bordering with Azerbaijan. This decreases access to (safe) lands and it forces many households to produce closer to their homes and communities. The project interventions respond directly to these challenges, though the impact of the border insecurity is highly affecting the prospect for economic development.
C. Tegh municipality has developed a five-year development plan and it has applied for Government of Armenia funds to support actions, including in priorities such as restoring irrigation works and local developments. Existing capacities at local Government level	Contributing. The existence of this development plan enables development partners (including WFP) to align with local priorities. The existence of the plan also strengthens the capacity of local government actors to serve as partners in development interventions. This has greatly increased effectiveness of interventions.
D. One of WFP's priority interventions in Armenia is Syunik and it has an office – close relations with regional government in Kapan and with several communities and villages. WFP and Tegh first contacts in 2021 identified areas of cooperation and project	Contributing. WFP's long-term presence in the region facilitates contacts with all relevant development partners and regional and local authorities. In Syunik, WFP can more directly engage with relevant actors as it has staff on the ground in the region.

design of the irrigation project and support to farmer groups in Tegh.	
E. With long-standing SFP interventions in Tegh, including a transformative SFP school in the community and a variety of other WFP interventions that complement the irrigation project (legume value chain support, the establishment of the neighbouring logistic hub Khndzoresk, WFP has put these components together in a kind of integrated community development approach.	Primary. While this factor may not have been intentional, it is a de facto primary factor on which the project interventions are built. WFP has combined up to five different projects with different donors in such a way that they mutually complement each other, and have secured longer-term step-by-step development approaches to reach longer-term developmental results. The approach resembles to some extent an integrated community development approach that allows for reaching more sustainable longer-term effects and outcomes.
F. Delays in irrigation construction in Sisan allowed for acceleration and expansion of the project in Tegh.	Contributing. This was an unplanned development which allowed the actors in Tegh to expand and complete the irrigation works even earlier than planned.
G. Formation of groups (also of female farmers) have supported agricultural interventions in Tegh and Khndzoresk, which allow for reaching a larger scale of economic activities.	Contributing. Bringing producers together in farmer groups has not been part of the original design of the interventions. However, in those cases where farmers have formed groups, training and technical support can be given more effectively, and as a group the market access perspectives improve considerably (though this is still largely a future prospect).
H. Community of Tegh (from Government of Armenia) and Agricultural Cooperative in Khndzoresk (from French Armenian Foundation) have obtained access to other sources of funding to complement WFP investments in irrigation works and in logistics hub.	Contributing though also rivals: More development partners are active in the region, including in Tegh community itself; the Government of Armenia provides support for local development initiatives (such as part of the irrigation works). In project documents and reporting, the existence of other development actors is somewhat neglected; it is also not frequently mentioned by local partners. Cooperation and coordination can increase effectiveness and impact, though these are not well explored on the ground by local authorities or development partners.
I. The establishment of the logistic hub and cooperative agro-service centre in Khndzoresk provide an opportunity to farmers in Tegh, but services in agro-processing and marketing and sales of their products.	This has the potential to become a contributing factor, as at this stage only initial linkages have been created, as the cooperative hub was only recently established. At the time of this case study, the logistic hub was not yet fully operational, but it was engaged in a small way in the Tegh community. Tegh farmers (and groups) did not yet procure services from the logistic hub. The facility mainly caters for grains and pulses, which are not the primary products of farmer groups that are supported with irrigation and small agricultural investments.

101. In the following table, the information of the previous tables is synthesized and integrated as a summary of the contribution analysis.

Observed change (outcome)						
<ul style="list-style-type: none"> <li>Farmers and farmer groups who cultivate crops on irrigated lands have increased their market access and this has contributed to improved livelihoods and economic resilience of farmer households.</li> <li>Irrigation infrastructure development in the community has contributed to social-economic development and living conditions in the Tegh community.</li> </ul>						
Contributing factors (WFP and non-WFP!)	Place in time-line	Evidence (signs/facts)	Positive/negative	Weight of contribution	SIGNIFICANCE 1-4	
A. Climate change is affecting the region and irrigation is required to improve and increase agricultural production. Consolidated Livelihood Exercise for Analysing Resilience (CLEAR). The CLEAR study assessed the ability of households to cope with climate risks as well as the impact of predicted climate change on livelihoods and food security.	Long-term structural trend. More pronounced in recent years.	Climate change risks shown in evidence provided in reports and assessments, and observed during the visit to Tegh. Respondents refer to the situation prior to the irrigation works, when not enough water was available for reliable agriculture production.	Negative	Considerable	3	
B. Border security and instability in border regions is affecting agriculture in the region and is forcing agriculture back from border and into more remote areas for communities.	2020 until present	Evidence provided during visit to Tegh; military posts on the border were clearly visible. Unexploded Ordnance maps show high to very high risks in Tegh. Situation is not improving.	Negative	Important	4	
C. Tegh municipality has developed 5- year development plan and it has applied for Government of Armenia funds to support actions, including in priorities such as restoring irrigation works and local developments. Existing capacities at local government level.	2021	We have not seen the plan but discuss the contents and priorities in key informant interviews (KIs) with municipality. The capacity of the council exists and there are multiple commissions for specific priorities.	Positive	Considerable	4	
D. One of WFP's priority interventions in Armenia is Syunik and it has an office. Close relations with the regional government in Kapan and with communities and villages. WFP and Tegh first contacts in 2021 identifying areas of cooperation and project design of the irrigation project and support to farmer groups in Tegh.	2021	Office of WFP in Kapan was visited and relations between regional and local governments were confirmed in KIs with Syunik Marz and Tegh municipal governments.	Positive	Considerable	3	
E. With long-standing SFP interventions in Tegh, including a transformative SFP school and several other WFP interventions that complement the irrigation project (legume value chain support, the establishment of logistic hub in Khndzoresk, WFP has put these components together in a kind of integrated community development approach.	2022	All activities (including SFP) were seen during the visit to Tegh. Press clippings show the frequent and good contacts between Tegh and WFP. People in Tegh know the leadership of WFP at national level. In KIs, the value of the long-standing relations with multiple WFP staff members are repeatedly confirmed.	Positive	Important		

Observed change (outcome)					
<ul style="list-style-type: none"> <li>Farmers and farmer groups who cultivate crops on irrigated lands have increased their market access and this has contributed to improved livelihoods and economic resilience of farmer households.</li> <li>Irrigation infrastructure development in the community has contributed to social-economic development and living conditions in the Tegh community.</li> </ul>					
Contributing factors (WFP and non-WFP!)	Place in time-line	Evidence (signs/facts)	Positive/negative	Weight of contribution	SIGNIFICANCE 1-4
F. Delays in irrigation construction in Sisian allowed for acceleration and expansion of the project in Tegh	2022	This could not be confirmed in Sisian. This information is only based on KIIs conducted in Tegh.	Positive	Limited	2
G. Formation of groups (also of female farmers) have supported agricultural interventions in Tegh and Khndzoresk, which allow for reaching a larger scale of economic activities	2023	The work with the (largely women) group producing high-value crops (berries and herbs) showed that women are participating as a group in training and activities but have not yet developed a more formal way of working together. In the group meeting, during the case study visit, one woman said that she already had a cooperative with some other women (not in the group). Many members indicated that they want to move to a form of cooperative. The cooperative of Khndzoresk (14 members) was visited and interviewed.	Positive	Considerable	1
H. Community of Tegh (from Government of Armenia) and Agricultural Cooperative in Khndzoresk (from French Armenian Foundation) have obtained access to other sources of funding to complement WFP investments in irrigation works and in the logistics hub.	2023	The in-kind investments in equipment and irrigation works could be witnessed during the visits. European Union (EU) support could be witnessed in EU delegation press clippings.	Positive	Considerable	2
I. The establishment of the logistic hub and cooperative agri-service centre in Khndzoresk provide an opportunity to farmers in Tegh, but services in agro-processing and sales of their products.	2024	While people in Tegh know about the cooperative and logistic hub in Khndzoresk, they indicate that they have not been using the services of the cooperative yet.	Positive	Limited	2

### Conclusion: Contribution claim

102. The contribution claim that farmers and farmer groups who cultivate crops on irrigated lands have increased their market access and have improved livelihoods and economic resilience of farmer households can be partially confirmed. The visit in Tegh showed that farmers had effective access to irrigation water and were actively using it. The farmer groups also used drip-irrigation and applied innovative agricultural production techniques on their plots. All plots visited were producing fruits and vegetables.



Garden plots with drip-irrigation, case study visit July 2024

103. While this has improved their livelihoods and economic resilience, the farmers and farmer groups indicated that systematic access to markets on a larger scale is not yet happening, though it is a future perspective and aspiration of the farmer groups working in berry and vegetable production. This will require strengthening and formalizing in a cooperative modality. The farmers' cooperative in Khndzoresk may serve as an example of an initiative of farmers to increase the scale of production, processing and sales to reach markets (even export markets).



Irrigation works in Tegh, case study visit July 2024

104. The irrigation infrastructure development in the community has contributed in combination with

other WFP community-level interventions (solar panels) on the roof of a kindergarten and investments in a bakery. The irrigation works (WFP and Government of Armenia combined) reach a substantial area in the community. Savings from solar panels on the bakery and kindergarten support the community development budget, and specific projects are being implemented and planned, such as streetlighting and improvement of playgrounds, a community centre and provision of trash bins, support to local wrestling team and organization of a cultural event. The streetlighting, playgrounds, and trash bins could be witnessed during the case study visit.

105. The local government authorities, beneficiaries, and the Syunik Provincial Government all identified WFP as the most important contributor to these changes, although other contributions and actors were identified as well.

106. An important finding in this contribution analysis is that WFP has combined several interventions that were supported by different donors under different projects in the community of Tegh. While this also happens in other regions and communities, Tegh may well be one of the examples in which this combination is strongest, resembling to some extent an integrated community development approach. Examples are:

- support to the logistic hub in Khndzoresk that can become an instrument in improving market access for farmer groups; and
- expansion of the irrigation works activities and the replication mechanism of the solar panels savings.



Equipment in logistic hub in Khndzoresk, case study visit July 2024

107. Another important finding is that there have also been actions and support from other development partners that have benefited the region and more specifically the community of Tegh. The irrigation and community development interventions in Tegh were supported by a Government of Armenia project that enabled considerable expansion of the irrigation works and area covered. The European Union (EU), through its EU Green Agriculture initiative, supported organic producers in Tegh (Austrian Development Agency project). And in the logistic hub in Khndzoresk, the French Armenian Foundation complemented WFP investments in equipment for the cooperative. While these initiatives are complementary to WFP interventions, they are implemented largely separately, which may limit the outcomes and impact of these separate interventions. Another risk is that support interventions may be concentrated in those actors and organizations that are more effective in attracting and interesting these partners to provide support. The strategy of the community of Tegh obviously is to maximize support to the community and while doing so, specific development partners may not be sufficiently linked with each other.

108. Relevant other factors that have limited and influenced the outcomes of the irrigation and community development interventions in Tegh:

- The economic standstill in border region settlements creates huge challenges for local employment and economic development. Without more substantial efforts in restoring economic activities in the region, it will be difficult to generate income and employment beyond small-scale household-level economic activities. This also includes investing in economic initiatives that can create employment on a larger scale, in the form of small agro-processing industries. The provincial government has identified opportunities, though no support has been mobilized to effectively start up these initiatives.

#### **Case study 4: Resilience and Economic Recovery of Border Communities in Vardenis and Sotk (REBCA project; SO4/Act4, also relevant to SO2/Act6)**

Intervention level	Specific locations	Motivation for selection of case study	Key outcome focus for analysis
<b>Resilience and Economic Recovery of Border Communities</b> in Armenia (REBCA) with particular attention to social protection (food cards, psychosocial support) and implications for national models of social protection.	Gegharkunik province, Vardenis and Sotk	Social protection is an important component of this specific intervention and is important for the overall intervention strategy of the WFP, which links SO4 with SO2 (social protection). Gegharkunik province is the province with the second highest density of WFP's interventions in Armenia.	Effects of food cards and psychosocial support on resilience and livelihood strategies of target groups.

#### **Background of project and intervention in CSP**

109. The REBCA project was developed together with the Strategic Development Agency (SDA), World Vision Armenia (WVA) and the Child Development Foundation (CDF), with funding by the Swiss Agency for Development and Cooperation (SDC). The project is a response to military confrontations in border regions Syunik, Gegharkunik, and Vayots Dzor (end 2022) and was implemented in 2023/2024.

110. The key objective of the REBCA project is to enhance the economic and humanitarian shock responsiveness of conflict-affected and highly vulnerable populations in selected border communities.

111. The project is designed as a nexus intervention linking humanitarian responses with development assistance through actions under three outcome areas:

- Selected households are supported with food (WFP) and psychosocial counselling (WVA and CDF).
- Selected conflict-affected municipalities are able to do more effective socioeconomic planning and implementation (WFP).
- Selected households have improved income and livelihoods (agricultural assets (SDA), funding models and employment/self-employment (WFP).

#### **Regional and local context**

112. While the REBCA project is covering more regions, this analysis focuses on the town of Vardenis and the Sotk settlement. This is one of the most affected regions from the September 2022 border conflicts, resulting in huge material damage in the settlements, closure of transport routes, strong reduction of mining activities, and high unemployment. As a lot of people (mostly men) have left to seek jobs elsewhere (also abroad), there are many households headed by women.

113. With the aim to strengthen local governance, a municipal government was established in Vardenis town. The municipality is closely involved in the project and works together with WFP in the planning and implementation of interventions and in identifying priority target groups for specific activities.

#### **Specific interventions considered in Vardenis community and Sotk village**

114. The REBCA project provided the following key outputs and services throughout its 1.5-year implementation period:

115. **Outcome 1: Food and psychosocial support.** WFP provided food cards to 750 families in Vardenis town and surrounding settlements. Child Friendly Spaces and psychosocial support activities were provided by WVA from its regional office in Vardenis targeting the same families as the food card support.

116. **Outcome 2: Community capacity development in social economic planning.** Activities were limited and mostly related to capacity development of community government staff.<sup>110</sup>

117. **Outcome 3: Strengthening livelihoods and employment creation among households and SME development.** WFP supported two bakeries in Vardenis (one of them visited) with bakery equipment and solar panels. The solar panels were provided with the revolving fund modality, with the bakery owner (a woman) to pay 70 percent of savings from the solar panels to a community fund to enable other community social investments (e.g. improvement of the music school and library facilities in Vardenis). As a complement to the REBCA project, through its child-sponsoring programme, WVA provides ongoing support (e.g. training for income-generating activities) to families that received earlier psychosocial support and food cards.

### Contribution analysis

118. REBCA reports specify a number of outcome-level changes. The second row in the table below indicates the level of recognition and appreciation of these outcomes by the stakeholders interviewed.

CLAIMED CHANGE (OUTCOME) (taken from REBCA monitoring report February 2024)	
The majority of households (65 percent) exhibit having medium Resilience Capacity Score (RCS), with 31 percent reporting high RCS and only 5 percent with low RCS. The highest RCS was reported by households which benefited from economic assistance (51 percent), then the ones which benefited from three components (42 percent) within the REBCA project. The moderate RCS is seen among households which received either only psychosocial assistance (84 percent) or a combination of psychological and economic assistance (100 percent). This is illustrated particularly by: <ul style="list-style-type: none"><li>- Households have enhanced their ability to minimize exposure to shocks and stresses through preventive measures and coping strategies. Children benefiting from psychosocial assistance show the highest gain at 63 percent.</li><li>- Households can rely on the support from public administration/government or other institutions when they need help.</li><li>- Adults feel prepared for future threats as they received knowledge on the markets and the ways of obtaining agricultural assets. And households have capacity to make proactive and informed choices about alternative livelihood strategies based on an understanding of changing conditions and can now reduce the impact of shock leading to positive changes in systems, structures, and livelihoods.</li></ul> (REBCA Monitoring Report, February 2024, P.3)	
Recognition of CLAIMED CHANGE (OUTCOME) by stakeholders interviewed	
WFP	WFP is claiming the above outcomes as reported above in WFP REBCA monitoring report (February 2024). WFP also recognized the psychosocial effects from support to vulnerable target groups. Social economic effects are mostly seen in bakery support where employment was created.
World Vision (Headquarters Armenia) (WVA)	WVA's reporting confirms that children and families have benefited from Child Friendly Spaces and psychosocial support. WVA staff recognizes that some of the families are lifted from the ultra-poor status to poor status, according to WVA's approach. <sup>111</sup>
World Vision (Vardenis office)	WVA in Vardenis confirms that beneficiaries have benefited from psychosocial support, though also that lifting the families from ultra-poor status requires more continuous efforts. This is done in WVA's own child sponsoring support from which several of the REBCA targeted families are benefiting (in Sotk and possibly elsewhere). WVA confirms that

<sup>110</sup> In two settlements (Mets Masrik and Khachaghbyur) close to Vardenis (not visited in this case study) investments were made in water tanks to cater for farmers engaged in livestock raising. This was done with the community and settlement leaders. This activity was not linked to SDA's support to farmers in livestock raising (mainly heifers) because they covered other communities under REBCA (in Gegharkunik and Sisian provinces).

<sup>111</sup> This approach was developed by BRAC and World Vision. See BRAC & World Vision. 2019. Ultra-poor Graduation Handbook. May 2019: second edition

	target groups in Vardenis had no links with SDA socioeconomic support, and that targeted families continued to struggle to secure their livelihoods.
Strategic Development Agency (SDA) (Headquarters Armenia)	Fewer than 20 percent of beneficiaries in REBCA were led to agricultural activities (only in specific settlements and not in Vardenis and Sotk). SDA support requires beneficiaries to already have minimum assets (land and stables) to be engaged in livestock raising and milk production. The REBCA components in this respect were implemented in parallel, largely in different communities and settlements and with different target groups.
Unified Social Services (USS)	USS confirms that selection of beneficiaries is based on identifying the poorest of the poor. USS is aware of the use of the food cards in this (and other WFP interventions) and considers cash-based transfer modalities as highly relevant to provide social protection to the poorest households. USS has limited knowledge of this specific intervention on the ground as it is implemented more directly with the community-level government.
Centre for Humanitarian Demining and Expertise (CHDE)	CHDE confirms that the region of Vardenis was heavily hit by shelling in 2022. While unexploded ordnance in this region are under control, the situation is still insecure and access to land has decreased, forcing families to economic activities more closely around the house. The effects of economic support are limited.
Mayor and Deputy Mayor Vardenis	The Municipal Government Leadership is very much aware and closely involved in the REBCA support interventions. It confirms that psychosocial support is given, and that this service remains available to the population through WVA social workers, the psychosocial support centre and Child Friendly Spaces. The leadership confirms that the situation in settlements (such as Sotk) is precarious, and that economic recovery is not yet successful. The municipality confirms that REBCA activities in the community and among bakeries in Vardenis are generating results and that social projects in the community are identified to invest savings in the community fund (e.g. in the library and music schools). Hence, the solar panels are generating relevant savings for the community.
Household, beneficiary psychosocial assistance (Sotk)	Only one visit to a household headed by a woman could be organized. In this visit it was confirmed that psychosocial support has helped the family to cope with their very difficult situation after the shelling in 2022 (the house was still significantly damaged). The food card support was well appreciated though it was only temporary. The woman heading the family (with four children) did not have a stable income and is not able to survive economically without continuing support, which is provided through WVA's child-sponsoring programme (one child is in the programme). The woman indicated that she is not able to gain income in and around the house, which requires specific tailored support (a kit for starting a nail parlour at the house for which she received training from WVA) or pigs or poultry which can be raised around the house. The family had received a roof and solar hot water system through an Armenian philanthropist who has provided support to reroof the entire settlement of Sotk. According to the family, the Government has not provided any support to the community to recover from the bombings.
Bakery, beneficiary of economic support WFP in REBCA (Vardenis)	The bakery owner confirmed that the support she had received (investments in solar panels, bakery equipment and in training) has been effective to expand her household bakery business to an SME employing eight workers (all female). She is already supporting other families and children on her own and she is aware and willing to return 30 percent of the savings into the community fund for social projects. She would like to be involved in the selection of, and further support to, social projects in Vardenis. While the business is doing well, the owner is not fully aware of the amount of savings she is generating from the solar panels on her roof. The owner is also taking a loan (from a Micro Finance Institution at 20 percent) for bakery activities.

119. The table below specifies the extent to which the specific contributing factors have been supportive in achieving (fully or partially) the outcome-level changes that were listed in the previous table. The factors are grouped in three categories: primary factor = integral element of the intervention and included in the intervention strategy to achieve the intended change; contributing factor = a factor that was not (fully) integrated in the intervention that has supported the achievement of the intended change; and rival factor = a factor that has limited the achievement of changes or even caused unintended negative changes.

CONTRIBUTING FACTOR (WFP & NON-WFP)	TYPE OF FACTOR (and explanation)
A. Bombing and continuing insecurity in the region through border instability and economic recession because of insecurity (transport and mining)	Rival: While the bombing of 2022 and border insecurity in general were the key problems to be addressed by the REBCA intervention, the continuation of the tensions at the border in subsequent years has caused significant challenges to the economic recovery and development in the community of Vardenis, particularly at the settlement level. In Sotk economic activity (mining and transport) has collapsed due to the border insecurity, and agriculture in the settlement faces risks of border irregularities and access to land. The situation in Vardenis town is better as there is more economic activity, which provides opportunities for SME development.
B. WFP cooperation with WVA and SDA in REBCA setup and implementation	Primary: The project design and partnerships were developed to respond to requirements of Swiss Agency for Development and Cooperation (SDC) as a donor of the REBCA project, and its wish for a humanitarian-development nexus intervention. The three partners brought together the capacities and experiences to design and implement such a nexus intervention. However, during implementation and in the choice of locations and target groups, the project didn't develop into a nexus-intervention, with components implemented in relative isolation (particularly the economic components of the intervention).
C. Close cooperation of WFP and partners with the municipality and USS (identifying poorest beneficiary groups)	Contributing: USS data and community-level social workers were important in identifying priority beneficiaries for the food card and psychosocial support interventions in the project. The project interventions were in line with priorities set by the community government.  Rival: The unclear task division between USS and community social workers, and with additional WVA social workers, was not helpful for good and efficient cooperation.
D. Provision of food cards (WFP)	Primary: This was the key social protection intervention by WVA and this support was highly relevant in the first steps of recovery for beneficiaries and their families from shelling of their houses in Sotk. However, this intervention alone was not enough to resolve all problems faced by vulnerable families (such as the one visited in Sotk).
E. Close cooperation and capacity development support of WFP to Vardenis municipal government (mayor and council)	Primary and contributing: The cooperation with the community was included in the REBCA design of interventions. While in food card (see also C above) and psychosocial support the identification and selection were done with support of the community government and social worker, socioeconomic development interventions were designed and developed with the community. The support to two bakeries by WFP was based on identification and selection of SMEs by the community. The support is linked to the community fund set up to support different socioeconomic projects that are funded with the savings generated from the solar panels installed on community buildings and in the two bakeries supported by WFP. Social projects started include improvements and renovation of a library and music schools in Vardenis
F. Provision of psychosocial support (WVA) <sup>112</sup>	Primary: This intervention is complementing and closely linked with the food card assistance provided by WFP to support families and children (in Child Friendly Spaces) to recover from the trauma from the shelling in 2022. This psychosocial support was key in preparing and supporting families to work on improvement of their livelihoods and economic resilience. However, this livelihood and resilience building has proven to be challenging, even in those cases where families received continued support from WVA through its child-sponsoring programme.
G. Support to restore roofing and install solar water heating on	Contributing: This intervention is not linked with REBCA but occurred in the same period and it led to the highest and most visible improvement in the border settlement of Sotk. Houses that were bombed in 2022 were restored

<sup>112</sup> Community Development Foundation support in the project is not considered in this analysis, as WVA was the key partner in psychosocial support in Vardenis community.

many roofs (in Sotk) by Armenian philanthropist (residing in Moscow)	and most houses in the settlement received a new tin roof and solar system for water heating. This support has also benefited the most vulnerable targeted by the food cards and psychosocial support. Families that benefited from this now live in better housing conditions (though still precarious) but without access to economic development opportunities.
H. Provision of agricultural development support (water tanks) and SME development (bakery equipment) (by WFP)	Primary: Though not really effective in the location of border settlements. In the Vardenis community, two settlements received water tanks to support agricultural production. However, the effects of these investments could not be verified in our visits as these are strongly localized. In Sotk, no economic support interventions were provided. In Vardenis, two bakeries were supported with solar panels and equipment; this has helped the SME to grow and provide employment to eight local people (all women). The SDA interventions in REBCA targeted other communities in the region and did not benefit the vulnerable target groups in Vardenis and the border settlements. If they had been implemented here, it is not likely that heifers provided by SDA would have benefited the target groups in the border communities. Women in those households headed by women would have benefited more from poultry or pig farming, which was not provided by the project.
I. Ongoing WVA activities in Vardenis in psychosocial support and child-sponsoring to beneficiaries of REBCA after end of project	Contributing: WVA has a regional office with a psychosocial support centre attached to it. WVA runs child-sponsorship activities in this community from this office, benefiting several of the same (most vulnerable) families as selected in the REBCA project. This continued and longer-term WVA support has been effective in establishing a nexus approach in lifting ultra-poor and vulnerable people to a higher level of well-being and more resilience. However, economically, these families remain in difficult situations.
J. Overlap and duplication in USS and community social workers functions	Rival and contributing: The establishment of USS at central and decentral level is coinciding with the process of consolidation of communities. Both communities (under the Ministry of Territorial Administration and Infrastructure) and USS (under the Ministry of Labour and Social Affairs) have social workers. While these social workers work together, the complementarity in their mandates is unclear. This lack of clarity is challenging coordination and cooperation in identifying and selecting vulnerable people and in providing social protection support to these target groups.

120. In the following table, the information of the previous tables is synthesized and integrated as a summary of the contribution analysis.

Observed change (outcome)					
The majority of households (65 percent) exhibit having a medium Resilience Capacity Score (RCS), with 31 percent reporting high RCS and only 5 percent with low RCS. This is illustrated particularly by:					
Contributing factors (WFP and non-WFP!)	Place in time-line	Evidence (signs/facts)	Positive/negative	Weight of contribution	SIGNIFICANCE 1 (low) -4 (high)
A. Bombing and continuing insecurity in the region through border instability and economic recession because of insecurity (transport and mining)	September 2022	Observation on the ground, press clippings and interviews. The situation in Sotk as a border settlement two years after the shelling is still precarious with virtually no economic activities. Vardenis community (city) is doing economically better with more economic activities.	Negative (though also cause of REBCA)	Important	4
B. WFP cooperation with World Vision Armenia (WVA) and Strategic Development Agency (SDA) in Resilience and Economic Recovery of Border Communities in Armenia (REBCA) setup and implementation	Last trimester 2022 and 2023	Cooperation confirmed in interviews with all partners and in reporting. The practice of cooperation is mainly through each partner implementing its own specific interventions under different components. While WFP's and WVA's beneficiaries are linked in interventions, this is not the case for SDA.	Positive	Limited	2
C. Close cooperation of WFP and partners with the municipality and Unified Social Services (USS) (identifying poorest beneficiary groups)	2023	Key informant interviews (KII) confirm that identification and selection of beneficiaries was done through community and USS social workers (though the way they have related with each other remained unclear. Community (leadership) remained closely involved in all interventions (and in the community fund).	Positive	Considerable	3
D. Provision of food cards (WFP)	2023 and 2024	Food cards were provided, though only during a limited time period and to a limited number of beneficiaries (750 in the REBCA project, and it is not clear how many specifically in Vardenis community and settlements). The families supported with food cards continue to struggle in securing livelihoods.	Positive	limited	4 (as a pilot for national social protection models)
E. Close cooperation and capacity development support of WFP to Vardenis municipal government (mayor and council)	2023 and 2024	Close cooperation between WFP (and also WVA) with community confirmed in KII and cooperation is highly appreciated. Support was not only provision of goods and services but also in capacity development and community empowerment (e.g. setting up of the community development fund).	Positive	Considerable	3
F. Provision of psychosocial support (WVA)	2023	Importance of this support confirmed in WFP's report, identifying psychosocial support as crucial for recovery and resilience building. KII	Positive	Important	4

Observed change (outcome)						
The majority of households (65 percent) exhibit having a medium Resilience Capacity Score (RCS), with 31 percent reporting high RCS and only 5 percent with low RCS. This is illustrated particularly by:						
Contributing factors (WFP and non-WFP!)	Place in time-line	Evidence (signs/facts)	Positive/negative	Weight of contribution	SIGNIFICANCE 1 (low) -4 (high)	
		support this finding, though at the same time indicate that social-economic situation of the most vulnerable is still extremely precarious requiring continuation of social protection services (provided by WVA in some families), though not yet systematically by Government of Armenia social protection.				
G. Support to restore roofing and install solar water heating installations on many roofs (in Sotk) by Armenian philanthropist (residing in Moscow).	2023	(Only in Sotk) Roofing and solar water heating could be seen in the entire settlement of Sotk. The rest of the buildings of the poorest families were still lacking upgrading and restoration from the shelling (walls and windows) and no other support provided by Government of Armenia. The support was considerable and important, though not enough to help families in restoring their livelihoods.	Positive	Considerable	3	
H. Provision of agricultural development support (irrigation water tanks) and SME development (bakery equipment) (by WFP)	2023	No evidence seen from water tanks (as these settlements were not visited), though no wider effects of these interventions could be witnessed in Vardenis town and Sotk. Bakery was visited and support could be confirmed. Solar panels are generating power and savings, and equipment has increased scale of operations (eight workers – all female – of which we saw four during the bakery visit). Community leadership confirms that savings will be invested in community projects (mentioned were music schools and library, though these were not visited).	Neutral	Limited	2	
I. Ongoing WVA activities in Vardenis in psychosocial support and child-sponsoring to beneficiaries of REBCA after end of project	2024	Confirmed with WVA staff in Vardenis and in the centre of WVA in Vardenis, as well as by the beneficiary family visited in Sotk. Child-sponsoring is important as economic support to families as not enough resilience is built to restore livelihoods and engagement in economic activities.	Positive	Considerable	3	
J. Overlap and duplication in USS and community social workers functions	2024	Confirmed in KIs at national level and with community leadership, though it was not possible to speak with community-level social workers from USS and from the community.	Negative	Considerable	3	

## Conclusion: Contribution claim

121. The REBCA project and its cooperating partners (in Vardenis only WVA and WFP) have contributed to improved resilience of beneficiary groups. However, the initial effects as per the REBCA report of February 2024 in terms of the RCS is not so easy to interpret as no baseline data are provided. On other data, such as coping strategies and food consumption scores, a comparison with baseline was provided. On the latter two indicators, (very) small improvements were noted when comparing the end of 2023 with the baseline. The RCS was medium or high for the vast majority of beneficiaries, with only 5 percent scoring a low resilience capacity for the entire REBCA project. Our interviews and visits to Vardenis and Sotk indicate that the RCS, at least for the most vulnerable target groups (in Sotk), may have been too optimistic and show the results of the food card and psychosocial interventions. While beneficiaries are grateful for the support provided by WFP and WVA and indicate that the psychosocial support to children and families has helped them coping with the crisis situation, economically the situation hasn't changed much. While the ultra-poor beneficiaries and stakeholders recognize the efforts of WVA and WFP and appreciate the support provided, they indicate that they are not yet able to engage in economic activities and secure their livelihoods in the difficult context in which they are living. Future continuation of social protection services will be needed for at least part of the families living in the border communities, particularly in households headed by women (such as the one visited in this contribution analysis case study).

122. For the work completed at the town level in Vardenis, results are more pronounced and stakeholders in the municipality recognize and appreciate WFP's contribution to improved capacities of municipality leadership and staff in setting up and strengthening community development services, such as support to construction and renovation of community shelters and improvement of kindergartens. A community development fund was set up, where savings from solar panels will be invested back into relevant community projects.

123. The REBCA project supported two bakeries (with solar panels) in Vardenis town, and community water tanks were consolidated in two other settlements in Gegharkunik to support animal breeding (not visited in the framework of this study). After one year since the support, the bakery visited in Vardenis had expanded considerably and was providing employment to eight persons (all women). The energy savings from this bakery will be invested in the community fund supporting other development projects in Vardenis municipality.



SME-bakery in Vardenis, benefiting from REBCA support. Photo taken by evaluation team, July 2024

124. The WFP support through food cards and WVA's psychosocial support, have been important and well appreciated. Psychosocial support produced more lasting results at the household level in terms of resilience building. However, both mechanisms did not produce lasting changes for households in the area of livelihood and economic development. In the settlement visited (Sotk) no relevant agricultural development support was provided to households (e.g. in poultry or pig raising), which can benefit women in economic activities around the house. The SDA support for agricultural development was focusing (in

other communities) on livestock breeding.

125. SME-level support provided by WFP to bakeries in the town of Vardenis was significant and helped in starting SME businesses. No agricultural interventions were visited. The support provided in both cases is not directed to the poorest of the poor, as the farmers already need to have assets and land for livestock raising, and the bakeries were also operating as small household businesses.

126. The role and contribution WFP is well recognized and appreciated by all stakeholders involved in the REBCA implementation. The Vardenis municipal government recognizes that WFP has been instrumental in bringing actors together, and in capacity development for the community and for local leaders for local development planning and implementation.

127. REBCA cooperating partners recognize and appreciate good cooperation and coordination, though the project components were implemented largely in separate (siloed) components. The agricultural components which SDA was involved in were not linked with the other components (other settlements and target groups).

128. WVA's ultra-poor graduation study (2022)<sup>113</sup> included the REBCA intervention and confirmed that beneficiaries had a high appreciation of the project interventions, but that further social protection support remains needed. Beneficiaries of productive and SME investments show more capacities in becoming self-reliant. They highly appreciate the support provided by WFP. This was also confirmed in a case study interview with a beneficiary household in Sotk.

The REBCA interventions were supported by other actors, which contributed to the final outcome-level changes produced by the project: In Sotk settlement, an Armenian philanthropist supported the reroofing of shelled houses and the provision of solar-heating water systems. The WVA long-term child sponsorship programme in Vardenis municipality and border settlements contributes to the establishment of a humanitarian-development nexus in and beyond the project.

129. Relevant other factors that have limited and influenced the outcomes of the REBCA project in Vardenis and Sotk identified in this analysis are:

- Without more substantial efforts in restoring economic activities in the region (possibly the salt-mine may expand its activities again in the near future), it will be difficult to encourage income-generation and employment-creation activities that reach beyond the scale of small household-level economic activities.
- The ongoing community consolidation process influences possibilities and mechanisms for social-economic development at the municipal and settlement levels. Capacities are being built, though they are still limited. A specific challenge in the area of social protection is the fact that the work of the USS at the community level is not linked with that of the community social workers, and the mandates for both categories of social workers are not clear.

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<sup>113</sup> See: World Vision Armenia. 2022. *World Vision Ultra-Poor Graduation Programme Armenia Interim Assessment Report (2020-2022)*.

## Annex XIV Detailed stakeholder analysis

Stakeholder category	Interest in the evaluation	Participation in the evaluation	Who will be involved in CSPE
<b>INTERNAL (WFP) STAKEHOLDERS</b>			
<b>WFP Armenia Country Office</b>	<p>Responsible for country-level planning and implementation of the current Country Strategic Plan (CSP) (and prior Transitional Interim Country Strategic Plan (T-ICSP)). Therefore, country office staff have a direct interest in the evaluation and will be a primary user of its results in the planning and implementation of the next CSP. They have a particular interest in all results and recommendations on WFP's strategic positioning, strategic/operational comparative advantage and future opportunities for partnerships and fundraising.</p>	<p>Primary stakeholders. Key informants for the evaluation. Country office staff (including relevant former staff) will be interviewed during the inception phase and data collection phase. They will actively participate in the exit debriefing and learning workshops and will provide comments on the draft inception report (IR), the draft evaluation report (ER), and management response to the Country Strategic Plan Evaluation (CSPE).</p>	<p>Senior management (Country Director, Deputy Director, Heads of Programme and Operations). Evaluation Focal point and Monitoring and Evaluation (M&amp;E) officer Country office officers of Programme Dept.: RAM, Programme Support, School Feeding and Food Value Chains, Social Behaviour Change, Social Protection, Emergency Preparedness and Legal Country office officers of Operations Dept.: Supply Chain, Administration, Technology (TEC/IT), Budget Programming &amp; Finance, Human Resources, Partnerships, Communications, Security, Drivers Subnational field offices in Vanadzor and Kapan</p>
<b>Regional Bureau Cairo (RBC)</b>	<p>Responsible for providing technical support to the country office and ensuring that strategies and activities at the regional and country level are aligned with the headquarters level. They have an interest in learning lessons from the evaluation and promoting good practices in other country offices in the region or in other regions (e.g. pioneering Shock Responsive Social Protection work in Latin America and</p>	<p>Primary stakeholder and key informant. Additional RBC officers will be interviewed during the data collection phase to provide strategic guidance and technical information on the evaluation subject. They will provide comments on the draft evaluation report and will participate in the exit debriefing at the end of the evaluation mission and the learning workshop. They will have the opportunity to comment on the CSPE management response by the country office.</p>	<p>RBC management and technical advisers on service provision, country capacity strengthening, social protection, nutrition, livelihoods, climate change and resilience, emergency preparedness and response, gender, and partnerships.</p>

Stakeholder category	Interest in the evaluation	Participation in the evaluation	Who will be involved in CSPE
	Caribbean (LAC) region.		
<b>WFP senior management Headquarters divisions</b>	Interested in learning and accountability and in improved reporting on results on the CSP implementation in Armenia.	Primary stakeholder and key informant. Headquarters will provide strategic guidance on WFP approaches and standards and technical support on themes relevant to the CSPE (Country Capacity Strengthening (CCS), social protection, behaviour change, nutrition, resilience, emergency preparedness). Several headquarters officers were involved in inception briefings and other headquarters officers will be involved in data collection where relevant. Headquarters will have an opportunity to review, comment and learn from the ER, and WFP's management response to the CSPE.	Management and officers of technical units (CCS, social protection, nutrition, livelihoods, climate change and resilience, emergency preparedness and response, gender, and partnership).
<b>Executive Board (EB)</b>	Responsible for providing final oversight of WFP operations (approval of CSP document and budget revisions).	Primary stakeholder. Presentation of the evaluation results at the Board session in November 2025 to inform the EB about the performance and results of WFP activities in Armenia. EB members will not participate in interviews during the implementation of this evaluation.	WFP EB members
<b>Office of Evaluation (OEV)</b>	Responsible for providing independent oversight of the evaluation process through management, quality assurance and approval of final products to be presented to the Executive Board in November 2025. OEV is the main interlocutor between the evaluation team and WFP counterparts.	Commissioner of the Evaluation. OEV has a direct interest in promoting WFP internal learning and include the evaluation findings in the annual synthesis of all CSPE. OEV provides methodological guidance and practical support throughout the evaluation process and has participated in the inception phase briefings and stakeholder interviews. OEV will review and comment on all draft evaluation deliverables and will develop the Summary Evaluation Report (SER).	Deputy Director of Evaluation (Julia Betts) Senior Evaluation Officer (Aurelie Larmoyer) Evaluation Officer (Ramona Desole) Research Analyst (Lucia Landa Sotomayor)
<b>IN ARMENIA</b>			
<b>Government at central, provincial and local levels</b>	Key partners of WFP and recipients of capacity strengthening initiatives and other services of WFP. They have an interest in knowing whether WFP enhances partnerships with government entities. Government of Armenia fosters inter-institutional coordination around school	Primary stakeholders and key informants. They are interviewed during the inception and data collection mission and will be invited to the evaluation learning workshop. They have a stake in expressing whether WFP's support is relevant to their needs, appropriate to their cultural and social context, timely and sustainable, and if and to what extent WFP contributes to tackling the causes of poverty, food insecurity	Ministry of Education, Science, Culture and Sports Ministry of Economy Ministry of Labor and Social Affairs Ministry of Health Ministry of Territorial Administration and Infrastructure

Stakeholder category	Interest in the evaluation	Participation in the evaluation	Who will be involved in CSPE
	feeding, social protection, behaviour change, disaster risk reduction and emergency responses, development of food value chains and market systems development.	and malnutrition. The evaluation results may be relevant in decision making and strategy development around future cooperation between Government and WFP.	National School Feeding and Child Welfare Agency Unified Social Service Provincial governments (Marz governors) Urban and rural communities Yerevan municipality (in relation to the School Feeding Programme (SFP))
<b>Cooperating partners and non-governmental organizations</b>	They play a key role in implementing CSP activities and have an interest in knowing whether assistance provided is timely and relevant to beneficiary and Government's needs (and changing needs during COVID-19) and enhances synergies with WFP.	Primary stakeholders. They are interviewed during the inception phase and in the data collection mission and will be involved in report dissemination. They are key informants on how much emergency preparedness and responses have improved, to what extent national capacities are strengthened, and how the complementarity of partners' work is enhanced. They will be invited to the evaluation learning workshop.	Active partners in implementation: World Vision; Mission Armenia; Green Lane; New Society Institute; Motherland Regional Development; Strategic Development Agency; Armenian National Agrarian University (ANAU); <sup>114</sup> Social Industrial Foodservice Institute (SIFI) (Russian Federation) Other partners (past): Endanik; Armenian Red Cross Society; House of Hope Charity Centre; Armenian Caritas Benevolent
<b>Civil society, private sector, academia and media</b>	Current or potential partners from the private sector, civil society and academia may have an interest in the evaluation results and in the recommendations regarding future opportunities for partnership and collaboration with WFP.	Secondary stakeholders in CSP implementation, except in those cases where WFP has engaged in specific partnerships around project activities. They are also the ultimate target groups of communication efforts. Academia and media are also secondary stakeholders. They will be interviewed during the data collection stage. Elements of the final evaluation report and summary may be disseminated among this audience. Key stakeholders interviewed in this category will be invited to the learning workshop.	Wholegrain flour mill (Ijevan) (Kenats Hats) Wholegrain Academy (Ijevan) Yeremyan (milk processing company) Private sector partners: Azatek HEK LLC, Harut Av agyan Guyrgeni P/E, Helly LLC, Median Hotel LLC Farmer cooperatives (commercial hubs) International Food Policy Research Institute, Caucasus Research Resource Centers, Armenian Relief Fund; Children of

<sup>114</sup> To avoid duplication of actors, ANAU is only included as active partner, while it is also recognized as an academic institution.

Stakeholder category	Interest in the evaluation	Participation in the evaluation	Who will be involved in CSPE
			Armenia Fund Microfinance providers (ACBA Bank and others) Private solar panel providers
<b>Direct and indirect beneficiaries of WFP interventions</b>	Ultimate beneficiaries of WFP interventions at the level of citizens receiving services, food support and cash-based transfers directly through WFP interventions or indirectly through WFP supported national partners in government and civil society.	Primary stakeholders, as they are ultimately benefiting from the WFP CSP interventions. Beneficiaries that are involved in location field visits in this evaluation will be interviewed and consulted at the level of case studies. These visits and meetings are done on a sample basis and will not overlap with visits and meetings with ultimate beneficiaries of the SFP that will be involved in the Decentralized Evaluation (DE) of the SFP.	Schools in country (management and staff) Pupils at schools Parents and communities Farmers and Farmers' groups
<b>United Nations country team, International Finance Institutions (IFIs) and other international development partners</b>	United Nations agencies, IFIs and other international development partners in Armenia. These are involved as a partner or stakeholder in CCS, food and nutrition assistance, emergency response, disaster risk reduction, resilience and social protection interventions of WFP. United Nations Resident Coordinator and agencies have an interest in ensuring that WFP activities are effective and aligned with United Nations Sustainable Development Cooperation Framework (UNSDCF). The CSPE can be used as inputs to increase synergies and improve coordination within the United Nations system and its partners and promote joint initiatives and funding.	They will be interviewed during the inception and data collection missions and will be invited to the learning workshop. They have a stake in this evaluation in terms of partnerships, performance, future strategic orientation, operational priorities, United Nations coordination and joint opportunities. Rome-based agencies are key informants of the successes and challenges of their joint forces to promote healthy habits and improve food systems to support Armenia in achieving Sustainable Development Goal (SDG) 2. The United Nations Resident Coordinator's office will be involved where coordination and sharing of evaluation results is needed across UNSDCF and other United Nations agencies on several ongoing evaluations that run parallel to the WFP CSPE.	United Nations Resident Coordinator (Office) Food and Agriculture Organization of the United Nations (FAO) United Nations Development Programme (UNDP) United Nations Children's Fund (UNICEF) United Nations High Commissioner for Refugees (UNHCR) United Nations Population Fund (UNFPA) International Organization for Migration (IOM) Joint United Nations Programme on HIV/AIDS, World Bank Eurasian Development Bank Asian Development Bank (ADB) European Union (EU) Delegation
<b>Donors</b>	Donors have an interest in knowing whether their funds have been spent efficiently and whether WFP's work is effective and has a comparative advantage in the country.	Primary stakeholders. They will be interviewed during the data collection mission and will be involved in report dissemination. They are key informants of strategic issues such as evolution in WFP's strategic positioning, alignment with national	Governments of: <b>Armenia (Ministry of Education, Science, Culture and Sport), Russian Federation, Switzerland (Swiss Agency for Development and</b>

Stakeholder category	Interest in the evaluation	Participation in the evaluation	Who will be involved in CSPE
	Additionally, donors may be interested to explore continuing cooperation with and support to WFP in Armenia.	priorities and future funding opportunities.	<b>Cooperation</b> ), Bulgaria, Canada (Department of Foreign Affairs, Trade and Development), UK (Foreign, Commonwealth & Development Office), <b>Belgium</b> , Germany (Federal Ministry for Economic Cooperation and Development (BMZ)), Ireland (Department of Agriculture, Food and the Marine (DAFM)), <b>USA (USAID/Foundation for Financial Planning/Bureau for Humanitarian Assistance)</b> , <b>France</b> , Sweden, Norway, Denmark, <b>European Union</b> (DG ECHO) United Nations Trust Fund for Human Security (UNTFHS), United Nations Central Emergency Response Fund (CERF), <b>WFP private funds</b>
<b>INTERNATIONAL STAKEHOLDERS</b>			
<b>Key stakeholders in the region</b>	No regional partners (Caucasus, Central Asia) involved in Armenia CSP implementation	The Social and Industrial Foodservice Institute (SIFI) based in the Russian Federation is included under cooperating partners and NGOs, as this institute is directly involved in providing technical assistance in the SFP.	
<b>South-South and Triangular Cooperation (SSTC) partners</b>	SSTC partners have an interest in knowing whether sharing lessons and best practices among countries of the region has resulted in enhanced school feeding, nutrition, social protection programmes and disaster risk reduction/resilience.	Key informants of key successes, challenges and tangible results of school feeding, social protection, disaster risk reduction/resilience interventions in similar contexts as in Armenia.	WFP Kyrgyzstan (School Feeding and Food Value Chain exchange), Brazil (School Feeding virtual exchange), Iraq (study visit to Armenia)

Sources: ToR; CSP (2019-2025) document, ACRs 2019-2023, CPB funding situation (19 January 2024), and inception briefings.

# Annex XV Mapping of findings, conclusions and recommendations

Recommendation	Conclusions	Findings
<b>Recommendation 1:</b> Develop a clearer CSP structure that articulates the interconnectedness of country capacity strengthening and direct assistance and is accompanied by an adequate logical framework and monitoring system, with the necessary staff capacity and competency for effective implementation.	Conclusions 1, 2, 4, 7, 8	1-3, 7, 9, 11, 14, 16, 22, 25, 26, 32, 36
<b>Recommendation 2:</b> Continue to focus on capacity strengthening aimed at facilitating a smooth hand over of WFP's interventions to the Government at the national level, with adequate implementation at the provincial and community levels; and on capacity strengthening support for the non-governmental entities that receive WFP investments under this and subsequent CSPs.	Conclusions 1, 3-4, 6, 9	3-6, 12-16, 19, 21, 22, 28, 31-33
<b>Recommendation 3:</b> Strengthen the mainstreaming of cross-cutting priorities in the CSP while increasing tailored actions for the inclusion of women and other vulnerable people and increased investments in social and behaviour change approaches.	Conclusions 3, 4	5-6, 11, 18, 22, 26, 34,
<b>Recommendation 4:</b> Building on WFP's comparative advantage in humanitarian assistance, further develop a humanitarian–development nexus approach for interventions designed for individuals and communities, with the goal of integrating this approach into government systems.	Conclusions 3, 4, 7-9	8, 12, 17-20, 24, 31-33, 35
<b>Recommendation 5:</b> Strengthen existing – and develop new – strategic and operational partnerships, including joint United Nations coordination and programming, and an effective network of cooperating partners at the field level.	Conclusions 5, 6, 8-9	27-31, 33-36

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## Annex XVII Abbreviations

<b>AAP</b>	Accountability to Affected Populations	<b>CSO</b>	civil society organization
<b>ACR</b>	Annual Country Report	<b>CSP</b>	Country Strategic Plan
<b>ACT</b>	Activity	<b>CSPE</b>	Country Strategic Plan Evaluation
<b>ADB</b>	Asian Development Bank	<b>DE</b>	Decentralized Evaluation
<b>ANAU</b>	Armenian National Agrarian University	<b>DG ECHO</b>	Directorate-General for European Civil Protection and Humanitarian Aid Operations
<b>APRs</b>	Annual Performance Reports	<b>DoE</b>	Director of Evaluation
<b>BDS</b>	Business Development Services	<b>DSC</b>	direct support cost
<b>BR</b>	budget revision	<b>EB</b>	Executive Board
<b>CBO</b>	community-based organization	<b>EPCI</b>	Emergency Preparedness Capacity Index
<b>CBT</b>	cash-based transfer	<b>EQ</b>	evaluation question
<b>CCS</b>	Country Capacity Strengthening	<b>ER</b>	Evaluation Report
<b>CERF</b>	Central Emergency Response Fund	<b>EU</b>	European Union
<b>CHDE</b>	Centre for Humanitarian Demining and Expertise	<b>FAO</b>	Food and Agriculture Organization of the United Nations
<b>CLEAR</b>	Consolidated Livelihood Exercise for Analysing Resilience	<b>FCS</b>	Food Consumption Score
<b>CO</b>	country office	<b>FDI</b>	Foreign Direct Investment
<b>COMET</b>	Country Office Tool for Managing Effectively	<b>FGD</b>	focus group discussion
<b>COVID-19</b>	Coronavirus disease 2019	<b>FLA</b>	field-level agreement
<b>CPP</b>	Corporate Planning and Performance Division	<b>FSVA</b>	Food Security and Vulnerability Assessment
<b>CS</b>	capacity strengthening	<b>GaM</b>	Gender and Age Marker
<b>CSI</b>	Institutional capacity strengthening	<b>GDP</b>	Gross Domestic Product

<b>GEWE</b>	Gender Equality and Women's Empowerment	<b>SFCWA</b>	School Feeding and Child Welfare Agency
<b>GPE</b>	Global Partnership for Education	<b>OCHA</b>	Office for the Coordination of Humanitarian Affairs
<b>HDP</b>	Humanitarian-Development-Peace	<b>ODA</b>	Official Development Assistance
<b>HQ</b>	Headquarters	<b>OECD -</b>	Organisation for Economic Co-operation and Development -
<b>IDPs</b>	internally displaced persons	<b>OEV</b>	Office of Evaluation (WFP)
<b>IFI</b>	International Finance Institution	<b>PLWD</b>	people living with disabilities
<b>IMF</b>	International Monetary Fund	<b>PSEA</b>	Protection from Sexual Exploitation and Abuse
<b>IOM</b>	International Organization for Migration	<b>QA</b>	Quality Assurance
<b>IR</b>	Inception Report	<b>QA2</b>	Second-level quality assurer
<b>IRG</b>	Internal Reference Group	<b>RA</b>	Research Analyst
<b>ISC</b>	Indirect support cost	<b>RBC</b>	Regional Bureau Cairo
<b>KII</b>	Key Informant Interview	<b>RCS</b>	Resilience Capacity Score
<b>KPI</b>	key performance indicator	<b>REBCA</b>	Resilience and Economic Recovery of Border Communities in Armenia
<b>LoS</b>	Line of Sight		
<b>LTA</b>	Long Term Agreement	<b>SABER</b>	Systems Approach for Better Education Results
<b>M&amp;E</b>	monitoring and evaluation	<b>SBC</b>	social behaviour change
<b>MOESCS</b>	Ministry of Education, Science, Culture and Sport	<b>SBCC</b>	Social and Behaviour Change Communication
<b>MLSA</b>	Ministry of Labor and Social Affairs	<b>SDA</b>	Strategic Development Agency
<b>MoU</b>	memorandum of understanding	<b>SDC</b>	Swiss Agency for Development and Cooperation
<b>MT</b>	Metric Tons	<b>SDGs</b>	Sustainable Development Goals
<b>MTR</b>	Mid-Term Review	<b>SER</b>	Summary Evaluation Report
<b>NBP</b>	Need Based Plan	<b>SFP</b>	School Feeding Program
<b>NGO</b>	non-governmental organization		

<b>SIFI</b>	Social and Industrial Foodservice Institute	<b>UNESCO</b>	United Nations Educational, Scientific and Cultural Organization
<b>SME</b>	small and medium-sized enterprises	<b>UNFPA</b>	United Nations Population Fund
<b>SMP</b>	School Meal Planner	<b>UNHCR</b>	United Nations High Commissioner for Refugees
<b>SO</b>	Strategic Outcome	<b>UNICEF</b>	United Nations Children's Fund
<b>SR</b>	Strategic Results		United Nations Sustainable Development Cooperation Framework
<b>SRSP</b>	Shock Responsive Social Protection	<b>UNSDCF</b>	
<b>SSTC</b>	South-South and Triangular Cooperation	<b>UNWOMEN</b>	United Nations Entity for Gender Equality and the Empowerment of Women
<b>TA</b>	technical assistance	<b>URT</b>	unconditional resource transfers
<b>TF</b>	Trust Fund	<b>USD</b>	US dollars
<b>T-ICSP</b>	Transitional Interim Country Strategic Plan	<b>USS</b>	Unified Social Services
<b>ToC</b>	theory of change	<b>VNR</b>	Voluntary National Reviews
<b>ToR</b>	terms of reference	<b>VAM</b>	Vulnerability Assessment and Mapping
<b>UN</b>	United Nations	<b>WFP</b>	World Food Programme
<b>UNDP</b>	United Nations Development Programme	<b>WHO</b>	World Health Organization
<b>UNEG</b>	United Nations Evaluation Group	<b>WVA</b>	World Vision Armenia

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