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Management response to the recommendations in the summary report on the evaluation of the country strategic plan for Armenia for 2019–2025

Background

This document presents WFP management's response to the recommendations in the summary report on the evaluation of the country strategic plan (CSP) for Armenia for 2019–2025. The evaluation, conducted from March 2024 to February 2025, served the dual purpose of accountability and learning while also informing the development of a new country strategic plan.

The evaluation made five recommendations, of which four are strategic and one, operational. The management response sets out whether WFP agrees, partially agrees or disagrees with the evaluation recommendations and sub-recommendations and presents the planned (or completed) actions, responsibilities and timelines for their implementation.

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Recommendations and sub-recommendations	Recommendation and sub-recommendation lead office (with other contributing offices in brackets)	Management response	Actions	Action lead office (with other contributing offices in brackets)	Action deadline	Status
<p>Priority: High</p> <p>Deadline: July 2025 (submission of CSP to headquarters)</p> <p>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.</p>	<p>Country office</p> <p>Middle East, Northern Africa and Eastern Europe Regional Office and headquarters in Rome for support and signing off, with the Government and United Nations and cooperating partners to be consulted.</p>	Agreed.				
<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>		Agreed.	<p>1. The country strategic plan (CSP) for 2026–2030 will be supported by the theory of change developed during CSP formulation workshop to ensure that activities and programmatic links are interconnected.</p>	Country office	July 2025 (submission of draft CSP for the electronic programme review process)	Completed

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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.		Agreed.	2. Output and outcome indicators relevant to activities in the CSP for 2026–2030 will be developed in line with the new corporate results framework.	Country office	July 2025	Completed
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. (December 2026)		Agreed.	3. An organizational alignment and strategic workforce planning exercise took place in 2025. As a result, additional monitoring and evaluation positions were established in the field offices and additional technical capacity will be put in place based on the new CSP. The country office is continuously assessing staffing profiles in line with the priorities of the new CSP.	Country office	December 2026	Ongoing

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<p>Priority: High Deadline: December 2026</p> <p>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.</p>	<p>Country office (Regional office and headquarters in Rome for support)</p>	Agreed.				
<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>		Agreed.	<p>1. As part of the handover, and in collaboration with the Government, WFP will support the development of a plan for the commercial component of school feeding operations that can support the expansion of school feeding beyond grades 0-4.</p>	Country office, Government	December 2030	Ongoing

Recommendations and sub-recommendations	Recommendation and sub-recommendation lead office (with other contributing offices in brackets)	Management response	Actions	Action lead office (with other contributing offices in brackets)	Action deadline	Status
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.			2. Technical support will be provided for the development of a regulatory framework on school feeding and nutrition .	Country office	December 2030	Ongoing
			3. Targeted efforts with the Government will be made to secure additional funding for the expansion of transformative school feeding models and the sharing of lessons learned with other countries.	Country office	December 2030	Ongoing
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.		Agreed.	4. WFP will provide technical support for the institutionalization of tools and systems for shock-responsive social protection. This will include emergency preparedness technical support for relevant ministries.	Country office	December 2030	Ongoing
Priority: Medium Deadline: December 2027 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.	Country office (Regional office and headquarters in Rome for support)	Agreed.				

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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.		Partially agreed.	1. By the end of 2026, livelihood and resilience building activities will be handed over to the Government and communities. WFP will support the Government in efforts to integrate the economic empowerment of women and persons with disabilities into capacity strengthening.	Country office	December 2027	Ongoing
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.		Agreed.	2. The country office will ensure that social and behaviour change is integrated throughout its programmatic interventions, with appropriate metrics for measuring progress, in order to support the Government and as part of handover.	Country office and the Government	December 2030	Ongoing
Priority: High Deadline: December 2027 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.	Country office (Regional office and headquarters in Rome for support)	Agreed.				

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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.		Partially agreed.	1. The forthcoming CSP has a placeholder activity for emergency response. The country office will support the links and transitions between humanitarian assistance and development-oriented activities when possible. These will focus on reducing needs and building the capacity of the Government in order to ensure a smooth handover.	Country office	December 2030	Ongoing
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.		Agreed.	2. The country office will continue to strengthen engagement with the Government and key partners to ensure coordination and the complementarity of interventions through joint planning within geographic areas. This will be done with a view to handing over activities and reducing humanitarian needs.	Country office	December 2030	Ongoing
Priority: High Deadline: December 2026 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.	Country office (Regional office and headquarters in Rome for support)	Agreed.				

Recommendations and sub-recommendations	Recommendation and sub-recommendation lead office (with other contributing offices in brackets)	Management response	Actions	Action lead office (with other contributing offices in brackets)	Action deadline	Status
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.		Agreed.	1. The country office will build on its existing partnerships in Armenia to ensure that relevant expertise and capacity are available in key areas. The country office will make targeted efforts to expand private sector and academic engagement and to leverage non-transactional and informal partnerships in support of synergistic implementation that reduces humanitarian needs.	Country office	December 2030	Ongoing
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.		Agreed.	2. Jointly with others in the United Nations system, the country office will strengthen its cooperation with the Government and put in place agreed standard operating procedures related to WFP's areas of work.	Country office	December 2030	Ongoing