



World Food Programme  
Programme Alimentaire Mondial  
Programa Mundial de Alimentos  
برنامج الأغذية العالمي

## Executive Board

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by correspondence

For information

Executive Board documents are available on WFP's website (<https://executiveboard.wfp.org>).

## Revision of the Armenia country strategic plan (2019–2025) and corresponding budget increase

	Current	Change	Revised
<b>Duration</b>	<b>July 2019– June 2024</b>	<b>18-month extension</b>	<b>July 2019– December 2025</b>
<b>Beneficiaries</b>	<b>230 030</b>	<b>164 500</b>	<b>394 530</b>
<i>(USD)</i>			
<b>Total cost</b>	<b>52 164 987</b>	<b>32 026 649</b>	<b>84 191 636</b>
Transfers	37 604 377	24 389 528	61 993 905
Implementation	7 468 546	3 508 468	10 977 014
Adjusted direct support costs	4 012 835	2 173 975	6 186 809
<b>Subtotal</b>	<b>49 085 757</b>	<b>30 071 971</b>	<b>79 157 728</b>
Indirect support costs (6.5 percent)	3 079 230	1 954 678	5 033 908

Gender and age marker\*: 3

\* <http://gender.manuals.wfp.org/en/gender-toolkit/gender-in-programming/gender-and-age-marker/>.

## Decision

The Board approved by vote by correspondence the revision of the Armenia country strategic plan (2019–2025) and the corresponding budget increase of USD 32,026,649 outlined in the present document.

17 January 2023

### Focal points:

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## Rationale

1. This fifth revision of the Armenia country strategic plan (CSP) seeks to extend the duration of the CSP to align it with the cycle of the United Nations sustainable development cooperation framework (UNSDCF) for Armenia for 2021–2025. To that effect, the revision entails increases in the beneficiary numbers and budgets for activities to cover the period from January 2023 to December 2025.
2. Implementation of the UNSDCF for Armenia commenced in January 2021, only a year and a half after the approval and commencement of WFP's current CSP for Armenia in July 2019. WFP was an active participant in the UNSDCF development process and has worked with the Resident Coordinator and the United Nations country team in Armenia to ensure that the contents of the CSP are aligned with those of the UNSDCF. To ensure that the next CSP for Armenia follows the planning cycle of the UNSDCF, the current CSP will be extended until the end of December 2025.

## Changes

### Strategic orientation

3. No changes to the strategic direction of the CSP are planned.
4. The CSP has been subject to four previous revisions:
  - a) Revision 1, approved in July 2020 by the Country Director, introduced two crisis response strategic outcomes and two activities providing food assistance for 80,000 vulnerable people affected by the coronavirus disease 2019 (COVID-19) pandemic.
  - b) Revision 2, approved in February 2021 by the Country Director following an Executive Board review, expanded the emergency operation to meet the food security needs of displaced people in Armenia.
  - c) Revision 3, approved in November 2021 by the Country Director, introduced the use of the capacity strengthening modality under activity 4, supporting the Government and partners in identifying vulnerable people and communities, providing food assistance and recovering livelihoods.
  - d) Revision 4, approved in July 2022 by the Regional Director, added two new activities in the areas of food value chains and social protection.

### Strategic outcomes

#### *Targeting approach and beneficiary analysis*

5. The overall number of beneficiaries targeted under the CSP will increase from 230,030 to 394,530, an increase of 164,500 people during the 18-month extension.
6. Under activity 1, although WFP will hand over its school feeding interventions in all of Armenia's ten regions by 2023, the Government has requested WFP to expand school feeding into Yerevan from 2024 onwards with a view to achieving full national coverage of school feeding programmes for all children in preschool (although not all schools cover the preschool level) and in grades 1 to 4. The number of beneficiaries will therefore be increased to include an additional 49,230 girls and boys attending schools and 154 kitchen staff and their families (770 people) involved in the provision of school feeding. As part of the transformative home-grown school feeding approach, WFP will continue to support the establishment of greenhouses, berry gardens and orchards at regional schools, providing an additional 3,000 men, women, boys and girls with related training that supports the expansion and maintenance of school-based agricultural assets.

7. Owing to the high impact of global shocks on Armenia and based on a calculation of anticipated needs should additional shocks occur in 2024 and 2025, WFP will add a contingency for supporting up to 52,000 food-insecure people through cash-based transfers (CBTs) and 15,000 through in-kind food distributions under activity 4 (emergency response).
8. Under activity 5 (food systems), from January 2023 to December 2025, WFP will target an additional 20,000 beneficiaries through a food systems approach that will include the provision of training for 15,000 people and micro-investments in a variety of food value chains with the aim of enhancing the productivity and profitability of the agriculture sector. A further 1,000 moderately food-insecure and displaced people (who, through their household members, represent a total of 5,000 beneficiaries) will be targeted for participation in asset creation activities aimed at rehabilitating agricultural and other food systems-related infrastructure. Targeting of this activity will be coordinated with the Ministry of Economy and regional government bodies, prioritizing the most vulnerable households and linking social protection to transformational food systems and gender-transformative outcomes. This work will entail setting up graduation models that aim to shift beneficiaries from reliance on social protection transfers towards self-reliance through skills building and employment schemes for vulnerable population groups. It is expected that from January 2023 to December 2025, an additional 100,000 indirect beneficiaries will benefit from enhanced access to and availability, stability and acceptability of an increased variety of foods, increasing their overall food security.
9. Under activity 6 (social protection), WFP will continue to support the Ministry of Labor and Social Affairs in enhancing the national social protection system and its shock-responsiveness, including by transforming food cards into beneficiary cards with multiple assistance options. Under this activity, in coordination with the Government, WFP plans to carry out pilots and support activities that reach 3,000 people with CBT assistance through food cards, and 500 people with in-kind food assistance.

### ***Transfer modalities***

10. Under activity 1 (school feeding), to accommodate the inclusion of schoolchildren in Yerevan in the school feeding programme in 2024 and 2025, WFP will employ various school feeding models for urban areas, using CBTs and capacity strengthening.
11. Under activity 2 (capacity strengthening), WFP will continue to enhance capacity strengthening efforts and increase the scope of the assistance provided to the Government, particularly in food security monitoring and early warning systems, nutrition-sensitive activities and education, climate change and social and behaviour change communication taking into account gender and inclusiveness aspects as integrated components of all programme activities, community economic development models and urban school feeding models.
12. Under activity 4 (emergency response), during the extension period from July 2023 to December 2025, beneficiaries will receive CBTs, but food will be retained as a contingency for instances of limited food availability in local markets when WFP would provide in-kind food assistance for 30 days. Where shops are available and accessible, CBTs will be provided for up to 90 days.
13. Under activity 5 (food systems), participants in food assistance for assets activities will continue to receive CBTs, as in-kind food distributions are not planned for the period from July 2023 to December 2025. The transfer value has been set at USD 8 per participant per day for a period of approximately two months. This is in line with the remuneration currently provided for similar activities in the locations of project implementation.

14. Under activity 6 (social protection), WFP will provide both CBTs and in-kind food transfers under the piloting and testing of tools for the delivery of shock-responsive social protection services. As CBTs are the most accepted and effective response modality in Armenia, the planned duration of assistance provision is 60 days. In addition, a 30-day in-kind food transfer is also planned as a contingency should there be any challenges to the sourcing of locally available food.

**Accountability to affected populations, protection risks and restrictions related to gender and disability**

15. Efforts will be made to ensure that WFP activities are gender-transformative and inclusive, including through early consultations with communities and the co-creation and design of activities, thereby enhancing the ownership of and participation in activities and decision-making of women and vulnerable groups such as persons with disabilities. Gender-transformative activities include supporting access to finance for small and medium-sized enterprises owned by women and ensuring that women and men participate equally in community governance structures. Through early engagement of communities in the co-creation of projects, WFP will seek to reduce any unintended additional burden, particularly on women and other vulnerable individuals, that may arise from participation in WFP-supported activities. WFP has established a nationwide community feedback mechanism aimed at ensuring accountability to affected populations.

**Risk management**

16. Armenia is highly vulnerable to fluctuations in the global economy. Over the last two years, the country has faced significant price increases owing to the impact of the COVID-19 pandemic, regional conflict, the Ukraine conflict and fluctuations in the value of the Armenian dram. WFP is facing increasing operational costs and challenges related to the procurement of certain items, including seeds and fertilizers, agricultural equipment and kitchen appliances, and the transportation of goods. To mitigate these effects, WFP is approaching existing donors and engaging with new and non-traditional donors with the aim of increasing funding and minimizing the risks associated with such challenges.

**Beneficiary analysis**

TABLE 1: DIRECT BENEFICIARIES BY STRATEGIC OUTCOME, ACTIVITY AND MODALITY							
Strategic outcome	Activity and modality	Period	Women (18+ years)	Men (18+ years)	Girls (0-18 years)	Boys (0-18 years)	Total
1	1 (CBTs)	Current	824	716	8 675	9 785	<b>20 000</b>
		Increase/ (decrease)	412	358	23 138	26 092	<b>50 000</b>
		Revised	1 236	1 074	31 813	35 877	<b>70 000</b>
	1 (food)	Current	3 502	3 043	29 115	32 840	<b>68 500</b>
		Increase/ (decrease)	-	-	-	-	-
		Revised	3 502	3 043	29 115	32 840	<b>68 500</b>
	1 (capacity strengthening)	Current	-	-	1 410	1 590	<b>3 000</b>
		Increase/ (decrease)	705	795	705	795	<b>3 000</b>
		Revised	705	795	2 115	2 385	<b>6 000</b>

<b>TABLE 1: DIRECT BENEFICIARIES BY STRATEGIC OUTCOME, ACTIVITY AND MODALITY</b>							
<b>Strategic outcome</b>	<b>Activity and modality</b>	<b>Period</b>	<b>Women (18+ years)</b>	<b>Men (18+ years)</b>	<b>Girls (0-18 years)</b>	<b>Boys (0-18 years)</b>	<b>Total</b>
2	5 (CBTs)	Current	412	358	108	122	<b>1 000</b>
		Increase/ (decrease)	2 060	1 790	540	610	<b>5 000</b>
		Revised	2 472	2 148	648	732	<b>6 000</b>
	5 (food)	Current	412	358	108	122	<b>1 000</b>
		Increase/ (decrease)	-	-	-	-	-
		Revised	412	358	108	122	<b>1 000</b>
	5 (capacity strengthening)	Current	5 200	4 800	-	-	<b>10 000</b>
		Increase/ (decrease)	7 800	7 200	-	-	<b>15 000</b>
		Revised	13 000	12 000	-	-	<b>25 000</b>
	6 (CBTs)	Current	824	716	216	244	<b>2 000</b>
		Increase/ (decrease)	1 236	1 074	324	366	<b>3 000</b>
		Revised	2 060	1 790	540	610	<b>5 000</b>
	6 (food)	Current	2 060	1 790	540	610	<b>5 000</b>
		Increase/ (decrease)	206	179	54	61	<b>500</b>
		Revised	2 266	1 969	594	671	<b>5 500</b>
4	4 (CBTs)	Current	23 780	18 988	9 566	10 196	<b>62 530</b>
		Increase/ (decrease)	19 729	15 712	8 021	8 538	<b>52 000</b>
		Revised	43 509	34 700	17 587	18 734	<b>114 530</b>
	4 (food)	Current	32 960	28 640	8 608	9 792	<b>80 000</b>
		Increase/ (decrease)	6 180	5 370	1 614	1 836	<b>15 000</b>
		Revised	39 140	34 010	10 222	11 628	<b>95 000</b>
<b>Total (without overlap)</b>		<b>Current</b>	<b>65 637</b>	<b>55 182</b>	<b>51 589</b>	<b>57 623</b>	<b>230 030</b>
		<b>Increase/ (decrease)</b>	<b>46 938</b>	<b>39 462</b>	<b>36 893</b>	<b>41 207</b>	<b>164 500</b>
		<b>Revised</b>	<b>112 575</b>	<b>94 644</b>	<b>88 482</b>	<b>98 830</b>	<b>394 530</b>

## Transfers

	Strategic outcome 1		Strategic outcome 2			Strategic outcome 4	
	Activity 1		Activity 5	Activity 6		Activity 4	
Beneficiary type	Primary schoolchildren	Kitchen staff and families	Food assistance for assets participants	Food-insecure people	Food-insecure people	Crisis-affected people	Crisis-affected people
Modality	CBTs	CBTs	Food or CBTs	Food	CBTs	Food	CBTs
Cereals	-	-	-	421	-	421	-
Pulses	-	-	-	89	-	89	-
Oil	-	-	-	35	-	35	-
Cash-based transfers (USD/person/day)	0.31	0.31	1.6		0.63		0.63
Total kcal/day	720	2 188	-	2 109	-	2 109	-
% kcal from protein	11	11	-	13	-	13	-
Number of feeding days per year	100	180	60	60	30	30	60

Food type/ cash-based transfer	Current budget		Increase		Revised budget	
	Total (mt)	Total (USD)	Total (mt)	Total (USD)	Total (mt)	Total (USD)
Cereals	6 167	3 124 432	587	681 120	6 754	3 805 551
Pulses	600	382 284	124	165 404	724	547 688
Oil and fats	435	718 159	49	135 425	484	853 584
Mixed and blended foods	-	-	-	-	-	-
Other	-	-	-	-	-	-
<b>Total (food)</b>	<b>7 202</b>	<b>4 224 874</b>	<b>760</b>	<b>981 949</b>	<b>7 963</b>	<b>5 206 823</b>
Cash-based transfers	-	12 262 387	-	12 893 416	-	25 155 803
<b>Total (food and cash-based transfer value)</b>	<b>7 202</b>	<b>16 487 261</b>	<b>760</b>	<b>13 875 365</b>	<b>7 963</b>	<b>30 362 626</b>

## Cost breakdown

17. The cost breakdown among outcomes remains relatively unchanged, with changes related primarily to the extension in time. The country office is negotiating with donors and has initial pledges of funding for activities 1, 2, 4, 5 and 6. Overall, it is expected that 88 percent of root causes activities will be funded.

	Strategic Result 1/ SDG target 2.1	Strategic Result 5/ SDG target 17.9	Strategic Result 8/ SDG target 17.16	Strategic Result 1/ SDG target 2.1	Total
	Strategic outcome 1	Strategic outcome 2	Strategic outcome 3	Strategic outcome 4	
Focus area	Root causes	Root causes	Crisis response	Crisis response	
Transfers	8 356 278	8 305 182	-	7 728 068	<b>24 389 528</b>
Implementation	439 919	1 964 258	-	1 104 290	<b>3 508 468</b>
Adjusted direct support costs	-	-	-	-	<b>2 173 975</b>
<b>Subtotal</b>	-	-	-	-	<b>30 071 971</b>
Indirect support costs (6.5 percent)	-	-	-	-	<b>1 954 678</b>
<b>Total</b>	-	-	-	-	<b>32 026 649</b>

Abbreviation: SDG = Sustainable Development Goal.

	Strategic Result 1/ SDG target 2.1	Strategic Result 5/ SDG target 17.9	Strategic Result 8/ SDG target 17.16	Strategic Result 1/ SDG target 2.1	Total
	Strategic outcome 1	Strategic outcome 2	Strategic outcome 3	Strategic outcome 4	
Focus area	Root causes	Root causes	Crisis response	Crisis response	
Transfers	23 760 115	16 749 581	1 420 000	20 064 209	<b>61 993 905</b>
Implementation	3 768 108	4 071 955	210 000	2 926 951	<b>10 977 014</b>
Adjusted direct support costs	2 343 942	1 792 189	82 987	1 967 691	<b>6 186 809</b>
<b>Subtotal</b>	<b>29 872 165</b>	<b>22 613 726</b>	<b>1 712 987</b>	<b>24 958 850</b>	<b>79 157 728</b>
Indirect support costs (6.5 percent)	1 941 691	1 469 892	-	1 622 325	<b>5 033 908</b>
<b>Total</b>	<b>31 813 856</b>	<b>24 083 618</b>	<b>1 712 987</b>	<b>26 581 176</b>	<b>84 191 636</b>