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Operational matters – Country strategic plans

For decision

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## Draft Armenia country strategic plan (2026–2030)

Duration	1 March 2026–31 December 2030
Total cost to WFP	USD 36,221,593
Framework on accountability for results score*	3.6

\* The framework on accountability for results is a performance measurement approach that incorporates programme and financial tracking and delivers a results-based approach to people-centred programming.

### Executive summary

With a population of almost 3 million people, Armenia is a landlocked country facing multiple vulnerabilities and challenges, including geopolitical instability, socioeconomic issues and natural hazards. Armenia is expected to experience severe weather changes and shocks over the coming decades, with likely impacts on food availability and prices threatening the economy. Agricultural production and rural livelihoods are impeded by Armenia's exposure to seismic shocks, flooding, hail, landslides and drought.

Conflict in Nagorno-Karabakh that began in 2020 and escalated along the state border of Armenia and inside Armenia in 2021 and 2022 has had a detrimental impact on Armenia's border regions, including on the livelihoods and resilience of border communities. In 2023 a refugee crisis displaced 115,000 ethnic Armenians, compounding existing vulnerabilities and stressing the state's budget and systems with multiple ongoing socioeconomic and humanitarian effects for society, politics and the economy, further emphasizing the need for a peace agreement. The initialling of the Agreement on the Establishment of Peace and Interstate Relations between Armenia and Azerbaijan defines a framework for normalization and is a precursor to long-term development and stability.

Armenia is highly vulnerable to regional and international volatility. Even moderate food price inflation affects its economic capacity and purchasing power, particularly among food-insecure populations. This contributes to increasing food insecurity and worsening nutrition, especially in

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rural and remote areas where incomes are lower, livelihood opportunities are limited, and communities depend on subsistence agriculture. WFP's 2024 food security and vulnerability assessment indicated that 40 percent of people could not afford the minimum expenditure basket, and almost 25 percent lived in poverty; 20 percent of people were food insecure, and even a moderate shock could increase that proportion to 75 percent.

Aligned with Armenia's United Nations sustainable development cooperation framework for 2026–2030 and with the Government's action plan for 2021–2026, WFP will sustainably phase out its operations in Armenia by 2030. Accordingly, under the country strategic plan for 2026–2030 WFP will focus on systematically handing over tools, models and systems to the Government, aiming to achieve two integrated outcomes.

- *Outcome 1:* Crisis-affected people in Armenia are better able to meet their basic food and nutrition needs before, during and in the aftermath of crises.

Complementing national response efforts, work under this outcome will enable WFP to strengthen the Government's and national partners' capacities for emergency preparedness and to rapidly support crisis-affected people, including refugees and host communities, seeking to meet their basic food and nutrition needs before, during and in the aftermath of crises. WFP will also support the Government in preparing to respond to conflict-related shocks and natural disasters, including seismic-related events, through developing and handing over early warning systems, working to strengthen preparedness capacity, contingency planning and public awareness at the national and community levels.

- *Outcome 2:* The Government of Armenia has enhanced systems, programmes and capacities to strengthen food security and reduce humanitarian needs by 2030.

Central to WFP's strategic shift from implementer to enabler, this outcome lays the foundation for WFP's handover strategy. WFP will support the Government as it gradually assumes full ownership of urban school-based programming in Yerevan, manages its shock-responsive social protection system and ensures that models, practices and tools that render the food system more resilient are institutionalized to safeguard food security and reduce humanitarian needs.

This country strategic plan reaffirms WFP's commitment to advancing engagement with the Government of Armenia by moving towards a more technical advisory role over the course of the plan and responsibly phasing out its operations in Armenia by 2030.

## **Draft decision\***

The Board approves the Armenia country strategic plan (2026–2030) (WFP/EB.1/2026/7-A/1) at a total cost to WFP of USD 36,221,593.

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\* This is a draft decision. For the final decision adopted by the Board, please refer to the decisions and recommendations document issued at the end of the session.

## 1. Country analysis and needs assessment

1. Positioned between Europe and Asia, Armenia has had upper-middle income status since 2019,<sup>1</sup> and its population of almost 3 million people has benefitted from steady economic growth driven by prudent macroeconomic policies. Despite this, structural challenges and rural-urban disparities persist,<sup>2</sup> compounded by insufficient access to social services and employment opportunities. As a landlocked country dependent on just two open borders – with Georgia and the Islamic Republic of Iran – Armenia's supply chains are also vulnerable to disruption, while its dependence on food imports<sup>3</sup> and trade further render it susceptible to external shocks such as global commodity price volatility and sudden changes in trade policies.
2. Substantive institutional and economic reforms are ongoing in Armenia to address structural challenges and geopolitical pressures.<sup>4</sup> Complex humanitarian, socioeconomic and integration challenges arose from the 2023 displacement of 115,000 Karabakh Armenians, placing significant strain on public services. Despite the initialling of the peace agreement between Armenia and Azerbaijan and the signing of the Joint Declaration that set out a road map for peace and normalization of relations,<sup>5</sup> geopolitical volatility in the wider region may negatively affect Armenia's development and security.
3. Armenia's economic and political challenges are compounded by a food system that is dominated by small, fragmented, rain-fed farms whose limited access to technology and modern inputs hinders productivity and, consequently, food security. Productivity is constrained by poor irrigation infrastructure, erratic rainfall, degraded soils, high input costs, and limited processing and market integration. Despite government efforts to improve agricultural policy and food distribution, heavy dependence on food imports and increasing inflation affect economic capacity and purchasing power, particularly among food-insecure populations.
4. A WFP food security and vulnerability assessment in 2024 concluded that 20 percent of households were food insecure. This was an improvement over 2020, when a similar assessment found 28 percent of households to be food insecure. However, the 2024 assessment found that an additional 54 percent were marginally food secure such that exposure to even a moderate shock could see up to three quarters of the population pushed into deeper food insecurity.<sup>6</sup> This risk is pronounced in poorer northern communities and border regions, where seasonal necessities force families to choose between heating, health-related expenditures and food.<sup>7</sup> Almost a quarter of Armenians live in poverty,<sup>8</sup> and

<sup>1</sup> World Bank. 2025. [World Bank Country and Lending Groups](#).

<sup>2</sup> Thirty-six percent of the population lives in rural areas where poverty, unemployment and food insecurity are more prevalent. National Statistical Committee of Armenia. 2025. [Permanent Population Number of the Republic of Armenia, as of 1 April in 2025](#).

<sup>3</sup> National Statistical Committee of Armenia. 2024. [Food Security and Poverty – table 3.1: Areas, yield and gross production of main agricultural temporary and permanent crops](#). Armenia imports over 70 percent of its wheat and other staple goods, primarily from the Russian Federation.

<sup>4</sup> Substantive institutional and economic reforms to address institutional weaknesses, multidimensional inequality, regional security threats and exposure to economic shocks are ongoing. Government of Armenia. 2021. [Programme of the Government of the Republic of Armenia \(2021–2026\)](#).

<sup>5</sup> The initialling of the Agreement on the Establishment of Peace and Interstate Relations by the foreign ministers of Armenia and Azerbaijan and signing of the [joint declaration](#) by the leaders of Armenia, Azerbaijan and the United States of America on 8 August 2025 in Washington DC marked the establishment of peace in the region. .

<sup>6</sup> WFP. 2024. [Sixth food security and vulnerability assessment in Armenia](#).

<sup>7</sup> Food insecurity increased to 39 percent among some populations prioritizing winterization over food expenditures. *Ibid.* Data compiled as of March 2024 using WFP's Consolidated Approach for Reporting Indicators of Food Security. WFP. 2023. [Fifth Food Security and Vulnerability Assessment in Armenia, December 2022 – January 2023](#).

<sup>8</sup> In Armenia, 23.7 percent of the population lived below the national poverty line in 2023. Asian Development Bank. 2023. [Poverty Data: Armenia](#).

40 percent cannot afford the minimum expenditure basket, with households headed by women, persons with disabilities and displaced people disproportionately affected.<sup>9</sup>

5. Limited access to diverse, micronutrient-rich foods contributes to Armenia's dual burden of malnutrition.<sup>10,11</sup> Among urban populations, poor dietary diversity and consumption of highly processed cereals and convenience foods<sup>12</sup> have led to rising overweight and obesity, alongside micronutrient deficiencies.<sup>13</sup> Only 6 percent of households consume enough minerals and 7 percent consume enough vitamins. Alarmingly, only a third of children aged 6–23 months consume a minimum acceptable diet.<sup>14</sup> A 2019 national study of child obesity reported that 28 percent of primary schoolchildren were overweight and 13 percent were obese. Overweight, obesity and severe obesity were more common among boys than among girls, with 30 percent of boys and 25 percent of girls reported as overweight and 15 percent of boys and 10 percent of girls reported as obese.<sup>15</sup>
6. Ranking 69th in the Human Development Index,<sup>16</sup> Armenia has made significant strides in education, as shown by high primary and secondary enrolment rates. Nonetheless, the education sector suffers from decades of underinvestment.<sup>17</sup> The Government is successfully running school feeding schemes in regional areas – a vital social safety net handed over by WFP in 2023, providing nutritious meals to primary schoolchildren and contributing to national development, education and health. However, schools in the capital, Yerevan, face a number of issues that hamper the on-site provision of school meals. Large part of the challenges are linked to infrastructure gaps,<sup>18</sup> but there is also a lack of institutional capacity and knowledge regarding how to implement an urban school feeding programme that would improve nutrition among school children. In terms of infrastructure, one third of school canteens in Yerevan require comprehensive renovation, 21 percent require improved maintenance and another 20 percent need limited repairs.
7. Lying in a seismically active zone, Armenia is exposed to natural hazards. Estimates suggest that a magnitude 7 earthquake in Yerevan could be catastrophic, potentially destroying 70 percent of buildings and affecting more than a third of the population. The need for preparedness and disaster risk reduction measures is therefore urgent.<sup>19</sup> Severe weather-related shocks compound vulnerability as Armenia faces more frequent and

<sup>9</sup> WFP. 2024. *Sixth food security and vulnerability assessment in Armenia*.

<sup>10</sup> The double burden of malnutrition is defined by the World Health Organization as the "the co-existence of undernutrition along with overweight and obesity". World Health Organization. *Malnutrition in all its forms*.

<sup>11</sup> Of the children surveyed, 27.7 percent are overweight and 12.6 percent are obese, increasing for children in Yerevan to 32 percent overweight (the second worst rate) and 16.1 percent obese. Arabkir Medical Centre-Institute of Child and Adolescent Health. 2021. *The Childhood Obesity Surveillance Initiative (COSI) – National study results in the Republic of Armenia, 2019*; World Health Organization. *Nutrition Landscape Information System (NLIS)*.

<sup>12</sup> National Statistical Committee of Armenia. 2024. *Food Security and Poverty – table 6.1: Consumed food dietary energy per capita (daily)*.

<sup>13</sup> Among children aged 7–8, 13 percent were obese, and 28 percent were overweight. Arabkir Medical Centre-Institute of Child and Adolescent Health. 2021. *The Childhood Obesity Surveillance Initiative (COSI) – National study results in the Republic of Armenia, 2019*.

<sup>14</sup> WFP. 2023. *Fourth Food Security and Vulnerability Assessment in Armenia, September 2022*.

<sup>15</sup> Arabkir Medical Centre-Institute of Child and Adolescent Health. 2021. *The Childhood Obesity Surveillance Initiative (COSI) – National study results in the Republic of Armenia, 2019*.

<sup>16</sup> Armenia is 69th of 193 countries on the 2023 Human Development Index. United Nations Development Programme. *Human Development Insights*.

<sup>17</sup> United Nations Armenia. 2025. *Evaluation of the United Nations Sustainable Development Cooperation Framework (UNSDCF) for Armenia 2021–2025*.

<sup>18</sup> In 2024, the Social Industrial Foodservice Institute found that 84 percent of schools needed major investment in renovations and canteen equipment to serve school meals in compliance with state norms for hygiene and the provision of school meals on site. Social and Industrial Foodservice Institute. *Models, costs, investment for organization school meals in Yerevan* (unpublished).

<sup>19</sup> World Bank and Global Facility for Disaster Reduction and Recovery. *Think Hazard: Armenia*

intense episodes of extreme temperatures, water scarcity and shifting precipitation patterns, which affect agriculture and local food systems.<sup>20,21</sup> People living in border areas are particularly exposed to natural hazards, including droughts, hailstorms and flooding, and their limited adaptive capacity leaves them facing increased levels of food insecurity.<sup>22</sup> Droughts alone are causing average annual losses of USD 6 million, undermining rural livelihoods and aggravating food insecurity.<sup>23</sup>

8. Despite progress on national social safety nets,<sup>25</sup> gaps in coverage, adequacy and sustainable financing remain, and the system suffers from fragmented governance and limited information management. Reforms are under way, namely, the revision of a newly adopted social assistance law and the development of a sub-legislative framework, but there is a pressing need for the Government to secure adequate financing for their implementation. Armenia's poverty rate stood at 24 percent in 2023, with child poverty higher at 32 percent for girls and 31 percent for boys.<sup>26</sup> Apart from the school meal programme, 60 percent of the most deprived households receive no social assistance.<sup>27</sup> It is estimated that if social assistance payments were reduced or discontinued poverty rates could rise above 50 percent.<sup>28</sup>
9. Inequality compounds Armenia's development challenges, especially for women, who rely more on social assistance,<sup>29</sup> face barriers to formal employment, earn less and often perform unpaid care work. Although increasingly represented in the workforce and public institutions, women are prone to economic vulnerability and food insecurity, including as a result of limited access to land, financing and markets.<sup>30</sup>

## 2. National priorities and collective assistance

10. The country strategic plan (CSP) for Armenia for 2026–2030 is firmly grounded in the country's national development agenda and has been informed by consultations with government bodies, international organizations, community actors and local stakeholders. Armenia's national development vision is set out in the *Armenia Transformation Strategy 2050* and the country's food security strategy for 2023–2026,<sup>31</sup> which emphasize growth, domestic food self-sufficiency, resilient livelihoods and strengthened national systems. WFP's programmes in Armenia – such as its school feeding programme, which strengthens school-based value chains, and targeted unconditional cash-based transfers (CBTs) using

<sup>20</sup> Crop yields are falling, with projections suggesting a 20 percent drop in cereal production by 2035 in some regions without major adaptation measures. Government of Armenia and UNDP. 2023. National Climate Adaptation Strategy (unpublished draft not available online).

<sup>21</sup> WFP and PRISMA. 2023. *Impact of climate change on livelihoods and food security in Armenia*.

<sup>22</sup> Organisation for Economic Co-operation and Development and Food and Agriculture Organization of the United Nations. 2023. *OECD-FAO Agricultural Outlook 2023-2032*.

<sup>23</sup> World Bank. 2024. *Climate Change Knowledge Portal – Armenia: Country overview*.

<sup>24</sup> Manucharyan, M. 2025. "Climate change impacts on sustainable agriculture: Evidence from Armenia" in *Unconventional Resources*.

<sup>25</sup> The CSP refers to "social safety nets" but national efforts in this domain may be referred to as social protection, shock-responsive social protection or social assistance by the national authorities.

<sup>26</sup> Statistical Committee of the Republic of Armenia and World Bank. 2024. *Social snapshot and poverty in Armenia: Statistical and analytical report*.

<sup>27</sup> United Nations Armenia. 2021. *United Nations Sustainable Development Cooperation Framework for Armenia 2021-2025*.

<sup>28</sup> National Statistical Committee of Armenia. 2024. *Armenia – non-material poverty*.

<sup>29</sup> World Bank. 2019. *Armenia Country Partnership Framework 2019–2023*.

<sup>30</sup> Food insecurity was most prevalent among households headed by women, at 23.2 percent, compared to 17.4 percent among households headed by men. Food insecurity was 21 percent among households with members over 60 years old, 36.2 percent among households whose heads had received only primary education and 23.8 percent among households whose heads had received secondary education. WFP. 2024. *Sixth food security and vulnerability assessment in Armenia*.

<sup>31</sup> Government of Armenia. 2023. *Food security strategy 2023–2026* (in Armenian).

the WFP food card and e-wallet,<sup>32</sup> which provide food-insecure populations with food assistance, financial literacy, and nutrition education – are aligned with national priorities.

11. In line with its School Meals Coalition commitment, the Government has pledged to finalize a national policy and strategy for sustainable school feeding;<sup>33</sup> with technical assistance provided by WFP, it plans to expand existing transformative home-grown school feeding models to additional regions<sup>34</sup> and to establish an urban school feeding model in Yerevan. The Government has already begun to integrate nutrition and education into school curricula and is committed to introducing initiatives that enhance schoolchildren's nutritional intake and complement educational efforts by fostering holistic development and improving learning outcomes.<sup>35</sup>
12. Prioritizing the reform of its social safety net architecture,<sup>36</sup> Armenia seeks to improve policy and legal frameworks, administrative data systems and workforce capacity, extending programme reach to regions affected by or at risk of conflict as well as those with high rates of poverty and food insecurity. Ethnic Armenian refugees from Karabakh have largely been integrated into Armenia's social assistance programmes. The Government has adopted a national framework on inclusive livelihoods for refugees and host communities for 2025–2027, which will support the socioeconomic integration of refugees. A joint initiative by the United Nations Children's Fund (UNICEF), the United Nations Development Programme (UNDP) and WFP, supported by the European Union, aims to develop agile, integrated, human-centred and shock-responsive social safety net systems.<sup>37</sup> This initiative supports the reform of the national social protection system through the adoption of new social assistance legislation and the digitalization of data, processes and learning to enhance national social protection delivery mechanisms and ensure that the system is shock-responsive.
13. The CSP will be guided by the United Nations sustainable development cooperation framework (UNSDCF) for 2026–2030, which was adopted on 19 December 2025. Three strategic priorities in the UNSDCF link to WFP's efforts: *human capital development and well-being* focuses on education and seeks to enhance national social protection, reduce poverty and foster resilience; and *inclusive economic development* enables sustainable livelihoods and supports the third priority, *governance for a sustainable future*. WFP's priorities are also aligned with several cross-cutting elements in the UNSDCF, including a focus on emergency preparedness and response.
14. National institutions have demonstrated a clear commitment to supporting humanitarian and development activities, although systemic gaps remain. Policies are often fragmented, while persistent institutional resource constraints in financing, staffing and operational capacity limit the scale-up of services and the integration of displaced people. While there is a commitment to improving food security and nutrition, capacity constraints at the municipal level and fragmentation of national data systems pose challenges to delivering coordinated responses with accountability. Technical capacity needs for cross-sectoral

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<sup>32</sup> Food card social services encompass food assistance alongside nutrition education and financial literacy. United Nations Armenia. 2023. [Empowering the Food Insecure: WFP's Food Cards Unlock Access to Nutritious Meals](#).

<sup>33</sup> School Meals Coalition. [National commitments](#). Under the Coalition, the Government has pledged to invest in infrastructure development, implementing a large-scale renovation and construction programme covering 300 schools and 500 kindergartens. It is anticipated that the strategy will be finalized by 2027 following the establishment of the Yerevan school feeding model.

<sup>34</sup> In the context of Armenia, transformative home-grown school feeding relates to community-based school feeding models that are similar to home-grown school feeding models.

<sup>35</sup> WFP. 2024. [Annual Country Report 2024: Armenia](#); Eurasian Development Bank. 2024. ["The EDB, the WFP and Yeremyan Projects launch the "Milk to Schools" initiative on World School Milk Day"](#).

<sup>36</sup> Prevention Web. 2025. ["Armenia: Building a shock-responsive social-protection system through legal and digital reform"](#).

<sup>37</sup> United Nations Development Programme. 2024. [Building a resilient social protection system in Armenia](#).

coordination include integrated data management systems that facilitate alignment across ministries and sectors for more targeted interventions, and pathways to safeguarding food security.

15. In response to an influx of refugees in 2023, the Government, alongside United Nations entities, established a refugee coordination mechanism as the primary platform for coordinating immediate and mid-term assistance. This covered aspects such as integration planning, localized enhanced social safety nets and expanded support for host communities to ensure social cohesion. Regional disparities nevertheless persist, and refugees – alongside chronically food-insecure rural households, populations residing in border areas and communities at risk of weather-related shocks – are at risk of being left behind.
16. Armenia's Nationally Determined Contribution<sup>38</sup> and national adaptation plan<sup>39</sup> under the Paris Agreement support smart agriculture, water governance and local food systems by promoting resilient farming practices and livelihood diversification. Key components of the Nationally Determined Contribution and the national action plan aim to integrate water resource management and, through early warning systems and anticipatory action, contribute to Armenia's overall goal of building resilience in the face of shocks.
17. Beyond the Government, several other key stakeholders address food security and nutrition needs. UNSDCF outcome groups, co-led by the Government and United Nations entities, work to enhance joint programming, information sharing and resource optimization. United Nations entities such as the Food and Agriculture Organization of the United Nations, UNICEF, UNDP and the Office of the United Nations High Commissioner for Refugees are active in complementary areas including agriculture, nutrition, shock-responsive social safety nets, refugee integration and governance, where projects are often connected at the community level. The International Committee of the Red Cross, the Armenian Red Cross Society and other international non-governmental organizations (NGOs), including World Vision, Mission Armenia and Action against Hunger, play a central role in service delivery and local development. Owing to its strong field presence, WFP works collaboratively to link projects, achieving a multiplier effect.
18. Despite these collaborative efforts, differences in geographic and vulnerability targeting principles challenge effectiveness, leading to gaps in the provision of assistance. Inadequate interoperability between data systems, capacity constraints in the social workforce, and inconsistent policy implementation further affect programme coverage, efficiency and shock responsiveness. Resources for comprehensive emergency response coverage and the need for targeted interventions to reach the most vulnerable people and reduce humanitarian needs remain limited, particularly among at-risk border communities. Armenia's exposure to earthquakes, conflict and weather-related and other shocks also highlights the need for agile, data-driven support for the Government.
19. The CSP is positioned to address these gaps, complementing the efforts of other actors and communities, aligning with national strategies and meeting critical capacity strengthening needs for national systems.

### **3. WFP's comparative advantage, capacity and ability in Armenia**

20. WFP's role in Armenia has evolved from direct implementer to technical advisor and enabler of nationally led systems and institutions, with WFP leveraging its expertise and resources to address food security and nutrition challenges. This evolution is grounded in three decades<sup>40</sup> of operational experience and reinforced by robust institutional

<sup>38</sup> United Nations Development Programme. 2024. *Armenia's 2021–2030 Nationally Determined Contributions*.

<sup>39</sup> United Nations Development Programme. 2021. *National Adaptation Plan of the Republic of Armenia*.

<sup>40</sup> WFP has been operational in Armenia since 1994.

relationships, deep community trust and strong programmatic delivery. Recognized as a trusted and technically capable member of Armenia's humanitarian and development community, WFP aims to leverage its collaborative approach, knowledge and expertise to bring together diverse stakeholders, including the Government, development actors, communities and the private sector.<sup>41</sup>

21. Evaluations and partner feedback have credited WFP's approach of co-designing, financing and implementing high quality, people-centred programmes that from the outset ensure ownership, long-term impact and the institutionalization of systems, tools and models. This commitment positions WFP as the partner of choice for both communities and the Government and, under the CSP for 2019–2026, enabled it to achieve significant milestones, including the full handover and institutionalization of the regional school feeding programme in 2023. Recognized as a model for responsible and sustainable transition, this handover demonstrated WFP's ability to support the institutionalization and establishment of viable nationally owned systems and programmes.<sup>42</sup> Further, an evaluation of the CSP for 2019–2026 found that WFP's country capacity strengthening efforts in Armenia had a far-reaching impact owing to the large number of people that they supported indirectly.<sup>43</sup>
22. WFP's innovative models contribute to broader community development, are highly adaptable and already serve as a model for other countries.<sup>44</sup> The evaluation of the 2019–2026 CSP highlighted WFP's achievements and comparative strengths, including the strong alignment of its work with national priorities and its cutting-edge approaches such as the use of solar stations<sup>45</sup> to generate community financial reinvestment and the use of CBTs in the form of food cards and e-wallets to increase the effectiveness of interventions. Key evaluation recommendations emphasized a need for WFP to continue to apply handover strategies designed from the outset of activities and to combine direct assistance with investment in partner capacity strengthening. Other recommendations included the further development of the humanitarian–development nexus, particularly through partnerships for delivering food and water security.
23. As part of a holistic food systems approach, WFP also enjoys a comparative advantage in its integration of programmes related to school meals, resilience and social safety nets. WFP is able to operate in food-insecure border communities, prioritizing livelihood and asset rehabilitation in areas that have been demined, strengthening critical irrigation infrastructure and providing a community financial reinvestment model. Implemented in partnership with academic institutions and development agencies, these interventions apply locally owned and evidence-based approaches to community resilience, contributing to the creation of local knowledge systems and context-specific long-term solutions. These community approaches promoted by WFP are recognized for building resilience and fostering economic development, thereby increasing peoples' adaptive capacity and thus reducing future humanitarian needs.
24. Recognized for its operational reliability and technical expertise in emergency preparedness and response, including its ability to undertake rapid assessments and generate evidence

<sup>41</sup> United Nations. 2024. *Common Country Analysis for the Republic of Armenia* (unpublished draft not available online).

<sup>42</sup> WFP. 2024. [\*Evaluation of School Feeding Modalities Applied in Armenia \(2018–2023\)\*](#).

<sup>43</sup> The CSP evaluation indicated that although not easily measurable WFP's impact was probably far greater than reported, with a large number of people indirectly supported (tier 2 beneficiaries) through country capacity strengthening activities.

<sup>44</sup> WFP. 2024. [\*Evaluation of School Feeding Modalities Applied in Armenia \(2018–2023\)\*](#).

<sup>45</sup> WFP's community financial reinvestment model involves installing solar power for public buildings, which results in electricity savings by the community that are used for community-based activities related to food security. The solar power results in average savings of USD 3,200 annually, which is then re-invested in equipment, seeds and other productive assets. These activities enhance productivity and profitability, providing additional income-generating opportunities for smallholder farmers. WFP. 2024. [\*Armenia Annual Country Report 2024\*](#).

for decision-making, WFP delivers assistance through well-established supply chains and by engaging with regional and local authorities to quickly respond to emergencies. Its strong field presence and operational flexibility enable efficient support for affected people. Distinguished by its scale and expertise, WFP is the leading actor in promoting food security and advancing nutrition in Armenia. While other entities, including civil society organizations, contribute to meeting needs, WFP's integrated approach, ability to mobilize resources and coordination with diverse stakeholders set it apart and enhance its effectiveness.

## **4. Strategic positioning, programme priorities and partnerships**

### **Country strategic plan direction and intended impacts**

25. Under this CSP for Armenia, WFP will increasingly shift towards an enabling role, supporting the operationalization of policies and frameworks and providing technical expertise for the handover of WFP programmes in Armenia by 2030. Building on the achievements and lessons learned under the previous CSP WFP will seek to enhance national systems, institutionalizing programmes, tools and systems that will ensure responsible handover to ministries and other national stakeholders. The CSP will pave the way for the gradual handover to the national Government or local authorities of existing activities that address the root causes of food insecurity in targeted food-insecure and at-risk regions. WFP will support transformative home-grown school feeding schemes in urban areas throughout the CSP implementation period while retaining the capacity to provide direct support should an emergency response be required. WFP will reduce underlying vulnerability by increasing national and local capacity to withstand future shocks and safeguard food security through enhanced resilience and social safety nets – particularly for communities facing compounding risks – thereby reducing the need for humanitarian assistance.
26. WFP will contribute to long-term food security and human capital development by scaling up transformative home-grown school feeding models and institutionalizing urban school feeding in Yerevan. Emergency response capacity and systems will be strengthened to enable government institutions to better anticipate, prepare for and respond to shocks, including natural disasters and geopolitical disruptions. WFP's efforts will complement the Government in its ambition to address food insecurity and strengthen resilience in order to reduce reliance on humanitarian assistance over time; strengthen the national social safety net system; and establish local funding mechanisms that tackle food insecurity.
27. WFP will work with national and local institutions to strengthen their capacity to design, implement and monitor food security interventions that have proven impact and are cost-effective. CSP activities 3 and 4 will prioritize supporting the most food-insecure and at-risk populations in conflict-affected border areas and are expected to be phased out in 2026. These activities are expected to benefit a broad population through improved systems and infrastructure. WFP will further leverage digitalization processes to extend accessible safety nets and strengthen early warning systems, community-based financing and evidence generation.
28. This CSP responds to growing demands for focus, efficiency and impact – streamlining resources while delivering high quality programmes and interventions for the communities targeted by WFP. By connecting effective emergency response to long-term objectives and engaging directly with communities, WFP aims to ensure that programming remains locally relevant, delivers across the humanitarian–development–peace nexus, is people-centred and is accessible to vulnerable groups.

29. Across all activities, and consistent with its strategic plan for 2026–2029,<sup>46</sup> WFP will prioritize the promotion of nutrition and healthy diets, advancing equality and promoting localization and accountability to affected people while working collaboratively with national authorities to increase the reach and impact of interventions. Throughout implementation, WFP will embed humanitarian principles and conflict sensitivity and will integrate education and behaviour change to foster ownership and ensure the viability of interventions.

### **Programme integration**

30. *Transformative home-grown school feeding, strengthened livelihoods and social safety nets.* WFP support to the Government on school feeding will largely focus on schools in Yerevan, while other WFP interventions will prioritize the most food-insecure people in at-risk areas and conflict-affected border regions. School-based value chains will link local communities, farmers and small businesses to promote the use of healthy local produce, including dairy and wheat products, in school meals. This will create reliable income sources for farmers and communities while addressing local food insecurity. Schools supported by WFP will expand community education and learning objectives to promote modern agricultural practices, natural resource management and environmental sustainability in close collaboration with partners with relevant expertise. This integrated model ensures that communities are equipped with the tools, financial mechanisms, knowledge and institutional support needed to run long-term school feeding programmes.

31. School feeding will constitute an essential education and nutrition safety net while fostering social cohesion and contributing to stability in communities where it is implemented, laying the groundwork for peaceful and resilient societies over time. School feeding efforts will also contribute to social safety nets, particularly for unemployed women in rural areas, offering training and employment opportunities. As needed, schools where WFP has supported improvements in kitchen infrastructure may also be linked to emergency response programming, drawing on their capacity to deliver emergency assistance at scale.

32. *Emergency response and social safety nets.* There are other synergies between emergency response and the broader support provided by WFP to enhance national social safety net systems. In the case of a sudden onset emergency, WFP CBT models such as food card and e-wallets may be used by the Government or WFP to rapidly deliver assistance to crisis-affected or at-risk people.

### **Strategic engagement with partners**

33. Throughout the CSP, WFP will work with relevant national and local actors to create and implement activities in a way that prevents duplication of effort, ensures alignment and enhances impact. Each activity will be coordinated to enhance complementarity with other actors and link humanitarian and development efforts. Through capacity strengthening, WFP will work to enhance strategic and operational coordination with key partners, including with national entities, community actors, youth groups, academic and private sector actors and other United Nations entities. Working with partners at all levels, including local and international NGOs, other United Nations entities and government institutions, will be pivotal to ensuring long-term impact, ownership and the gradual handover and institutionalization of WFP-supported models.

34. Ensuring more coherent and efficient delivery of assistance, WFP will deepen collaboration with key government ministries and agencies, including the ministries responsible for education, science, culture and sports; health; internal affairs; economy; environment; territorial administration and infrastructure; labour and social affairs; finance; and high-tech industry. WFP will work closely with the Ministry of Labour and Social Affairs and with

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<sup>46</sup> "WFP strategic plan (2026–2029)" (WFP/EB.2/2025/3-B/1/Rev.1).

UNICEF and UNDP to improve the shock responsiveness of the national social assistance system, exploring opportunities to increase the efficiency of service delivery and allow for a smooth transition from social assistance to employment.

35. WFP will coordinate emergency response efforts with ministries based on directives from the Deputy Prime Minister's Office. WFP engagement will also focus on state agencies, such as the school feeding and child welfare agency (SFCWA), the food safety inspection body, the unified social services agency, the Water Committee of the Ministry of Territorial Administration and Infrastructure and the statistical committee, alongside national research centres and academic entities to complement and support government efforts and reinforce national capacity for an integrated handover. In addition, WFP will seek to foster public-private partnerships, promoting co-financing arrangements, and will work with other United Nations entities and international financial institutions to embed financing models in national frameworks. Based on lessons learned<sup>47</sup> WFP will continue to engage in complementary partnerships, including for the provision of psycho-social support, humanitarian demining,<sup>48</sup> nutrition and financial literacy.

### Country strategic plan outcomes and activities

#### ***Country strategic plan outcome 1: Crisis-affected people in Armenia are better able to meet their basic food and nutrition needs before, during and in the aftermath of crises***

36. **Activity 1:** Given Armenia's exposure to multiple risks, including socioeconomic, environmental, seismic and weather-related shocks and the potential for regional geopolitical unrest that could trigger mass displacement, under CSP outcome 1, WFP will provide targeted short-term emergency life-saving assistance to up to 110,000 crisis-affected people in the event of an emergency.<sup>49</sup> The urgent needs of affected people will be met through in-kind assistance or CBTs (including food card or multi-wallet assistance) and will be complemented with social and behaviour change activities that promote financial literacy, healthy lifestyles and nutritious food choices. WFP will employ geographic and vulnerability-based targeting, using a conflict-sensitive approach, to ensure that assistance reaches those most in need and promotes social cohesion among both displaced people and host communities.

37. Under activity 1 and throughout the duration of the CSP, WFP will complement and enhance national capacity to anticipate, prepare for and mitigate the effects of natural and socioeconomic shocks. In line with its localization policy,<sup>50</sup> WFP will seek to strengthen the capacity of government authorities and local humanitarian actors for early warning and intersectoral coordination and will contribute to broader contingency planning under national disaster risk management systems.

38. WFP will provide technical assistance aimed at strengthening the capacity of the Crisis Management State Academy to collect data and analyse information required for disaster risk assessments that can inform emergency preparedness and response coordination. Under CSP outcome 2, WFP will strengthen the capacity of the Government to facilitate support for crisis-affected populations through shock-responsive social safety nets.

<sup>47</sup> WFP. *Summary report on the evaluation of the country strategic plan for Armenia (2019-2025)* (forthcoming). Recommendation 4 refers to further developing a humanitarian-development nexus approach for interventions designed for individuals and communities, with the goal of integrating this approach into government systems.

<sup>48</sup> WFP supports livelihood and asset rehabilitation in contaminated areas once they have been demined.

<sup>49</sup> In its concept of operations scenario planning, WFP estimates that in the event of an escalation at the border, emergency response operations would need to reach an initial 55,000 people, while in an earthquake scenario, which the [Government estimates could affect up to 190,000 people](#), WFP would be requested by the Government to assist 25 to 30 percent of people affected. In both scenarios assistance could be scaled up to reach 110,000 people if needed.

<sup>50</sup> ["Localization policy"](#) (WFP/EB.A/2025/5-A).

These efforts seek to assist national and local authorities in better anticipating and preparing for shocks. WFP will foster inter-ministerial coordination to integrate shock-responsive mechanisms into national disaster management and social assistance policies.

***Alignment with national priorities***

39. WFP interventions under CSP outcome 1 are fully aligned with Armenia's national priorities, including those in the Government's action plan for 2021–2026 and with strategic outcomes 1 and 4 of the UNSDCF.

***Country strategic plan outcome 2: The Government of Armenia has enhanced systems, programmes and capacity for strengthening food security and reducing humanitarian needs by 2030***

40. Under CSP outcome 2 WFP will work with the Government to strengthen its capacity and systems, institutionalizing models, tools and frameworks initiated during the CSP for 2019–2026. WFP will work to enhance institutional capacity to adopt methodologies for evidence-based decision- and policy-making related to school feeding, shock-responsive social safety nets, and food systems in order to strengthen resilience and reduce the need for humanitarian assistance.

**Activity 2:** Based on a request from the Government and in line with confirmed needs, WFP will assist in the establishment of an urban school feeding model in Yerevan and will work to expand transformative home-grown school feeding models already in use to 160 schools across five regions through the nationally implemented regional school feeding programme by 2030. WFP will work closely with the Government, the SFCWA and the Social Industrial Food Service Institute to co-design an urban model for delivering healthy, nutritious school meals and providing access to adequate nutrition education for the promotion of healthy lifestyles among schoolchildren. Applying the model in Yerevan, WFP aims to renovate and equip school canteen infrastructure to enable the provision of school meals for up to 50,000 schoolchildren. WFP will provide technical expertise in relation to infrastructure and the implementation and management of school-based programming, aligning with sectoral policies and regulatory frameworks. WFP, in collaboration with the SFCWA, will actively support the line ministries in promoting healthy lifestyles through a comprehensive approach. This will include the development of nutrition standards and norms, capacity-building training for schoolchildren and school staff, interactive consultation sessions for parents, and engaging public events aimed at raising awareness about healthy diets and lifestyles, fostering behaviour change. This will be implemented in close partnership with the Government, including the SFCWA, which, through the development of a comprehensive plan with the aim of institutionalizing urban and transformative home-grown school feeding, has confirmed programme ownership with a dedicated budget to cover the cost of school meals in Yerevan.<sup>51</sup>

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<sup>51</sup> This is in line with the recommendation resulting from the decentralized evaluation of the school feeding modalities applied in Armenia.

41. While a significant portion of WFP support for school meals will focus on developing Yerevan's urban school feeding model, WFP will also invest in transformative home-grown school feeding to support and build on the successful handover of regional school feeding operations in 2023. These models promote the establishment of fruit and vegetable gardens and greenhouses in schools to provide nutritious seasonal produce. Working in close collaboration with key partners, from the national to the local level, WFP will work to strengthen the links between local smallholder farmers and schools and engage with producers to enhance food safety and quality, with schools acting as local markets. In turn, transformative home-grown school feeding will also provide access to innovative and green financing mechanisms, including using savings from solar stations to generate reinvestment opportunities for schools.
42. WFP aims to complete key infrastructure by 2028, while technical assistance to the Government will continue to 2030. To ensure the successful full handover, WFP aims to shift capacity to government ministries, communities, vocational and educational teacher training centres and academic actors, engaging them in the planning, implementation, monitoring and coordination of the programme. This pathway towards full handover will rely primarily on the enhanced capacity and cooperation of the SFCWA and the Ministry of Education to fully integrate school-based programming into national frameworks, budgets and processes. Guided by the recommendations of a decentralized evaluation<sup>52</sup> in relation to ensuring a responsive and effective handover to national and local stakeholders, this transitional approach aims to embed school feeding within broader food systems, engaging private sector partners (bakeries, mills, markets and cooperatives) in school-based food value chains and green energy projects in order to ensure long-term viability and community ownership, thereby increasing resilience in the face of future shocks.
43. **Activity 3:** WFP will continue to support the Ministry of Labour and Social Affairs in working to strengthen Armenia's social safety nets by incorporating a shock-responsive component, thereby enabling the system to respond more flexibly and effectively to emergencies and other unforeseen crises. To strengthen beneficiary management systems, including for data analytics to improve targeting, food security analysis and cost-benefit analysis of policy instruments, WFP will embed its operational procedures, methodologies and guidelines in the national rapid social response mechanism.
44. WFP's support for the rapid social response mechanism will be aligned with national legal frameworks and will support the digitalization and operationalization of response mechanisms.<sup>53</sup> These efforts will enable the Government to match resources with needs, trace resource allocation and report on resource distribution. WFP will also advocate the mobilization of cash and voucher assistance, through government platforms, using an e-wallet system or bank-issued food cards.
45. In support of more effective national emergency preparedness and response capacity, WFP will continue the development of socioeconomic early warning systems, improving predictive analytics to enable proactive mitigation rather than reactive response. Under the collaboration with UNDP and UNICEF, through which an e-learning platform will be established, WFP will develop learning modules on shock-responsive social safety nets and food security for unified social service social workers, NGOs and other community actors. WFP will enhance the emergency preparedness of communities through the diversification of financial mechanisms for responding to shocks, including community financial reinvestment models.

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<sup>52</sup> WFP. 2024. *Evaluation of School Feeding Modalities Applied in Armenia (2018–2023)*.

<sup>53</sup> When the final draft of the government decree on rapid social response is ready, WFP will test its implementation at the community level and support any required adjustments.

46. **Activity 4:** WFP will focus on consolidating interventions initiated under the previous CSP relating to strengthening food systems and enhancing community resilience among the most food-insecure and at-risk populations in border regions. With a clear focus on full handover and institutionalization by the end of 2026, WFP will embed handover elements from the outset by working with the Government and communities to design and implement interventions. This approach will go beyond establishing productive assets to include enhancing local and national skills and capacity throughout implementation – enabling the scale-up of models and the integration of processes into national frameworks.

47. Cognizant that reliable access to water is vital to Armenia's rural communities and overall food system resilience, WFP, in collaboration with the Water Committee and Water User Associations (Ministry of Territorial Administration and Infrastructure), will rehabilitate irrigation schemes and productive assets using modern technologies. These efforts will support rural communities, enabling them to engage more effectively with local markets and unlock broader livelihood opportunities – contributing to greater resilience and economic stability over time. Building on WFP's initial catalytic investments, and guided by a multi-stakeholder steering committee, the management and financing of efforts under activity 4 will be handed over to local and regional institutions.

48. With financial support from the Asian Development Bank, the Ministry of Economy will institutionalize and scale up financial reinvestment models initiated by WFP. These models enable vulnerable communities and smallholder farmers to obtain affordable financing that enables them to invest in productive assets such as small-scale drip irrigation systems, agricultural equipment and solar stations in order to reduce production costs, increase yields and access opportunities for market participation. The community financial reinvestment model facilitates new community projects, creating a sustainable source of financing for livelihood development and thereby gradually reducing dependence on humanitarian assistance.

49. In partnership with the Ministry of Economy, WFP will support the institutionalization of value chain models, including through enhanced food systems and logistics hubs for smallholders, integration with national programmes and knowledge transfer to promote sustainable practices. All interventions will follow a co-financing and co-implementation approach, engaging authorities and communities and demonstrating national ownership and long-term commitment. WFP has played a catalytic role, piloting and demonstrating models under the CSP for 2019–2026, which in turn may be scaled up by government institutions and communities.

50. To ensure continuity, WFP has established a knowledge and innovation ecosystem through partnerships with academic and research institutions – including the National Agrarian University, the National Polytechnic University, the International Centre for Agribusiness Research and Education and vocational and educational teacher training platforms. These institutions will provide the technical expertise, research and capacity development required to sustain and further develop interventions. In this way, Armenia will not only continue to make food systems resilient beyond WFP's departure but will also serve as a model for nationally owned and co-financed food system transformation in the region.

#### ***Alignment with national priorities***

51. CSP outcome 2 is aligned with national priorities and with UNSDCF outcomes 1, 2 and 4, which respectively focus on human capital development, inclusive economic and infrastructure development, and governance for a sustainable future.

## 5. Prioritization and sustainability

### Prioritization approach

- 52. WFP has secured vital multi-year financing that will enable the sustained provision of technical support by both WFP and cooperating partners for the full handover of urban and transformative home-grown school feeding. Armenia's resource mobilization not only includes funding from the donor community and international financial institutions, but it also leverages co-financing contributions and foresees the introduction of community financial reinvestment models and other innovative mechanisms that aim to reduce reliance on external funding.
- 53. To further enhance targeted opportunities for resource mobilization and financial sustainability, WFP has developed a comprehensive partnering and resourcing strategy that will guide engagement with government ministries, private sector and academic actors, NGOs and donors. Through partnerships with foundations and civil society, WFP will continue to pursue joint goals through collaboration and with shared accountability. WFP will also intensify efforts to build private-public partnerships with companies in a range of sectors, with a focus on food systems and diversified school feeding models, while exploring opportunities to build its local funding base.
- 54. WFP targeting and prioritization are guided by needs assessments, feasibility studies, programme objectives and community input. During the initial phase of a crisis, a blanket targeting approach will be applied under CSP outcome 1 to enable a rapid response; targeting during the later phases of the response will be based on food security and vulnerability assessments, with a combination of geographic targeting and vulnerability- and demographic-based targeting. For activities related to food systems and resilience building under CSP outcome 2, geographic areas will be selected based on WFP's CLEAR assessment.<sup>54</sup> At the household level,<sup>55</sup> selection will be based on minimum eligibility criteria, followed by prioritization according to the vulnerabilities of demographic groups.
- 55. Should there be a sudden shock requiring humanitarian assistance at a time when resources are scarce, WFP will prioritize emergency food assistance under CSP outcome 1. The prioritization of people assisted under CSP outcome 1 will be determined in consultation with national partners and, contingent on the nature of the emergency response, will be conducted through a needs-based approach focused either on horizontal reach (more people receiving less support) or vertical reach (fewer people receiving more support) to ensure that the needs of the people most vulnerable to food insecurity are prioritized as appropriate.

### Sustainability and transition strategies

- 56. WFP aims to gradually scale down its presence, shifting towards a sustainable and responsible exit from Armenia by 2030 in a manner consistent with national needs and priorities. This transition will be driven by strong government leadership and a commitment to co-designing, co-financing and co-implementing WFP-supported activities. These activities include transformative home-grown school feeding, emergency preparedness and food system activities, which will be integrated into national and local systems. WFP will facilitate this shift through policy development, institutional capacity-strengthening, enhanced data systems and decentralized coordination.

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<sup>54</sup> CLEAR stands for "consolidated livelihood exercise for analysing resilience".

<sup>55</sup> Applicable to activity 3 only.

57. For each activity under the CSP, WFP will have a specific transition approach and timeline to ensure readiness and enable a gradual handover. Activity 1 (emergency response) will be maintained as a contingency that can be activated throughout the duration of the CSP.<sup>56</sup> Activity 2 (school feeding) will be implemented across all years, although after 2028 its focus will shift to capacity strengthening to provide technical assistance to the Government. For activity 3 (social safety nets), with policy frameworks and systems already institutionalized, WFP aims to complete implementation and handover activities by the end of 2026. Preparations for these efforts have already begun, with WFP transitioning tools and systems to national ownership while co-implementing activities with stakeholders. Under activity 4 (resilience), WFP aims to finalize implementation, transferring assets, systems and monitoring responsibilities to communities and the national Government by the end of 2026.
58. Reflecting its commitment to phasing out its operations in Armenia, WFP has been working towards the institutionalization and handover of activities since 2023. This work has focused on a commitment to working closely with national institutions to ensure long-term ownership and sustainability. WFP staff have demonstrated technical capacity for government engagement and facilitated dialogue at the local and central levels, and they will be instrumental in ensuring the full handover of WFP programming to the Government.
59. While handing over responsibilities, WFP will ensure that the necessary capacity, legal frameworks and infrastructure remain in place to enable it to rapidly resume operations in the event of an emergency after it has exited Armenia at the end of 2030. This will involve maintaining a network of partners and suppliers, preparing standby agreements and establishing a roster of people with WFP experience who could be mobilized rapidly. This contingency framework will safeguard WFP's ability to respond swiftly and effectively, should the need arise.

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<sup>56</sup> The budget for activity 1 has been set only for the first two years of the five-year CSP.

## ANNEX I

SUMMARY LINE OF SIGHT OF THE ARMENIA COUNTRY STRATEGIC PLAN (2026-2030)		
Focus area	Crisis response	Root causes
<b>CSP outcome</b>	<b>CSP outcome 1</b> Crisis-affected people in Armenia are better able to meet their basic food and nutrition needs, during and in the aftermath of crises.	<b>CSP outcome 2</b> The Government of Armenia has enhanced systems, programmes and capacity to strengthen food security and reduce humanitarian needs by 2030.
<b>Activities</b>	<b>Activity 1</b> Provide targeted unconditional transfers to crisis-affected people and strengthen emergency preparedness.	<b>Activity 2</b> Support the Government in developing and implementing urban and transformative home-grown school feeding models and promoting healthy lifestyles and behaviours among schoolchildren.

## ANNEX II

### Monitoring, evaluation, evidence and risk management

#### Monitoring, evaluation and evidence generation arrangements

1. WFP will employ a multi-layer monitoring system, combining direct, remote and innovative approaches – including digital solutions and remote sensing – to track outputs, processes and outcomes, ensuring accountability and data-driven programming adjustments. Monitoring will be conducted in compliance with WFP corporate requirements and minimum standards. On-site monitoring will be conducted by WFP field staff utilizing standardized tools and regular field visits to enhance data accuracy. WFP will use its COMET (country office tool for managing effectively) system to design, implement and monitor programmes and to improve organizational performance. Data will be disaggregated by age, sex and disability, with qualitative insights complementing quantitative findings.
2. WFP aims to develop country-specific outcome and output indicators for monitoring the transition and handover of WFP activities, including with regard to emergency support, social protection and economic development activities, and their differential effects for women, men, young people and disabled people. Monitoring findings will be triangulated through targeting verification exercises and the information received through community feedback mechanisms (CFMs). Monitoring results will inform decision-making and lessons learned and will be shared with the Government, donors, partners and other stakeholders through dashboards, reports and in-person meetings.
3. Supporting the water–energy–food nexus approach, WFP will produce sectoral analyses of the socioeconomic impact of humanitarian and water–energy–food nexus efforts, providing evidence to support investments at the 1,000 km borderline – yet to be demarcated.<sup>1</sup> WFP will do this with partners, where applicable. The rationale is to collect and analyse data and information before and after interventions. The main outcomes to be measured are for livelihood and resilience building.
4. As part of WFP’s handover, knowledge, tools and methodologies for research, assessment and monitoring will be transferred to government and other partners, including NGOs, national institutions and academic actors. WFP will work with the SFCWA, partner NGOs and government bodies to strengthen their capacity to more effectively conduct monitoring and assessments, and it will cooperate with the Agrarian University of Armenia, the Medical University of Armenia, the National Polytechnic University and the Architectural University to conduct joint research and monitoring. WFP will also promote South-South and triangular cooperation and learning exchange with regard to the innovations in transformative home-grown school feeding.
5. For the implementation of activity 2, which focuses on the development of an urban school feeding model and the application of transformative home-grown school feeding models, WFP has established a CFM call centre in Yerevan. CFMs are accessible nationwide, including in rural parts of border areas, through a dedicated hotline operated from the Yerevan-based call centre and through a centralized email service. All WFP beneficiaries are systematically informed about how to submit inquiries, complaints and feedback through these channels. As part of its handover, WFP will implement a structured transition plan that includes capacity strengthening on the transfer of technology and data with appropriate safeguards, and on the integration of CFM protocols into existing public service systems, for relevant ministries, communities and unified social service centres.

<sup>1</sup> Since 2024, Armenia and Azerbaijan have been engaged in a process of demarcation of the borders.

6. A mid-term review will be conducted in late 2027 to assess CSP implementation. A decentralized evaluation will be commissioned in 2028 to evaluate activities that have been handed over and to inform decisions for the school feeding programme. A centralized evaluation of the CSP to assess the long-term impact and effectiveness of WFP interventions is planned for 2029.

### **Risk management and mitigation measures**

7. The implementation of the CSP will take place in a dynamic operational environment marked by conflict risks, natural hazards and adverse socioeconomic conditions. WFP systematically monitors strategic, operational, fiduciary and financial risks through a country-level risk register that enables the proactive identification and mitigation of emerging and ongoing risks.

#### **Strategic risks**

8. *Regional tensions.* The escalation of global and regional tensions and potential for conflict, and Armenia's evolving geopolitical posture constitute a primary strategic risk that could result in mass displacement, including a possible influx of refugees, that overstretches national capacity and triggers operational adjustments and resource allocations through emergency response efforts. To address this risk, WFP will continue to coordinate closely with the Government, other United Nations entities and community actors on preparedness while maintaining a contingency plan for conflict scenarios and actively fundraising to support crisis response requirements.
9. *Seismic exposure.* Earthquakes pose a critical risk given Armenia's high seismic vulnerability. Mitigation efforts include early warning systems, preparedness investments, infrastructure assessments and the integration of seismic risks into programme design. WFP is also engaged in inter-agency coordination through active contingency planning and strengthening of business continuity procedures.
10. *United Nations security services drawdown.* The anticipated reduction of United Nations Department of Safety and Security services in Armenia presents a strategic risk to WFP's ability to safeguard staff and sustain operations according to United Nations rules. Given its lean staffing structure in Armenia, WFP will increasingly rely on the WFP security capacity of the regional office and headquarters in Rome.

#### **Operational risks**

11. *Inflation.* Rising food price inflation, coupled with vulnerability to further fluctuations in the global economy, presents a major threat to food access and the effectiveness of CBTs in WFP's operations. WFP will monitor inflation and exchange rate fluctuations, adjusting transfer values where feasible and appropriate, and will continue to programme CBTs in United States dollars. WFP will also carry out enhanced market monitoring to enable timely adaptations in order to safeguard the purchasing power of people supported by WFP and to promote market functioning and strengthen operational efficiency and effectiveness.
12. *Targeting.* Given the concentration of displaced people and assistance targeted for displaced people among hosting border communities and regions, there is a potential risk for perceived inequities between support provided for food-insecure host communities and that for displaced people, which could trigger social tensions. WFP will use a combination of targeting approaches, including geographic-, vulnerability- and community-based targeting, with the aim of ensuring transparency through community consultations, CFMs and sensitization, while also promoting social cohesion through broad communication strategies.

13. *Supply chain and continuity vulnerability.* Armenia's reliance on limited supply routes and imported commodities exposes operations to the risk of disruption from conflict, natural hazards and trade shocks. Border closures and import interruptions could quickly affect staff movement and assistance delivery, compounded by internal continuity. WFP will mitigate the risk of disruption through contingency planning for alternative routes for the delivery of food, pre-positioning of stocks and close monitoring of trade and transport trends. Business continuity measures, including backup power and communications arrangements and workforce stabilization through timely recruitment, onboarding and targeted training, will reinforce operational resilience throughout the term of the CSP.

#### ***Fiduciary risks***

14. *Fraud and diversion.* Risks related to fraud and diversion are mitigated through robust internal controls, including on-site monitoring, digital identity verification for people supported by WFP and regular auditing. Furthermore, WFP will continue to work to strengthen partner and national capacity in financial compliance and will conduct regular performance reviews.
15. *Delayed handover.* In the event of a sudden-onset shock such as a regional or border conflict, or an earthquake or other natural disaster, the process of handing over WFP activities to national bodies may be delayed if such an event affected the Government's ability to assume full ownership of WFP-supported interventions. To mitigate this, WFP will develop a contingency plan to guide any delayed handover processes, identifying end dates and interim support measures to ensure an effective and durable handover.

#### ***Social and environmental safeguards***

16. Conflict and other geopolitical events pose considerable risks to environmental and social safeguards. Humanitarian operations may strain natural resources, generate waste and affect ecosystems. Therefore, in line with WFP's environmental and social sustainability framework and based on stakeholder consultations, WFP will screen all activities for potentially adverse impacts, integrating mitigation measures across the project cycle.
17. *Environmental impacts.* Efforts will be made to minimize the carbon footprint of logistics and procurement, encouraging localization and school-based production. Aligned with Armenia's hosting of the 17th session of the Conference of the Parties to the Convention on Biological Diversity in 2026, WFP will promote biodiversity through the transformative home-grown school feeding model. WFP will ensure that resilience activities are adaptive and sustainable and will promote the reuse and recycling of resources through community financial reinvestment models, renewable energy solutions, waste management interventions, efficient water use technologies and environmentally friendly farming practices. These efforts will include asset creation and capacity strengthening supported by knowledge transfer and behaviour change. WFP will also continue to invest in the optimal use of water resources to promote national food security and mitigate the impacts of weather-related shocks.
18. *Social safeguarding.* Approaches will be incorporated throughout the project cycle, including the embedding of a nationwide community feedback mechanism in order to minimize harm and to ensure accountability and the meaningful engagement of all affected people.
19. *Risks to accountability and protection.* WFP will prioritize protection at every stage of its operations, consistent with its policies on protection from sexual exploitation and abuse. Protection risks, including the risk of sexual exploitation and abuse, will be proactively assessed and addressed. To mitigate sexual exploitation and abuse WFP will intensify efforts to sensitize staff, partners and affected communities.

**ANNEX III****Country portfolio needs budget and cost breakdown by CSP outcome**

<b>TABLE 1: COUNTRY PORTFOLIO NEEDS BUDGET (USD)</b>							
<b>CSP outcome</b>	<b>Activity</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>	<b>Total</b>
1	1	4 405 735	5 320 434	161 124	156 289	145 149	<b>10 188 731</b>
2	2	5 418 813	6 507 658	5 890 011	3 666 435	3 068 737	<b>24 551 654</b>
	3	987 217	0	0	0	0	<b>987 217</b>
	4	493 990	0	0	0	0	<b>493 990</b>
<b>Total</b>		<b>11 305 756</b>	<b>11 828 092</b>	<b>6 051 135</b>	<b>3 822 724</b>	<b>3 213 887</b>	<b>36 221 593</b>

<b>TABLE 2: INDICATIVE COST BREAKDOWN BY COUNTRY STRATEGIC PLAN OUTCOME (USD)</b>				
		<b>WFP strategic outcome 1</b>	<b>WFP strategic outcome 4</b>	<b>Total</b>
		<b>CSP outcome1</b>	<b>CSP outcome2</b>	
<b>Focus area</b>		<b>Crisis response</b>	<b>Root causes</b>	
Transfers		7 473 275	19 048 368	<b>26 521 643</b>
Implementation		1 122 696	2 498 607	<b>3 621 303</b>
Direct support costs		970 912	2 897 027	<b>3 867 939</b>
<b>Subtotal</b>		<b>9 566 884</b>	<b>24 444 001</b>	<b>34 010 885</b>
Indirect support costs		621 847	1 588 860	<b>2 210 708</b>
<b>Total</b>		<b>10 188 731</b>	<b>26 032 862</b>	<b>36 221 593</b>

## ANNEX IV

TABLE 3: BENEFICIARIES BY YEAR						
	2026	2027	2028	2029	2030	Total
Total people supported by WFP (without overlaps)	69 500	77 000	22 000	15 000	4 500	<b>188 000</b>
CSP outcome 1	55 000	55 000	-	-	-	<b>110 000</b>
CSP outcome 2 <sup>1</sup>	14 500	22 000	22 000	15 000	4 500	<b>78 000</b>

<sup>1</sup> Under CSP outcome 2, tier 1 beneficiaries listed for years 2 to 5 of the CSP will receive capacity strengthening activities under activity 2 (school feeding). Please see annex VI and the link to the CSP data portal for operational information.

## ANNEX V

FOOD RATION ( <i>g/person/day</i> ) AND CASH-BASED TRANSFER VALUE ( <i>USD/person/day</i> ) BY COUNTRY STRATEGIC PLAN OUTCOME AND ACTIVITY				
	CSP outcome 1			CSP outcome 2
	Activity 1			Activity 4
Beneficiary type	Crisis-affected people	Crisis-affected people	Crisis-affected people	Food-insecure and at-risk populations in border regions
Modality	Food	Commodity voucher	Value voucher	Value voucher
Pasta	100			
Lentils	100			
Buckwheat	80			
Rice	100			
Spelt	66.7			
Dry beans	66.7			
White sugar	10			
Oil (vegetable)	30.7			
Total kcal/day	2 104			
% kcal from protein	14.9			
Cash-based transfers ( <i>USD/person/day</i> )		5	1.2	1.2
Number of feeding days per year	30	5	30	90

## ANNEX VI

### Links to technical and related resources

More operational and budgetary information is available through the [CSP data portal](#).<sup>1</sup>

Specific information will be provided for the full duration of the CSP and will be updated annually, including the following:

- a) the transfer modality for each CSP outcome and activity;
- b) an overview of beneficiaries, broken down by age group, sex and residence status, and data on beneficiaries disaggregated by beneficiary group, sex and transfer modality for each CSP outcome and activity;
- c) the distribution of food rations or transfers for each CSP outcome and activity;
- d) a breakdown of transfers by modality;
- e) quantitative information in US dollar value for each CSP outcome and activity and by tonnage where applicable; and
- f) a prioritization plan calibrating implementation plans to reflect the resource outlook.

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<sup>1</sup> As mandated by the 2016 [Policy on Country Strategic Plans](#).

## Acronyms

CBT	cash-based transfer
CFM	community feedback mechanism
CSP	country strategic plan
NGO	non-governmental organization
SFCWA	school feeding and child welfare agency
UNDP	United Nations Development Programme
UNICEF	United Nations Children's Fund
UNSDCF	United Nations sustainable development cooperation framework