United Nations Development Programme

09 December 2021
Ref.: 71312/2021

Dear Mr. Hess,

Subject: **Annual Report #1 of Local Empowerment of Actors for Development (LEAD) in Lori and Tavush Regions Project**

Enclosed, please, find the Annual Report #1 prepared by Local Empowerment of Actors for Development (LEAD) in Lori and Tavush Regions Project including both UNDP and FAO-led activities.

The report covers the activities of the Project for the period of October 1, 2020 – September 30, 2021.

The submission of the report was also delayed because of the complex internal procedures for generating and finalizing the report across agencies. We will ensure the future submissions of reports strictly following the reporting schedule without any delays.

Thank you in advance for your review and looking forward to continuing the close and fruitful cooperation.

Sincerely yours,

DocuSigned by:

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Natia Natsvlishvili
UNDP Resident Representative in Armenia

Enclosed:
- LEAD4Lori and Tavush Progress Report 2021 (1 file)
- Relevant Annexes, including the Financial Report (14 files)

Mr. Frank Hess
Head of Cooperation Section
EU Delegation to Armenia

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Management Declaration

I, the undersigned, Natsvlishvili Natia, in my capacity as UNDP Resident Representative in Armenia, confirm that in relation to the Contribution Agreement ENI/2020/418-150, (the "Agreement"), based on my own judgement and on the information at my disposal, including, inter alia, the results of the audits and controls carried out, that:

1. The information submitted under Article 3 General Conditions of the Agreement for the financial period 01/10/2020 to 30/09/2021 is properly presented, complete and accurate;

2. The expenditure was used for its intended purpose as defined in Annex I of the Agreement;

3. The control systems put in place give the necessary assurances that the underlying transactions were managed in accordance with the provision of this Agreement.

4. The Organisation performed the activities in compliance with the obligations laid down in the Agreement and applying the accounting, internal control, audit systems, referred to in Article 1.3 of the Special Conditions and which have been positively assessed in the ex-ante pillars assessment.

Furthermore, I confirm that I am not aware of any undisclosed matter which could harm the interests of the European Union.

Yerevan, December 09, 2021

DocuSigned by:

(signature)

Natia Natsvlishvili

Local Empowerment of Actors for Development (LEAD) in Lori and Tavush Regions Project

Progress Report 1

Reporting Period: October, 2020 – September, 2021

Submitted by: Armen Tiraturyan (UNDP) with contributions from Hasmik Kocharyan (FAO)

Submission Date: 09/12/2021

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Acronyms

ADA	Austrian Development Agency
AUA	American University of Armenia
CSO	Civil Society Organization
C&V	Communication and Visibility
DOA	Description of Action
CLLD	Community-Led Local Development
EU	European Union
EUD	European Union Delegation
FFM	Fact Finding Mission
ICMPD	International Centre for Migration Policy Development
LAG	Local Action Group
LEAD	Local Empowerment of Actors for Development Programme
LEADER	Liaison Entre Actions de Développement de l'Économie Rurale
MinEcon	Ministry of Economy of the Republic of Armenia
MTAI	Ministry of Territorial Administration and Infrastructure of the Republic of Armenia
ToT	Training of Trainers
ToR	Terms of Reference
SC	Steering Committee
SSC	Strategic Steering Committee
UNDP	United Nations Development Programme
FAO	Food and Agriculture Organization of the United Nations

1 Executive Summary

The Project implementation was affected by the unpredictable challenges Armenia faced in 2020-2021. The ongoing COVID-19 pandemic and its negative consequences, the war in Nagorno Karabagh and the influx of over 90,000 refugee-like population from Nagorno Karabagh to various communities around Armenia worsened the already poor socio-economic situation in the regions of Armenia. In order to address the new humanitarian challenges, the Armenian Government had to re-distribute its already scarce resources and adjust its priorities. On the other hand, the snap elections and local self-government elections, as a consequence to territorial administration reform and community consolidation in 2021 delayed the work in the regions, especially during the political campaigning period.

Despite the difficult environment that Armenia found itself in 2020-2021, both UNDP and FAO project teams invested considerable effort to minimize the unforeseen risks and their impact on Project implementation. Although some risk mitigation measures were applied to minimize the impact on the Project implementation schedule, some targets were not fully achieved as initially planned. However, the Project implementation teams have a strategy to catch up with the targets.

The inception phase was used by both implementing teams to set up operational teams and conduct necessary background research for further implementation. Detailed plan for the inception phase is described in the Inception Report submitted earlier in 2021. Regular coordination efforts have been applied to coordinate the UNDP and FAO work according to the Description of Action and project implementation plan.

In order to establish the community coaching in the communities to aid LAG members in their work, UNDP organized a community coach ToT in June 2021. FAO also contributed to this workshop by facilitating relevant sessions during the ToT.

The local launches in ten conditional cluster of Lori and Tavush regions, covering all eligible settlements were organized after which the coaches got involved in fact finding missions in all settlements. The reports of the FFMs will be used for pre-delineation of the LAG territories.

Regional launches in Lori and Tavush were delayed because of snap elections and local self-government elections and are planned to take place in October-November of 2021. Both UNDP and FAO teams took an active role in organizing the first Strategic Steering Committee for the programme, with UNDP taking the Secretariat of the SSC in 2021. Intensive collaboration with Austrian Development Agency (ADA) and the International Center for Migration Policy Development (ICMPD) as well as with national partner ministries resulted in establishing a working strategic steering committee for the programme.

The Communications colleagues from both teams worked with ADA to define a unique and identifiable common identity to be used in all communication and visibility events. Based on that, a number of visibility products were created over the reporting period. Social media accounts in Facebook and Twitter were created where information about Project activities implemented both by UNDP and FAO within the LEAD4 Lori and Tavush project is regularly posted for public dissemination.

In parallel to LEADER-specific activities, the UNDP project supported a number of local businesses and households who were affected from the negative impacts of COVID-19 pandemic and the war. The support included provision of equipment, consultations and training.

Despite the changes in the Government and DPM offices, the Project initiated and continues working with the Government of Armenia to create the Development Assistance Database software for Armenia. The process has been slower that anticipated, partly because of political changes and shifting priorities of the Government, and partly because of varying level of investment and ownership from the government partners. For that reason, the works with the development of DAD

has taken a slower pace to ensure the Government ownership and buy-in during the whole development process and beyond.

During the inception phase, under Activity 2.0., FAO's team has developed a concept note on COVID-19 Impact Assessment. According to the note prepared, during the reporting period, an assessment on COVID-19 impact on food value chains in Tavush and Lori marzes, will be conducted. To support the concept note preparation, a detailed desk review was accomplished to analyze the COVID-19 related studies/reports developed locally such as: the COVID-19 impact report prepared by Austrian Development Agency (ADA): "Potential Impact of COVID-19 on the Imported Food Supply Chains of Armenia"; as well as World Vision International studies: "Impact assessment of the COVID-19 outbreak on wellbeing of children and families in Armenia, June 2020"; "UNDP Socio-Economic Impact Assessment of the COVID-19 Outbreak in Armenian Communities"; "AUA Gender dimension of employment decisions during the COVID-19 lockdown: evidence from Armenia". Austrian Development Agency

2 Actual Results

The results reporting based on the results framework is represented in Annex 1

3 Activities Implemented as per the Description of Action

Outcome (Result / Objectives)	Mobilize, capacitate and incentivize local actors to define community needs-driven strategies in Lori and Tavush regions		
Output	1.0 Emergency response action to the socioeconomic crisis created by COVID-19 and humanitarian crisis in Armenia because of the war in Nagorno-Karabagh		
Activities for Output 1.0			
Activity number	ACTIVITIES	RESPONSIBLE AGENCY	Status
(COVID) 1.0.1	Establish a support scheme through a local call soliciting proposals from individuals, SAs, informal groups, cooperatives, microenterprises and SMEs in agriproduction and agriprocessing, as well as through offering technical support and other learning and knowledge sharing opportunities.	UNDP	[in progress] The project provided assistance in form of equipment and consultancy advice to SMEs, individual farmers, microenterprises, etc engaged in bread and bakery production, potato production, "Smart Barn" beneficiaries, women engaged in textiles production.
(COVID) 1.0.2	Support building local supply chains	UNDP	[Delayed] Once the assessment of FAO on the impacts of COVID-19 on food value chains is ready (Activity (COVID 2.0.1), the project will consider the findings of that assessment to finalize its scope of specific assistance within this activity.
(Crisis) 1.0.3	Support green energy solutions and energy efficiency measures for host communities	UNDP	[in progress] The project identified community structures where a PV installation will be possible to support the community to cover the utility expenses of the SAs. The installations will be complete and stations operational by December 31, 2021.
(Crisis) 1.0.4	Support community cohesion and psycho-social support	UNDP	[in progress] With the recommendation of the EUD, the Project has worked with "Haverzh" NGO to support the

			organization provide psycho-social support to those families who have lost their sons and husband during the recent war. The NGO will start its work in Lori region by the end of 2021 when the grant agreement is finalized.
(COVID) 2.0.1	Conduct an assessment on the impacts of COVID-19 related to the food value chain in Tavush and Lori for identifying needs and targeting project support.	**FAO**	[In progress] A ToR was developed (Annex 2) and a call for an Expression of Interest was announced following the FAO procurement rules. EV Consulting local company was granted the award to conduct the study. The company submitted the Inception report that has been reviewed and commented by FAO experts. Once the report is finalized the filed data collection will start. It is expected to finalize the study in December 2021.
(COVID) 2.0.2	Support for overcoming negative impact of COVID-19 in communities through non-cash contributions on innovative inputs and machinery.	**FAO**	The planning for this activity will start once the COVID-19 Impact Assessment report and recommendations are finalized in December 2021.
(COVID) 2.0.3	Support to vulnerable beneficiaries of the "Developing Capacity for Strengthening Food Security and Nutrition in Selected Countries of the Caucasus and Central Asia" to overcome COVID crisis through non-cash grants	**FAO**	[In progress] A livestock specialist was hired to perform household level assessment and prepare individual reports for all beneficiaries of the "Developing Capacity for Strengthening Food Security and Nutrition in Selected Countries of the Caucasus and Central Asia" project in Lori region. The assessment will be finalised in October 2021. The support will be shaped based on the assessment results. It is planned to accomplish the activity by December 2021.
(COVID) 2.0.4	Provide necessary specialized support to building local supply chains (to support UNDP in activity 1.0.2).	**FAO**	No support was requested by UNDP.
(COVID) 2.0.5	Fast extension-support in agri-production.	**FAO**	The needs-based advisory will be provided by the livestock specialist to all beneficiaries of the "Developing Capacity for

			Strengthening Food Security and Nutrition in Selected Countries of the Caucasus and Central Asia" project in Lori region during the individual households' assessment visits. Besides, the fast-extension support will be shaped based on the COVID 19 Impact assessment results.

Detailed Activity Reporting:

Activity (COVID) 1.0.1: Establish a support scheme through a local call soliciting proposals from individuals, SAs, informal groups, cooperatives, microenterprises and SMEs in agriproduction and agriprocessing, as well as through offering technical support and other learning and knowledge sharing opportunities.

As soon as the security and pandemic-related limitations allowed the UNDP Project Team conducted a series of visits to the target regions to understand and assess the type of assistance necessary under this activity. Simultaneously, thanks to Project media appearance, several communities, on the behalf of their community members also applied for specific types of assistance. In order to support the vulnerable groups affected by COVID and Crisis, the following assistance measures were implemented. It is worth mentioning that the beneficiaries are selected through open calls, measured based on the maximum impact to the communities, inclusion of women and SAs and veterans, and competitive involvement in government sponsored COVID measures. Most beneficiaries were required to provide their own contributions to the assistance provided through in-king work, parallel payments and renovations as necessary, etc.

Based on the identified needs, the project assisted the informal group of farmers from Vahagni village in Lori Marz to receive new and high quality potato seeds as well as consultancy on good practices of potato growing. The project provided 19.5 tons of potato seeds that was planted on 6.4 ha of land where 32 households of the village have a landplot. The new seeds and technical consultation helped the villages to increase their income through receiving larger yields and higher quality of potatoes,

which compensated the losses the villagers suffered because of COVID-19 lockdown earlier that year.

The Project partnered with Tashir Textile in Tashir town in Lori Marz, as one of the local producers to involve SA women into decentralized textiles production through providing 5 new sewing machines. The sewing machines were distributed to those beneficiaries that has advanced sewing skills, whereas those beneficiaries (mainly SAs) who were not very much advanced in sewing received regular sewing machines. Tashir Textile gives manufacturing orders to these beneficiaries who sew various parts of manufacture at their homes, and they get paid by Tashir Textile, which creates a model for decentralized manufacturing. This model ensure women get additional income at their houses and become financially independent and help to contribute to the well-being of their families. As part of the agreement, Tashir Textile, also agreed to employ young veterans who got various physical disabilities at their premises by adjusting some job requirements for them and providing basic training for the veterans.

Through the identified needs and in order to increase the local production and income, the Project announced an open call for assistance to bread and baker producers in the region. the Project received very large amount of applications for this specific call. As a result of careful selection, 15 beneficiaries (microenterprises, private entrepreneurs, and other legally registered entities) were selected as the final beneficiaries for this call. The tender for procurement of relevant equipment is under way and the beneficiaries will receive the necessary pieces of equipment by December 2021.

The project also worked with the MinEcon to provide assistance to those who have applied through competitive process and received loans from the Government to construct "Smart Barns". Through careful selection, the project identified two beneficiaries in Lori region, who were at the final stages of construction and needed additional equipment for improved quality and quantity of their operations. The project initiated the procurement of mobile and stationary milking machines as well as milk cooling tanks for these beneficiaries. The equipment is expected to be handed to the beneficiaries by December 2021. This synergy with the state-initiated COVID assistance programme will help the beneficiaries to increase their income and transfer to a more technologically advanced production.

Activity (COVID) 1.0.2: Support building local supply chains

This activity is delayed and pending the results of the FAO assessment on the impacts of COVID-19 on food value chains is ready (Activity (COVID 2.0.1). The project will consider the findings of that assessment to finalize its scope of specific assistance within this activity.

Activity (Crisis) 1.0.3: Support green energy solutions and energy efficiency measures for host communities

In order to support the communities that hosted SAs during and after the conflict, the Project consulted with MTAI and partners to identify those communities that are expected to cover the utility costs of the SAs living in their communities. Although the dynamics and movements of SAs in Armenia have been very fluid and many people moving from one community to another before finally settling, the project identified Ayrum as one of the potential communities that host SAs and have obligations to cover their utility costs.

The project initiated installation of a PV system (50kW) on the community-owned and operated building (Culture House) in Ayrum community. The tendering process has been launched and the system will be ready by November. The community is responsible to connect the system to the main electrical network and provide at least 50% of the produced electricity to the needs of the SAs.

Activity (Crisis) 1.0.4: Support community cohesion and psycho-social support

With the recommendation of EUD the project got in touch with "Haverzh" NGO to discuss the potential collaboration on psycho-social support in the regions. The NGO is a newly-founded NGO that addresses a niche problem in the society that emerged after the was in 2020.

After a series of discussions and brainstorming, it was agreed with the NGO to replicate the successful collaboration model of psycho-social support of the families who lost their sons and husbands during the war to cope with the tragedy and move forward in a more productive way. The model was tested with Yerevan Municipality in mid 2021 and produced notable results in building a support network and helping the families overcome the huge loss they suffered. With the support of Lori Marzpetaran, members of Yerevan Council and the NGO volunteers, the project will support the NGO to replicate the tested model in Lori region. At the moment the NGO is finalizing the grant proposal for further financing. It is expected that the work in Lori region will start in December 2021.

Activity 2.0.1: Conduct an assessment on the impacts of COVID-19 related to the food value chain in Tavush and Lori for identifying needs and targeting project support.

From the outset of the pandemic and measures taken by the Government of Armenia to suspend the spread of COVID-19 pandemic, FAO has emphasized the need to closely monitor the functioning of food supply chains, and to identify and flag problems that could compromised food security, notably food availability. In the framework of the project, it has been planned to assess the impact of COVID-19 pandemic on food value chains, with the application of quantitative and qualitative data collection methods in the targeted regions. FAO's project team has developed terms of reference (Annex 2) of the study that was shared with UNDP for comments. The overall goal of the activity is to assess the impacts of COVID-19 pandemic on the food value chains in Tavush and Lori regions and to identify the needs of the local agro-producers for further targeting the project support. Respectively the objectives of this assignment are:

- To understand the situation of agriculture and rural development after few waves of COVID-19 pandemic in Lori and Tavush regions.

- To identify key problems and challenges of the food value chain actors faced due to pandemic in Lori and Tavush regions and develop a set of proposals and recommendations to address them.

- To increase the efficiency and effectiveness of the COVID-19 response activities of the project as well as the effectiveness of usage of the project's limited resources for the socio-economic recovery of potential members of the Local Action Groups (LAGs) in Lori and Tavush regions.

A call for expression of interest was announced by FAO to outsource the impact assessment study in June 2021. Further to a selection process undertaken by FAO, a local consulting company called "EV Consulting", has been selected to conduct the assessment. According to the assessment results to be finalised in December 2021, a support scheme for the most impacted value chain actors (agro producers), will be designed by FAO, including non-cash contributions for innovative inputs and machinery, necessary specialized support to building local supply chains as well as fast extension.

While FAO was contracting the selected company, the latter announced its rebranding/renaming. This last minute change entailed some delays in contracting the said company and in legally registering the new name in FAO's procurement system. This "incident" required internal consultations with the procurement and legal departments of FAO and the company to ensure that legal liabilities of the signed contract would be respected after change of the company name. The management of the selected company issued a written statement to FAO, reconfirming that the company rebranding/renaming would not affect the contract provisions and the agreed timeframe for deliverables.

The EV consulting company finalized the inception report (Annex 3) of the study.

2.0.2 Activity: Support for overcoming negative impact of COVID in communities through non-cash contributions on innovative inputs and machinery.

Based on the results of the impact assessment (Activity 2.0.1), FAO will design a support scheme and then implement it through non-cash contributions on innovative inputs and machinery.

2.0.3 Activity: Support to vulnerable beneficiaries of the "Developing Capacity for Strengthening Food Security and Nutrition in Selected Countries of the Caucasus and Central Asia" to overcome COVID crisis through non-cash grants.

The regional project GCP /GLO/674/RUS "Developing Capacity for Strengthening Food Security and Nutrition in Selected Countries of the Caucasus and Central Asia" was financed by the Russian Federation and implemented by FAO Armenia in 2018 and 2019. The project was built to promote coherence between social protection, food security, nutrition and agricultural interventions. The selection of the beneficiary families was done in close consultation with the Ministry of Labour and Social Affairs of Armenia, taking into consideration the poverty standards in the region. The beneficiary families, including those from Lori region, depending on their livelihood profiles, including labour potential and ownership of specific assets, received either cattle or poultries and seedlings. The project has benefited 133 vulnerable rural household resided in Lori (65 household) and Shirak (68 households) regions. In Lori region, FAO provided cattle to around 60 most vulnerable and poor families.

COVID-19 pandemic created financial and operational difficulties, particularly for a more vulnerable segment of rural communities, such as project's beneficiaries, who are facing difficulties to keep and feed the animals received from the FAO. Consequently, families may be forced to sell the cattle, which is a stable source of income and high nutritious food, especially for children. Thus, as COVID-19 response activity, in the framework of the LEAD project, FAO will support these families by supplying fodder and/or other necessary livestock-related inputs to ensure the sustainability of the 60 families, potential members of the Local Action Groups (LAGs) in Lori.

A livestock specialist was recruited (see ToR in Annex 4) to support this activity. The main task of the livestock specialist is to perform individual assessment visits to the project beneficiaries in Lori region and check the availability, quantity, health status and conditions of the FAO provided livestock and provide ad hoc advice to the project

beneficiaries about animal feeding, health, breeding, hygienic milking and optimal housing conditions.

In order to assess the scale of the assessment, the project team reached out all beneficiaries by phone to check the status of the livestock provided by FAO. The rapid assessment revealed that most of the beneficiaries managed to increase the number of livestock and that their main challenge is fodder. Therefore, they expect support from FAO.

Based on the rapid assessment results, the livestock specialist developed a detailed work-plan for individual visits of beneficiaries, a questionnaire and the assessment form to start the activities in early October 2021. Because of individual assessment visits, a file for each beneficiary has been prepared on the identified need related to the provided livestock, including recommendations on the requested inputs. It is expected to receive mentioned files for each beneficiary by the end of October 2021. Based on the assessment results, the support package will be developed and delivered to beneficiaries around November – December 2021.

2.0.4 Activity: Provide necessary specialized support to building local supply chains (to support UNDP in activity 1.0.2).

As a COVID-19 response activity, under Activity 1.0.2. UNDP is planning to build local supply chains. Under Activity 1.0.2., UNDP will strengthen the local collection/storage facilities and establish new centres for the production of the local safe food (incubate poultry, slaughterhouse services, processing of vegetable and fruit surplus, etc.) and preparing local agriproducts for the market. FAO, as a specialized agriculture organization with broad experience in agriculture supply chains, will support UNDP with requested specific agriculture expertise by inviting qualified local and international experts.

During the reporting period, no support was requested by UNDP for the activity previously mentioned.

Activity 2.0.5: Fast extension support in agri-production

Fast extension support will be shaped based on the results of COVID-19 Impact assessment related to the food value chain in Tavush and Lori regions (Activity 2.0.1). Besides, the fast extension support will be provided to all beneficiaries of the "Developing Capacity for Strengthening Food Security and Nutrition in Selected Countries of the Caucasus and Central Asia" project in Lori region during the individual assessment visits to the project beneficiaries by the livestock specialist.

Outcome 1 (Result/ Objectives)	Mobilize, capacitate and incentivize local actors to define community needs-driven strategies in Lori and Tavush regions		
Output	1.1 Replicable mechanism for community mobilization, engagement and animation established and operational		
Activities for Output 1.1			
Activity number	ACTIVITIES	RESPONSIBLE AGENCY	Status
1.1.1	Hold a Project launch conference with the participation of national partners and different stakeholder groups (including the local private sector, civil society organizations and municipalities) to present the Project national implementation plan and the criteria for the creation of LAGs, to collect feedback and to integrate this into the implementation plan.	UNDP-FAO	The Launch event was organized on March 12, 2021 in a hybrid format with close collaboration with all implementing agencies and the EUD.
1.1.2	Launch a national media campaign informing the wider public about the LEAD Project, explaining how it works, who can be a part of the process and how to become a part of the Project.	UNDP	Besides the national launch, local and regional launches of the project have been implemented. Social media channels were created.
1.1.3	Roll out the coaching phase in the preliminary delineated territories with development experts and facilitators external to the community for local animation, partnership building and identification of potential members of LAG working groups, representing local public bodies, local businesses and the local civil society. Coaches: capacity	UNDP-FAO	UNDP contracted a local NGO to provide coaching services to the project. The coaches underwent a ToT and started their factfinding missions in the target areas. Based on the results of FFMs, the potential LAG territories will be defined.

	development and strategy development experts – UNDP; agricultural expert (natural resource management/cooperation/agriculture) – FAO	FAO developed a Terms of Reference (ToR) for coaches (Annex 5) and announced the vacancy. The preselected candidates for coaches went through the intensive training session (ToT) on the LEADER and local rural development organised jointly by UNDP and FAO. FAO international experts contributed to the training by sessions on gender mainstreaming, local rural and agriculture development and LEADER experience from Georgia. Five coaches were selected among the ToT participants that joined the team and performed Fact finding missions (FFMs) in agreed settlements in both regions. The FFM reports were finalized and shared with UNDP colleagues to prepare a ground for a joint preparation of LAG territories' delineation.

Activity 1.1.1: Hold a Project launch conference with the participation of national partners and different stakeholder groups (including the local private sector, civil society organizations and municipalities) to present the Project national implementation plan and the criteria for the creation of LAGs, to collect feedback and to integrate this into the implementation plan.

The Launch event was organized on March 12, 2021 in a hybrid format with close collaboration with all implementing agencies and the EUD. UNDP, FAO, ADA, ICMPD co-organized the event which was held at Marriott Yerevan hotel with a live broadcast over zoom (hybrid event). The EU Ambassador, the Deputy Minister of Territorial Administration and Infrastructure, the Minister of Economy delivered welcoming speeches. Participants from EU took part in the launch conference. Further details of participation, agenda and other details have been submitted with the Inception Report.

Activity 1.1.2: Launch a national media campaign informing the wider public about the LEAD Project, explaining how it works, who can be a part of the process and how to become a part of the Project.

After the launch event, the Project teams of UNDP and FAO, initiated a series of meeting to inform the general public of target regions about the LEAD project, the LEADER methodology, the benefits and the opportunities that the Project presents. Local launches took place in ten clusters covering participation from all 185 communities. The Regional Launches were planned in Lori and Tavush Marz centers, however they were delayed because of local political situation, elections, agricultural harvesting season. It is planned that the Regional Launches will take place in October-November, 2021 to complete the awareness-raising campaign.

The social media accounts of the Project regularly publish updates and information about the Project progress, beneficiaries, announcements, thus, allowing the general public all around Armenia to stay informed with the developments of the Project.

The media campaign and awareness raising is led by UNDP with close cooperation with FAO relevant representatives.

Activity 1.1.3: Roll out the coaching phase in the preliminary delineated territories with development experts and facilitators external to the community for local animation, partnership building and identification of potential members of LAG working groups, representing local public bodies, local businesses and the local civil society. Coaches: capacity development and strategy development experts – UNDP; agricultural expert (natural resource management/cooperation/agriculture) – FAO

In order to roll out the coaching phase with subsequent territorial delineation of LAGs, UNDP has partnered with a local NGO in Dilijan – Youth Cooperation Center of Dilijan NGO who provides coaches for this phase of project implementation. FAO, in its turn, hired agricultural expert coaches to be engaged with the LAGs to provide specialized knowledge and coaching to the LAGs.

Coach TOT

To prepare the coaches to community coaching phase, UNDP organized a ToT for community coaches on June 7-12, 2021, to which FAO also contributed through delivering specialized sessions within their mandate.

The specific objectives of the ToT were to enable the participants (pre-selected coaches, project experts and ministry partners):

- Improve participants' knowledge of (EU) local rural development
- Develop knowledge and skills about Community Coaching
- Prepare the LEAD team to adapt the EU LEADER approach in frame of the LEAD project
- Develop a common understanding of the innovative project content and project activities
- Start creating the special project vocabulary
- Build team cohesion
- Evaluate the training performance of the UNDP-shortlisted coach/local development expert candidates in action, before final selection.

At the end of the TOT, all participants passed a written test to evaluate their skills and knowledge and the most successful ones were offered a contract by the NGO. The TOT concept/Curriculum, Agenda, exam questions and evaluation form are presented in the Annexes 6 7 8

FAO's project team developed ToRs for potential community coaches (Annex 5). The vacancy was announced in May 2021 and around 10 candidates were preselected to participate to the Training of Trainers (ToT) for coaches.

Some sessions of the TOT were led by FAO international experts (see Annex 7 TOT Agenda).

After the ToT five community coaches from FAO side were hired to join the project team based on the written test results and the performance during the training. Coaches were inducted in FAO's regulations and received a pack of forms to perform FFMs in the communities (Annex 9 and 10).

Coach Fact Finding Missions

In order to inform all settlements about the opportunities that the Project presents and to help with the initial data for LAG pre-delineation, the coaches were tasked to conduct Fact Finding Missions (FFM) in Lori and Tavush regions. To save time and resources all coaches (both UNDP and FAO) were tasked with similar task to assess each settlement in their respective area of work, irrespective of original specializations of the coaches. It was agreed, that once the pre-delineation of LAGs is clear and the LAG members start working on their territorial strategies, then the coaches will start working on their specialized fields of work as defined in the DOA.

The two marzes were conditionally divided into 10 "clusters" each cluster comprising a relatively equal number of villages (up to 20) and population (See Annex 11). Each coach visited each of the settlements under their responsibility and conducted FFM based on an agreed and unified questionnaire/assessment form (See Annex 9). A total of 1780 local population participated in UNDP-led coaching FFMs. The FFM reports were collected and shared between UNDP and FAO teams to agree on pre-delineated areas of the LAGs based on the results of FFM. The reports of the coach FFMs are currently being analysed by the project experts to draw the initial pre-delineated areas of the LAGs.

After the selection of coaches, FAO, in its turn, tasked their coaches to perform FFMs in the communities during the initial phase of the project implementation. The scope is to reveal the features the territory, as well as its economical possibilities. The latter have a strategic importance for the long-term sustainable development of the territory and for tackling current challenges to local growth. Further coaches will work closely with LAGs to reconcile different interests and formulate a joint vision for the territory development. Besides, FFMs would help to identify the key active community members from different sectors to develop LAGs and would contribute to the LAG territories' delineation.

Five FAO's coaches were responsible for five clusters covering 69 settlements in both regions. All necessary logistic and administrative arrangements, including

transportation, security clearances, travel authorizations and documentations were ensured for coaches to accomplish field visits safely.

All FFMs were finalized in early September 2021 and their reports were reviewed, commented, finalized and shared with UNDP colleagues. The FFMs will be used by both agencies' experts to select settlements corresponding to the developed delineation criteria to be included in potential LAG territories.

At the same time, same clusters were used by FAO and UNDP teams, to organize intensive community meetings. Joint local awareness raising events were also organized in both regions to introduce project's details, expected outcomes and the respective coaches to the local communities, represented by all three stakeholder groups (local authorities, Civil Society Organisations (SCOs) and businesses, including farmers). FAO was responsible for organising local awareness raising events in five clusters, where FAO coaches were assigned to work with all settlements included in the clusters. Events generated regional and local administrations and media's attention. Head of communities, SCOs, active community members, youth and women, and private sector representatives, including farmers took part in the meetings. The project presentation followed by an open discussion with questions and suggestions from the event participants. In general the project principles were well perceived and welcomed among community representatives. The idea of forming LAGs from the representatives of several settlements/communities and finding lasting solutions to the problems that are affecting development of LAGs' territories seemed challenging but at the same time the local ownership of problem solving was considered as an attractive concept. The main concerns raised were about legal framework of the LAGs and financial resources to support LAGs' activities.

Outcome (Result / Objectives)	Capacity of ministries and other relevant bodies are improved and policy mechanisms at national level are developed for the successful piloting and sustainability of the LEADER approach in Armenia (policy component)	
Output	3.1 Policy framework for overall adaptation of the LEADER approach to the territorial development strategy of Armenia	UNDP

Activities for Output 3.1			Status
3.1.5	**Support establishing development assistance database (DAD) – a coordination platform upon the request of the Government.**	**UNDP**	Synergy Inc was contracted to start the development of the software for DAD. Initial deliverable of development plan and main criteria were delivered, however the further development has been delayed due to the fact that the Government counterparts were not always been timely for providing feedback and communicating their critical needs to overcome the bottlenecks of software development. Currently, after the re-organization of the DPMs, the project hopes the process will advance faster.

Activity 3.1.5: Support establishing development assistance database (DAD) – a coordination platform upon the request of the Government.

The overall process is coordinated by the UN Resident Coordinator's office. During the project development phase there have been strong commitment from the Government to support DAD within the shortest period of time.

The Project initiated the procurement process in 2020 and contracted Synergy Inc in 2020 to develop the development assistance database. The Company (TOR Annex 12), started to actively work with the Government counterparts (A. Babayan and S. Kamalyan) and their respective technical teams to identify their specific needs and the main functionality requirements and compitability of the DAD. The Government proposed the new system be called A-DAMS (Armenia Development Assistance Management System) to which DAD will be one of the main components. However, although there was high level of interest during the Project development stage, the

availability and interest of the Government partners noticeably decreased during the initial stages of the contract mainly because of the war and the consequences of the war, the staff changes in the Government, at times unavailability of the focal points and the relevant technical teams.

Despite the difficulties in availability and accessibility, the Synergy managed to complete its first deliverable – Inception report (Annex 13). However, the next stages of the development of the Software was delayed because the Government's delay in approving the Inception report. The delay happened because of overwhelming schedule of the focal point at the DMP office, internal political situation, snap elections. The formal approval from the Government was received on July 28, 2021. This approval paved the opportunity to move forward with the software development stage. However, because of the changes in the Prime Minister's Office and the departure of the of the Deputy Prime Ministers, it was unclear who would continue to serve as the focal point for this project. At the end of September, however, the focal point was appointed with a different Deputy Prime Minister, however the Government ownership has been quite low at this stage.

Synergy is currently trying to move forward with the software development stage after they clarify several technical requirements from the Government. Originally planned that this measure will be complete by December 2021, including warranty service, it is anticipated that, considering the current pace of Government availability and interest, the process may extend into another year before completion.

4 Challenges, Mitigation Measures

The pace of the Project implementation was slower than initially planned, because of several unpredictable challenges Armenia had been facing since 2020.

At the beginning of the Project implementation, Armenia had already been suffering from the negative consequences of COVID-19 pandemic with several limitations on public gatherings in place. The war in Nagorno-Karabagh, which lasted 44 days and resulted in significant inflow (around 90,000 according to the Migration Service of Armenia) of affected population to various towns and villages of Armenia, worsened the situation in the target communities. Not only the displaced population created additional stress on local communities which already suffered from lack of resources, but it also impacted the overall morale and availability of local population, as many of the local male population were drafted to military service or were directly affected by the hostilities (physical disabilities, death). Although a ceasefire declaration was signed on November 9, 2020, the situation continues to stay tense, because Azerbaijani armed forces have penetrated to the territory of Armenia and community lands are under occupation by the military, mercenaries and members of terrorist organizations have been placed along the border of Armenia and occasional tensions are registered even in the regions not directly bordering Nagorno-Karabagh. The situation is especially tense along the Tavush region which has a considerable border with Azerbaijan and where occasional armed incidents happen, thus, increasing the security concerns in the settlements in the borderline areas (around 70% or total Tavush communities).

On the other hand, the political situation in Armenia has gone through several unplanned events ranging from snap election of the National Assembly to the local elections in consolidated communities and territorial administration reform (community consolidation) that also impeded the work with local population during the heavy political campaigning periods. The changes in the Government due to the results of the snap elections also impacted the pace and quality of collaboration with the Government partners directly involved in some aspects of the Project implementation.

For the reasons mentioned above, the Project had to re-schedule some initially planned activities to a later stage to ensure proper local participation and the safety of beneficiaries and Project staff.

In order to address the unpredicted crisis and to respond to the request of the Government of Armenia, UNDP, with the approval of EUD made some modifications in the Description of Action to include the people affected from that conflict (refugee-like population, veterans) as potential beneficiaries to the project. The modified Contract was signed with the EUD to include the necessary changes which would help to react to the unplanned humanitarian crisis in Armenia

The Project continuously faced challenges due to COVID-19 situation in country, especially during the first several months of Project implementation. Strict sanitary requirements, limitation on gatherings, etc. initially prevented the Project to work in the target regions at full scale. However, at later stages the limitations were partially lifted, however, considering the on-going epidemiological situation in Armenia, the project experts continue to follow safe working practices during work to ensure staff and partner safety.

National snap elections and local elections in some parts of target communities affected the field visit schedules and forced to delay some of the work. Nevertheless, once the election campaigning period was over the project team would catch up with the local meeting schedules. For that reason, e.g., the regional launches were delayed not to coincide or be misinterpreted during the political campaigning.

The snap elections and the changes in the government also affected the pace of A-DAMS development. After the snap elections, the Deputy Prime Minister responsible for A-DAMS coordination did not get re-appointed to the position and some time was necessary to re-build the partnership with the Prime Minister's office to ensure the project ownership and continuity. The UN Resident Coordinator's office also was engaged to receive confirmation of intentions to move forward with this project. However, even before the snap elections, the Government was overwhelmed by multi-crises in the country and was not always on time in responding to the critical needs to software development. For that reason, the development of A-DAMS is

delayed. The project is in touch with the contractor and the Government focal point, in cooperation with UN Resident Coordinator's office to ensure the Government continues its ownership and follows up on the required actions to move forward with the project.

In terms of visibility, at times, because of the political situation in Armenia, it was, at times, recommended to keep low profile (especially during and immediate aftermath of military operations in 2020) and for that reason there has not been large media presence during the initial months. However, as the political and security situation improved, the Project adopted a more visible approach.

FAO project team observed delays with the contracting of the selected company for the COVID-19 impact assessment related to the food value chain in Tavush and Lori. Due to the rebranding/renaming of the selected applicant, FAO had concerns of respecting the liabilities of the contract by EV consulting after the changes in the company name. The case was resolved by receiving a written statement from the company management, reassuring that regardless of the rebranding/renaming of the company, the contract provisions and timeframes for deliverables agreed with FAO will be fully respected.

FAO project team faces a significant delay in vehicle procurement and delivery. Requests submitted via www.unwebbuyplus.org and following tendering done with the support of the UNDP procurement team did not yield the expected results. The market research revealed the lack of the options for the model type fitting to the technical specification of the vehicle that would serve the project needs.

A direct procurement was authorized by the FAO management, which would allow the vehicle delivery in October 2021. Unfortunately, there are some delays due to the global supply chain issues in the car market and the vehicle should be deliver in December 2021. In the meantime, the project team is using other two office vehicles in close coordination with the rest of the FAO country team.

5 Visibility and Communication Measures

The Communication and Visibility (C&V) measures of the "EULEAD4 Lori and Tavush" project   adhere to the overall C&V plan of the project, in line with EU C&V rules and guidelines, stipulated by the Communication and Visibility Manual for EU External Actions and the localised C&V manual for EU-funded projects in Armenia.

The initial activities of establishing project's visibility included the design and production of promotional material and visuals, such as the project banner, one-pager, flyer, business cards, various templates, to name some, bearing the EU4Armenia generic logo, followed by logos of the national partner and implementing agencies: MTAI, FAO and UNDP. Furthermore, a visual identity to symbolise the EU LEADER methodology was developed together with EU4Shirak Region project and is used on visibility items and social media accounts to highlight and make the LEADER concept widely acknowledged among the national stakeholders. The promotional material and visibility items with relevant disclaimer, where required, are widely used in all project-related public events and official meetings.

The   Project   has   established   a   Facebook   page (https://www.facebook.com/EULEAD4LoriTavush) since March 2021 and a Twitter account (https://twitter.com/leadloritavush) at a later stage that are maintained and updated on regular basis to reflect Project's activities and share available opportunities among the target groups and stakeholders. Notably, the Facebook page has high organic reach that made around 50.000 at the reporting period. The Twitter account's impressions stand at 2.000 on average per month. The Project will work towards increasing the number of organic followers, reaches and impressions over the next year with introduction of more engaging posts, videos and stories to present the Project's progress and accomplishments.

The metrics of Social media accounts for the reporting period are presented below:

Total page reach:
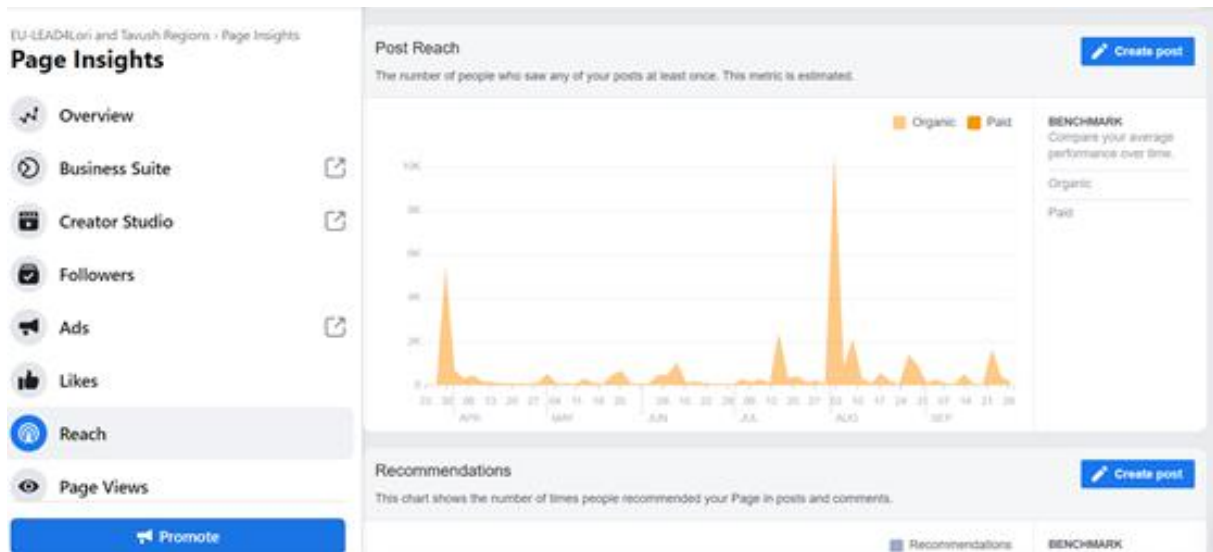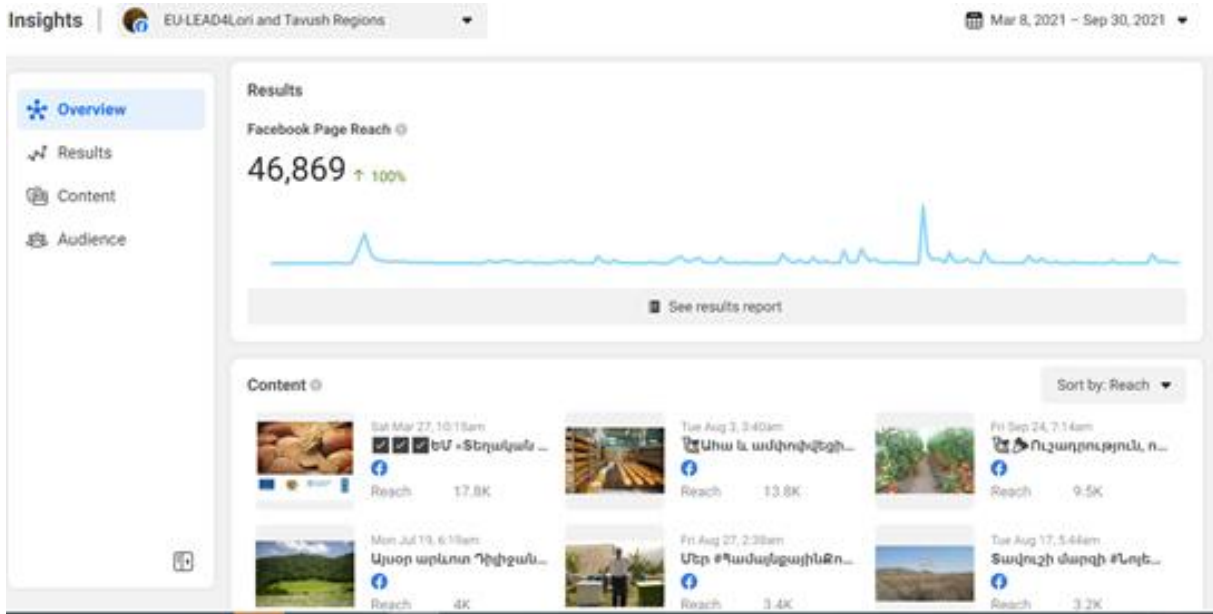
Post reach my months:
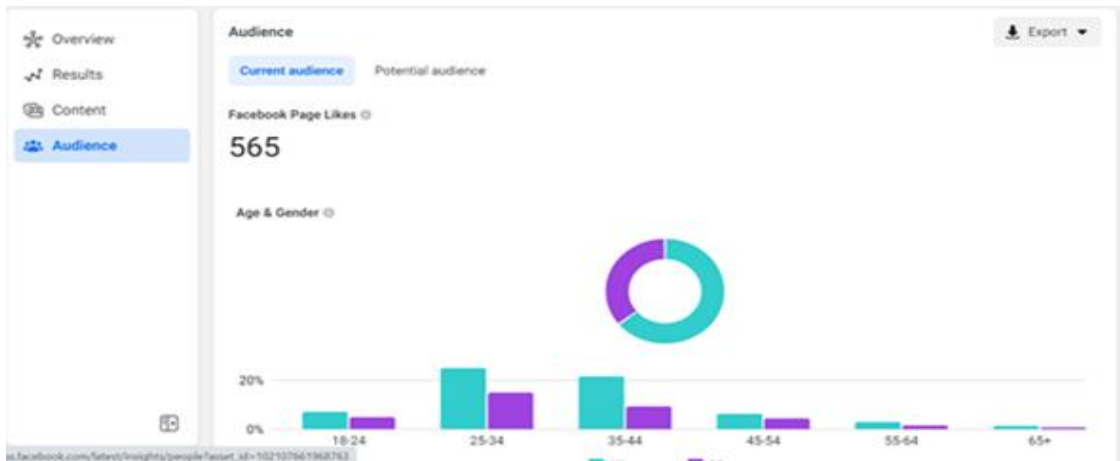
Page likes:

The biggest visibility event of the Project during the reporting period was the EU LEADER programme's national launch event held on March 12, 2021 and jointly implemented with Food and Agriculture Organization of the United Nation (FAO), Austrian Development Agency (ADA) and International Centre for Migration Policy Development (ICMPD) under the guidance of the EU Delegation in Armenia. The event gathered national stakeholders and partners, representatives of the regional and local administrations and other target groups to largely present the LEADER concept and the projects implemented in Armenia under its umbrella: the EULEAD4Lori and Tavush Regions project, EULEAD4Shirak Region project and EU4IMPACT project. The event had a high reflection in media and was covered by around 20 media outlets.

The performance report on the online and offline attendance and the media report of the national launch event are presented below:

Performance Report *National Launch Event*					
Report Generated:	Mar 15, 2021 12:00 PM				
Topic	Webinar ID	Actual Start Time	Actual Duration (minutes)		
EU-Armenia: LEAD programme launch	815 7774 7445	Mar 12, 2021 10:40 AM	176		
Attendance Metrics					
# Registered	# Attended				
269	141				
# Q&A Questions Asked					
3					
offline participants	50				
Total	241				

Media Report of the launch event:

MEDIA RECAP **EU-ARMENIA: Local Empowerment for Actors for Development (LEAD) Programme Launch** **March 12, 2021**
https://armenpress.am/arm/news/1045878.html
https://armeniatoday.news/hy/%D5%BF%D5%B6%D5%BF%D5%A5%D5%BD%D5%B8%D6%82%D5%A9%D5%B5%D5%B8%D6%82%D5%B6/255262/
https://news.am/arm/news/633349.html
https://hy.armradio.am/2021/03/12/%d5%a5%d6%80%d5%a5%d6%84-%d5%b4%d5%a1%d6%80%d5%a6%d5%b8%d6%82%d5%b4-%d5%a5%d5%b4-%d5%b6-%d5%af%d5%a6%d5%a1%d6%80%d5%a3%d5%a1%d6%81%d5%b6%d5%ab-%d5%b0%d5%a1%d5%b4%d5%a1%d5%b5%d5%b6%d6%84%d5%a1%d5%b5/
https://a1plus.am/hy/article/395848
https://theworldnews.net/am-news/teghakan-derakatarneri-zoreghats-owm-hanown-zargats-man-tsragire-bkhowm-e-mart-amsits-owzhi-mej-mtats-hh-em-hamadzaynagri-arhajnahert-owt-yownnerits-andrea-viktorin
http://www.mtad.am/hy/news/item/2021/03/12/mtad12.03/
https://www.aravot.am/2021/03/12/1177066/
https://www.shantnews.am/news/view/871064.html
https://www.1lurer.am/hy/2021/03/12/%D5%84%D5%A5%D5%AF%D5%B6%D5%A1%D6%80%D5%AF%D5%A5%D6%81-%C2%AB%D5%8F%D5%A5%D5%B2%D5%A1%D5%AF%D5%A1%D5%B6-%D5%A4%D5%A5%D6%80%D5%A1%D5%AF%D5%A1%D5%BF%D5%A1%D6%80%D5%B6%D5%A5%D6%80%D5%AB-

[%D5%A6%D5%B8%D6%80%D5%A5%D5%B2%D5%A1%D6%81%D5%B8%D6%82%D5%B4-%D5%B0%D5%A1%D5%B6%D5%B8%D6%82%D5%B6-%D5%A6%D5%A1%D6%80%D5%A3%D5%A1%D6%81%D5%B4%D5%A1%D5%B6%C2%BB-%D5%AE%D6%80%D5%A1%D5%A3%D5%AB%D6%80%D5%A8/432153](#)
[https://mineconomy.am/en/news/2231?fbclid=IwAR2-qpQ54Cn0isA3PjZ9hulAdpCxOCQfFfrvJWpgU07gaT7K0jrabMRhlrI](#)
[https://eeas.europa.eu/delegations/armenia/94855/node/94855_en](#)
[https://www.1in.am/2915360.html](#)
[https://nt.am/am/news/298123/](#)
[https://factor.am/347726.html](#)
[http://armenianeconomy.com/topic.php?id=5329](#)

The next significant visibility events were the public awareness campaigns conducted in 10 clusters of Lori and Tavush regions, covering over 180 settlements, where the participants: heads of community administrations, local entrepreneurs, representatives of the civil society and other active groups were introduced to the Project, the LEADER concept, activities and measures to be undertaken in the communities, the process of formation of LAGs, etc.

The upcoming regional launch events one in Lori and the other one in Tavush will once again formally introduce the Project at the regional level and its activities implemented so far, building a ground and networks for further collaboration with the involved stakeholders and target groups. Media coverage will be coordinated and ensured for Project's comprehensive appearance in the media.

The next steps within the Communications and Visibility will be undertaken towards presenting the accomplishments and results of the Project through success stories and video stories, blogs and video blogs, as more tangible activities will be implemented in terms of formation of LAGs, capacity building activities, supporting and funding of initiatives and projects both as post-pandemic and post-conflict measures and in the context of LEADER's main technical and financial support actions.

6 Financial Report

Financial report is submitted in Annex 14

7 Request for Payment

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Since the project has not delivered a combined 70% of funds received, the Project does not request for the next tranche payment at this stage.

Based on the current expenditure planning and forecast, it is anticipated that the Project will request the next payment in January 2022.

8 Workplan and Budget Forecast for the Next Reporting Period

For the next reporting stage, the Project intends to finalize the delayed activities and complete the COVID and Crisis support packages (hotline and training for vegetable growers, finalize the terms of the grant with "Haverzh" NGO for psycho-social support, finalize the green support initiatives, etc). After the FAO assessment is ready, the Project will also consider the finding of that report to finalize the scope of assistance to support value chains that suffered most from COVID.

Regional launches will take place in October-November in Lori and Tavush regions.

The Project with work with COAF and MTAI to co-organize the second Conference on Advancement of Rural Communities that focuses on Rural development in Armenia. International LEADER Conference will be also organized in partnership with ADA and FAO in November 2021.

The Project team and coaches will work together to define the main criteria for LAG creation, pre-delineate the LAG areas, communicate it with the local communities, receive their feedback and consent and move forward with facilitating in creation of working groups within each LAG territory to start working on territorial strategies. The LAGs will sign their formal partnership agreements once the works of the territorial strategies are ready and formalized.

Study visits will be organized for coaches, active community leaders, Ministry and Marzpetaran staff to EU countries to learn about the successful LAG projects, have an opportunity to interact with their respective counterparts at the national and regional levels to understand the support necessary for supporting the LEADER initiative.

The development of A-DAMS (DAD) system will be finalized and be handed over to the Government once reliable support and initiative is re-established from the Government side to take over that project.

Overall, the Project plans to move according to the Gantt chart that was submitted at Inception phase. As necessary, minor adjustments will be made in Gantt chart and will be communicated with EUD in a timely manner.

For the next reporting period, FAO plans the following activities:

- Detailed work plan/Gantt chart will be jointly reviewed and updated by UNDP and FAO.

- COVID-19 Impact assessment report will be finalized and circulated externally to the Ministry of Economy of the RA, other local and international organisations, supporting agricultural projects in the country.

- Based on the COVID-19 Impact assessment report the support for overcoming negative impact of COVID in communities through non-cash contributions on innovative inputs and machinery will be shaped and the procurement will be initiated.

- Based on the Livestock specialist's report the support through non-cash grants to vulnerable beneficiaries of the "Developing Capacity for Strengthening Food Security and Nutrition in Selected Countries of the Caucasus and Central Asia" project to overcome COVID crisis will be provided.

- Delineation of LAG territories will be finalised, and LAG formation will start in the delineated territories with project teams and coaches' intense involvement and filed visits.

- International LEADER conference will be organised jointly by ADA, UNDP and FAO with the aim to inform wide range of stakeholders from public, private and civil society sectors on the LEADER approach and its practical experiences from EU Member States, pre-accession countries and Eastern Partnership Countries. It further intends to present ways of applying the LEADER approach in Armenia through the LEAD programme implemented in Lori, Tavush and Shirak regions of Armenia. It will equally serve as a forum for the Ministry of Territorial Administration and Infrastructure and Ministry of Economy to present their strategic reform and investment priorities in the development of rural areas and how LEADER can become integrated in this policy. Finally, the conference shall provide a practical information on how the LEAD programme can respond to

key issues like local economic development and inclusive growth in rural areas (including small towns), improved livelihood and services for local people and sustainable use of natural resources. Further the conference offers the opportunity for an intense dialogue between stakeholders with governmental institutions, European Commission representatives, international guest speakers and representatives of implementing organizations of the LEAD programme – UNDP, FAO and ADA. The suggested day is the 20th of November 2021. A hybrid modality will be applied. FAO international expert on the LEADER approach will join to support the preparation to the conference from FAO side.

- Two regional launch events are planned in October - November 2021. The LEAD project is planning its regional launches in Lori and Tavush regions to complete the awareness-raising cycle of the project. These launches are part of the project implementation activities and help to raise awareness about the project among local authorities, including the heads of the regional administrations, key actors in the regions representing civil society, business and Local Self-Government bodies. The planned dates for the launches are 13 October 2021 in Vanadzor, for Lori region and 5 November 2021 in Ijevan for Tavush region.

- FAO is planning meetings with regional authorities in Lori and Tavush regions. FAO's country team will meet the heads of the regional administrations in Lori and Tavush to introduce country priorities and the programme of FAO in Armenia, existing and planned projects both in Armenia and in the targeted regions, as well as will update the regional authorities on the LEAD project progress. FAO is committed to strengthen the cooperation with regional authorities to address the key challenges in the regions and to shape the interventions in line with the national and regional development strategies.

- LEAD Programme Strategic Steering Committee second meeting is planned in December 2021.

9 Annexes

Annex 1 – Results Framework Report

Annex 2 – TOR on COVID-19 Impact Assessment Related to Food Value Chain

Annex 3 – Inception Report EV Consulting

Annex 4 – TOR for Livestock Specialist

Annex 5 – TOR for Coaches (FAO)

Annex 6 – LEAD Coach TOT Curricula

Annex 7 – Coach TOT Agenda

Annex 8 – Coach TOT Exam Questionnaire

Annex 9 - Coach Fact Finding Mission Report

Annex 10 – Partner Map Template

Annex 11 – Clusters for FFMs and Local Awareness events' planning

Annex 12 – TOR A-DAMS

Annex 13 – A-DAMS Inception Report

Annex 14 – LEAD Financial Report

Annex X. Results Framework Report

Intended Outcome as stated in the UNDAF/Country Programme Results and Resource Framework: By 2020, Armenia's competitiveness is improved and people, especially vulnerable groups, have greater access to sustainable economic opportunities.
Applicable Output(s) from the UNDP Strategic Plan: *Output 1.1. National and sub-national systems and institutions enabled to achieve structural transformation of productive capacities that are sustainable and employment- and livelihoods-intensive*
Project title and Atlas Project Number: Local Empowerment of Actors for Development (LEAD) Programme; 118827

EXPECTED OUTPUTS	OUTPUT INDICATORS[1]	DATA SOURCE	BASELINE		Target	Actual Results	DATA COLLECTION METHODS & RISKS
			Value	Year	Year 1	Year 1	
COVID-19 emergency response **Economic impacts of COVID-19 are mitigated in Tavush and Lori regions through**	1.0 a) Number of businesses reporting restored economic activity -Out of which women-owned/led businesses b) Number of new employment opportunities created, including self-employment -Out of which for women	Monitoring reports; Beneficiary lists Reports of the recipients on their projects Surveys	0	2020	a)50 -25w -25m b) 100 -50w	a) 5 -5w -0m b) 96 -51w	Project monitoring Beneficiary surveys Project evaluation

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[1] It is recommended that projects use output indicators from the Strategic Plan IRRF, as relevant, in addition to project-specific results indicators. Indicators should be disaggregated by sex or for other targeted groups where relevant.

| economic inclusion of individuals and businesses affected by the pandemic and humanitarian crisis in Armenia because of the war in Nagorno-Karabagh. | 1.0.1a) Number of businesses accessing Project support

-women-owned/led businesses

-Out of which technical support, w

b) Number of individuals accessing Project support, including SAs

-Out of which women

-Out of which technical support m, w

c)Number of businesses accessing state support facilitated by the Project

-Out of which women-owned/led businesses | Monitoring reports beneficiary lists | 0 | 2020 | a) 30
-15w
-15t

b) 150
-75w
-75t

c) 10
-5w | a) 1

b) 101

-56w | Project monitoring Survey |

	Indicator	Means of verification	Baseline	Year	Target	Actual	Data source
	1.0.1 a) Number of supply centres established by the Project 1.0.2 b) Number of local populations with access to safe supply services. -w	Project reports Supporting/ evidence documentati on Beneficiary reports			a) 1 b) 1500 -750w	a) 0 b) 0	Project monitoring Reporting Survey
	1.0.3 Number of communities with green and energy saving option		0 0	2020 2020	1	0	
	1.0.4 number of SAs and veterans who received psycho-social support		0	2020	50	0	
	2.0 a) Number of businesses reporting restored economic activity -Out of which women-owned/led businesses	Monitoring reports; Beneficiary lists			a) 30 -15w		Project monitoring Survey
Component 1 - Mobilized,	1. a) Number of community members who attended coaching meetings	Participant lists; Monitoring reports; Partner maps	0	2020	1500 -800w -700m	1780 996 w 784 m	Project reports, overall project monitoring Beneficiary surveys

capacitated and incentivized local actors to define community needs driven strategies in Lori and Tavush regions	1.1 Replicable mechanism for community mobilisation established (YES/NO)	Participation lists; Media campaign report; Field visit reports; Mobilization workshop reports; Partner and project idea maps	0	2020	YES	YES	Field monitoring visits and reports, overall project monitoring
	1.1.1 Number of opening conference participants		0	2020	100	191	
	1.1.2 Number of media posts featuring the opening conference (including digital and social media channels)		0	2020	40	20	
	1.1.3 Number of mobilisation workshops, field visits, interviews, expert/coach fact finding missions		0	2020	75	187	
	1.1.4 Number of LAG working group members mobilised and capacitated.		0	2020	300		
	1.2 (a) Number of LAG members capacitated in strategy development -w	Participant lists; LAG working group and workshop reports; Prepared partnership agreements; Reports on capacity development, training activities	0	2020	a)60 -30w		Field monitoring visits and reports, project report, project monitoring
	1.2.1 Number of formalised LAGs	Signed LAG Partnership Agreements	0	2020	-		Project monitoring Project reporting\Beneficiary reporting

1.2.2 (a) Number of LAG representatives who participated in study trip -w	Visit agendas; lists of participants	0	2020	-		Project monitoring Project reporting
1.2.3 a) Number of established LAG strategic planning groups b) Number of strategic planning group members -w	Reports of experts/coaches Lists of group members	0	2020	-		Project monitoring Expert reporting
1.2.4 a) Number of LAG Working Group members capacitated in strategic planning methods -w	Participant lists; Expert reports	0	2020	-		Expert reporting Project monitoring
1.3 LAG strategies developed (Yes/No)	Prepared LAG strategy drafts; workshop reports	0	2020	-		Independent experts' evaluation report of the strategy drafts
1.3.1 Number of LAG members who participated in strategy development -w	Participant lists; meeting agendas	0	2020	-		Meeting reports Project monitoring
1.3.2 a) Number of developed Territorial Development Strategies b) Number of identified projects in each Folder	Territorial Development Strategies LAG reports Experts' reports	0	2020	-		LAG reporting scheme Expert reporting scheme Project monitoring scheme

	1.3.3 Number of approved Strategies by LAGs	Meeting minutes; LAG reports	0	2020	-		LAG reporting scheme Project monitoring scheme
	FAO sub-output 1.3 Number of agricultural sections per LAG developed and feeding in the community needs-driven strategies	Prepared sectoral analysis of agriculture in the LAG territories; reports of working meetings and community events	0	2020	-		Field assessments; working group meetings, interviews, focus group discussions with the communities
Component 2 - Built supporting infrastructure to prioritize, implement and	2.(a) Number of locally operating CSOs engaged in LAG partnership (b) Number of locally operating business engaged in LAG partnership (c) Number of individual actors engaged in LAG Partnership (d) Number of local populations benefitting from LAG support -w	Territorial Partnership Agreement LAG reports Monitoring reports LAG meeting records Grant reports Survey reports	0	2020	-		LAG reporting scheme Project monitoring scheme Grant reporting Survey

sustain local-grown initiatives in Lori and Tavush regions	2.1. (a) Number of established LAG Accountable Bodies	LAG formalisation documents Monitoring reports;	0	2020	-		Field monitoring visits LAG reporting Selection Committee reporting Grant reporting
	2.1.1 Suggested models for establishing LAG Accountable Body based on EU and non-EU experience.	Study report	0	2020	-		Study
	2.1.2 Number of implemented models for establishing LAG Accountable Body	With Registration documentations Project progress reports Project monitoring reports	0	2020	-		Project reporting LAG reporting Office space refurbishment and furnishing reports
	2.1.3 Number of capacitated accountable body members -w	Participant lists, capacity development reports	0	2020	-		Surveys and monitoring reports

	2.1.4 Number of Accountable body representatives who participated in the study tour. -w	Visit agendas; lists of participants	0	2020	-		Surveys and monitoring reports.
	2.2 Number of initiatives funded	Selection Committee records Grant management report Local project reports	0	2020	-		Expert evaluation reports;
	2.2.1 Number of selection committees formed.	Approved lists of committee members and selection criteria	0	2020	-		Surveys and monitoring reports.
	2.2.2 (a) Number of local calls for proposals announced by LAGs. b) Number of projects awarded with grants -out of which women-led	Announcement texts LAG Selecting committee decisions	0	2020	-		Monitoring reports

	2.2.3 Number of independent expertise reports.	Reports/expert's opinion on selected proposals	0	2020	-		Independent expert's evaluation report on selected proposals.
	2.2.4 (a) Number of applicants who received technical support	Participant lists Expert reports Monitoring report Survey	0	2020	-		Survey Monitoring Project reporting
	2.3 a) Number of results-based initiatives that received financing b) Share of financed results-based initiatives led by women (%)	Selection Committee records Official documentations Grant agreements	0	2020	-		Monitoring LAG reporting Grant reporting
	2.3.1 (a) Number of calls for evidence-based financing announced. (b) Number of applications received -out of which women-led initiatives	Minutes of selection committees; recommended list of the grantees	0	2020	-		Reports

	2.3.2 a) Number of grantees who received training b) Share of grantees who report the trainings as useful (%)	Participant lists, consulting summaries Survey results	0	2020	-		Expert reporting Monitoring Survey
	2.3.3 a) Number of sustainability mechanisms piloted (b) Number of innovative financing mechanisms piloted	Project reports Official documentation LAG reports	0	2020	-		Project reporting, monitoring, innovative financing evaluations
	2.3.4 a) Number of grantees who participated in study tour. b) Share of grantees who report it as effective (%)	Visit agendas lists of participants	0	2020	-		Surveys monitoring Project reporting Beneficiary reporting
	FAO sub-output 2.3 Number of stakeholders, men and women, trained at gender sensitive tailor-made trainings organized on local development processes and agriculture (disaggregated by sex, at least 35% are women)	Trainings materials and reports, list of participants	0	2020	-		Training needs assessments; reports of community events and other meetings

	2.4 (a) Functional regional networking scheme established (b) Functional international networking scheme established	Project records LAG documentation Stakeholder reports Formal documents					Project reporting LAG reporting
	2.4.1 (a) Number of local stakeholders involved in networking scheme	Participant lists; Event and working meeting agendas and reports; Documentation on formalized cooperation	0	2020	-		Project reporting, beneficiary reporting Survey
	2.4.2 (a) Number of local product fairs organized (b) Number of participants to the local fairs -w	Public announcements Registration lists	0	2020	-		Monitoring Project reporting Beneficiary reporting
	2.4.3 Number of participants of closing conference -w	Conference agenda, participant lists	0	2020	-		Project reporting

	FAO sub-output 2.4 (a)Number of established and / or supported AAs per LAG (1); (b)Number of methodologies for cooperating with "external businesses"	List of participants at networking and training events; Trainings reports;	(a)0 (b)0	(a)20 20 (b)20 20	- -		Training needs assessments; mapping of stakeholders
Component 3 - Capacity of the line ministries and other relevant bodies improved and policy mechanisms at national level developed for successful pilot and sustainability of LEADER approach implementation in Armenia	3.National policy framework for sustainability of LEADER developed. (YES/NO)	Normative acts accepted Project reports Experts reports					Project reporting Expert reporting Government records
	3.1 Policy recommendation developed on territorial development of Armenia	Policy analysis Expert report Project report					Project reporting Expert reporting Government records
	3.1.1 (a) Number of meetings and consultations held for overall adaptation of the LEADER approach to the territorial development strategy of Armenia (b) Relevant expert analysis is conducted to prepare the policy recommendation package	Meeting minutes; submitted recommendations Expert reports	0	2020	-		Project reporting, expert reporting

3.1.2 (a) Number of participants capacitated from the MTAI -w (b) Number of participants capacitated from regional and local administrations -w	BTORS participant lists	0	2020	0		Beneficiary reporting Project reporting
3.1.3 (a) Number of MTAI representatives who learned from EU experience through study trips, conferences and workshops. -w	Visit agendas; lists of participants BTORs	0	2020	-		Project reporting Beneficiary reporting
3.1.4 Concept note prepared	Finalized concept note	0	2020	-		Expert reporting Project reporting
3.1.5 a) DAD established by the Project b) Improved coordination efficiency as reported by the Government (%)	Supporting/ evidence documentati on Beneficiary reports			a)1 b)20%	a) 0 b) 0	Project monitoring Reporting Survey

	FAO output 3.2 (a)Number of stakeholders participated at workshops, study tours and capacity development trainings on the agricultural component of the LEADER approach (b); Number of policy packages prepared in light of Armenia's agricultural policy (2)	List of participants of workshops, conferences, policy dialogues, study tours; Training materials; Technical reports; Reports on agriculture related LEADER/CLLD activities	0 0	(a)2020 (b)2020	- -		Desk research; policy dialogues; technical workshops

Call for Impact assessment of COVID-19 pandemic related to food value chains in Tavush and Lori regions

Terms of Reference

Project: Local Empowerment of Actors for Development (LEAD) in Lori and Tavush Regions

Expected Assessment Start Date: 25 April 2021

Expected duration of work: Up to 3 months

Location: Lori and Tavush regions, Armenia

1. Introduction

"Local Empowerment of Actors for Development (LEAD) in Lori and Tavush Regions" Project (hereinafter the Project) is a four year project jointly implemented by UNDP and FAO in Armenia and funded by the European Union. The Project aims at bolstering the participation of a wide range of local stakeholders in sustainable and inclusive socioeconomic development of their communities through pilot implementation of the European Union (EU) LEADER/Community-Led Local Development (CLLD) approaches in Lori and Tavush regions.

Before the launch of key project activities, an emergency response action to the socio-economic crisis created by COVID-19 pandemic is planned. Thus, within the Project, it is planned to assess the impact of COVID-19 on food value chains using mixed research approach with the application of quantitative and qualitative data collection methods. For that purpose, the Project announces a call for proposals among the local sociological research and/or consulting organizations/companies to conduct an Impact Assessment of COVID-19 Pandemic Related to Food Value Chains in Tavush and Lori Regions.

A number of measures have been adopted by countries around the world and also in Armenia to address the challenges caused by the pandemic of COVID-19. The so-called "lock-down" measures include restrictions in the movement of people, export bans, impact restrictions, burdensome border controls of people and merchandise, and the closure of farmers' markets, restaurants, food stalls and hotels. All of these measures have the primary objective of preventing infection, but they can negatively affect food supply chains. In general, FAO has emphasized from the outset of the pandemic the need to closely monitor the functioning of food supply chains, and to identify and flag problems that could be compromising food security, notably food availability. FAO has also conducted "Rapid Survey of food supply chains in Armenia". The above mentioned activities have been accelerated and urged to cope with the impacts of the pandemic of COVID-19

The negative impact of COVID-19 is visible also in Armenia. In the framework of this project, an assessment of COVID-19 impact on food value chains of Lori and Tavush regions is planned. Based on the assessment results, a support scheme for the most impacted value chain actors (agro producers) will be designed, including non-cash contributions on innovative inputs and machinery, necessary specialized support to building local supply chains as well as fast extension.

2. Purpose of the Assignment

The **overall goal** of the activity is to assess the impacts of COVID-19 on the food value chains in Tavush and Lori regions for identifying needs of the local agro-producers and targeting the Project support.

Respectively the **objectives** of this assignment are:

- To understand the situation of agriculture and rural development after few waves of COVID-19 pandemic in Lori and Tavush regions.

- To identify key problems and challenges of the food value chain actors faced due to pandemic in Lori and Tavush regions and develop a set of proposals and recommendations to address them.

- To increase the efficiency and effectiveness of the COVID response activities of the Project as well as the effectiveness of usage of the Project's limited resources for the socio-economic recovery of potential members of the Local Action Groups (LAGs) in Lori and Tavush regions.

3. Scope of the assessment and methodology

The impact assessment will focus on the food value chain actors of Lori and Tavush regions, including family farms, smallholders, producers' groups, etc. In order to collect comprehensive information the following groups of respondents are identified:

- Government representatives (ministries and regional administrations);
- Representatives of Local Self-Government Bodies (LSGBs) of Lori and Tavush regions;
- Local and international civil society organization (CSO) representatives working in Lori and Tavush regions;
- Family farmers, smallholders, producers' groups and food value chain actors.

To conduct the assessment, a mixed method of data collection (integration of quantitative and qualitative data collection methods) and triangulation of results will be applied. The assessment methods are:

- Desk research
- Survey
- Key informants' Interviews
- Focus Group Discussions (FGDs).

3.1. Desk research

An information on what were the main nationwide socio-economic challenges including agricultural production and what response programmes/measures were implemented by the Government to support farmers and food value chain actors during the pandemic will be collected. It will be done through a desk review of relevant documents, such as regional development strategies, COVID impact assessments, statistical and other publications.

3.2. Survey of smallholders and family farmers entities in two regions

The objective of the survey is to get quantitative information directly from, small-holders and family farmers of Lori and Tavush regions on:

- how the COVID-19 pandemic affected their work and earnings,

- what challenges they faced and what coping strategies were employed,
- what are the main needs to be able not only recover, but also promote the development.
- How the lock down, movement restrictions and transitioning to a new normal affected the community and the way community inhabitants interact with each other?

In Lori and Tavush regions, as of 2021 in total live 333.2 thousand people or 11.2 percent of total population of Armenia (212.6 thousand in Lori[1] and 120.6 thousand in Tavush[2]). The share of rural population in total number of marz population in Lori comprises 41 percent and in Tavush 58 percent[3]. Based on above-mentioned figures the contractor should come up with the sample size of small-holders and family farmers of Lori and Tavush regions.

3.3. Key informants' interviews (KII)

KIIs will be conducted with the representatives of the Ministry of Economy and the Ministry of Territorial Administration and Infrastructures (if relevant), the relevant representatives of marz administration, agriculture experts, associations (if any), agro-processing entities , other food value chain actors , as well as with the representatives of CSOs and international agencies working in the target regions.

It is planned to conduct around 15-20 KIIs. It is expected that five to seven KIIs will be conducted by FAO Project staff. FAO will provide a preliminary list of the key informants. The contractor is expected to present the final list of KII interviewees as well as interview questions to FAO for approval.

3.4. Focus group discussions (FGD)

It is planned to conduct six (3 per marz) FGDs with representatives of smallholder family farms, producers' groups (cooperatives), regional agribusinesses (input suppliers, bulk buyers and exporters), local self-government bodies as well as community based CSOs.

The KIIs and FGDs will allow to get better understanding the local situation, get the comprehensive picture of the problems that have emerged in agriculture sector of the selected regions and unveil what were/are the main coping strategies employed and what are the needs in general to recover and ensure sustainability of food production.

All KIIs and FGDs should be audio recorded and transcribed word to word. To analyze qualitative data, a matrix approach should be applied.

4. Deliverables

The contractor will be expected to deliver the following:

- An Inception report covering the work plan, detailed methodology and tools (questionnaires) for the assessment, as well as the list of interviewees for KIIs, structure of FGD groups, etc.

- First draft (in English) of the Impact Assessment Report

- Final Impact Assessment Report including the recommendations on the provision of non-cash assistance to the food value chain actors most affected by COVID-19. The report should be produced both in Armenian and English languages.

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[1] https://armstat.am/file/article/sv_12_20a_520.pdf
[2] https://armstat.am/file/article/sv_12_20a_520.pdf
[3] https://armstat.am/file/article/sv_12_20a_520.pdf

- The full database and completed questionnaires together with the diaries of the interviewers will be required.

- Set of proposals and recommendations to address key problems and challenges faced by the food value chain actors due to pandemic in Lori and Tavush regions

- Presentation of the main findings.

5. Assessment criteria

Proposals will be evaluated according to the following criteria:

Proposed methodology - 20 Pts

Proposed experts - 25 Pts.

Experience of the applicant - 20 Pts.

Financial proposal   - 35 Pts.

Total: 100 Pts.

6. Timeline

Items	Dates	Responsible Party
Request for proposals		FAO
Contract signature		FAO
An inception report covering detailed methodology, tools and timeframe		Service Provider
Review of the inception report and approval		FAO
Conducting survey		Service Provider
Conducting KIIs		Service Provider, FAO
Conducting FDGs		Service Provider
Delivery of the first draft		Service Provider
Feedback on the first draft		FAO
Final report		Service Provider
Presentation of the key findings		Service Provider

Contract closure		FAO

7.

7. Type of eligible service providers

The tender applicants should meet the following requirements:

- A local sociological research organization or consulting company;

- At least 5 years of progressive experience of conducting socio-economic research, impact assessment and evaluation of economic effects of the programmes;

- 3+ years in working with international organizations.

8. Proposal requirements

Interested companies should submit a proposal including:

Part 1: Technical

- Organizational or company profile

- Experience for similar assignments (appropriate references regarding previously conducted similar assignments upon the request)

- Suggested methodology

- Staff (please adds CVs of the key staff members to be responsible for the Impact assessment)

Part 2: Financial

- Detailed budget per activities

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Inception report
2nd revision

IMPACT ASSESSMENT OF COVID-19 PANDEMIC RELATED TO FOOD VALUE CHAINS IN TAVUSH AND LORI REGIONS
Project: "Local Empowerment of Actors for Development (LEAD) in Lori ad Tavush Regions"

The report is developed by EV Consulting SJCS for Food and Agriculture Organization of the United Nations

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October 8, 2021

CONTENTS

1. METHODOLOGY

"Impact assessment of COVID-19 pandemic related to food value chains in Tavush and Lori regions" study aims to assess the impacts of COVID-19 on the food value chains in Tavush and Lori regions for identifying the needs of the local agro-producers and targeting the support in "Local Empowerment of Actors for Development (LEAD) in Lori ad Tavush Regions" project[1].

Given the objectives of the assignment and as required by the Terms of Reference (ToR), the EV Consulting (hereafter the Consultant) will employ the below methods to implement the Study:

- **Desk research** – the Consultant will review the related COVID-19 pandemic impact assessment and agricultural value chains analysis studies implemented in Armenia during the last two years, conduct a situational analysis based on the statistical data and secondary information which will be received from Ministry of Economy and regional administrations.
- Specifically, the consultant will review:

  – Agricultural sector of Tavush and Lori regions to identify the key food value chains, value chain actors and other stakeholders,
  – Socio-economic situation and challenges in Armenia and in the targeted regions during pandemic,
  – Local development and support projects in the targeted regions implemented by the Government, FAO and/or other international organizations,
  – Regional development strategies and state agricultural support programmes,
  – COVID-19 impact assessments conducted by other agencies, research institutions and think tanks,
  – State support programmes and measures to neutralize the economic consequences of pandemic,
  – Success stories of other countries/Armenian regions to combat COVID-19 impact on the food value chains.

EV Consulting will present the key findings and recommendations in the final report.

- **Quantitative survey** – The Consultant will conduct a quantitative survey among smallholders and family farms, representatives of producers' groups and cooperatives in Lori and Tavush regions.
- **Focus group discussions** - the findings of the quantitative survey will be complemented by focus group discussions with the target audience in the two target regions of Armenia.

Qualitative survey – the consultant will implement in-depth interviews with key informants/stakeholders (including state authorities including regional and local athorities, agricultural projects implementing institutions and agro-processing/distributing entities), who are key actors in the food value chains and have executed intervention programmes in agriculture in the two marzes.

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[1] The Programme is funded by the EU and implemented by the Food and Agriculture Organization of the United Nations (FAO) in partnership with United Nations Development Programme (UNDP). The project helps the local population in Lori and Tavush to play active role in inclusive, resilient and sustainable local development by strengthening mechanisms of partnership building, territorial cooperation, organizational and service development and creating better local governance through applying the principles and mechanisms of EU LEADER approach.

1.1 DESK RESEARCH

To address the socio-economic challenges created by COVID-19 pandemic the Government of Armenia and donors working in the country =initiated different measures addressing the economic and social impact of the pandemic. Several studies mostly initiated by donor organizations have been implemented to reveal the scale and scope of the impact and the needs for support as well as to assess the relevance and efficiency of the delivered support measures.

Within the scope of the "Desk research," the Consultant will collect and analyze available statistical data on overall socio-economic situation and development trends in agriculture value chains in target marzes. It will also review relevant documents and recent studies which are related to situation in agriculture and impact of COVID-19 in Armenia. Through initial research the following documents have been identified for the review[2]:

- Socio-Economic Impact Assessment of the COVID-19 Outbreak in Armenian Communities (UNDP, 2020)
- Study on assessment of the problems of agriculture support toolkit in Tavush province and recommendations for policy changes (ADA, 2020-2021)
- Potential Impact of COVID-19 on the Imported Food Supply Chains of Armenia (ADA/AM Partners, 2020)
- Market and Feasibility Study to Select Value Chains (EU Green Agriculture Initiative in Armenia (EU GAIA) Project, ADA, 2019-2020)
- Assessment of the impact of Covid-19 on the wine sector of the Republic of Armenia (GP Management Advisory, 2021)
- Impact assessment of the COVID-19 outbreak on wellbeing of children and families in Armenia (World Vision Armenia, June 2020)
- The Impact of COVID-19 on trade and structural transformation in Armenia (Evidence from UNECE's survey of Micro, Small and Medium Enterprises) (UNECE, 2020)
- Rapid assessment of the employment impact and policy responses of the COVID-19 pandemic on Armenia (ILO, 2020)
- Decisive moves and lasting changes are on the finance and business leaders agenda to reboot business (COVID-19 Joint Study by the Ministry of Economy of the Armenian Republic and PwC Armenia, 2020)
- Rapid Assessment of the Greenhouse Industry (FAO, 2020)
- Food Supply Chain Monitoring Survey: Armenia Snapshot for July (FAO, 2020)
- "Effective Policies and Economic Support Packages to foster COVID-19 Recovery in the Dairy, Meat and Wine sector in Armenia" (FAO, 2021)
- CashPlus Pilot Beneficiaries Phone Survey (FAO, 2020)

The Consultant will also request data from the Ministry of Economy and regional administrations on the support (with embedded impact assessments) which has been provided to farmers in the frame of the Government measures in response to COVID-19. The analysis of these data will be included in the final report.

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[2] The list of reviewed literature will be expanded during the "Desk research" assignment in case there are other relevant publications.

1.2 QUANTITATIVE SURVEY

Sampling

Quantitative survey will be conducted among smallholders and family farmers based in Tavush and Lori regions. Multistage cluster sampling approach will be applied. The sample size of 383 (95% confidence interval and 5% margin of error) is determined in accordance with the size of rural population in these two regions (presented below).

Table 1: Sample distribution by population

	Rural population[3]	Proportion of the total	Sample size
Lori	87,166	55%	211
Tavush	69,948	45%	172
Total	*157,114*	*100%*	*383*

Sampling by farm size and agricultural activity

In the following stage of clustering, based on Agricultural Census 2014 of the Republic of Armenia the total number of family farms (households involved in agricultural production and having a status of natural persons) from Tavush and Lori region was identified. As there is no formal definition of "smallholder" in Armenia[4], in the framework of this study, the average size of cultivated agricultural land and number of owned cattle in the target regions acted as the main determinants for categorizing farms as smallholders. So, in the framework of this study smallholders are defined as farmers owning *less than 1 ha* of agricultural lands or *less than 4 heads of cattle[5]*. Based upon the share of smallholders in the total number of family farms of Tavush and Lori regions, the proportions of smallholders in the survey sample were defined, respectively 60% and 40% (for further details, see Annex 1).

Table 2: Sample distribution by farm size

	Sample size
Lori	**211**
Smallholder family farms	127
Non-smallholder family farms	84
Tavush	**172**
Smallholder family farms	103
Non smallholder family farms	69
Total	**383**

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[3] Brief social and economic characteristic of RA marzes and Yerevan city publication, 2020, Statistical Committee of Armenia. Link: https://armstat.am/file/article/nasel_01.01.2020.pdf
[4] Smallholders and family farms in Armenia, Regional TCP on Empowering Smallholders and Family Farms, FAO, 2019. Link: http://www.fao.org/3/ca9823en/CA9823EN.pdf
[5] The calculations are based on the average sizes of agricultural lands and animal farms in Tavush and Lori region extracted from the Agricultural Census 2014.

The household head will be approached for the interviews (through questions reflected in the questionnaire). Female-headed family farms will be included in the sample upon their availability in the community and will comprise 25%[6] of the survey sample. The Consultant will also ensure that survey sample includes youth-headed households.

Sampling by cluster

The population of Lori and Tavush regions was divided into 10 subpopulations defined as clusters. The clustering approach adopted by the LEAD project was applied. In order to ensure that all individuals in the population have the same probability of selection irrespective of the size of their cluster, the sampling size was proportionally distributed among the clusters.

Table 3 Sample Distribution by Clusters

	Cluster	Cluster Center	Region	Population	Sampling size
1	CLUSTER 1 – Lori plateau	Tashir	Lori	22,324	42
2	CLUSTER 2 – Tumanyan	Tumanyan	Lori	13,741	26
3	CLUSTER 3 – Alaverdi	Alaverdi	Lori	13,963	26
4	CLUSTER 4 - Dendropark	Stepanavan	Lori	14,188	27
5	CLUSTER 5 - Spitak	Shirakamut	Lori	27,345	52
6	CLUSTER 6 - Motkor	Gugark	Lori	16,939	32
7	CLUSTER 7 - Molokan	Dilijan	Lori, Tavush	15,510	29
8	CLUSTER 8 - Ijevan	Achajur	Tavush	25,680	48
9	CLUSTER 9 - Berd	Berd	Tavush	25,424	48
10	CLUSTER 10 - Noyemberyan	Noyemberyan	Tavush	28,214	53
Total				**203,328**	**383**

Target settlements were selected from these 10 community clusters (settlementes with the population over 10,000 have been excluded). The selection of the settlements is based on the following factors:

- Distance from the cluster center

3-4 settlements were selected from each cluster based on distance from the cluster center (logistic, economic hubs of clusters). Including communities both close to and far from the cluster centers.

- Context of the community

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[6] The proportion is defined based on the Armenia's Demographic and Health Survey 2015-2016.

The selection rationals are additionally described in the following tables. Developed food value chains, infrastructure availability and accecibility and other details were also determinants for the selection of communities and settlements.

The selected communities are presented below.

Table 4 Sample Distribution by Communities in Clusters

Tashir cluster, centre Tashir				
Settlements	Community	Distance from cluster centre, km	Sample Size	Rationale
Tashir	Tashir	0	18	Well-developed dairy industry
Metsavan	Metsavan	11.9	17	Biggest village, religious minority (catholic)
Sarchapet	Sarchapet	14.9	5	Well-developed dairy farming
Dzoramut	Sarchapet	10.2	2	Farthest and border village
Total			**42**	

Tumanyan cluster, centre Tumanyan				
Settlements	Community	Distance from cluster centre, km	Sample size	Rationale
Tumanyan	Tumanyan	0	4	Former industrial settlement
Arevatsag	Odzun	25	3	Poor village with scarce resources
Odzun	Odzun	16.6	13	Biggest and developing village of the cluster
Dsegh	Dsegh	18.4	6	Plans of becoming a Smart village
Total			**26**	

Alaverdi cluster, centre Alaverdi				
Settlements	Community	Distance from cluster centre, km	Sample Size	Rationale
Akori	Alaverdi	9.8	9	Trade developed, seasonal migration
Akhtala	Akhtala	23.8	7	Mining town
Chochkan	Akhtala	26.6	7	High value crops production
hhehhs	Alaverdi	5	3	Poor village but arts are developed (local theatre)
Total			**26**	

Dendropark cluster, centre Stepanavan				
Settlements	Community	Distance from cluster centre, km	Sample Size	Rationale

Gyulagarak	Gyulagarak	10.5	13	Biggest and most developed agriculture, tourism, non-traditional vegetables
Agarak	Lori Berd	8.5	6	Leasing lands to potato, wheat producers
Katnaghbyur	Stepanavan	16.3	4	Animal husbandry, pastures, poor village
Amrakits	Gyulagarak	5	4	Ethnic minority village
Total			**27**	

Spitak cluster, centre Spitak				
Settlements	Community	Distance from cluster centre, km	Sample Size	Rationale
Shirakamut	Shirakamut	12.9	13	1988 Spitak earthquake epicenter, non-favorable weather conditions for agriculture
Jrashen	Jrashen	9.9	20	Production of cabbage, potatoes and other vegetables
Mets Parni	Mets Parni	19.0	12	Seeds production(grains and potatoes)
Hartagyugh	Hartagyugh	25.1	7	Production of vegetables, large touristic flows
Total			**52**	

Motkor cluster, centre Gugark				
Settlements	Community	Distance from cluster centre, km	Sample Size	Rationale
Arjut	Arjut	16.8	5	Resettled population
Gugark	Gugark	0	23	Most developed in agriculture, close to Vanadzor
Debet	Debet	23.7	4	Middle developed village, prospects to become a touristic center
Total			**32**	

Molokan cluster, centre Dilijan				
Settlements	Community	Distance from cluster centre, km	Sample Size	Rationale
Haghartsin	Dilijan	12	17	tourism
Gosh	Dilijan	22.3	6	tourism
Aghavnavank	Dilijan			Resettled population
Fioletovo	Fioletovo	15.5	6	Ethnic minority
Total			**29**	

Ijevan cluster, centre Ijevan				
Settlements	Community	Distance from cluster centre, km	Sample Size	Rationale
Gandzaqar	Gandzaqar	6.4	16	Diversified agricultural actitivities
Khashtarak	Khashtarak	9.5	9	Well-developed agriculture, small agri-processing company
Achajur	Achajur	16.9	19	Well-developed agriculture
Vazashen	Vazashen	59.8	4	Viticulture, tobacco
Total			**48**	

Berd cluster, centre Berd				
Settlements	Community	Distance from cluster centre, km	Sample Size	Rationale
Berd	Berd	0	27	Production of honey and berries, successful agricultural cooperatives
Tavush	Berd	4.4	5	Fruits production and animal farming
Artsvaberd	Berd	15	10	Developed infrastructure (schools, health and cultural centers, etc.)
Paravakar	Berd	25.2	6	Border-line village
Total			**48**	

Noyemberyan cluster, centre Noyemberyan				
Settlements	Community	Distance from cluster centre, km	Sample Size	Rationale
Noyemberyan	Noyemberyan	0	18	Sub-regional centre
Voskevan	Noyemberyan	14.1	6	Resettled population
Koghb	Koghb	3.9	18	Biggest village
Bagratashen	Ayrum	26.8	11	Sub-tropical agriculture
Total			**53**	

Simple random sampling will be used for selecting respondents from the selected clusters. A database containing three times as many contact information of potential respondents will be collected from below sources and the calls will be made through random selection.

To identify and engage potential respondents, the Consultant will use the following sources:

- Own vast network that has been developed through a number of previous regional projects implemented, such as Partnership for Rural Prosperity (USAID), Mayors for Economic Growth (EU), COVID-19 impact assessment (UNDP), etc.
- Regional administrations, local municipalities, sectoral associations, NGOs and other organizations.

Questionnaire

The Consultant developed a customized structured questionnaire for conducting survey among the target groups.

The questionnaire consists of single and multiple choice, Likert scale, ordinary and open-ended questions. The questionnaire is developed in both English and Armenian languages. The final questionnaire will be agreed with the FAO team prior to full launch of the survey.

The Consultant will implement the Survey in accordance to the developed methodology. Prior to full launch of the survey, **the survey will be piloted with up to 5% of sample population body to assess the functionality of the questionnaire/implementation means and improve as necessary for full implementation.**

The questionnaire consists of the following sections:

- Demographic information, farm characteristics
- Area of activity, income sources
- Cooperation with the other actors of value chains and impact of COVID-19 on that
- Sales channels of agro-food production and changes under the influence of COVID-19
- Callenges faced by agro-food producers because of COVID-19, and coping mechanisms
- Main needs for recovery and further developments
- COVID-19 impact on social aspects within communities

The full questionnaire is provided in the Annex 2 of the current report.

Implementation

The survey will be implemented through telephone calls via an online surveying tool, called KoBoToolbox, which has high functionality and is very practical in conducting quantitative surveys. The developed questionnaires will be incorporated in KoBoToolbox, which allows the interviewers and respondents act simultaneously and submit their responses to a single database, which is then easily managed. The Consultant has vast expertise in this area.

Questionnaire completion average duration will be 15-20 minutes. 4-6 interviewers will be engaged. Prior to full launch of the Survey the Consultant's interviewers will take a full-day training organized and held by specialists in the Consulting company.

The supervisor of the field work will regularly monitor and quality control the survey, and make calls to up to 15% of the respondents for quality check.

1.3 QUALITATIVE SURVEYS

Key Informants' Interviews

Along with the quantitative household survey, interviews with key stakeholders will be conducted. The stakeholder interviews will be conducted face-to-face where possible, otherwise through online platforms (Zoom, Google Meet, MS Teams) as requested by the stakeholder. Overall, at least 15 stakeholder interviews are planned.

In-depth and Key informant interviewees will be thoroughly chosen to cover all the aspects identified in the previous stages. In particular, interviews will be conducted with relevant representatives from the government and other public authorities, including regional administrations, civil society organizations, as well as international organizations working in Armenia, academia, research centers and key experts. The list of key informants is presented below. The list may change/be supplemented through the course of the study per Client's or Consultant's request.

Table 5: List of key informants

	Institution	Department	Position	Key Informant
Public sector				
1	Ministry of Economy		Deputy minister	Arman Khojoyan
2	Ministry of Economy	Department of Agricultural Programmes Elaboration, Resource Use and Cooperative Development, Head of Department	Head of Department	Ira Panosyan
3	Ministry of Economy	Department of Agricultural Extension, Innovation and Monitoring of MOE	Head of Department	Hayk Ghevondyan
Lori marz				
4	Lori Marzpetaran	Department of Agriculture and Environment of Lori Marzpetaran	Head of Department	Arus Tumanyan
5	Lori Marzpetaran	Agriculture division of Department of Agriculture and Environment of Lori Marzpetaran	Head of Division	Artyom Shahverdyan
6	Ministry of Economy	Regional branch of Department of Agricultural Extension, Innovation and Monitoring of MOE	Head of Regional Department	Manvel Grigoryan
Tavush marz				
7	Tavush Marzpetaran	Department of Agriculture and Environment of Tavush Marzpetaran	Head of Department	Vagharshak Suqoyan
8	Ministry of Economy	Regional branch of Department of Agricultural Extension, Innovation and Monitoring of MOE	Head of Regional Department	Zarmayil Mardanyan
Institutions implementing agricultural projects				
9	Austrian Development Agency	EU Green Agriculture Initiative in Armenia (EU-GAIA)	International Project Manager / Team Leader	Vardan Torchyan

10	Oxygen	Economic Justice Program	Economic Justice Program Manager	Artur Gomktsyan
11	Green Lane NGO		President	Nune Sarukhanyan
12	Strategic Development Agency NGO	"Livestock Development in Armenia: South-North" program	Program manager	Vahe Hovhannisyan
13	CARD center for agribusiness & rural development		Programs Director	Sona Telunts
14	"Community Center for Development" Territorial Cooperation NGO		Chairman	Hasmik Azibekyan

Additionlly, In-depth interviews will be conducted among large processors that procure agricultural produce of Tavush and Lori farmers.

Table 6: In-depth interviews

	Agro-processing/distributing entities
1	"Daughter Melanya" dairy products factory
2	Ararat Food Factory, Vanadzor branch
3	Ijevan Winery
4	"International Masis Tabak" LLC
5	Spayka

The Consultant prepared customized discussion guides for stakeholder groups for effective discussions. The guides are composed of mostly open-ended questions in order to encourage open discussion. The full guides are provided in Annex 3 of the current report.

Focus group discussions

The findings of the quantitative survey and in-depth interviews with key informants will be complemented via focus group discussions with the family farms, smallholders/micro farmers and processors/cooperatives in each of the identified clusters. This will be aimed at getting deeper insights and establishing a better understanding of the COVID-19 impact on the food value chains. The discussions will elaborate on initial findings of the quantitative/qualitative survey, casualties and attributions to COVID-19 impacts.

The Consultant plans to implement 6 focus groups, all face-to-face where possible, via regional visits. Each focus group will have 8-10 participants. Small processors (e.g., Darman tea, Bchina, Berd Berry, Berdavan Winery and Cannery, Ayrum Fruits etc.) farmers and local authority representatives (administrative heads of the settlements or agricultural specialist of the community) will be invited to the focus group discussions. The Consultant envisages participation of **least 1-2 processors** during each focus group discussion. Equal participation of male- and female-headed households included youth-headed housholds will be ensured during the focus group discussions to capture sex and vulnerable group-specific impact of COVID-19 pandemic. Online FDGs will be organized if the situation with the COVID-19 pandemic gets worse. Although real-time discussions are most suitable for capturing the needs of stakeholders, online FDGs will also ensure additional flexibility (time- and cost-

wise). It will allow the Consultant to invite value chain participants from both regions and will grant flexibility in meeting scheduling.

One focus group discussion per identified value chain/subsector will be organized:

- Dairy value chain
- Meat value chain
- Vegetables including greenhouses
- Wild collection (herbs, mushrooms, berries)
- Fruits and berries
- Beekeeping

The focus groups may be implemented in the central municipality of the regions, in an appropriate hall in the building of the regional administration/municipality, at an NGO office, while covering the entire region.

The Consultant has experienced sociologist to run and then analyze the focus groups. Based on the conducted desk research and primary/secondary data analysis, identified data gaps and need of additional information enhancement, the Consultnant will prepare customized focus group discussion guides. The discussion guides will cover topics/key findings derived from quanititative survey and in-depth interviews that will need further clarification. They will be composed of mostly open-ended questions in order to encourage open discussion. More specifically, following topics will be covered (but not limited to) during the focus group discussions:

- Emerged problems in the value chains since the onset of the COVID-19 pandemic,
- Needed support types and their efficiency,
- Crisis coping strategies and recovery measures,
- Needs in general to recover and ensure the sustainability of food production
- Future prespectives and prospects,
- Etc.

The discussion guides will be discussed and finalized with FAO prior to the execution of the discussions. All KIIs and FGDs will be audio recorded and transcribed word to word. To analyze qualitative data, a matrix approach will be applied.

Analysis and reporting

After completing qualitative and quantitative data collection, the Consultant will conduct a multi-layer analysis through SPSS software or Excel. Namely, the Consultant will conduct analysis of the received primary data collected through quantitative survey by

- Clusters
- Farm size (smallholder farms vs non-smallholders)
- Farm types (family farms producing mostly for own consumption, family farms producing equally for own consumption and sales, family farms producing mostly for sales)
- Value chains

Main agricultrual value chains identified under current assignment are:

- Wild collection (fruits and berries, mushrooms, herbs)
- Animal husbandry
- Field crops production, and
- Horticulture.

Main agricultural value chains in the target marzes are identified based on the value chain assessment studies conducted by the Consultant and other research institutions. The Consultant has implemented a number of value chain studies, such as Agro Value Chain Selection in Armenia and Georgia (Netherlands Enterprise Agency), "Forest Fruits – Markets for Women": Baseline Study (Oxfam Armenia, Big Lottery Fund), Market and Feasibility Study to Select Value Chains (EU Green Agriculture Initiative in Armenia (EU GAIA) Project, ADA, 2019-2020) etc.

Table 7 Main agricultural value chains in target marzes

	Value Chains
Wild collection	
1	Herbs, fruits and berries, mushrooms
Animal husbandry	
2	Cattle
3	Sheep
4	Swine
5	Poultry
6	Beekeeping
Crop production and horticulture	
7	Vegetables
8	Potato
9	Legumes
10	Fruits
11	Grapes
12	Berries
13	Grains
14	Forage and technical crops
15	Tobacco

Cross-tabs through statistical tools will be applied to explore potential correlation and get deeper insights on the Survey results. The draft evaluation report in English will be submitted and presented to the Client. The results of the baseline study will be discussed with the Client before developing the recommendations. Based on the feedback received from the Client, improvements and adjustments will be made in the draft report of the assessment results.

After the primary and secondary research, the Consultant will draw actionable recommendations to address key problems and challenges faced by the food value chain actors due to pandemic in Lori and Tavush regions.

Similarly, the drawn recommendations will be carefully discussed with the Client and representatives of other responsible institutions. After incorporating the feedback from FAO and other stakeholders (if relevant), the final report (electronic copy) will be submitted to the contractor. The language of the reporting will be both English and Armenian, as required by the ToR of the assignment.

2. WORK SCHEDULE

The Consultant will follow the timeline and requirements on deliverables defined in the ToR:

Tasks	September				October				November				December
	W1	W2	W3	W4	W1	W2	W3	W4	W1	W2	W3	W4	W1-W2
Inception phase													
Development of detailed concept and methodology of the baseline study	■												
Submission of the inception report covering detailed methodology, tools and timeframe		■											
Review of the inception report and approval			■										
Desk research phase		■	■										
Field-work phase													
Client feedback incorporation into the methodology and surveying approach				■	■								
Collecting contacts of the respondents and participants					■	■	■						
Conducting quantitative survey								■	■	■			
Conducting KIIs								■	■	■			
Conducting FDGs								■	■	■			
Transcribing recordings of KIIs and FDGs								■	■	■			
Impact assessment and reporting													
Delivery of the first draft of the report									■	■	■	■	
Review of the report by FAO												O	
Finalization of the report and presentation of the results and key findings													■

ANNEXES

ANNEX 1: SAMPLING APPROACH

	Tavush		Lori	
	Number	*% of total*	**Number**	*% of total*
Agricultural farms	35,978	100%	37,646	100%
households owning agricultural lands	33,755	93%	35,712	95%
households engaged in animal farming	6,462	18%	13,062	35%
Households with up to 0.99 ha agricultural land	21,058	62%	19,218	54%
Households with more than 1 ha agricultural land	12,697	38%	16,494	46%
Households with 1-4 heads of cattle	3,811	59%	6,827	52%
Households with 5 and more heads of cattle	2,651	41%	6,235	48%

ANNEX 2: QUESTIONNAIRE FOR QUANTITATIVE SURVEY

My name is _____. We are studying the impacts of COVID-19 on the agricultural value chains in Tavush and Lori regions. This study is implemented by EV Consulting CJSC by request of Food and Agriculture Organization (FAO) of the United Nations Office in Armenia.

Consent note
The information you provide will be kept completely confidential and will not be shared with third parties. Collected data will be treated anonymously and will be used only for the purposes of this survey. By continuing with the survey, you agree with these terms.

1. I agree to participate
2. I don't want to participate
3. I can't participate at this moment, please call later

Thank you for your willingness to participate. The survey will last approximately 15-20 minutes.

Interviewer's ID _____

Name, Surname _____

1. **Is your family somehow involved in agricultural activities?**
1. Yes, continue the survey
2. No, end the survey

2. **Are you the key decision maker in agricultural activities at your household?**
1. Yes (continue)
2. No (Can you please provide the contacts of the key decision maker)

3. **Please specify the marz and community, where you live:**
Marz
1. Lori
2. Tavush

3.1 Please indicate the community where you live.
Community (for enlarged)*. Fill in the field* _____

3.2 Please indicate the settlement where you live.
Settlement. *Fill in the field*_____

4. **Please indicate all agricultural activities you are involved in and specify first three most important activities in terms of income (both for sales and own consumption)?**

Activities(Please select as many as relevant)	Main agricultural activities (three most important)
1. Grains & legumes production	1. Grains & legumes production
2. Potato cultivation	2. Potato cultivation
3. Vegetables	3. Vegetables
4. Horticulture	4. Horticulture
5. Viticulture	5. Viticulture

6. Berries(wild collected and/or cultivated)	6. Berries (wild collected and/or cultivated)
7. Livestock (cattle)	7. Livestock (cattle)
8. Livestock (small ruminants)	8. Livestock (small ruminants)
9. Livestock (pig)	9. Livestock (pig)
10. Poultry	10. Poultry
11. Beekeeping	11. Beekeeping
12. Greenhouses	12. Greenhouses
13. Wild gathering, please specify	13. Wild gathering, please specify
14. Animal feed production	14. Animal feed production
15. Other, please specify	15. Other, please specify

5. Please indicate which of the following options best describes your household.
1. Agricultural products are only consumed by my family
2. Agricultural products are consumed by my family and sometimes the surplus is sold
3. We mainly sell our agricultural produce and it represents an important source of our income

6. What is the total size of land that you own and cultivate, in ha?

#	6.1 Total area owned by household	6.2 Area rented by the household of the interviewee	6.3 Area of cultivated (owned and rented) land
1	No	No	No
2	Up to 0.09	Up to 0.09	Up to 0.09
3	0.1-0.19	0.1-0.19	0.1-0.19
4	0.2-0.49	0.2-0.49	0.2-0.49
5	0.5-0.99	0.5-0.99	0.5-0.99
6	1-1.49	1-1.49	1-1.49
7	1.5-1.99	1.5-1.99	1.5-1.99
8	2-4 .99	2-4 .99	2-4 .99
9	5-9.99	5-9.99	5-9.99
10	10 and over	10 and over	10 and over

7. Please indicate the number of livestock in your farm?

#	7.1 Livestock	7.2 Poultry	7.3 Pig/Sheep
1	No	No	No
2	1-2	Up to 9	Up to 4
4	3-4	10 – 49	5-9
5	5-9	50 – 99	10-19
6	10-19	100 – 199	20-49
7	20-49	200 – 500	50-99
11	50 and over	500 and over	100 d over

8. If your agricultural activity is beekeeping, what is the number of bee hives you own?
1. Up to 4
2. 5-10
3. 11-20
4. 21-49
5. 50 and over

6. I am not involved in beekeeping

9. **What percentage of your family income is generated through agricultural activities (including proportion of self-consumption)?**
    Please specify the percentage.
    1. Up to 25%
    2. 26- 50%
    3. 51- 75%
    4. 76% or more
    5. Refuse to answer

10. **What are the main sources of your family income other than agricultural activities?**
    1. Work abroad
    2. Remittances from relatives living abroad
    3. Work in the private sector
    4. Employment in public sector (including school, healthcare institutions etc.)
    5. Social benefits
    6. Other, please mention_____
    7. I prefer not to answer

11. *(Ask only if the answer of Q5 is either Option 2 or 3)* **What were the main sales channels for selling your agricultural products before the COVID-19 outbreak in March 2020?**
    List all possible options

    11.1 Direct sales to the end consumers.
    Please indicate where do you sell your agricultural products
    1. Only in my community or in neighbouring settlements
    2. In the regional centre
    3. In Yerevan
    4. In more than one marz of Armenia
    5. Other
    6. I sell to intermediaries or processors

    11.2 Sales to intermediaries or processors
    Please indicate how
    1. Agricultural processing plants through procurement on the plot
    2. Agricultural processing plants through delivery to plants
    3. Cooperation with restaurants/hotels
    4. Cooperation with exporters
    5. Cooperation with brokers, individual procurers and wholesalers
    6. Public tenders
    7. Other

12. *(Ask only if the answer of Q5 is either Option 2 or 3)* **Did you have long-term arrangements with the buyers before COVID-19 outbreak?**
    1. Yes
    2. No
    3. Other, please specify_____

13. *(Ask only if the answer of Q5 is either Option 2 or 3)* **Please indicate your level of satisfaction with the following factors of relationship with the buyers before pandemic?**

	Very dissatisfied	**Somewhat Dissatisfied**	**Somewhat satisfied**	**Very satisfied**	**D/A**
Organization of the procurement process	1	2	3	4	99
Selling Price	1	2	3	4	99
Payment methods (cash or frequency of the payment)	1	2	3	4	99
Other, please specify	1	2	3	4	99

14. **Are you a member of any agricultural cooperative or farmer group?**
    1. Yes
    2. No and do not plan to become a member
    3. No but plan to become a member

15. *(Ask only if the answer of Q6 is "yes")* **How do you assess the benefits from your membership in cooperatives or farmer groups?**
    1. Very useful
    2. Somewhat useful
    3. Not useful
    4. Difficult to answer

16. **What had been the major issues related to agricultural activities you were facing before the pandemic?**

	Availability	**Price/cost**
1. Difficulty accessing inputs (seeds, seedlings, chemicals, fertilizers)		
2. Animal feed		
3. Irrigation		
4. Workforce attraction		
5. Financial resources		
6. Difficulties accessing agricultural machinery		
7. Difficult to answer		
8. Other, please specify_____		

17. **Does climate change affect your farm operations?**
    1. Yes, strongly
    2. Yes, partially
    3. Not at all
    4. Don't know

18. *(Ask only if the answer of Q5 is either Option 2 or 3)* **What kind of issues related to the sales of your produce had you faced before COVID-19 pandemic?**
    1. Difficulties to find buyers
    2. Quality of the produce
    3. Low market prices for agricultural produce
    4. Payment conditions
    5. Delays in payments or non-payments by processors / resellers / wholesalers
    6. Other, please specify

19. **How would you describe your credit burden before the pandemic?**

Mention only one option
    1. I have no credit liabilities
    2. Moderate - so much so that I can easily pay it and I can take a new loan if needed
    3. Medium - with difficulty, but I make repayments without delay, I can not take a new loan
    4. Heavy - I usually make repayments when there is money or I make repayments due to cuts in other primary expenses
    5. Critical - I can not make repayments, I am blacklisted
    6. I prefer not to answer

ASSESSMENT OF THE IMPACT OF THE COVID-19 CRISIS ON AGRICULTURAL ACTIVITIES

20. **How has your agricultural activity been affected by the COVID-19 pandemic, in 2020 and 2021?**

	2020	2021
1. Large negative impact		
2. Somewhat negative effect		
3. Not affected at all		
4. Somewhat positive effect		
5. Large positive impact		
6. Difficult to answer		

21. **What is the percentage change of your household's net revenue from farming due to the pandemic?**

	Unchanged	1-25%	26-50%	51-75%	76-100%	More than 100%
Increased						
Decreased						

22. *(Ask only if the answer of Q21 is other than option 3)* **What was the reason of that change?**
    1. Price change
    2. Sales volumes change
    3. Both
    4. Other (please specify _____)
    5. Difficult to answer

23. In which of the following ways does the pandemic affect your agricultural activities?

Please select all the relevant options

1- Strongly negative, 5 strongly positive, Not relevant - 99

Availability/ accessibility	1-5
1. Inputs (seeds, seedlings, chemicals, fertilizers)	
2. Animal feed	
3. Irrigation issues	
4. Difficulties in attracting workforce	
5. Access to finance	
6. Difficulties accessing agricultural machinery	
7. Other, please mention_____	
8. Difficult to answer	
Price/cost	
1. Inputs (seeds, seedlings, chemicals, fertilizers)	
2. Animal feed	
3. Irrigation issues	
4. Difficulties in attracting workforce	
5. Access to finance	
6. Difficulties accessing agricultural machinery	
7. Other, please specify_____	
8. Difficult to answer	

24. *(Ask only if the answer of Q24 is "inputs")* **Which of the following inputs became difficult to access?**

List all possible options

1. Seeds
2. Seedlings
3. Saplings
4. Pesticides
5. Fertilizers
6. Feed
7. Fuel
8. Tools and materials
9. Other, please specify _____

25. Have the following COVID-19-induced problems made difficulties for your agricultural activities which resulted in harvest loss?

	Yes	No	Difficult to answer
Health issues			
Movement restrictions			
Other, please specify_____			

26. *(Ask only if the answer of Q5 is either Option 2 or 3)* **How have the sales changed during the pandemic, through the following sales channels?**

	Sharply decreased	Slightly decreased	Remained unchanged	Slightly increased	Sharply increased
I sell my produce directly to consumers myself					
1. Only in my community or in neighbouring settlements	1	2	3	4	5
2. In the regional centre	1	2	3	4	5
3. In Yerevan	1	2	3	4	5
4. In more than one marz of Armenia	1	2	3	4	5
5. Other	1	2	3	4	5
I sell my products to intermediaries or processors					
1. Agricultural processing plants through procurement on the plot	1	2	3	4	5
2. Agricultural processing plants through delivery to plants	1	2	3	4	5
3. Cooperation with Restaurants/hotels	1	2	3	4	5
4. Cooperation with Exporters	1	2	3	4	5
5. Cooperation with Brokers, individual procurers and wholesalers	1	2	3	4	5
6. Public tenders	1	2	3	4	5
7. Other	1	2	3	4	5

27. *(Ask only if the answer of Q5 is either Option 2 or 3)* **How satisfied are you from the cooperation with main buyers in following factors, during pandemic?**

	Very unsatisfied	Somewhat unsatisfied	Somewhat Satisfied	Very satisfied	D/A
1. Organization of the procurement process	1	2	3	4	99
2. Selling price	1	2	3	4	99
3. Payment methods (cash or frequency of the payment)	1	2	3	4	99
4. Other, please specify _____	1	2	3	4	99

28. What other problems have the COVID-19 outbreak caused to your household?

List all possible options
1. Difficulties in payments for key inputs and services (seeds, fertilisers, ag. machinery, etc.)
2. Difficulties in paying taxes (including land tax) or rent
3. Difficulties in paying utility payments
4. Difficulties in paying loans/interests

5. Postponement / putting on hold/ cancelation of planned investment
6. Food security
7. None of the above
8. Other, please specify _____
9. Difficult to answer

29. Have you changed the size and scope of your agricultural activities since the onset of COVID-19 pandemic?
   1. Yes, I have increased the number of livestock
   2. Yes, I have decreased the number of livestock
   3. Yes, I have increased the agricultural land area(owned/rented)
   4. Yes, I have decreased the agricultural land area(owned/rented)
   5. Yes, I have introduced new types of crops,
   6. Yes, I have improved my farm infrastructure (new barn, equipment, drip irrigation, etc.)
   7. No, I have not changed anything
   8. Other, please specify _____

30. What measures did you undertake to mitigate negative impact of COVID-19 on your agricultural activity?
   1. Temporarily ceased operations
   2. Continued operations however in reduced volumes of production
   3. Laid off some of the employees or wage cut
   4. Got financing (other than state support packages) and maintained operations
   5. Applied to state support programmes
   6. Started new agricultural activity
   7. Explored new sales channels/markets
   8. Undertook no special actions
   9. Other, please specify_____

31. What kind of opportunities has created the pandemic for your agricultural activities, if any?
   1. None
   2. Please specify _____

STATE SUPPORT PROGRAMMES
   32. Have you applied to or received support in the frame of Government's COVID response measures?
   1. Yes, applied and received
   2. Yes, applied and did not receive
   3. No, I did not meet some requirements
   4. No, the terms and conditions of support were not acceptable to me

33. *(Ask only if the answer of Q32 is option 1)* **What support measures did you apply for or received?**
   Please indicate the measure _____

34. *(Ask only if the answer of Q32 is option 1)* **How would you rank the usefulness of the government support programmes you have received?**
1. Extremely helpful
2. Somewhat helpful
3. Not helpful at all
4. Difficult to answer

35. *(Ask only if the answer of Q32 is option 1)* **How did you use the cash support received through state support programmes?**
More than one answer allowed
1. Debt or liability repayment
2. Ongoing payments (interests, taxes, salaries, rent, etc.)
3. Acquired inputs (seeds and seedlings, other raw materials)
4. Made new investments (construction of a barn, purchase of livestock, planting orchards)
5. Other, please, specify_____

SUPPORT PROGRAMMES BY THE INTERNATIONAL ORGANIZATIONS

36. **Have you applied to support programmes by international organizations (UN FAO, ADA etc.)?**
1. Yes, applied and received, please specify _____
2. Yes, applied and not received, please specify _____
3. No, I did not meet some requirements
4. No, the terms and conditions of support were not acceptable to me

37. *(Ask only if the answer of Q36 is option 1)* **What support programme did you participate in and what was the received support (e.g. cash, training, equipment, etc.)?**
Please mention_____

38. *(Ask only if the answer of Q36 is option 1)* **How would you rank the usefulness of the international support programmes you have received?**
1. Extremely helpful
2. Somewhat helpful
3. Not helpful at all
4. Difficult to answer

39. **Do you plan to make changes in the scope of your agricultural activity (owned or rented agricultural land or number of livestock)?**
 1. Yes, please specify _____
 2. No
 3. Difficult to answer

_____

40. **What are your plans for future for the coming 1-2 years?**
1. I plan to stay in this community and continue to engage in agricultural activities in the same volume
2. I plan to stay and expand agricultural activities in this community / make investments

3. I plan to stay in this community, but no longer be engaged in agricultural activities
4. I plan to move to another marz of Armenia / Yerevan
5. I plan to emigrate
6. Other, specify
7. Difficult to answer

41. What kind of support do you currently need to carry out agricultural activities properly?

Please, choose 5 most important support areas and rank them from 1-5, 5 having the highest rate of importance

	Support	Rank
	Inputs	
1	Access to inputs (e.g. seeds, fertilizer, chemical, etc.)	
2	Fodder acquisition support	
3	Access to agricultural machinery	
4	Support for introducing more productive crop varieties	
5	Support for accessing new production technologies	
	Infrastructure and logistics	
6	Irrigation system improvement on the farm	
7	Support for introducing efficient on-farm irrigation systems	
8	Solving logistics problems	
9	Access to milk cooling facilities	
	Services	
10	Training on new farming technologies	
11	Assistance in raising new financial resources to expand agro activities	
12	Assistance in marketing and sales	
13	Support for introducing pest management and control methods	
14	Support to access veterinarian services	
15	Other, please specify	
16	I do not need any support	

42. What actions could improve resilience in your agricultural activities [for interviewer: Do not read the options, only when asked**]?**
1. Water and energy saving irrigation systems
2. Anti-hail systems
3. Climate-resilient crops
4. On-Farm Renewable Energy
5. Pasture improvement
6. Other

43. Do you have any other considerations or suggestions that we missed during the interview but would like to add?
Please mention_____

DEMOGRAPHIC QUESTIONS

44. Gender of the respondent

1. Male
2. Female

45. Age
   1) 18-29
   2) 30-39
   3) 40-49
   4) 50-59
   5) 60 and above

46. Number of household members_____

   46.1 of which adults (16 and more years old) _____

47. How many members of your household are involved in agricultural activity full-time during the season?

Thank you for your time and for the answers.

ANNEX 3: DISCUSSION GUIDES FOR KEY INFORMANT/STAKEHOLDER INTERVIEWS

Stakeholder Discussion Guide 1: State authorities

Introduction: Hello and thank you for readiness for the interview. My name is _____. Your point of view is important for studying the impacts of COVID-19 on the food value chains in Tavush and Lori regions. This interview is in the framework of "Impact assessment of COVID-19 pandemic related to food value chains in Tavush and Lori regions" study implemented by EV Consulting and commissioned by Food and Agriculture Organization of the United Nations Office in Armenia. This study is implemented in the framework of the LEAD Project.
Respectively the objectives of this assignment are:
1. to understand the situation of agriculture and rural development after few waves of COVID-19 pandemic in target regions,
2. to identify key problems and challenges of the food value chain actors faced due to pandemic in Lori.

The results of the study will be used to develop recommendations that will inform the final design of the support programmes for stakeholders in the sector of agriculture.

Confidentiality: We would like to record our discussion, because we do not want to miss any of your insights. Your answers will be treated with utmost confidentiality. The information provided by you and other respondents will be analysed as a whole and it will not be linked to your name.

Respondent name	
Represented institution and position	
Relationship with the agricultural sector	
Format of the interview	□ Phone call □ Online call □ Face to face meeting □ E-mail
Date	

1. What was the role of your ministry [or marzpetaran, or institution] in minimizing the impact of the pandemic to family (household) farms and agricultural enterprises?

2. How would you describe the impact of the COVID-19 pandemic and the consequent restrictions on Armenia's agriculture sector? What were/are the most affected value chains and in this value chains who were/are the most affected actors?

3. What are/were the key challenges the agricultural value chain actors faced due to the pandemic in Armenia and in Lori and Tavush regions in particular?

4. To what extend the support measures proposed to farmers and value chains both by Government and by international organizations were successful?

5.   Please, categorize, and mention the main reasons for ineffectiveness if any.

6.   What are the key areas for resilience building of family farmers to strengthen their positions in the food value chains and reduce the negative impact of the pandemic on them?

7.   Which are the determinants of increasing effectiveness of the COVID-19 response measures?

8.   Which are the State future plans and what measures are planned to support farmers and other participants of food value chains to reduce their vulnerability to the negative imactas of COVID-19?

9.   What would be your recommendations to donor organizations to improve COVID-19 impact mitigation programmes for farmers and agricultural value chains?

10. Of all the things we discussed, what do you think are the most important? Or what important thing we missed in this discussion that you would like to bring up?

Thank you for your time.

Stakeholder Discussion Guide 2: Donor funded organizations and projects, NGOs

Introduction: Hello and thank you for readiness for the interview. My name is _____. Your point of view is important for studying the impacts of COVID-19 on the food value chains in Tavush and Lori regions. This interview is in the framework of "Impact assessment of COVID-19 pandemic related to food value chains in Tavush and Lori regions" study implemented by EV Consulting and commissioned by Food and Agriculture Organization of the United Nations Office in Armenia. This study is implemented in the framework of the LEAD Project.
Respectively the objectives of this assignment are:

- to understand the situation of agriculture and rural development after few waves of COVID-19 pandemic in target regions,
- to identify key problems and challenges of the food value chain actors faced due to pandemic in Lori.

The results of the study will be used to develop recommendations that will inform the final design of the support programmes for stakeholders in the sector of agriculture.

Confidentiality: We would like to record our discussion, because we do not want to miss any of your insights. Your answers will be treated with utmost confidentiality. The information provided by you and other respondents will be analysed as a whole and it will not be linked to your name.

Respondent name	
Represented institution and position	
Relationship with the agricultural sector	
Format of the interview	□ Phone call □ Online call □ Face to face meeting □ E-mail
Date	

1. How would you describe the impact of the COVID-19 pandemic and the consequent restrictions on Armenia's agriculture sector? What were/are the most affected value chains and in this value chains who were/are the most affected actors?
2. What are/were the key challenges the agricultural value chain actors faced due to the pandemic in Armenia and in Lori and Tavush regions in particular?
3. Can you please describe your initiatives to support family farms, smallholders, food processors, cooperatives, or other food value chain participants in Armenia generally and especially during the pandemic?
4. To what extent do you think the aforementioned support initiatives are/were effective with regard to the target beneficiary groups? Please, categorize, and

mention the main reasons for ineffectiveness if any. What are the lessons learned from your experience?

5. How would you assess the relevance and effectiveness of support measures proposed to farmers and value chains both by Government and by donor organizations?

6. What are the key areas for resilience building of family farmers to strengthen their positions in the food value chains and reduce the negative impact of the pandemic on them?

7. Which are the determinants of increasing effectiveness of the COVID-19 response measures?

8. Do you plan to continue your support activities/projects in the sector in near future? In what forms?

9. What would be your recommendations to state or other donor organizations to improve COVID-19 impact mitigation programmes for farmers and agricultural value chains?

10. Of all the things we discussed, what do you think are the most important? Or what important thing we missed in this discussion that you would like to bring up?

Thank you for your time.

Stakeholder Discussion Guide 3: Agrofood companies, middlemen, exporters

Introduction: Hello and thank you for readiness for the interview. My name is _____. Your point of view is important for studying the impacts of COVID-19 on the food value chains in Tavush and Lori regions. This interview is in the framework of "Impact assessment of COVID-19 pandemic related to food value chains in Tavush and Lori regions" study implemented by EV Consulting and commissioned by Food and Agriculture Organization of the United Nations Office in Armenia. This study is implemented in the framework of the LEAD Project.
Respectively the objectives of this assignment are:

- to understand the situation of agriculture and rural development after few waves of COVID-19 pandemic in target regions,
- to identify key problems and challenges of the food value chain actors faced due to pandemic in Lori.

The results of the study will be used to develop recommendations that will inform the final design of the support programmes for stakeholders in the sector of agriculture.

Confidentiality: We would like to record our discussion, because we do not want to miss any of your insights. Your answers will be treated with utmost confidentiality. The information provided by you and other respondents will be analysed as a whole and it will not be linked to your name.

Respondent name	
Represented company and position	
Company operations in Agriculture	
Years of operation in the agricultural sector	
Format of the interview	□ Phone call □ Online call □ Face to face meeting □ E-mail
Date	

1. How pandemic has affected the operations of your business? What are/were the key challenges/opportunities that your business faced due to the pandemic in Tavush and Lori regions?
2. Please, elaborate a little about the impacts of COVID-19 on the collaboration between farmers and your organization.
3. Please, select the level of COVID-19 overall impact on the following with regard to your company operations.

	Impact area	1 Positively	2 No impact	3 Negatively
1	Income and profits	☐	☐	☐
2	Sales price			
3	Production volumes	☐	☐	☐
4	Quality of products	☐	☐	☐
5	Volume of wearhouse inventory			
6	Operations and business model	☐	☐	☐
7	Access to local markets and sales	☐	☐	☐
8	Access to export markets and sales			
9	Access to finance (e.g., arrears / loan restructuring)	☐	☐	☐
10	Access to human capital	☐	☐	☐

1. Has your company got any type of support from Government or donor organizations in the frame of COVID-19 response measures?
2. How would you evaluate the effectiveness of the support measures provided to food processing companies both by the Government and international organizations (if any) and which were the main challenges while getting the proposed support?
3. Have your company provided any support to your farmer-suppliers during the pandemic and if yes then what was that specifically.
4. What are the key areas for resilience building of family farmers to strengthen their positions in the food value chains and reduce the negative impact of the pandemic on them?
5. Which are the determinants of increasing the effectiveness of COVID-19 response measures?
6. What are your predictions and plans for the upcoming 1-3 years (in your field of activity)?
7. What would be your recommendations to state, donor organizations to improve COVID-19 impact mitigation programmes for farmers and agricultural value chains?
8. Of all the things we discussed, what do you think are the most important? Or what important thing we missed in this discussion that you would like to bring up?

Thank you for your time.

FOOD AND AGRICULTURE ORGANIZATION OF THE UNITED NATIONS
Terms of Reference for PSA.NAT *

Name:	Mr. Meruzhan Zadayan
Job Title**:	Livestock Specialist
Division/Department: FEARM	
Programme/Project Number:	UNJP/ARM/011/EC
Duty Station:	Yerevan and Lori region, Armenia
Expected Start Date of Assignment:	16 September	**Duration:**	Up to 30 days on when actually employed basis until 31 December 2021
Reports to:	*Name:* **Hasmik Kocharyan**	*Title:*	Project Manager

* Please note: If this TOR is for Consultant / PSA.SBS contract, the minimum relevant experience required **for the assignment** is as follows:

      1 year for a category C   5 years for a category B   12 years for a category A

** Please enter a short title (max 25 chars) for this assignment.

GENERAL DESCRIPTION OF TASK(S) AND OBJECTIVES TO BE ACHIEVED

Food and Agriculture Organization of the United Nations (FAO) in partnership with the United Nations Development Programme (UNDP) are jointly implementing "Local Empowerment of Actors for Development (LEAD) in Lori and Tavush regions" Project in Armenia. The Project is supported by the European Union (EU) and aims at bolstering the participation of a wide range of local stakeholders in sustainable and inclusive socioeconomic development of their communities through pilot implementation of the EU LEADER/Community-Led Local Development (CLLD) approaches in Lori and Tavush regions.

The Livestock Specialist will operate under the overall supervision of the Regional Programme Leader / FAO Representative in Armenia and direct supervision of Programme/Operations Officer and the Budget Holder (BH), under the guidance of the National Project Manager, and under the technical guidance of the Lead Technical Officer (LTO) of the Project, as well as in close cooperation with the UNDP Armenia, national/international consultants.

The incumbent will undertake the following duties in support of the Project's interventions to support vulnerable beneficiaries of the "Developing Capacity for Strengthening Food Security and Nutrition in Selected Countries of the Caucasus and Central Asia" project (GCP/GLO/674/RUS, hereinafter Cash+) in Lori region to overcome COVID-19 crisis.

Specific responsibilities include:
- Based on the provided list of beneficiaries, suggest a schedule of visits and perform individual assessment visits to the Cash+ beneficiaries in Lori region and check the availability, quantity, health status and conditions of the FAO provided livestock;
- Prepare checklist or questionnaire to be filled in during visits, after completion of the visits input the collected information from each beneficiary into an MS Excel database;
- Initiate preventive care consultations to the beneficiaries to maintain good health of the animals;

- Provide ad hoc advice to the project beneficiaries about animal feeding, health, breeding, hygienic milking and optimal housing conditions;
- Prepare a file for each beneficiary on the identified needs related to the provided livestock and provide recommendations on the requested inputs;
- Prepare technical specifications for tendering of the requested inputs and services (livestock, feedstuff, etc.);
- Assist in identification and technical evaluation of the potential suppliers of the requested inputs (livestock, feedstuff, etc.);
- Assist in distribution of the requested inputs (livestock, feedstuff, etc.) and make a follow-up visit during the distribution, which will also aim to ensure the best use of the inputs as well as the quality control of the distributed inputs;
- Conduct a third follow up visits (the modality of the visits will be defined) one month after distribution of inputs;
- Contribute to the formulation of technical content for communications, contracting and reporting related to the activity;
- Performs other related duties as and when required.

KEY PERFORMANCE INDICATORS

Expected Outputs:	Required Completion Date:
• Prepare checklist or questionnaire to be filled in during visits; prepare a schedule of visits; perform individual assessment visits to the beneficiaries; provide a refresher session on the spot to the beneficiaries about animal feeding, breeding, behaviour and optimal housing conditions; provide preventive care consultations to the beneficiaries to maintain good health of the animals;	By 20th of September, 2021
• Input the collected information from each beneficiary into an MS Excel database and prepare an individual file for each beneficiary on the identified needs related to the provided livestock and provide recommendations on the requested inputs and services;	By 30th of September, 2021
• Prepare technical specifications for tendering of the requested inputs (livestock, feeding, etc.);	By 1st of October, 2021
• Assist in identification and technical evaluation of the potential suppliers of the requested inputs (livestock, feeding, etc.);	By 31st of October, 2021
• Assist in distribution of the requested inputs (livestock, feeding, etc.);	By 31st of October, 2021
• Provide a final assignment report	By 31st of October, 2021
• Conduct visits to beneficiaries one month after distribution of inputs	By 31st of December, 2021

FOOD AND AGRICULTURE ORGANIZATION OF THE UNITED NATIONS
Terms of Reference for PSA.NAT *

Name:	
Job Title**:	Coach for Local Active Groups (LAGs)/Community mobilizer
Division/Department:	FEARM
Programme/Project Number:	*UNJP/ARM/011/EC*
Duty Station:	Lori and Tavush regions
Expected Start Date of Assignment: July 12, 2021	**Duration:** October 12, 2021, with a possible extension
Reports to: *Name:* **Hasmik Kocharyan**	*Title:* LEAD4Lori and Tavush Regions Project Manager

* Please note: If this TOR is for Consultant / PSA.SBS contract, the minimum relevant experience required **for the assignment** is as follows:
  1 year for a category C;   5 years for a category B;   12 years for COF category A;   15 years PSA or COF category A (World Class Expert);

** Please enter a short title (max 25 chars) for this assignment.

GENERAL DESCRIPTION OF TASK(S) AND OBJECTIVES TO BE ACHIEVED

Food and Agriculture Organization of the United Nations (FAO) in Armenia under the "Local Empowerment of Actors for Development (LEAD) in Lori and Tavush Regions" Project (hereinafter Project) is looking for a Coach for Local Active Groups (LAGs)/Community mobilizer, who will directly work with community members in the target communities of Lori or Tavush regions, supporting efficient implementation of the Project.

Coach for Local Active Groups (LAGs)/Community mobilizer will work under the overall supervision of the Regional Programme Leader/FAO Representative in Armenia and direct supervision of the Budget Holder and guidance of the National Project Manager, under the technical guidance of the Lead Technical Officer (LTO) of the Project,   as well as in close cooperation with the UNDP Armenia, local self-government bodies, other national counterparts and the national/international consultants.

Coach for Local Active Groups (LAGs)/Community mobilizer will support the Project implementation at the field level and will perform the following tasks.

- Support in mapping and identifying of the main stakeholders and focal points at community level.
- Raise awareness of community members about the approach, objectives and key activities of the Project. Ensure that the key stakeholders are constantly updated about the Project developments.
- Encourage community self-organization and reorganization, and foster new partnerships between local development stakeholders.
- In line with the LEADER/CLLD methodology, facilitate the formation and development of a Local Action Group (LAG) in a given target area.
- Organize meetings, workshops and other events within the community and ensure the active participation of the relevant stakeholders, including women, youth and vulnerable groups at those and other relevant events,
- Create contact and work closely with local farmers, private sector and CSO representatives, regional and local administration, and other local stakeholders if needed.

- Assess the capacity and needs of potential LAG members and provide recommendations on provision of respective capacity development measures.
- Conduct capacity building activities for LAG members and various community groups, including farmers, women, youth, other vulnerable groups.
- Contribute to the effective cooperation within the LAG. Ensure that the farmers (including women, youth, other vulnerable groups), their organizations and representatives of extension services have capacities to represent and lobby their needs to be included in the Local Development Strategies developed by the LAGs.
- Support elaboration of the Agricultural section of the Local Development Strategies for the LAG territories in their respective areas by setting up specific working groups.
- Engage in gender mainstreaming and social inclusion throughout the project, in direct coordination with the international gender-mainstreaming specialist.
- Periodically collect information, data and monitor local developments to report to the Project team.
- Closely cooperate and work in a coordinated manner with other Coaches for Local Active Groups (LAGs)/Community mobilizers working in the same area particularly with UNDP Armenia coaches, as well as with the national/international consultants.

KEY PERFORMANCE INDICATORS

Expected Outputs:	Required Completion Date:
-Efficient and timely delivery of the activities according to TOR -Reports on activities done related to the community mobilization, capacity building and awareness raising about the project	October 2021

Minimum Requirements

- University degree in Rural Development, Economics, Agriculture, Public Administration, Social Sciences, Development Studies, or other related field;
- At least 1 year experience in working with rural communities in Armenia, preferably within the framework of development projects;
- Experience in community mobilization, engagement and empowerment of local stakeholders;
- Experience in planning and organization of capacity development events, community meetings and other public events;
- Advanced experience, knowledge and understanding of the local context and local development challenges in Lori or Tavush regions;
- Good communication, interpersonal and leadership skills;
- Good written and oral communication/reporting skills; knowledge of English language would be a strong advantage;
- Full proficiency in Microsoft Office applications, especially Word, Excel and PowerPoint applications;
- Ability to meet tight deadlines, work flexible hours and willingness to work closely with the target rural communities;
- Preference will be given to candidates who live in Lori or Tavush regions.

Local Empowerment for Actors for Development (LEAD)
Capacity Development Training for Trainers
UNDP, FAO

Yerevan, Armenia, June 7-12, 2021 (draft)

Training Curricula

This Training Curricula is designed and will be implemented in frame of the **EU Local Empowerment of Actors for Development in Lori and Tavush regions Project** (EULEAD4 Lori and Tavush Regions) funded by the European Union and implemented by the United Nations Development Programme in partnership with UN Food and Agricultural Programme and in close cooperation with the RA Ministry of Territorial Administration and Infrastructure.

LEAD Project in a nutshell

The LEAD Project will be implemented in Lori and Tavush Regions of Armenia from October 2020 to October 2024. It aims to pilot the European Union's LEADER / Community-Led Local Development (CLLD) concept with the objectives of: a) mobilizing, capacitating and incentivizing local actors to define community needs-driven strategies in Lori and Tavush regions, b) building supporting infrastructure to prioritize, implement and sustain local-grown initiatives in Lori and Tavush regions and c) improving the capacity of the relevant ministries and other bodies and develop policy mechanisms at the national level for successful piloting and sustainability of the LEADER approach in Armenia.

The project helps the local population in Lori and Tavush: **men, women, youth, elderly and citizen groups, including minorities to play active role in inclusive, resilient and sustainable local development** that aims at designing of territorial development models with involvement of citizens in setting development agenda, decision-making and implementation. This happens through building trust and self-confidence, developing entrepreneurial attitudes and encouraging a sense of group cohesion within communities and between regions.

The programme's backbone is the strong partnership between different stakeholders (public, private, civil society), which eventually leads to cross-sectoral multi-stakeholder cooperation through *Local Action Groups (LAGs)*. LAGs are the key actors of LEADER/CLLD initiatives formed by local partners in a bottom-up way, responsible for local development, functioning on a certain territory delineated based on economic, socio-cultural or other commonalities, who prepare and agree on territorial development strategies, and facilitate the local development process

Training aim and objectives

LEAD training of trainers' workshop is a capacity development process aimed at contributing to the successful project implementation. The overall objective of the TOT is to provide relevant information and expand the knowledge and skills of the various project team members and project experts including pre-selected community coaches.

The **specific objectives** of the workshop are to enable participants:

- Improve participants' knowledge of (EU) local rural development
- Develop knowledge and skills about Community Coaching
- Prepare the LEAD team to adapt the EU LEADER approach in frame of the LEAD project
- Develop a common understanding of the innovative project content and project activities
- Start creating the special project vocabulary
- Build team cohesion
- Evaluate the training performance of the UNDP-shortlisted coach/local development expert candidates in action, before final selection

Training frames and certificate

The 5-day X 6-hours TOT is designed for interactive learning of a maximum of 25-35 participants.

Each interactive TOT workshop day includes:

- Methodological presentations
- Storytelling on LEADER/CLLD cases

- Appropriate time for questions/answers and clarifications
- Intensive, real group work and
- Individual sessions
- Conclusions/summary of the daily work
- Open debate and social exchange
- Clear linkage to be built between the EU experience/methodology and the contents of the LEAD Project

At the end of the last training day, participants are asked to answer a written test. Successful training participants are certificated by UNDP. Once trained, participants need continuing support to LEADER/CLLD implementation, including further training.

Participants
Number of participants: 15-25 without speakers and trainers

Training stakeholder groups
- UNDP LEAD Project team
- FAO LEAD Project team
- Pre-selected community coach candidates (UNDP and FAO)
- Project focal point at the Ministry of Territorial Administration and Infrastructure
- ADA LEAD project local experts
- Representative(s) of potential sub-contractor NGO(s) for community coaching

Equipments, training materials, personnel to the training implementation
The success of any training sessions is largely down to good organization, where everything has been considered with the trainer's and participants' comfort in mind. Equipment that will help ensure the success of the training session:
- Mobile furniture (chairs and table) in the classroom, which form a half-circle. The order of the seats does not separate speakers from participants. During group-work, the tables and chairs can be easily moved.
- Flipcharts for 4 groups and markers

- Laptop, projector and screen that is large enough to see well all presentations
- Electrical outlets
- Stabile wireless access and the password made available for each participant
- Large vertical surface (wall?) to which flipchart notes can be attached during the week
- Notebook and pen for each participant
- Masks, hand sanitizer and paper hand towel

Training materials:
- Printed training agenda
- A4 sheets of paper, approx.15 sheets/person
- Printed participant list for each training day
- 4 paper cutting scissors

Personnel:
- An interpreter to consecutive interpretation (when it is needed)
- Rapporteurs of the days
- Technical staff
- Training assistant, at least on the first and last day

Food and beverage
- 11 coffee breaks
- 5 or 6 lunches
- Drinking water (sparkling and plain) and paper cups (not plastic)

Empowerment for Actors for Development (LEAD) Capacity Development Training for Trainers UNDP, FAO

Yerevan, Armenia, June 7-12, 2021

Venue

Hyatt Place Yerevan – June 7-8
Address: Vazgen Sargsyan 26/1, Yerevan, Armenia
UNDP meeting room - June 9-12
Address: Petros Adamyan 14, Yerevan, Armenia

Timeframe

Monday – Friday (June 7-11)	10.00 – 17.30
Saturday (June 12)	10.00 – 14.00

Working language

English

Agenda

Day 1 – June 7, Monday

10.00 – Opening remarks and setting the ground by

- Tatevik Davtyan, European Delegation to Armenia

- Anna Gyurjyan, United Nations Development Programme

10.20 – Introduction of the LEAD Project

- LEAD4Lori and Tavush Regions Project implemented by the United Nations Development Programme with Food and Agricultural Organization of the United Nations

   Mr. Armen Tiraturyan, Project Manager, UNDP Armenia

   Ms. Hasmik Kocharyan, Project Manager, FAO

- LEAD4Shirak Region Project implemented by Austrian Development Agency

   Ms. Brigitte Mehlmauer-Larcher, Team Leader, ADA

11.00 – Regional governance framework in Armenia, Lusine Simonyan, Ministry of Territorial Development and Infrastructure of RA

   11.20 – Coffee break

11.30 – Legal framework of the LEAD Project implementation in Armenia, Legal Alliance LLC

11.50 – Introduction of the training aims, objectives and structure (Marta Marczis, International Expert, UNDP Armenia)

12.10 – Introduction of the participants

12.35 – Decision on training rules and rapporteurs, introduction of the working method and participants' expectations (Marta Marczis and participants)

12.45 – Q & A; Clarification in regard training and exam

   13.00 – Lunch (60 minutes)

14.00 – Plenary presentation: Introduction to rural and agricultural development

- Definitions – what is agriculture what is rural development
- The agricultural situation globally, in Europe, in Armenia, in Tavush and in Lori
- Sustainable rural development
- 2030 Agenda and the Sustainable Development Goals
- Programming of sustainable rural development Rural development in Armenia and in the EU

   Ms. Viktorya Ayvazyan, International Rural Development Specialist, FAO REU

15.20 – Q & A

   15.30   – Coffee break

15.40 – Plenary presentation: Local rural development and working with rural people – Agriculture in rural communities

-

- How the rural development happens
- Key elements to consider. Revealing the untapped potential
- How to do sustainable agriculture!!!! Outputs and outcomes of local rural and sustainable agricultural development
- Specific tools and accessories to sustainable agricultural and local rural development

   Ms. Viktorya Ayvazyan, International Rural Development Specialist, FAO REU

17.10 – Q & A

17.20 – Summary of the training day. Conclusions

17.30 – End of the training day

Day 2 – June 8, Tuesday

10.00 – Plenary presentations:

- The LEADER/CLLD – methodological insights, pillars and principles of the EU LEADER/CLLD approach and its planned adaptation in the LEAD Project in Armenia
- Resources to sustainable local rural development

Ms. Marta Marczis, International expert, UNDP Armenia

11.40   – Q & A; Group formulization

11.50 – Coffee break

12.00 – Group work (Trainer: Marta Marczis)
- Resources of the sustainable rural development at the local level
- LEADER principles
- Group work presentations

13.00 – Lunch (60 minutes)

14.00 – Plenary presentations:
- The LEADER/CLLD Local Action Group (LAG) and the LEAD adaptation
- LEADER/CLLD implementation in EU, pre-accession and neighborhood countries (story-telling)
- Q&A

Ms. Marta Marczis, International expert, UNDP Armenia

15.50 – Coffee break

16.00 – Group work (Trainer: Marta Marczis)
- Local stakeholders in LEADER/CLLD; who are the LAG members and how does the LAG work (situation game)

16.30 – Plenary presentation of the group work results

17.10 – Summary, conclusions

17.30 – End of the training day

Day 3 – June 9, Wednesday

10.00 – Plenary presentation:

- The 'great trinity' of the LEADER/CLLD process: (1) the territory, (2) the partnership – and how to make it

- Q&A

    Ms. Marta Marczis, International expert, UNDP Armenia

    11.50 – Coffee break

12.00 – Plenary presentation:

- LEAD Fact Finding missions and results

    Ms. Hripsime Manukyan, Economist/Community Development Specialist, LEAD Project, UNDP Armenia

    Mr. Harutyun Gevorgyan, Agriculture specialist/ Community Development Specialist, LEAD Project, UNDP Armenia

- Q&A

    13.00 – Lunch (60 minutes)

14.00 – Group work (Trainer: Marta Marczis)

- How to create LAG partnerships

- LAG territorial delineation in the LEAD Project

14.30 – Plenary presentation of the group work results

15.10 – Plenary presentations:

- The inclusive approach in LEAD

Ms. Marta Marczis, International expert, UNDP Armenia

- Minorities, refugees, other disadvantaged groups in Lori and Tavush (Tigran Grigoryan, UNDP)

- Migration facts in Lori and Tavush (Maria Manastasyan, State Migration Service, MTAI)

- Q&A

16.00 – Coffee break

16.10 – Plenary presentations (continued):

- Gender mainstreaming and the empowerment of women in rural areas (Zhanna Harutyunyan, UNDP)

- Rural women and girls as catalysts for development: approaches to gender mainstreaming across food systems and value chains

    o **Ms. Anna Jenderedjian, Gender and Social Protection Specialist, FAO REU**
    Q&A

17.10 – Summary, conclusions

17.30 – End of the training day

Day 4 – June 10, Thursday

10.00 – Plenary presentation:

- LEADER experience from Georgia: Key challenges, risks and lessons learned

Mr. Jumber Maruashvili, Senior National Policy Advisor, FAO Georgia

- Q&A

11.30 – Coffee break

11.40 – Plenary presentation:

- Community Coaching in LAG areas – Community Coaching in LEAD Project

Ms. Marta Marczis, International expert, UNDP Armenia

- Q&A

13.00 – Lunch (60 minutes)

14.00 – Group work (Trainer: Marta Marczis)
- Community coach's fact-finding mission plan
- Community coaching work-plan

16.00 – Coffee break

16.10 – Plenary presentation of the group work results

17.10 – Summary, conclusions, free discussion

17.30 – End of the working day

Day 5 – June 11, Friday

10.00 – Plenary presentation + individual work of the participants

- Key pillars of the LEADER process (second part) – The 'great trinity' of the LEADER/CLLD process: (3) The strategy
 Ms. Marta Marczis, International expert, UNDP Armenia
- Q&A

11.20 – Coffee break

11.30 – Plenary presentation + individual work of the participants
- Projects and actions in LEADER/CLLD - Local actions and projects in LEADER/CLLD – how to make it in the LEAD Project

Ms. Marta Marczis, International expert, UNDP Armenia

- Q&A

12.20 – Plenary presentation of the individual work results

13.00 – Lunch (60 minutes)

14.00 – Preparation and presentation of the process: LAG in function (situation game)

15.00 – Plenary presentation of the group work results

16.00 – Coffee break

16.10 – Conclusions and closing remarks

16.30 – End of the training day and time for preparing for the examination

Day 6 – June 12, Saturday

10.00 – Summary of the training contents, Q&A (Trainer: Marta Marczis)

11.00 – Coffee break

11.30 – Exam (complete a test individually)

12.30 – Wrap up and follow up, evaluation by participants

12.40 – Certificates and closing remarks (UNDP & FAO)

Local Empowerment for Actors for Development (LEAD)

Capacity Development Training for Trainers

UNDP, FAO

Yerevan, Armenia, June 7-12, 2021

Exam Questionnaire – UNDP part

Questions Group A	No of points	Questions Group B	No of points
1.	5	1. The social factor in rural economic development – please, introduce at least 5 arguments why local people, community is needed to rural development	5
2. What are the 4 pillars of the sustainable rural development	4	2. Why it is important to protect the nature in relation to rural development	4
3. Please, introduce at least 5 typical and important rural environmental resources	5	3. Definition of the 'renewable energy production' – how it is related to the rural development	5
4. 5 main differences in development problems between rural and urban areas globally	5	4. Describe what does it mean 'eco-farming'	5
5. Describe what does it mean ecological footprint	3	5. Is rural economic development different from urban economic development? If yes, why? Give at least 3 characteristic differences	3
6. Describe what does it mean 'eco-tourism'	3	6. Describe what does it mean 'rural social economy'	3
7. Please, introduce at least 3 global environmental	3	7. Introduce at least 3 global tendencies, which are	3

challenges which are influencing the future of the rural areas		influencing the future of the rural areas	
8. What does the inclusiveness mean in rural development	3	8. Why do we need statistics in rural areas and what are the 'problems' of standard statistics on rural areas	3
9. Rural social situation and development in Armenia, 5 key challenges	5	9. The 'Global Village model' – vision of the future for rural areas	5
10. Please introduce 5 arguments to show how does the gender issue influence rural development	5	10. Please, define the LEADER approach	5
11. Please, define the LEADER Action Group and its function	5	11. Please, introduce the key steps of the strategic planning at the community level	5
12. Define the participatory approach	3	12. Define the bottom up approach	3
13. Define the partnership approach	3	13. Define the role of networking in rural development	3
14. Please, introduce 4 project examples which meet the criteria of integrated planning	4	14. Please, define the area-based approach, give an example	4
15. Why and where do we need community coaching to help successful rural development	4	15. How is the agricultural development related to rural development What are the differences	4
In total	*60 points (100%)*	*In total*	*60 points (100%)*

Guideline (for community coaches) to prepare the Fact Finding Mission (FFM) Reports

Necessary report contents:

1. Name of the community coach/experts:

2. Number of the LEAD territorial cluster:

3. Date and timeframe of the mission:

4. Name of settlement you visited:

5. What is your general impression[1] about the settlement in relevant to

⎯ Local economic potential

⎯ Local human capacity

⎯ Local environment

⎯ Local infrastructure

⎯ Local organizational, institutional capacity

Give examples from the settlement. E.g.

6. Who did you meet and had at least 10 minutes discussion with (Do not give names here, but position and/or stakeholder category – like mayor, 3 local authority representatives, 5 smallholders, etc.):

7. Please, summarize the content of the most interesting and relevant discussions:

8. Did you introduce LEADER to any local person
    ⎯ If yes, how many persons:
    ⎯ If yes, what was their reflection:

9. What is the special characteristic of the settlement:

10. Please, *imagine*, what would be the three main local development directions of the settlement, based on the FFM:

---

[1] Please, do not go into statistic data, just give a general overview, description of the situation of the territory.

11. What are the available local resources to realization of these development directions:

12. What are the main challenges to be able to develop these settlements:

13. Did you identify any potential future partner during your FFM? If yes, who are they (Do not give names, but position and/or stakeholder category –like two interested farmers, a women club etc.):

14. Did you identify potential future project owners during your FFM-s? If yes, who they are and what kind of project ideas they have. (Do not give names, but position and/or stakeholder category – like a farmer wants to establish zoo on his farm; two interested women want to establish special local food manufacture, etc.)

15. How many potential LAG members you identified in the settlement during you FFM-s:

16. Please, evaluate by a number your feeling to be able to work with the LEAD aim in the given settlement (zero means no chance, ten means that it is hundred percent sure):

17. Please, attach the most interesting photos you took during FFM-s. Please describe here the photos you attached.

18. Did you find any interesting, special information, document, link, etc. related to the given settlement or the territory of the given cluster? Please, share it with us here.

LAG	Localities	Stakeholders	Persons	Function	Organization	Telephone	E-mail	Project ideas

Field of interest	Comments

Preliminary dates of local awareness campaign

Organization	Name of Coach	2.07	6.07	8.07	12.07	15.07	19.07	21.07	23.07	27.07	29.07
UNDP	Samvel	2 Tumanyan									
UNDP	Mary		10 Noyemberyan								
UNDP	Anna			6 Gugark							
FAO	Hermine				4 Stepanavan						
FAO	Karine					5 Shirakamut					
FAO	Hasmik						7 Dilijan				
UNDP	Karine							8 Achajur			
'FAO	Sargis								3 Alaverdi		
FAO	Tigran									9 Berd	
UNDP	Artur										1 Tashir

local awareness raising campaign
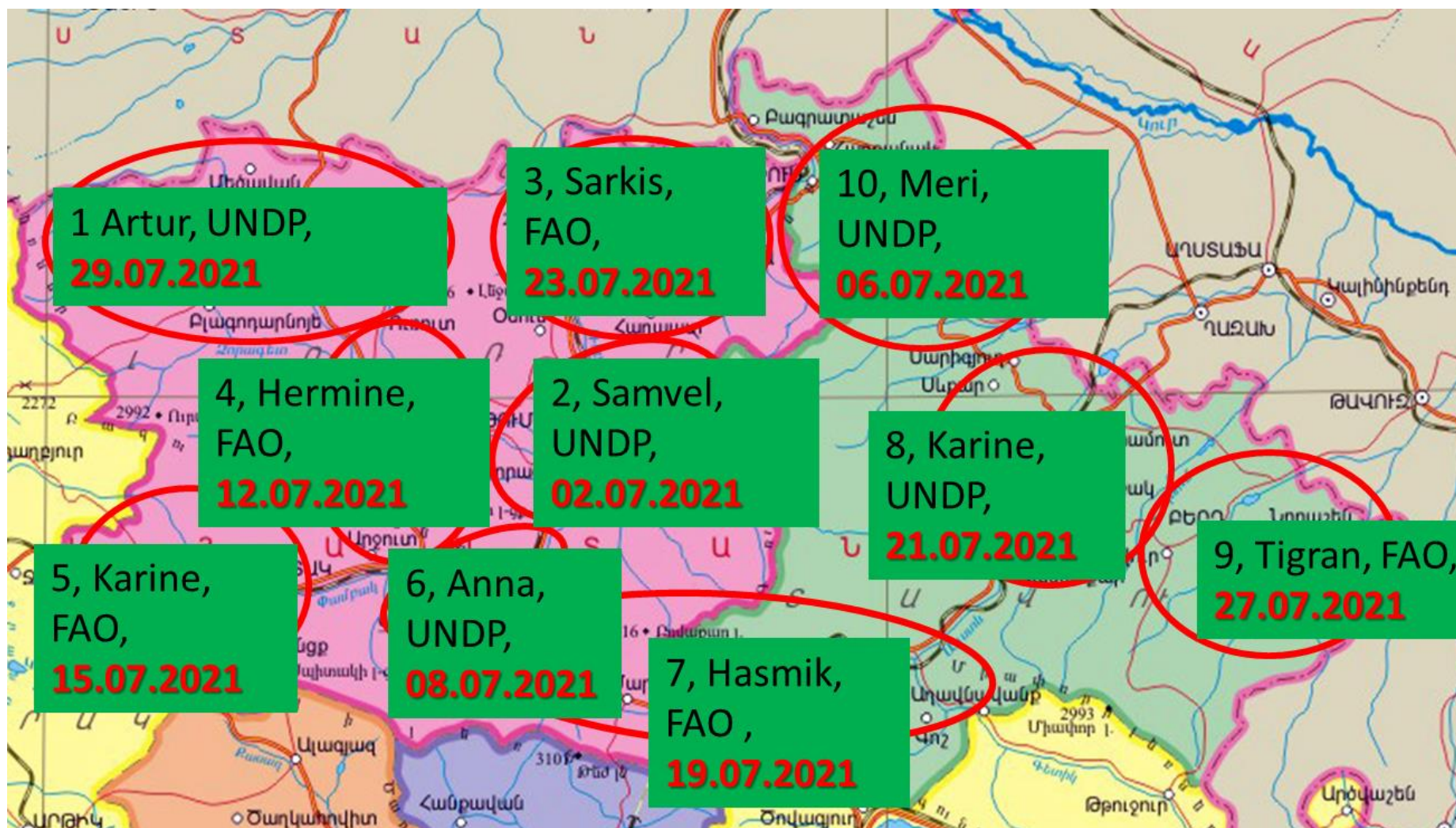
General information

##	Name of cluster	The place of awareness raising campaign	Region	Number of settlements	Population, people	Approximate working days	Maximum Distance	Minimum distance
1.	CLUSTER 1 – Lori plateau	Tashir	Lori	24	22324	38	19	9
1.	CLUSTER 2 – Tumanyan	Tumanyan	Lori	19	13741	31	48	18
1.	CLUSTER 3 - Alaverdi	Alaverdi	Lori	18	13963	31	80	19
1.	CLUSTER 4 - Dendropark	Stepanavan	Lori	19	14188	31	25	6
1.	CLUSTER 5 - Spitak	Shirakamut	Lori	20	27345	39	24	8
1.	CLUSTER 6 - Motkor	Gugark	Lori	19	16939	32	45	10
1.	CLUSTER 7 - Molokan	Dilijan	Lori, Tavush	11	15510	31	28	10
1.	CLUSTER 8 - Ijevan	Achajur	Tavush	19	25680	35	31	12
1.	CLUSTER 9 - Berd	Berd	Tavush	17	25424	34	50	7
1.	CLUSTER 10 - Noyemberyan	Noyemberyan	Tavush	19	28214	35	30	7
Total				185	203328	327		

United Nations Development Programme

TERMS OF REFERENCE

Establishment of Armenia Development Assistance Management System

(A-DAMS)

Project Background

The Local Empowerment of Actors for Development (LEAD) in Lori and Tavush regions Project focuses on overcoming complex place-based development challenges associated with the growing territorial disparities in Armenia. The Project aims at bolstering the participation of a wide range of local stakeholders in sustainable and inclusive socioeconomic development of their communities through pilot implementation of the European Union (EU) LEADER[1]/Community-Led Local Development (CLLD) approaches in Lori and Tavush Regions. The novelty of the LEADER/CLLD methodology is the way it differs from other development efforts – in its alignment with the integrated development paradigm, in placing the mobilization of local social capital at the centre of developmental efforts, and in giving voice and visibility to local people and their development ideas. The Project pursues the following objectives:

- Objective 1. Mobilize, capacitate and incentivize local actors to define community needs-driven strategies in Lori and Tavush regions.
- Objective 2. Build supporting infrastructure to prioritize, implement and sustain local-grown initiatives in Lori and Tavush regions.
- Objective 3. Improve the capacity of the relevant ministries and other bodies and develop policy mechanisms at the national level for successful piloting and sustainability of the LEADER approach in Armenia (policy component).

Assignment Objective

The goal of the assignment is the establishment of Armenia Development Assistance Management System (A-DAMS); a coordination platform, based on the request received from the Government. A-DAMS will allow transparent, open and results-based public reporting on development funds and their allocation in Armenia. It is expected to provide all development actors and stakeholders with a unified source of data on development projects enabling aid tracking and effective management of development efforts. The Development Assistance Management System has been adopted by 35 country governments so far as fully customized national systems. A-DAMS will offer a complete source for official data on development assistance offering tools for aid information collection and

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[1] From the French: "Links between the Rural Economy and Development Actions".

1

management, visualization and analytics, reporting and publishing. It will facilitate information exchange between government systems to prevent information silos, minimize data discrepancies, and provide accurate data to decision-makers. The system will be compatible with International Aid Transparency Initiative (IATI) and will allow export of A-DAMS data into IATI format.

General Technical Specifications for Armenia Development Assistance Management System (A-DAMS)

Technical specifications

The technical characteristics of the system include:

General requirements

1. The system shall have a bi-lingual user interface - English and Armenian.
2. The system shall support the UNICODE standard.
3. The system shall be accessible for the users only through the HTTPS protocol.
4. The system shall preferably be based on the existing platform, which has a modular structure. Functional requirements and descriptions of modules shall be developed in close collaboration with the Client.
5. The system shall be accessible for modern browsers, particularly Google Chrome or Chromium based and other well-known browsers.
6. The system shall be user friendly with access through desktop computers, tablet devices, and smartphones (responsive UI).
7. The system must comply with all security, interoperability requirements that are envisaged by national legislation and practices.
8. The system shall have capability to be integrated with any existing applications through Service oriented architecture (SOA)- Web services/API/ JSON, etc.
9. All the source codes of customized and finally accepted software shall vest in the Client.
10. The system shall include relevant operational tools to support project management and decision-making processes.
11. The system shall be designed to become an integrated module in a broader Armenia Development Coordination and Management System.
12. The system shall have the functionality to store, retrieve, or delete documents that are attached to the project records.
13. The system shall be flexible to ensure easy upgrades in the future.

14. The System shall log users' logins and logoffs with dates and times. Functions of system moderators and administrators must be logged. Unauthorized attempts, modification to edit data shall be logged with further possibility to be subjected to audit.

Documentation requirements

The Supplier shall develop the following documents and submit as a component of the scope of this assignment:

1. **User's manual:** the content of the user's manual should be explicit and understandable in the presentation of all the processes available to the users. In particular, the logic of data entry and report generation should be explained on a perceivable and step-by-step basis for each of the modules. The manual shall contain screen shots of important steps/operations.

2. **Administrator's manual:** this document will offer all the guidelines and instructions necessary for the management of the system. The content shall include system and data storage; restoration of the system and database; launch and disconnection of the system; security management of the users and data; minutes of data communication and applicable procedures; and maintenance of the log table.

3. **Technical design documents and source codes:** this document should present The System in an extensive manner that the programmer/analyst possessing the relevant knowledge shall be able to use it and the software codes to recreate the system from scratch. Since DAD is a proprietary software product, currently in its 8th generation of the technology platform, recreating it from scratch will require license and core libraries from Synergy, which will be additionally discussed with Synergy. It incorporates user operation diagrams; program process logics; table description; all data components; description of data; and interface specifications (input and output). The source code shall be available in one of the public source code repositories like GitHub, Bitbucket, Azure DevOps, etc. with detailed code documentation/description.

4. **Guidelines** on system installation and system maintenance (backup, restore) management.

User's manuals should be presented in Armenian and English versions. Technical guidelines should be compiled in English. The manuals must be submitted as a deliverable in both printed and electronic versions. Electronic versions should be open to modification in cases when there is a need to revise system environment, functional properties, and operational properties.

Training requirements

The Supplier shall organize training courses for the users and system administrators. The training will be done at the staff of the Prime Minister and all relevant stakeholders identified as users and system

administrators during the preparatory stage (described later). The Supplier shall prepare the presentation materials and other documents for the training. There is a need for two types of trainings.

1. **Administrator training.** During this training, the Supplier shall perform a one-day training course for the IT Department of the Staff of the Prime Minister to transfer the ownership of the system administration. The topics of this training shall include the installation, operation, and maintenance of the system. This training shall be counted for up to 4 users. As part of the training, a copy of the source code with code explanation should be provided to the IT department of the Staff of the Prime Minister.

2. **User training.** During this training, the Supplier shall train the end users for the use of the system (days per number of participants). The user manual shall be used as a primary source for the training. The training shall be done at the premises of the Staff of the Prime Minister and count for as many participants as the users identified during the preparatory stage.

The organization and the delivery schedule of the training shall be endorsed by UNDP/the Office of the Deputy Prime Minister in advance.

Testing Requirements

During the preparation stage, the Supplier shall develop a system testing and acceptance plan and submit the same for UNDP/Office of the Deputy Prime Minister approval. Testing and acceptance plan shall include testing scenarios and testing environment.

Supplier shall install the testing environment available for the use by the UNDP and Staff of the Prime Minister. The testing environment shall be available during the design, development, testing, and implementation stages. Post-release, the system will be hosted at the customer. The testing environment shall use a separate database and separate endpoint. Supplier shall provide all the necessary credentials for the UNDP and the Staff of the Prime Minister to perform all the operations on the testing environment.

User Acceptance Testing (UAT) of the system shall be conducted at the UNDP/ the Staff of the Prime Minister. This shall be organized by the Office of the Deputy Prime Minister with the Supplier's support. During the UAT, all the final functional requirements shall be tested with feed-back to the Supplier. To conduct the UAT, the Supplier shall develop functional requirement checklists for UAT in agreement with the UNDP/office of the Deputy Prime Minister. The Staff of the Prime Minister shall be trained on the use of these checklists to fill them during the testing. UAT shall be conducted in cycles. After each testing cycle, the filled checklists from the Client staff shall be collected and analysed by the Supplier. In the case of revealed discrepancy between functional requirements specifications and UAT testing, the Supplier shall identify the revealed bugs and appropriately fix

them. In the following cycle, the revealed bugs need to be re-tested by the Staff of the Prime Minister, and the next cycle checklist will be provided to the Supplier. This process shall go on until all the requirements in the checklists are tested and identified as correct by the UNDP/Office of the Deputy Prime Minister and approved in compliance with the final functional requirements.

Hardware requirements

The contractor shall develop and discuss the hardware requirements for the system. During the preparatory stage (described later) detailed hardware specifications of the hardware components (server, printers, etc.) shall be developed and provided to UNDP/Office of the Deputy Prime Minister for approval. The contractor shall configure the hardware in data center (server equipment) of the Staff of the Prime Minister and train the Staff of the Prime Minister how to use the peripheral hardware components such as necessary.

Technical Support

After the official handover of the software, the Supplier shall provide 6-month technical support for the System. The Supplier also provides enough evidence about best practices during software development process. Such evidence may include standard operating procedures of the Supplier, in particular, references to the international standards of data handling and safety followed by the Supplier, procedures ensuring appropriate conduct of quality control (unit tests, version control, parallel programming) and quality assurance.

Within technical support, the software updates and software releases should be provided to correct the errors and bugs of the system.

Support ticket submission system shall be available for the System users. This system allows users to submit tickets to report problems or get support on special issues. Users can set the status, priority, and category of each ticket.

In addition to the use of support tickets, the Office of the Deputy Prime Minister can report all the revealed error cases and bugs to the Supplier in written form (email), thoroughly describing the nature and timing of the encountered inconsistency.

Technical support terms need to be considered during the servicing periods include:

- The technical support for the software is valid only when the System is installed and implemented in the hardware with required technical specifications of the system in agreement both with the UNDP/the Office of the Deputy Prime Minister and the Supplier.

- Errors are software defects which cause incorrect functions of the software package. The types of errors described including but not limited to:
- Not all entered data is saved in the database.
- Database calculation fields do not provide the precise value due errors in calculation formula.
- Not all operations are processed in a single transaction
- Reports do not expose the expected results
- Software package generates messages of unsolvable problems and exits without user commands
- The response of the request is delayed, and this delay is not connected with the database operations.
- Bugs are those system operation conditions which do not cause data completeness defects or reports calculation errors.

Technical support service conditions consist of the following provisions:

- If the revealed errors and bugs impact the main functions of the software (it is impossible to enter data, or data entry is done with errors, reports are not generated correctly or received within the reporting period), then the problem should be solved within 48 hours after the notification from the Staff of the Prime Minister is received.
- All the errors and bugs which are revealed as non-critical in significance by the Staff of the Prime Minister should be collected in a new software release and submitted to the Office of the Deputy Prime Minister within 5 working days.

Schedule and deliverables

Implementation Schedule

The total duration of the implemented works should not exceed 6 months. The development and implementation work should be implemented in 3 phases.

- Preparatory stage
- Design and development
- Testing and implementation

The schedule of the main phases is presented in the table below:

Phases	Months					
	1	2	3	4	5	6
The first phase (preparatory works)	■					

The second phase (system development)		■	■			
The third phase (system introduction and final operation)				■	■	■

The preparatory work should last one month during which all the functional requirements should be thoroughly studied, and a detailed work plan is implemented and agreed with UNDP/Office of the Deputy Prime Minister. The proposed platform shall be selected and agreed with UNDP/Office of the Deputy Prime Minister. The testing and training plans shall be developed and shared with the UNDP/Office of the Deputy Prime Minister for approval. In the end of the first phase a comprehensive document on the detailed operational and functional requirements of the System shall be provided to the UNDP/Office of the Prime Minister for approval.

The design, programming, and interface development works shall be completed during the design and development phase of the System.

During the final third phase, testing should be implemented, development of the necessary documents, as well as the pilot and final introduction of the system. The System, including all the outputs of implementation of customization and configuration operations, shall be subject to the System Integration Testing before installation. The Supplier shall provide the Software testing plan/procedure agreed with UNDP/Office of the Deputy Prime Minister.

Deliverables

The Supplier shall submit an initial plan of the Project Implementation within its proposal outlining the requirements. After signing the contract, the Supplier, within the first phase (1 month) of the implementation, shall develop an action plan based upon the initial plan outlining all the phases of the implementation. The Plan shall include the following documents to be approved by the UNDP/Office of the Deputy Prime Minister:

- Detailed implementation schedule and activity plan
- Testing and acceptance plan
- Installation and implementation plan
- Training plan
- Support and warranty plan.

The Supplier shall take into account that during the period of support the Client may request changes in the system for up to 20 (twenty) percent of the total scope of works free of charge.

During the project, the Supplier shall submit the documents and performance acts listed in the table below:

	Name of Performance Act	Dates
1	- Detailed implementation schedule and activity plan - Testing and acceptance plan - Installation and implementation plan - Training plan - Support plan - Hardware requirements	1st month
3	Complete system software package (version ready for testing) including all source codes	3rd month
6	- User's manual, administrator manual and other documentation as described in the documentation requirements - Relevant training of users and administrators	4th month
7	The final version of the System software package (including all source codes), all sub-systems, installer packages, configuration files and all those components which are necessary for the system installation and operation (final tested and corrected version).	6th month
9	Maintenance of the system (warranty, which lasts 6 months)	12th month

Reporting

The supervision of the contract will be provided by the technical experts from UNDP project and the Staff of the Prime Minister. The Contractor is expected to liaise/interact/collaborate with the technical staff of the UNDP project and the Staff of the Prime Minister for the enquiry of any required information and everyday communication.

The contractor shall provide weekly progress reports during the development stage (six months from the beginning of the contract). The Contractor shall provide the means for the IT Expert and UNDP to be able to access and evaluate the results of the work progress (nightly builds, source codes, testing environment). For the remaining period, the contractor shall provide the progress reports on a monthly basis.

Payment

The contractor will be paid upon the acceptance and approval of the deliverables, per the timescale presented in the table below:

Deliverable	Payment
Submission and acceptance by UNDP: - Detailed implementation schedule and activity plan - Testing and acceptance plan	10%

▪ Installation and implementation plan ▪ Training plan ▪ Support plan ▪ Hardware requirements	
Submission and acceptance by UNDP: ▪ Complete system software package (version ready for testing) including all source codes ▪ User's manual, administrator manual and other documentation as described in the documentation requirements ▪ Relevant training of users and administrators	35%
Submission and acceptance by UNDP: ▪ The final version of the System software package (including all source codes), all sub-systems, installer packages, configuration files and all those components which are necessary for the system installation and operation (final tested and corrected version).	50%
Maintenance of the system (warranty, which lasts 6 months)	5%

ARMENIA DEVELOPMENT ASSISTANCE MANAGEMENT SYSTEM (A-DAMS)

INCEPTION REPORT

Version 1.1

April 2021

ARMENIA DEVELOPMENT ASSISTANCE MANAGEMENT SYSTEM (A-DAMS)

INCEPTION REPORT

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SIGNOFF SHEET

This document is approved and confirmed by:

Full Name	Position	Signature	Date

VERSION CONTROL

Document History

Ver.	Submission Date	Author/s	Submitted By	Reviewed By	Comments Submission Date
1.0	22.02.2021	Synergy International Systems Inc.	Synergy International Systems Inc.		
1.1	09.04.2021	Synergy International Systems Inc.	Synergy International Systems Inc.		

Related Documents

Document Name	Date	Document Version

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TABLE OF FIGURES

ACRONYMS AND ABBREVIATIONS

API	Application Processing Interface
App	Application
DAD	Development Assistance Database
DE	Data Entry
GIS	Geographic Information System
IDM	Intelligent Data Management
IP	Internet Protocol
M&E	Monitoring and Evaluation
MIS	Management Information System
SDD	System Design Document
UAT	User Acceptance Test

OVERVIEW

Introduction

The requirement of Development Assistance Management System is received by the United Nations Development Programme (UNDP) in close partnership with the the Government of the Republic of Armenia as the key beneficiary/user of the system. The task is financed by the EU through UNDP implemented project. The Armenia Development Assistance Management System (A-DAMS) will be designed to establish a coordination and information platform. A-DAMS will allow transparent, open, and results-based public reporting on development funds and their allocation in Armenia. It will provide all development actors and stakeholders with a unified source of data on development projects, enabling aid tracking and effective management of development efforts. The system should provide the alignment and tagging of donor funding with the SDGs. The Development Assistance Management System has been adopted by 35 country governments so far as fully customized national systems. A-DAMS will offer a complete source for official data on development assistance, offering tools for aid information collection and management, visualization and analytics, reporting and publishing. A-DAMS system should provide interoperability with other relevant systems and databases, such as system in the Ministry of Finance.

Project Background

The Local Empowerment of Actors for Development (LEAD) in Lori and Tavush regions Project focuses on overcoming complex place-based development challenges associated with the growing territorial disparities in Armenia. The Project aims at bolstering the participation of a wide range of local stakeholders in sustainable and inclusive socioeconomic development of their communities through pilot implementation of the European Union (EU) LEADER/Community-Led Local Development (CLLD) approaches in Lori and Tavush Regions. The novelty of the LEADER/CLLD methodology is the way it differs from other development efforts – in its alignment with the integrated development paradigm, in placing the mobilization

of local social capital at the centre of developmental efforts, and in giving voice and visibility to local people and their development ideas. The Project pursues the following objectives:

- Objective 1. Mobilize, capacitate and incentivize local actors to define community needs-driven strategies in Lori and Tavush regions.

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- Objective 3. Improve the capacity of the relevant ministries and other bodies and develop policy mechanisms at the national level for successful piloting and sustainability of the LEADER approach in Armenia (policy component).

Assignment Objective

The goal of the assignment is the establishment of Armenia Development Assistance Management System (A-DAMS); a coordination platform, based on the request received from the Government. A-DAMS will allow transparent, open and results-based public reporting on development funds and their allocation in Armenia. It is expected to provide all development actors and stakeholders with a unified source of data on development projects enabling aid tracking and effective management of development efforts. The Development Assistance Management System has been adopted by 35 country governments so far as fully customized national systems. A-DAMS will offer a complete source for official data on development assistance offering tools for aid information collection and management, visualization and analytics, reporting and publishing. It will facilitate information exchange between government systems to prevent information silos, minimize data discrepancies, and provide accurate data to decision-makers. The system will be compatible with International Aid Transparency Initiative (IATI) and will allow export of A-DAMS data into IATI format.

Inception Overview

Inception Meetings

A number of inception meetings between the Government Team and Synergy Team took place from February 8, 2021 to February 15, 2021. During the inception meetings the following topics were covered/discussed:

- Introduction of standard concept of DAT projects and the corresponding prototype
- Adoption of the prepared prototype to the actual needs
- Discussions on the inception preparation questionnaire provided by Synergy
- Specific features to be included in the system

Inception report components

- Implementation schedule
- Testing and acceptance plan
- Training plan
- Support and warranty plan
- Hardware requirements
- Installation plan
- Risk management plan

IMPLEMENTATION SCHEDULE

The implementation schedule is prepared considering the milestones, expected deliverables, and the development methodology defined in the contract and the proposal. The figure below provides a detailed overview of the implementation schedule.

N	Actions and Outcomes	Dates / Involved Personnel	Weeks (1–29)
		Dates: 9-Apr-21, 30-Apr-21, 14-May-21, 4-Jun-21, 18-Jun-21, 2-Jul-21, 9-Jul-21, 9-Jan-22	1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29
Milestone 1: Preparatory stage			
1	**Inception meetings**	Government, UNDP, Synergy	Week 1
	Conduct inception meeting(s) to collect initial information on actual requirements, current processes, expectations, reporting needs.		
2	**Providing required information**	Government, Synergy	Weeks 3–4
	Discussions on portotypes prepared by Synergy.		
3	**Preparing initial set of documents**	Synergy	Weeks 5–8
	Various meetings and discussions with stakeholders conducted. Inception report containing Implementation schedule and activity plan, Testing and acceptance plan, Installation and implementation plan, Training plan, Support plan, Hardware requirements prepared, reviewed, discussed and revised.		
Milestone 2: Design, development and training			
4	**Preparing the System Design Docume**	Synergy	Weeks 9–11
	Conduct meetings with Government to discuss suggested changes on the prototypes, revise prototypes. Prepare System Design Document (SDD) containing detailed explanation of the system, based on requested and agreed changes. This document will be used as a sole reference for testing by Synergy and during UAT (user acceptance test.)		
5	**Development of core features**	Synergy	Weeks 9–11
	Develop the core part and common features of the system.		
6	**Review and accept SDD**	Government, UNDP	Weeks 13–14
	Review and acceptance of the provided SDD document.		
7	**Development of the specific features**	Synergy	Weeks 15–17
	Develop the specific features and customize core part of the system according to the accepted SDD.		
8	**User acceptance test**	Government, UNDP	Weeks 18–19
	User acceptance test based on the accepted SDD		
9	**Preparing remaining documents**	Synergy	Weeks 21–22
	User's manual, Administrator's manual, Technical design document and source code, Technical guidelines on system maintenance		
10	**Conduct trainings**	Government, UNDP, Synergy	Week 22
	Trainings for users and administrators.		
Milestone 3: Finalization and stabilization			
11	**Finalization and stabilization of the system**	Synergy	Weeks 23–29
	Finalization and stabilization of the system based on provided feedback.		

Figure 1: Implementation Schedule

After completion of "Milestone 3: Finalization and Stabilization" the system will be under warranty for six months.

TESTING AND ACCEPTANCE PLAN

Synergy applies different testing methods to ensure the envisioned system is bug-free. This chapter describes all testing methods applied during the implementation and development of the A-DAMS. It also describes each testing type performed by Synergy and presents the manual testing plan.

Test cases aiming to validate the specific functionality of the system will be prepared based on accepted System Design Document (SDD) and can be used during User Acceptance Testing (UAT) along with SDD.

Unit Testing

Definition:
Unit Tests are written for every code block called method or function inside the program (code) by the developer to ensure that each small logical part of the code functions properly and independently. The developer's manager performs a review and sign-off on the test results. If problems are noted, the developer addresses the problem, makes appropriate modifications in the development environment, and submits it to Quality Assurance for re-testing. The images below show the results of the unit tests on the latest release of the system.

Participants:
Unit tests are internally performed by software developers on the test environment.

Methodology:
Software developers are responsible for adding unit tests. They supervise unit testing in the test environment. Unit tests are run during each compilation or build of a new code to ensure that current methods function properly. When all unit tests are successfully passed, the newly pushed code-block is merged to the current version. In case of failure on any unit test, the build of the new version is stopped, faults are corrected, and push is done again.

Figure 2: IDM Microservices Test Results

Figure 3: Duplications Test Results
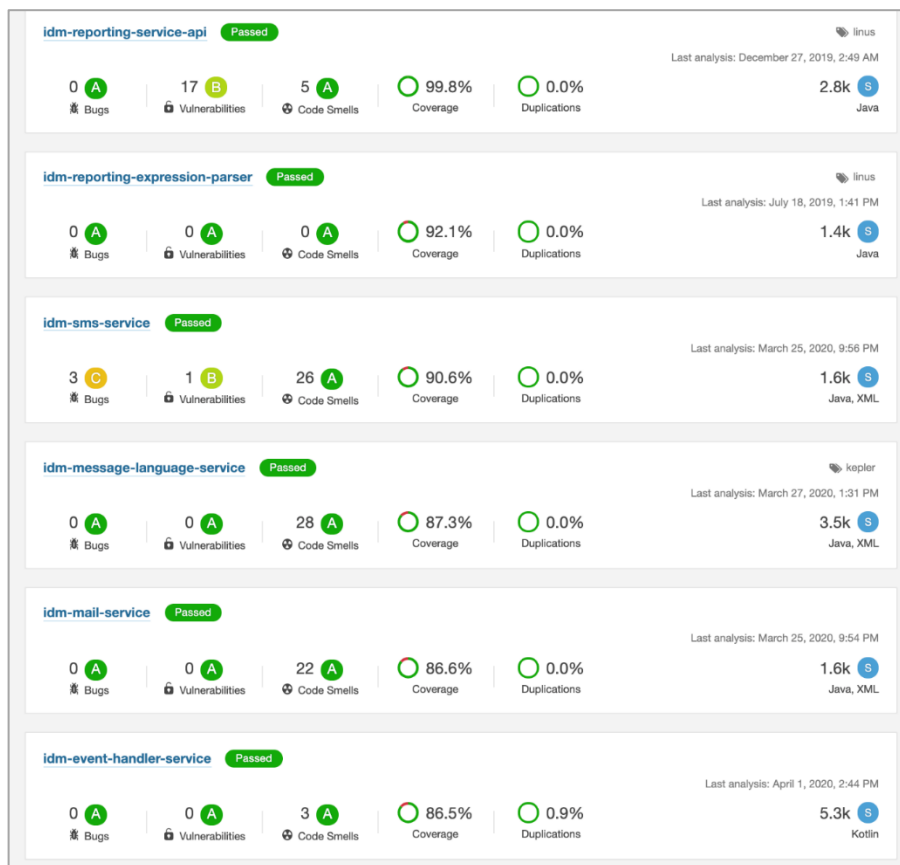
Figure 4: IDM Microservices Test Results

Integration Testing

Definition:

Integration tests are written in addition to unit tests to ensure that related functionality or a chain of logically correlated methods work as a whole. The tests will be run to ensure proper linkage with other applications / databases in the testing environment upon their availability.

Participants:

Integration tests are run by software developers on a separate and independently controlled test environment, usually called staging environment.

Methodology:

Integration testing is conducted in a separate, independently controlled test environment. The Quality Assurance team indicates acceptance through formal signoff. If problems are noted, the Quality Assurance team documents the

problem, and the developer makes the appropriate modifications, and submits them to Quality Assurance for re-testing. The system security is also tested at this time.

Regression Testing

Definition:
Regression testing ensures that the working parts of the application are not affected with the newly added features, bug fixes, or deployments.

Participants:
Software developers perform the regression testing during the system implementation and development.

Methodology:
Regression testing is performed along with the integration and user acceptance testing. Regression testing uses automated test scripts for core engine and manual testing for the dynamic sections of application. The purpose of this test is to ensure that the current functionality and working parts of the system are not affected by the newly implemented features or modifications.

User Acceptance Testing

Definition:
User acceptance testing includes testing of all major functions, processes, and interfacing systems. It is conducted in a separate, independently controlled test environment. Automated tests are run on a separate platform where the core engine functionalities are configured, and tests are run on sample data. The Quality Assurance team manually tests the dynamic parts of the application (such as portfolio/workspace and data entry screens). If problems are noted, the Quality Assurance team documents them, and the developer makes the appropriate modifications and submits them to Quality Assurance for re-testing. The image below is the result of the automated acceptance tests of the latest release of the system.

Participants:

Experts from the Synergy's Quality Assurance team, client's reviewing division, and other stakeholders should participate in user acceptance testing.

Methodology:

The test cases document covers the main functionalities of the portfolio, data entry, and main parts of the administration module. Synergy runs the automated test cases on the already setup separate platform and provides the test results report to stakeholders in a separate document.

If issues are noted, the Quality Assurance division documents them and records them in the issue tracker tool provided by Synergy. Using the issue description, Synergy evaluates and addresses the reported issues.
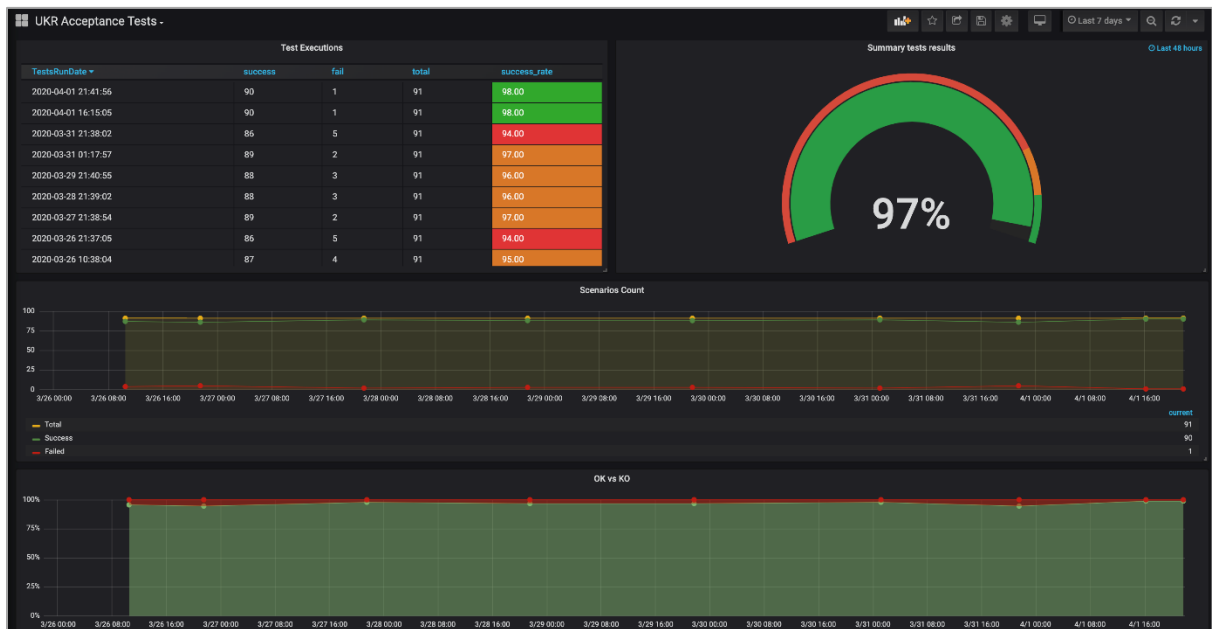
Figure 5: Acceptance Test Results

Performance Testing

Definition:

The performance testing is the process of determining whether the system speed, scalability, and stability meet the requirements under the expected load. The tests help to find and fix performance bottlenecks, to identify system behavior under extreme load, and to detect the breaking point of the system.

The performance tests aim at identifying how many concurrent users the system can have and are usually run on environments that mimic the production environment in terms of security and performance. The images below report on the different types of performance tests.

Participants:

Performance tests are internally performed by software developers or QA experts on the testing environment.

Methodology:

The performance testing involves requirement gathering and analysis to the anticipated concurrent user load and performance acceptance criteria. Based on the requirement data collected, the testing tools are selected, environment and infrastructure are set up, test cases are identified, total user load to be simulated is determined, and test metrics are specified. In the next step, performance tests are created and executed for a predefined time. The test results are then deciphered to find the system bottlenecks and shared with the relevant stakeholders.

Figure 6: 300 Active Users Request per Second Performance

Figure 7: 60-90 Concurrent Users Request per Second
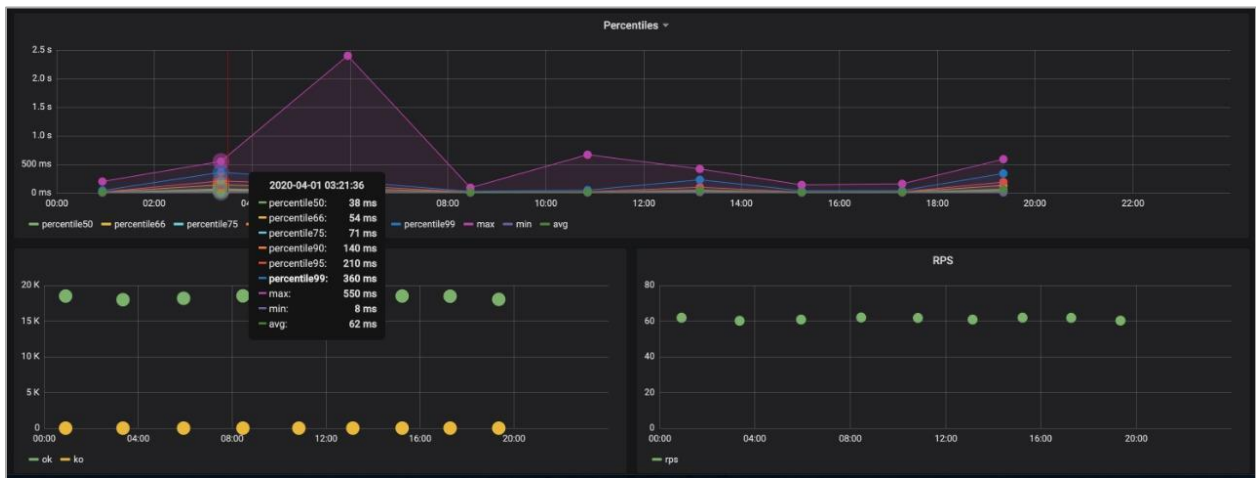
Figure 8: 60-90 Concurrent Users Request per Second
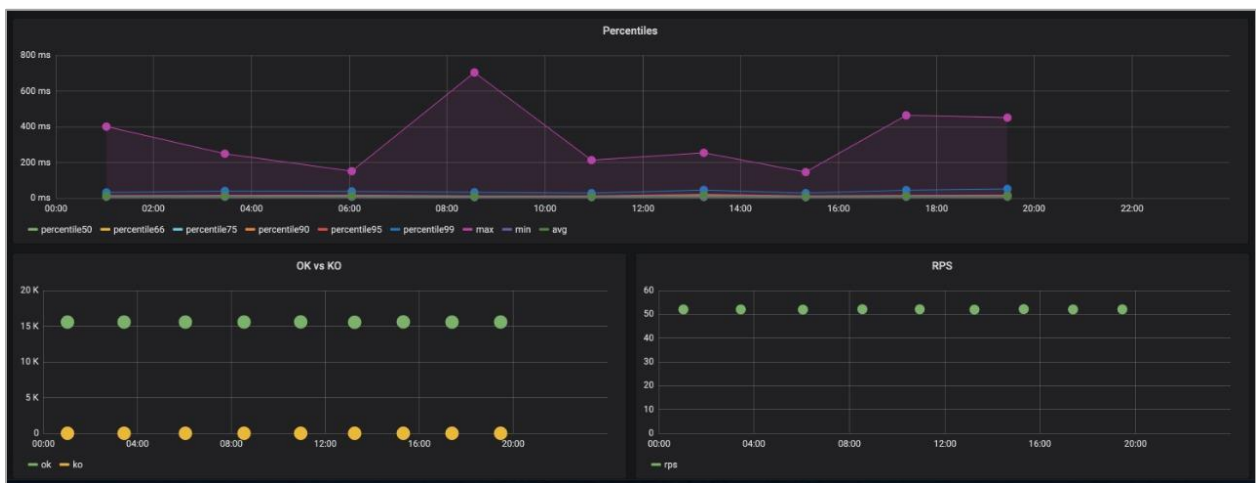
Figure 9: 60-90 Concurrent Users Request per Second

Figure 10: Page Load per Internet Speed
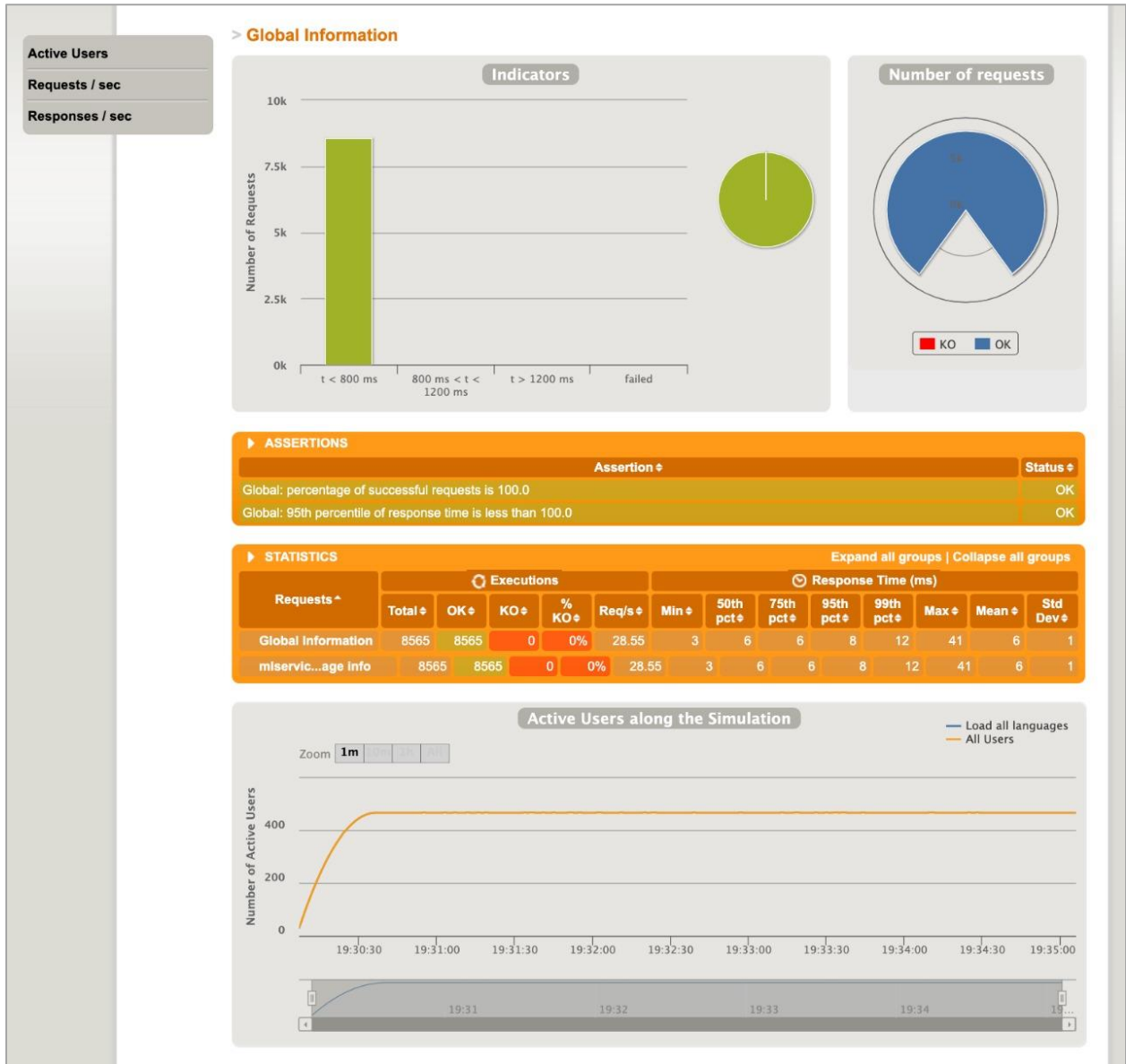
Figure 11: Percentage of Successful Requests

Tools Used

The table below lists the tools that have been used for testing.

Component Name	Official Full Name	Description
Junit	JUnit	JUnit is a simple framework to write repeatable tests.

Mockito	Mockito	Mockito is a mocking framework.
Hamcrest	Hamcrest	Provides a library of matcher objects (also known as constraints or predicates) allowing 'match' rules to be defined declaratively, to be used in other frameworks.
Spring-test	Spring MVC Test Framework	Spring MVC Test Framework focuses on the value-add of the IoC principle to unit testing and on the benefits of integration testing.
Selenium	Selenium	Selenium provides a record/playback tool for authoring tests
Selenium Fluent	FluentSelenium	FluentSelenium is a layer on top of Selenium 2.0 (WebDriver) that adds a fluent interface style for working with the browser.
Cucumber JVM	Cucumber-JVM	Cucumber-JVM is a pure Java implementation of Cucumber that supports the most popular programming languages for the JVM.
Locust	Locust	Locust is an easy-to-use, distributed, user load testing tool. It is intended for load-testing web sites (or other systems) and figuring out how many concurrent users a system can handle.
Gatling	Gatling	Gatling is a project that can be used as a load testing tool for analysing and measuring the performance of a variety of services, with a focus on web applications.
ZAP Proxy	ZAP Proxy	The OWASP Zed Attack Proxy (ZAP) is one of the world's most popular security tools. It is used to find security vulnerabilities in web applications.

SQLMap	SQLMap	sqlmap is an open source penetration testing tool that automates the process of detecting and exploiting SQL injection flaws and taking over of database servers.
Testssl.sh	Testssl.sh	testssl.sh is a free command line tool which checks a server's service on any port for the support of TLS/SSL ciphers, protocols as well as recent cryptographic flaws and more.
Jasmine	Jasmine	Jasmine is an open-source testing framework for JavaScript.
Karma	Karma	Open source testing framework for JavaScript.
Protractor	Protractor	Protractor is an end-to-end test framework for AngularJS applications. Protractor runs tests against your application running in a real browser, interacting with it as a user would.

TRAINING PLAN

Training Objectives

These training sessions aim to provide a complete training for various stakeholders of the "Armenia Development Assistance Management System (A-DAMS)" with its functionalities, data entry capabilities, analytical and reporting as well as the knowledge needed for admins of the system.

Trainng Venue

Training sessions will take place in Synergy's Global Learning Centre located at Armenakyan 2/4, Yerevan, Armenia.

Target Audience

The training is targeting IT Department of the Staff of the Prime Minister to transfer the ownership of the system administration, as well as the end users expected to use the system for data entry and producing reports for analytical needs.

Agenda

Target Group: End users of the system
Prerequisites: Computer literacy, basic familiarity with processes performed by their organizations and digitalized in the system

Day 1

TOPIC	DURATION (HOURS)
INTRODUCTION OF PARTICIPANTS A-DAMS INTRODUCTION, OVERVIEW OF THE SYSTEM	2

FACILITATION OF USER ACCESS TO A-DAMS THROUGH CREDENTIALS PROVIDED FOR EACH PARTICIPANT	1
PROJECT DATA ENTRY (PART 1)	4
ORGANIZATION DATA ENTRY	1

Day 2

TOPIC	DURATION (HOURS)
PROJECT DATA ENTRY (PART 2)	3
Q&A ON PROJECT DATA ENTRY	1
ASSIGNMENTS	4

Day 3

TOPIC	DURATION (HOURS)
REPORTING	3
Q&A ON REPORTING	1
ASSIGNMENTS	4

Target Group: IT Department of the Staff of the Prime Minister

Prerequisites: Basic experience of maintenance and administration of web based enterprise solutions

Day 1

TOPIC	DURATION (HOURS)
INTRODUCTION OF PARTICIPANTS A-DAMS INTRODUCTION, OVERVIEW OF THE SYSTEM	2
SECURITY TOOLS	3
CONFIGURATIONS	3

SUPPORT AND WARRANTY PLAN

Support Availability

Supplier provides service desk support each working day from 09:00 (am) to 18:00 (pm) local Armenian time. Working days are Monday-Friday except holidays and memorable days officially announced by government as non-working days in Armenia.

SupporT Terms

- The technical support for the software is valid only when the System is installed and implemented in the hardware with required technical specifications of the system in agreement both with the Beneficiary, Donor and Supplier.
- Support is provided to fix software defects which cause incorrect functions of the software package. The types of errors described including but not limited to:
  - Not all entered data is saved in the database.
  - Database calculation fields do not provide the precise value due errors in calculation formula.
  - Not all operations are processed in a single transaction
  - Reports do not expose the expected results
  - Software package generates messages of unsolvable problems and exits without user commands
  - The response of the request is delayed, and this delay is not connected with the database operations.

Reaction and Resolution Time Requirements

- The support team at Supplier side will handle the faults and/or consultation/guidance requests raised to Supplier using Synergy Issue

[Tracker System](#) or email, and, based on their nature and priority, will provide support in timeframes mentioned in the points below:

- o If the revealed errors and bugs impact the main functions of the software (it is impossible to enter data, or data entry is done with errors, reports are not generated correctly or received within the reporting period), then the problem should be solved within two working days from the commencement of the issue has started.
- o All the errors and bugs which are revealed as non-critical in significance by the Beneficiary should be collected in a new software release and submitted to the Beneficiary within 5 working days from the commencement of the issue has started.

Rights, Requirements, and Assumptions

- ▪ On Supplier's request Beneficiary must provide the system's database structure and system structure as of in the Beneficiary's environment(s) for further investigations and troubleshooting. All provided data should be anonymized and without any confidential information.
- ▪ On Supplier's request Beneficiary must provide system logs and for further investigations and troubleshooting. All provided data should be anonymized and without any confidential information.
- ▪ If the Beneficiary makes any changes to IT environment, Software or Hardware which are not described in the Main Contract, without the Supplier's consent, and if the Supplier may demonstrate that this has a significant impact on the proper functions of the system and related infrastructure, the Supplier is entitled to require to be released from any future obligation in relation to the system, including the obligation of taking corrective action, undertaking maintenance and support (if applicable), as and when this is reasonably justifiable.

Signoff of Service Level Agreement

A separate formal Service Level Agreement will be prepared and signed by the involved parties upon completion of "**Milestone 3: Finalization and Stabilization**". The proposed agreement will be based on the terms mentioned in this section and will be signed for period of six months.

Synergy Issue Tracker System

Synergy has its own online Issue Tracker system, which tracks all issues, including suggestions/recommendations, new requirements and existing requirement modifications, bugs and hotfix requests, from reporting up to resolution. The Issue Tracker system will serve as the main database and data collection and reporting system for tracking all requests raised and will allow presenting the data in the form of list and chart reports, memorizing/saving the reports, as well as printing them and exporting them into Adobe PDF, MS Word, and MS Excel format.

Using the Issue Tracker tool, authorized A-DAMS users/administrators will submit issues, review the status of modifications, communicate with the Synergy team, and approve request implementation (thereby, closing the request).

The issue will be directed to the appropriate resource for resolution as needed. The support team will decide the priority of the issue and escalate the issue to management if it is of high priority/severity.

The Issue Tracker system has a user-friendly interface, which makes issue recording an easy task. However, designated personnel will receive training to cover use and navigation of the ticketing system

HARDWARE REQUIREMENTS

Hardware requirements are calculated based on standard technical requirements of the Synergy's IDM8 Platform, specific technical requirements of the proposed system, expected approximate usage related needs (number of registered users, number of concurrent users, number of projects, etc.) High level requirement for the environment where the proposed system will be hosted is as follows:

CPU 110 Cores
RAM 172 Gb
Storage 3500 Gb (including 500Gb on SSD)

The following figure shows details of the hardware requirement and its calculation:

Number of environments	1
Database Type	PostgreSQL
Number of registered users, less than	1000
Number of active sessions (concurrent users), less than	100
Data size	
· Number of projects	5000
· Number of functional rows	1,000,000
· Audit history data retention period (years, months, etc.))	1 year
· Attachment total size (MB) (per project)	5 MB
Recovery Time Objective – system recovery time (after crash the system should be up - hours)	12 hours
Recovery Point Objective – acceptable data loss (hours)	24 hours
Backup Retention Policy	6 months
Monitoring Data Retention time	1 month
Disaster Recovery needs	No
High Availability and SLA Percentage	98%
System Monitoring needs.	Yes
Data encryption needs (The CPU usage increases by 20-25%)	No
Antivirus/malware	Yes

Application + Monitoring		
CPU	102	
RAM	140	
Storage (GB)	2000	
Databases		
CPU	8	
RAM	32	
Storage	1000 + 500 SSD	
Overall		
CPU	110	
RAM	172	
Storage	3000 + 500 SSD	

Figure 12: Hardware Requirements

DEPLOYMENT PLAN

Deployments

Initial deployment and further component updates will be shipped to the production environment via HTTPS and SFTP protocols. Once an update release is ready in the staging environment, images will be pushed to an on-premise secure docker registry ready to be pulled and updated in the production environment. Updates will be performed with the set of bash scripts and Kubernetes API in place.

Deployment Tools

For the seamless and effective deployment of the application Cassini deployment tools can be used. Cassini is a python based cross-platform deployment tool. It works in two modes - backup and restore. For those modes, it has two main configuration files called backup and restore. Execution of the tool is originated by a command line with arguments.

Security

The overall environment will be hardened according to industry standard security best practices. The application will be served via a secure HTTPS protocol, which will protect it against most web vulnerabilities and attacks.

Security certificates are required for both VPN connection establishment and web interface protection. However, those have to be generated based on different certificate templates. Nevertheless, after the detailed needs assessment study (considering how the requirements will be technically covered) the proposed solution can be adjusted in order to better comply with final technical and functional requirements. A detailed deployment plan will be provided after development of the System Design Document.

Environment Maintenance

Once the application is deployed and monitoring is set up, the overall maintenance of the system will boil down to the following points:

- Monitoring of the data and alerts to make sure the environment is healthy. Special attention will be given to the disc, CPU, and RAM usage. Logs will grow fast, so a job to archive and move them according to the log retention policy will be scheduled.
- Periodic maintenance of the operating systems to roll over the updates and patches released by the manufacturer.
- Deployment of the application update packages

Monitoring

Monitoring of the project is organized using various open-source tools and techniques to achieve maximum transparency in the processes operating in the application and environment in general.

The paragraphs below describe the particular tools that will be used to monitor IDM8 based systems and the environment where they are hosted.

Monitoring Logs
Logs will be written in a dedicated location to make them easy to ship and further process. The processing will be carried out through the following toolset:

Table 1: Log Monitoring Toolset

Toolset name	ELK Stack
Description	ELK is the acronym for three open-source projects: • **Elasticsearch** - a search and analytics engine. • **Logstash** - a server-side data processing pipeline that ingests data from multiple sources simultaneously, transforms it, and then sends it to a "stash" like Elasticsearch.

	• **Kibana** - data visualization tool in Elasticsearch **File Beat** is another component of the stack meant to ship the logs from dedicated log storage to a monitoring server.
Purpose	The toolset is used to monitor the logs of the application.

Monitoring Environment

Various exporters will be used to collect metrics both from the software and application servers, including:

- **Prometheus:** A systems and service monitoring tool that collects metrics from configured targets at given intervals, evaluates rule expressions, displays results, and can trigger alerts if some condition is observed to be true.
- **Grafana:** Grafana allows us to query, visualize, provide alerts, and understand your metrics stored in Prometheus. We can create and explore dashboards according to our needs.

RISK MANAGEMENT PLAN

A risk is an event or condition that, if it occurs, could have a positive or negative effect on a project's objectives. Risk Management is the process of identifying, assessing, responding to, monitoring, and reporting risks. This Risk Management Plan defines how risks associated with the project will be identified, analyzed, and managed. Several key assumptions are guiding the implementation of this project. The following sub-sections explain these assumptions.

Local Capacity

- It is assumed that there is an active interest and desire on behalf of the involved parties to implement the solicited project.
- It is assumed that user groups will be computer literate.
- It is assumed that appointed project team members fulfil their duties and are available for the required duration, in accordance with the project schedule.

Project Implementation Support

- It is assumed that relevant staff will be made available, with reasonable notice, for training and other events.
- It is assumed that hardware architecture, operating system, and networking components will adequately support specifications provided by Synergy.
- It is assumed that after completion of development, relevant staff will be available to review and comment on the application version deployed within specified agreed time. In case of not receiving any comments, Synergy will consider the phase final and approved.
- It is assumed that early delivery of a development phase / components can occur, and Synergy will notify about that. Accordingly, it is expected that

an early review and comments should be provided by the involved parties to finalize and approve the developed phase.

Sustainability

- It is assumed that after the project implementation, the involved Government agency (EKENG) will take over full responsibility for the sustainability and ongoing maintenance, training, and utilization of the system.
- Synergy remains available for continuation of the contract under specific amendments, or for additional services to be procured directly by the government or other potential funding entities.

Risk Management

The earlier the potential risks are identified, the quicker the proposed corrective action or mitigation plan can be implemented.

The risks described here are those, which have envisaged at this point in the project. The risks will be reviewed regularly using our risk management system, and the relevant mitigation plans will be revised, if necessary, during the project lifecycle.

Table 2: Possible Risks and Their Mitigation

Risk	Likelihood	Impact	Mitigation Plan
Lack of retention of qualified staff and low commitment of the staff to the implementation of the project	Low	Medium	The respective measures must be taken to ensure the availability, as well as the requested quality of the personnel. Special attention should be made to the staff who will come to trainings in the

			Global Learning Centre of Synergy International Systems.
Delays in the review and approval assignments and deliverables	Medium	High	Synergy will minimize the impact of the risk by promptly delivering project documentation for approval. The other parties involved in the project will be responsible for timely confirmation of the project documentation.
Changes in organizational structure that may have significant impact on the project scope and management	Low	Low	The solution is provision of timely and clear information on relevant changes in the organizational structure at beneficiary's side.
Changes to the project requirements during the project	Low	High	An adequate project change management process must be established.
Delays in providing all necessary data and documentation	Low	High	The issue must immediately be escalated.
Insufficient qualified staff available to attend the training for users	Low	Low	The beneficiary should ensure that the relevant users are available and will attend training.
Lack of capacity of the core technical support team at the time of handover	Low	High	A precise action plan must be developed for the handover, and the team must be prepared to take the responsibilities.

If any further risks are identified, the Risk Registry will be updated accordingly and shared with all parties involved.

United Nations Development Programme
Interim Financial Report to the EUROPEAN COMMISSION
As of 30 September 2021

Contributions reference no: ENI/2020/418-150
Country: Armenia
Project: 00118827 - EU LEAD
Output: 00115480 - EU LEAD
Output Status: On Going
Fund: European Commission

Costs	# of Units	Unit rate (in USD)	UNDP (Oct 2020 - Sep 2021) Actual Costs (in USD)	Commitment (in USD)	Total (Actual+Commit)	FAO (Oct 2020 - Sep 2021) Actual Costs (in USD)	Commitment (in USD)	Total (Actual+Commit)	Total UNDP and FAO combined (Oct 2020 - Sep 2021) Actual Costs (in USD)	Commitment (in USD)	Total (Actual+Commit)
1. Human Resources											
1.1 Programme Manager, 18%	2	898.91	1,797.82		1,797.82	12,964.75	16,069.67	29,034.42	14,762.57	16,069.67	30,832.24
1.2 Project Manager	12	2,427.79	29,133.51		29,133.51	8,332.73	4,044.43	12,377.16	37,466.24	4,044.43	41,510.67
1.3 Project Assistant	12	1,257.75	15,092.99		15,092.99			-	15,092.99		15,092.99
1.4 PR Expert	9	1,690.91	15,218.23		15,218.23			-	15,218.23	-	15,218.23
1.5 Reporting Officer, 40%	12	441.05	5,292.60		5,292.60			-	5,292.60	-	5,292.60
1.6 IT Officer, 5.5%					-			-	-	-	-
1.7 Finance Officer, 7%					-			-	-	-	-
1.8 Budget Officer, 7%					-			-	-	-	-
1.9 Communications Officer, 4%					-			-	-	-	-
1.10 M&E Officer, 4%					-	5,444.84	4,663.62	10,108.46	5,444.84	4,663.62	10,108.46
1.11 Project Driver (2 drivers)	12	1,847.89	22,174.73		22,174.73			-	22,174.73	-	22,174.73
1.12 International Programme and Operations specialist					-			-	-	-	-
1.13 Communications Officer					-	1,497.57	3,847.82	5,345.39	1,497.57	3,847.82	5,345.39
1.14 Admin/Finance Assistant					-	4,988.89	5,037.44	10,026.33	4,988.89	5,037.44	10,026.33
1.15 Technical team Leader					-	1,562.53	2,592.20	4,154.73	1,562.53	2,592.20	4,154.73
1.16 National consultant on agriculture and economics					-			-	-	-	-
					-				-	-	-
Subtotal Human Resources			**88,709.88**		**88,709.88**	**34,791.31**	**36,255.18**	**71,046.49**	**123,501.19**	**36,255.18**	**159,756.37**
									-		
2. Travel											
2.1 Travel (international -ticket, terminals and DSA, including study visits)										0	0
2.2 Travel (local)			1,808.33		1,808.33	4,532.43	-	4,532.43	6,340.76	0	6,340.76
Subtotal Travel			**1,808.33**		**1,808.33**	**4,532.43**	**-**	**4,532.43**	**6,340.76**	**-**	**6,340.76**
3. Equipment and Supplies											
3.1 Sets of office furniture	13	72.27	939.51		939.51	2,389.61	-	2,389.61	3,329.12	-	3,329.12
3.2 IT and communications equipment incl. licenses	7	1,389.46	9,726.23		9,726.23	7,221.00	1,035.95	8,256.95	16,947.23	1,035.95	17,983.18
3.3 Fuel, vehicle maintanance			11,792.40		11,792.40	908.27	45.68	953.95	12,700.67	45.68	12,746.35
3.4 Supplies (stationery, office goods, sundry)			477.60		477.60	139.78		139.78	617.38		617.38
3.5 Office vehicle (off road)					-	-	36,184.94	36,184.94	-	36,184.94	36,184.94
Subtotal Equipment and Supplies			**22,935.74**		**22,935.74**	**10,658.66**	**37,266.57**	**47,925.23**	**33,594.40**	**37,266.57**	**70,860.97**
4. Local Office Costs											
4.1 Office rent	3	842.69	2,528.08		2,528.08	6,858.79	3,263.87	10,122.66	9,386.87	3,263.87	12,650.74
4.2 Communication, connectivity (land and mobile phones, intranet, internet)			4,767.28		4,767.28	1,270.99	-	1,270.99	6,038.27	-	6,038.27
4.3 Printing and publications (project products, visibility materials)			4,334.13		4,334.13	796.33	-	796.33	5,130.46	-	5,130.46
4.4 Translation and interpretation services			6,652.90		6,652.90	206.72	-	206.72	6,859.62	-	6,859.62
Subtotal Local Office			**18,282.39**		**18,282.39**	**9,132.83**	**3,263.87**	**12,396.70**	**27,415.22**	**3,263.87**	**30,679.09**
5. Other Costs, Services											
5.1 Conferences and workshops	1	523.80	523.80		523.8	1,274.99	-	1,274.99	1,798.79	0	1,798.79
5.2 IT & Security Support Services (for project personnel)					-			-	-	0	-
5.3 Evaluation					-			-	-	0	-
									-	0	-
Subtotal Other Costs, Services			**523.80**		**523.80**	**1,274.99**		**1,274.99**	**1,798.79**		**1,798.79**
Total project management cost			**132,260.14**		**132,260.14**	**60,390.22**	**76,785.62**	**137,175.84**	**192,650.36**	**76,785.62**	**269,435.98**
6. Direct Intervention LEAD in Lori and Tavush											
6.1 Inception phase			**18,197.31**	**18,192.00**	**36,389.31**	**228.51**	**-**	**228.51**	**18,425.82**	**-**	**18,425.82**
6.1.1 Legal study on LAG partnership model	1	6,490.00	6,490.00		6,490.00				6,490.00	-	6,490.00
6.1.2 TOT for staff, international workshop	2	2,035.02	4,070.04		4,070.04				4,070.04	-	4,070.04
6.1.3 Relevant document development for implementation (partnership and stakeholder maps, guidelines, etc.)					-				-	-	-
6.1.4 International expert	1	7,637.27	7,637.27	18,192.00	25,829.27				7,637.27	18,192.00	25,829.27
6.1.5 Trainings to identify candidates of coaches						228.51	-	228.51	228.51	-	228.51
									-	-	-
6.2 Mobilized, capacitated and incentivized local actors to define community needs driven strategies in Lori and Tavush			**106,623.56**	**37,359.47**	**143,983.03**	**-**	**22,824.08**	**22,824.08**	**106,623.56**	**60,183.55**	**166,807.11**
6.2.1 Contribution to food safety and security in the target regions to mitigate the negative impacts of the COVID-19 pandemic			89,281.26	-	89,281.26		14,873.48	14,873.48	89,281.26	14,873.48	104,154.74
6.2.1.1 Support individuals, informal groups, cooperatives, microenterprises, etc.			89,281.26		89,281.26				89,281.26		89,281.26
6.2.1.2 Contribute supporting building supply chains									-	-	-
6.2.1.0.1 Support for overcoming negative impact through provision of technical support/consultancy and conduct COVID impact assessment					-	-	14,873.48	14,873.48	-	14,873.48	14,873.48
6.2.1.0.2 Support for overcoming negative impact of COVID-19 through provision of inputs and machinery to targeted beneficiaries					-				-	-	-
									-	-	-
6.2.2 1.1 Replicable mechanism for community mobilization, engagement and animation established and operational			17,342.30	37,359.47	54,701.77	-	7,950.60	7,950.60	17,342.30	45,310.07	62,652.37
6.2.2.1 Local awareness campaign to identify potential LAG membership			17,342.30	37,359.47	54,701.77				17,342.30	37,359.47	54,701.77
6.2.2.2 Coaching phase for local animation, partnership building, identification of potential members of LAG working groups									-	-	-
6.2.2.3 Mobilize LAG working groups and prepare for membership									-	-	-
6.2.2.4 Hold a Project launch conference and Roll out the coaching phase for mobilizing LAG working groups									-	-	-
6.2.2.5 Roll out the coaching phase						-	7,950.60	7,950.60	-	7,950.60	7,950.60
									-	-	-
6.2.3 Community needs driven strategies developed			-	-	-	-	-	-	-	-	-

Code	Description	Qty	Unit									
6.2.3.1	Support LAGs to finalize and sign partnership agreements											
6.2.3.2	LAG working group experience sharing from the best European cases (study visit) and/or capacity development											
6.2.3.4	Support writing LAG strategies, strategies approved by LAGs											
6.2.3.5	Organize study tours to EU and non-EU countries and support LAGs to form LAG strategic planning working groups (study tour for approx.25 participants)											
6.2.3.6	Technical support to form working groups											
6.3	**Built supporting infrastructure to prioritize, implement and sustain local-grown initiatives in the Northern and other target territories**			0	0	0	11,096.28	4,422.28	15,518.56	11,096.28	4,422.28	15,518.56
6.3.1	Local Action Groups established, and applicants/ grantees capacitated			-	-	-	11,096.28	4,422.28	15,518.56	11,096.28	4,422.28	15,518.56
6.3.1.1	Establish LAG Accountable Bodies, support with LAG office setup, including websites						11,096.28	4,422.28	15,518.56	-	0	0
6.3.1.2	Accountable Body experience sharing from the best European cases (study visit) and/or capacity development									-	0	0
6.3.1.3	Organize participatory and facilitated working meetings in the LAG for development of the environmental component of strategy									-	0	0
6.3.1.4	Organize participatory and facilitated working meetings to assess the agricultural sector, identify the sector's priorities and conduct sectoral analysis on agriculture for the LAG						11,096.28	4,422.28	15,518.56	11,096.28	4,422.28	15,518.56
6.3.1.5	Conduct local awareness-raising events and based on the findings of working meetings draft inputs for the strategic plan, two-year action plan, budget, and communication and monitoring plan									-	0	0
6.3.1.6	Based on the findings, pilot different institutional mechanisms to formalize the work of the accountable body and provide independent expertise for the assessment of the selected start-ups									-	0	0
										-	0	0
6.3.2	A pool of fundable initiatives created for further prioritization and implementation.			0	0	0	0	0	0	0	0	0
6.3.2.1	Support LAG projects through mini-grant mechanism											
6.3.2.2	Capacity development for grant recipients											
6.3.2.3	Procurement of service (auditors in agriculture/agrobusiness)											
6.3.3	A pool of initiatives financed through results-based scheme established			-	-	-	-	-	-	-	-	-
6.3.3.1	support LAG projects for a second round of grants											
6.3.3.2	number of innovative funding mechanisms developed											
6.3.3.3	number of financial sustainability models developed or LAGs											
6.3.3.4	LAG grantee and service provider experience sharing from the best European cases (study visit)											
6.3.3.5	Upgrade the skills and technical capabilities of different stakeholders to apply for the calls announced by the LAGs.											
6.3.3.6	Organize specialized study tour focused on the LAG's agriculture and rural development experience to provide needs-based capacity building to the successful applicants engaged in agriculture											
6.3.3.7	Support the start-ups in agriculture to apply for evidence-based funding by provision of needs-based capacity building to the successful candidates for the pool of evidence-based funding engaged in agriculture											
6.3.4	Networking and cooperation established and lessons-learned shared and documented.			0						0	0	0
6.3.4.1	Support with horizontal, vertical and international networking and cooperation fo LAGs											
6.3.4.2	Support with local product fairs											
6.3.4.3	Support LAGs' horizontal, vertical and international networking and cooperation with development partners, organize local product fairs and share Armenian experience of the LEAD Project, lessons learned and results during a closing LEAD conference.											
6.3.4.4	Under LAG's umbrella, create an association of agro-producers that will use unifying capacity of LAG to improve the business competitiveness of its members by organizing capacity-building training for agroproducers assosations on the development of their managerial and financial skills											
6.3.4.5	Develop a mathodology for cooperation with "external businesses" and support in establishment of cooperation with agricultural international organizations and potential business partners											
6.4	**Capacity of the Ministries and other relevant bodies are improved and policy mechanisms at national level are developed for successful pilot and sustainability of LEADER approach in Armenia**			15,000.00		15,000.00	-		-	15,000	-	15,000
6.4.1	Policy framework for overall adaptation of the LEADER approach to the territorial development strategy of Armenia			15,000.00	135,000.00	150,000.00	-	-	-	15,000.00	135,000.00	150,000.00
6.4.1.1	Support establishing Development Assistance Database (DAD) for the Government	1	15,000.00	15,000.00	135,000.00	150,000.00				15,000.00	135,000.00	150,000.00
6.4.1.2	Support with capacity development of the ministry and regional government staff, including exchange of experiences through study tours to European counterparts											
6.4.1.3	Support in developing recommendations for improvement of administrative and policy framework and for scale-up of the Project											
6.4.2	Policy framework adjusted to the agricultural policy of Armenia			0	0	0						
6.4.2.1	Organize capacity development of administrative staff of the Ministry of Economy and local municipalities on agricultural development and the LEADER approach. Formulate recommendations											
6.4.2.2	Organize capacity development of administrative staff of the Ministry of Economy and local municipalities on agricultural development and the LEADER approach											
6.4.2.3	Trainings and study tour and prepare a package of policy changes											
	Total Direct Intervention			139,820.87	190,551.47	330,372.34	11,324.79	27,246.36	38,571.15	151,145.66	217,797.83	368,943.49
	Total Direct Costs			272,081.01	190,551.47	462,632.48	71,715.01	104,031.98	175,746.99	343,796.02	294,583.45	638,379.47
	Indirect costs, 7%			19,045.67		19,045.67	5,020.05		5,020.05	24,065.72		
	GRAND TOTAL			291,126.68	190,551.47	481,678.15	76,735.06	104,031.98	180,767.04	367,861.74	294,583.45	662,445.19

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Completed	Security Checked	12/8/2021 10:38:23 PM

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