



## Final Evaluation

# Support to Comprehensive Agricultural Census in the Republic of Armenia

For: UNDP Armenia in cooperation with the Food and Agricultural  
Organization and the support of the Austrian Development Agency

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*List of Acronyms*

ADA	Austrian Development Agency
ENPARD	European Neighborhood Programme for Agriculture and Rural Development
EU	European Union
FAO	Food and Agricultural Organization
ICARE	International Center for Agribusiness Research and Education
GoA	Government of Armenia
MoA	Ministry of Agriculture
MoTA	Ministry of Territorial Administration
NSS	National Statistical Service
PES	Post Enumeration Survey
PIU	Project Implementation Unit
TOR	Terms of Reference
UNDP	United Nations Development Programme
USAID	United States Agency for International Development
USDA	United States Department of Agriculture

## ADA Evaluation Form

### Results-Assessment Form for Mid-Term and Final Project Evaluations/Reviews

**This form has to be filled in electronically by the evaluator/reviewer. No evaluation report will be accepted without this form. The form has to be included at the beginning of the evaluation/review report**

(Final Format Nov. 2016)

Title of project/programme (please, spell out): Support to the Comprehensive Agricultural Census, Phase 1: Support to the Pilot Phase of the Agricultural Census, Phase 2: Support to the Full Scale Agricultural Census in Armenia			
Contract Period of project/programme: Phase 1: September 2013 – September 2014; Phase 2: October 2014 - August 2017			
ADC number of project/programme: 8329-01/2014			
Name of project/programme partner: UNDP, FAO, ADA			
Country and Region of project/programme : Armenia			
Budget of this project/programme: Phase 1: EUR 379,577, Phase 2: EUR 524,687			
Name of evaluation company (spell out) and names of evaluators: Anthony Costanzo			
Date of completion of evaluation/review: April 30, 2017			
Please tick appropriate box:			
a) Evaluation/review managed by ADA/ADC Coordination			<input type="checkbox"/>
b) Evaluation managed by project partner:			<input checked="" type="checkbox"/>
Please tick appropriate box:			
a) Mid-Term Evaluation	b) Final Evaluation	c) Mid-Term Review	d) Final Review
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Others: please, specify:			
<b>Project Outcome (Please, include as stated in the Logframe Matrix):</b>			
Reliable, comprehensive, internationally comparable and up-to-date information on agricultural and the rural sector is available for planning and evaluation process in relevant domains. The census will establish a database that will serve as a foundation for the development of the integrated agricultural statistical system for regular collection of reliable statistics, comparable at the international level.			
<b>For Final Evaluation/Review<sup>1</sup>: Project Outcome: To what extent has the project already achieved its outcome(s) according to the Logframe Matrix? <u>Please, tick appropriate box</u></b>			
Outcome(s) was/were:			
Fully achieved: X	Almost achieved:	Partially achieved:	Not achieved:

<sup>1</sup> Please, only fill in in case this is a final project evaluation/review.

**Please, also explain your assessment: What exactly was achieved and why? If not achieved, why not?** (Please, consider description of outcome and relevant indicators)

All main indicative activities identified in the Phase 1 and 2 Results and Resources Frameworks were achieved to include:

- Methodology and survey questionnaire to conduct pilot agricultural census
- Organization and conduct of the pilot agricultural census
- Lessons learned and adjustments made from pilot agricultural census to the full agricultural census
- Capacity development done for pilot agricultural survey stage
- Staff contracted, and equipment and supplies purchased to conduct pilot agricultural census
- Full agricultural census conducted- first of its type according to international standards for Armenia
- Support provided to the Post Enumeration Survey (PES) in terms of methodology, questionnaires, principles developed and staff contracted to conduct PES
- Support provided for pilot, full census, and PES public information and education regarding census
- Support provided for data entry and processing of PES and census data
- Prepared publication to summarize data findings and posted results on government web site for public access; data is also being provided in other ways by the government statistical agency
- Conducted 2 country field missions (Austria, Czech Republic) to view other agricultural census experiences as well as use census data
- Conducted workshops to learn from pilot census, full census and PES stages activities

While significant progress was made with the accomplishment of the full agricultural census according to international standards, there is further opportunities for improvement of agricultural and rural statistics to include: 1) working on the consistency of agricultural statistics; 2) creating a cycle of agricultural census activity; and 3) improving the use of agricultural census data

**For Mid-Term Evaluation/Review<sup>2</sup>: Project Outcome: To what extent do you think the project will most likely achieve its outcome(s) according to the Logframe Matrix Please, tick appropriate box**

Outcome(s) will most likely be:

Fully achieved:	Almost achieved:	Partially achieved:	Not achieved:
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**Please, also explain your assessment:** (Please, consider description of outcome and relevant indicators)

**Project Outputs: To what extent has the project already achieved its outputs<sup>3</sup> according to the Logframe Matrix ? Please, tick appropriate boxes**

**Output 1 (Please, include as stated in the Logframe Matrix):**

Phase 1: Organization of Pilot Agricultural Census

Output was:

Fully achieved: X	Almost achieved:	Partially achieved:	Not achieved:
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**Please, explain your assessment:** (Please, consider description of output and relevant indicators)

The pilot agricultural census was conducted with the project providing inputs for its planning, questionnaires and instructions for survey, and a review to learn from the experience that led to the full agricultural census

**Output 2 (Please, include as stated in the Logframe Matrix):**

Phase 2: Post Enumeration Survey (PES) to assess the quality of the census data carried out.

Output 2 was:

Fully achieved: X	Almost achieved:	Partially achieved:	Not achieved:
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**Please, explain your assessment:** (Please, consider description of output and relevant indicators)

<sup>2</sup> Please, only fill in in case this is a mid-term evaluation/review.

<sup>3</sup> In case there are more than three outputs, please, add them.

The PES was conducted in a timely manner to include the provision of technical expertise to design the PES, hire staff to conduct PES, and work on data compilation and verification.

**Output 3 (Please, include as stated in the Logframe Matrix):**

Phase 2: Agricultural census data processed.

Output 3 was:

Fully achieved:	Almost achieved:	Partially achieved:	Not achieved:
X			

**Please, explain your assessment:** (Please, consider description of output and relevant indicators)

The processes for coding and data entry were developed, staff hired and review/verification of data conducted.

**Output 4**

Phase 2: Publications with agricultural census results elaborated and disseminated to the large user community.

Output 4 was:

Fully achieved:	Almost achieved:	Partially achieved:	Not achieved:
X			

A document was published: *Main Findings: Agricultural Census of the Republic of Armenia, 2014*. 21,000 copies were printed and disseminated initially in a workshop to inform of the census results. A web site was also created with the data tables for public access. Government, academia, development partners, private sector and NGOs are using information.

**Output 5**

Phase 2: National capacities for development of agricultural and rural statistics in Armenia enhanced.

Output 5 was:

Fully achieved:	Almost achieved:	Partially achieved:	Not achieved:
X			

A workshop (or conference) was organized to present the census data and learn from the experience involving the government, development partners, NGOs and others. Two country study visits were conducted to include to Austria and the Czech Republic to learn from other country experience. Relationships were built to facilitate future statistics capacities and use.

**In case there are more than three Outputs please, state as above.**

**Impact/Beneficiaries:**

How many women, men, girls, boys and people in total have already benefited from this project directly and indirectly? Please, explain

The data should be useful for agricultural sector participants to help in planning, production, and marketing. However, the statistic use is more appropriate for government policy and sector-related activities of development partners, NGOs and the private sector. Such statistic use could be used for agricultural, rural development, social policy and the social safety net, and other programs and analysis.

What exactly has already changed in the lives of women, men, girls, boys and/or institutions from this project? Please, explain:

Possibly how their agricultural efforts fit into the larger picture of agriculture in particular and the economy, in general, in Armenia. The data provides measurements of individuals (by age and gender) active in the agricultural sector and also provides household data. The information is helpful in constructing rural, agricultural, labor and social policy. Benchmarks are also present that can help analysis for future years. Also, the project provided experience to individuals conducting the survey from the NSS level to the grassroots level in rural districts and villages.

Which positive and/or negative effects/impacts in terms of gender can be possibly be attributed to the project? Please, explain:

There is no obvious impact on gender except for providing numbers of the amount of male and female sector participants and the structure of rural households. An analysis of the data may impact government social safety net policy and/or trade and investment policy that may affect individuals.

If applicable, which institutions have benefitted from this project/programme and how? The NSS, MoA and MoTA are the 3 main government beneficiaries. The NSS to show its ability to conduct such a census and compile the information and make it publicly available. The MoA and MoTA are users of the data for public policy purposes. Development partners, NGOs and the private sector can use the data in a variety of ways to help advance agricultural and rural development.

**Mainstreaming cross-cutting issues:**

**Gender:** To what extent was gender mainstreaming included in the project? To what extent were the recommendations - if any- from the ADA internal gender-assessment considered and implemented?

As mentioned previously, there is better data available than previously since there is more of an awareness of gender breakdown of those active in the agricultural sector. Also, the project enumerated the numbers and gender of those contracted to help conduct both phases of the project. This information is available in the Results and Resources Framework.

**Environment:** To what extent was environmental mainstreaming included in the



project? To what extent were the recommendations - if any- from the ADA internal environment-assessment considered and implemented?

The agricultural statistics currently available can be used for environment assessments and other studies, regulation and policy making. These subject areas include: land use, types and areas of crops and livestock, use of plant protection and fertilizers, irrigation, fisheries, agricultural processing, amongst other areas.

Which positive and/or negative effects/impacts in terms of environment can be possibly be attributed to the project? Please, explain

The results of the census provide actual statistics that can better inform decision makers to take appropriate actions.

**Social Standards:** To what extent were the social standards monitored by relevant partners? Have any issues emerged? Please, explain

There were public awareness campaigns to conduct the pilot and full census. Since the census was a first time effort, it was new to the people at the local level especially to those completing survey questionnaires. It was learned from the pilot census that more public awareness and education was needed. An effort was made but more on going education may be appropriate given the transformation of the way information is being collected and disseminated. Post census surveys will contribute to this awareness.

**Overall/Other Comments:**

Both phases of the project intervention were accomplished as planned in an effective and efficient manner. The cooperation and collaboration between a strong government counterpart, an adequate legal framework, cooperating development partners and lean project administration contributed to the success. The technical consultant inputs were timely and beneficial to advance all aspects of the census and provided on-the-job training. The out-of-country visits and the use of regional consultants contributed to better training and a view to the future.

There will not be the need for full scale external support for the next full census but further steps can be taken to strengthen statistic use for policy making and to keep the statistics up-to-date with inter census surveys and other activities.

## Executive Summary

The project, Support to the Comprehensive Agricultural Census in the Republic of Armenia (Phases 1 and 2), was initiated in September 2013 and is slated to end by August 31, 2017.<sup>4</sup> The overall objective of the project was to provide support for the implementation of the Republic of Armenia's first agricultural census. The main partner was Armenia's National Statistical Service (NSS) to conduct the census and the surrounding operational and capacity development activities. The project was undertaken in two phases: Phase 1 (9/13-9/14) involved preparing for, conducting and assessing a pilot agricultural census; and Phase 2 (10/14-8/17) provided support to the actual census, follow-on reporting and capacity development. While the NSS was the main beneficiary, other end-users were either involved or benefitted or will benefit from the project intervention. These entities include other end-users of the census data to include the Ministry of Agriculture (MoA), Ministry of Territorial Administration (MoTA), and other government entities, non-government organizations including the private sector, and development partners involved in agriculture and rural development in Armenia

The project was implemented by the United Nations Development Program (UNDP) in cooperation with the Food and Agricultural Organization (FAO) and the financial support of the Austrian Development Agency (ADA). The Government of Armenia (GoA), European Union (EU), United States Department of Agriculture (USDA) with the support of the United States Agency for International Development (USAID), International Center for Agribusiness Research and Education (ICARE) and the World Bank also supported the full-scale census.

Agriculture is a significant economic sector in Armenia. According to the most recent statistics, the agricultural sector contributes about 19.2% to GDP. GDP has shown stable growth in recent years (3.0% in 2015, 3.5% in 2014 and 3.3 in 2013) and the performance of the agriculture sector directly and indirectly impacts such performance. Most of Armenia's land area is devoted to agricultural production. There are 360,011 agricultural holdings without legal status with the average size of 1.5 hectares. And, for agricultural holdings with legal status, there are 453 holdings with the average size of 62.6 hectares.<sup>5</sup> The agricultural sector employs 789,348 full, part-time or seasonal workers out of a population of 3.3 million - or about 24 percent of the population is involved in the sector. Of this amount 406,483 workers are male and 382,505 are female.<sup>6</sup>

The following table provides a summary of key conclusions based on evaluation factors.

**Table 1: Project Achievement Measurement Summary**

Evaluation Factors	Result
Relevance	The project remained relevant throughout its planning and implementation. The government's legal framework established the commitment and defined the agricultural census parameters. The project

<sup>4</sup> The original end date was March 31, 2017. A no cost project extension was approved to August 31, 2017 to use remaining funds.

<sup>5</sup> *Agricultural Census 2014 of the Republic of Armenia: Main Findings*, National Statistics Service of the Republic of Armenia, p31 and at <http://armstat.am/en/?nid=82&id=1860>. Previous statistics in paragraph taken from various documents and based on NSS data at: <http://www.armstat.am/en/?nid=82&id=1836>.

<sup>6</sup> Ibid, Table 9.2 Number of members of holdings without legal status by duration of employment, gender and age, p380. A breakdown of labor is not provided for agricultural holdings with legal status.

	<p>design (its two phases) responded to an expressed need and was prepared with stakeholder and development partner input and cooperation. The project remained relevant throughout its implementation since it contributed critical processes, funding (for personnel contracting and equipment), technical expertise and capacity development. Even at project end, the project is still proving relevant since its activities have helped to identify next steps though more attention is needed to identify relevant next steps.</p>
Results	<p>All project activity results were achieved for each phase. There were minor adjustments that were made in a procedural way and did not reduce the accomplishment of any of the results. While the main result was the successful conduct of the agricultural census, the main activity results were also achieved: pilot census, PES, capacity development through on-the-job training and other country visits, process development, and the publication of data (printed and web site). The actual results are building blocks for future census activity (post census surveys, data reporting and usage, strengthening verification, etc.).</p>
Effectiveness	<p>The mode of project delivery was effective in terms of implementing the project in two phases with one dependent on the other. The activities also fit into a larger scheme of conducting a first agricultural census for the country. Since the interventions were pieces in a large puzzle it took direct collaboration with the main stakeholder, the NSS, as well as input from others and the coordination with various other development partners. Regional expert interventions provided by FAO appeared to be timely and used at times when needed to advance census-related activity, capacity development and data compilation, verification and reporting. The modalities that were developed were highly effective as the results of the census shows as well as the satisfaction of the main counterparts and their willingness to further collaborate.</p>
Efficiency	<p>The goods and services appear to have been delivered in an efficient and cost effective way. There were minor budget adjustments and no increase in funding. Considering this was an unusually long-term project (4 years) that is commendable that the budget was adhered to with minor adjustments. Also, the skeletal project management contributed to the efficiency as well as the timely inputs provided by the FAO consultants at important times - as planned and as needed so that constant progress was being made. While it could be said that a shorter time period could have been adopted, given that the census was a first time effort, such a step-by-step process appeared to be warranted.</p>
Capacity Transfer	<p>Capacity was transferred in two main ways. 1) By the provision of on-the-job experience by carrying out the various steps of the census with the technical advisors providing education, training and support along the way. This helped in various aspects from the public relations campaign; questionnaire development; data entry, compilation and verifications; post census surveys; publications, etc. 2) The formal training through workshop and conference presentations and the in-country visits to Austria and the Czech Republic. The workshop and conferences were used more to promote what was done which was really a "verification" step to show that something was accomplished and to learn from the experience in addition to promoting data use. The in-</p>

	country visits were helpful in exposing government officials to the way other countries not only conducted a census but what processes and other tools they use and how the data is used. The visits also provided connections for further exchanges of information and expertise.
Views of Direct Beneficiaries	The NSS deems the census a success and appreciated the UNDP/FAO intervention. There were no major issues from their perspective. The technical staff gained experience in a practical manner and seemed to have learned from the technical expertise provided as well as gained from the processes and other methodologies they left behind. The true test is how the census data is taken seriously and used. Even though the data has only been made available for a short period of time, there is a demand for the data and it is being used by a variety of end-users. There are reliability and quality questions but these issues are being ironed out given “competing” numbers with the census data having a factual basis given a documented process behind it and the application of international standards.

From the start of the project in September 2013, the project made all planned contributions to the agricultural census effort as well as contributed to providing a strong base of methodologies, data tools, publications and capacities to make further progress relating to agricultural data collection, compilation and dissemination. As indicated above, the project experience shows that discrete and targeted activities with a strong counterpart can help accomplish activities in a timely manner as well as efficiently and effectively. As well, the cooperation and collaboration between the government and the development partners was critical to the agricultural census’s completion and showed how the project fit into the larger census picture.

With the gains made to date, there are further opportunities that the government, namely the NSS, MoA and possibly the MoTA, along with their development partners may want to address in a comprehensive manner, similar to how the census was approached and undertaken. The emphasis of such interventions should be focused on: 1) strengthening the data collected to date and beginning a new census cycle of activity; and 2) improving the use of the census data for policy making purposes.

There already seem to be several efforts to assist these possible intervention areas being undertaken or planned by the ENPARD project and the World Bank. Given these and other possible efforts, continuation is recommended of development partner collaboration to target the areas that need support so that a full set of assistance addresses the government’s priority needs. It appears that the working group used for the census can be used and even formalized so there is support to the full cycle of agriculture data gathering, reporting and use especially for: 1) policy analysis and policy making efforts of the government; 2) use of the data collection methodologies, compilation and use at the university level; and 3) private sector use for production, marketing, investment and import/export analysis.

The three main areas of future support can be addressed in 3 areas: consistency of data, a census cycle of activity, and improving the use of agricultural sector data. More discussion would have to be held with key stakeholders and the main development partners to further scope out any future technical assistance.

### **Consistency of Data**

Given the agricultural census was the first for Armenia, there is a new set of statistics to use for research, market studies, policy analysis and policy making. There are instances and will continue to be instances in the short term where the newly gathered data will conflict with what was being used before.

There needs to be a consistent effort to disseminate the census data government-wide as well as with the private sector and NGO communities so that the most current and accurate data is used. If there are discrepancies, there should be sufficient verification to ensure the proper data is being used. There does appear to be interest of NSS to do verification since it is being done on an informal basis. There should be sufficient collaboration and understanding so that the data being made available is as accurate as possible.

Verification of census data is continuous exercise as data becomes old and out of date and the sector changes. Dialogue is needed, mainly between the NSS and MoA and other stakeholders so that the data is up-to-date and provides utility for policy, marketing, investment, trade and other purposes.

### **A Census Cycle of Activity**

While a census of any type can be viewed as a one-time event, it really is not. A census is part of a cycle of activity. The activities pre and post the Armenian agricultural census shows that there are variety of steps that must be taken to lead into the census and steps resulting from the census. The two phases of the project were instrumental in addressing some of these activities.

There is discussion of follow-up steps, such as the establishment of a farm registry, and post census surveys. The NSS, MoA and development partners would benefit if a full cycle of activity is worked out to the next agricultural census in 2024. The cycle should be formulated into a timeline of activity to identify post-census surveys to keep data fresh, and other activities so that the NSS and others are clear what needs to be done in future years. Development partners can provide support, as needed, so that the data remains accurate and relevant and there is a lead-up to the next census instead of starting at point zero like when the current census activity started in 2013.

### **Improving Use of Agricultural Census Data**

The census data does appear to be used in the short time it has been available. There is support to the claim that the data is being used for evidence-based policy making. However, data use is at a very early stage given the verification and some discrepancies with previous data used, as mentioned previously.

There is opportunity to provide more assistance to help end-users to use the data for policy making purposes. A planned World Bank project for the MoA may contribute to this effort. However, there needs to be a more long-term strategy. This strategy should involve the following:

1. Support to current policy makers on agricultural sector data usage, analysis and policy formulation for current government management and staff so that the data is used for any policy analysis or formulation that will take place in the medium term.
2. Support to the private sector and NGOs to use the data for production, investment, trade and other purposes to help provide a more market-oriented sector development approach.

3. Support to the curriculum development of Armenia's National Agrarian University and other educational entities so that students are educated, at an early stage, of the data's availability and potential use for policy, research, marketing, investment, planning, etc. and students are aware of agricultural census methodologies and activities according to international standards.

## I. Introduction

The project, Support to the Comprehensive Agricultural Census in the Republic of Armenia (Phases 1 and 2), was initiated in September 2013 and is slated to end by August 31, 2017.<sup>7</sup> The overall objective of the project was to provide support for the implementation of the Republic of Armenia's first agricultural census. The main partner was Armenia's National Statistical Service (NSS) to conduct the census and the surrounding operational and capacity development activities. The project was undertaken in two phases: Phase 1 (9/13-9/14) involved preparing for, conducting and assessing a pilot agricultural census; and Phase 2 (10/14-8/17) provided support to the actual census, follow-on reporting and capacity development. While the NSS was the main beneficiary, other end-users were either involved or benefitted or will benefit from the project intervention. These entities include other end-users of the census data to include the Ministry of Agriculture (MoA), Ministry of Territorial Administration (MoTA), and other government entities, non-government organizations including the private sector, and development partners involved in agriculture and rural development in Armenia

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Both phases of the project responded to the same UNDAF and UNDP Country Programme outcomes and output:

UNDAF Outcome: Inclusive and sustainable growth is promoted by reducing disparities and expanding economic and social opportunities for vulnerable groups.

Expected Country Programme Outcome: National systems of data collection, reporting and monitoring of human development strengthened.

Expected Output: Capacities of national and local institutions to collect, update, analyze and manage sex and age disaggregated socioeconomic data to inform evidence-based analysis and policymaking is strengthened.

Phase 1 of the project had 4 activities:

1. Methodological and preparatory work for the agricultural census,
2. Conducting the pilot agricultural census,
3. Capacity building for post-census rural development and policymaking, and
4. Project monitoring and reporting

Phase 2 of the project had 5 activities:

1. Support in implementation of post-enumeration survey (PES),
2. Support for data coding, entry and process of agricultural census PES data

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<sup>7</sup> The project was originally to end on March 31, 2017. A no cost project extension was approved to August 31, 2017 to use remaining funds.

3. Support for the elaboration of publications and dissemination of agricultural census results
4. Capacity building for development of agricultural and rural statistics
5. Project monitoring, reporting and evaluation

The budget for Phase 1 was EUR 379,577 and for Phase 2 EUR 524,687.<sup>8</sup> The project had 2 professional staff for both phases: 1 project coordinator and 1 project assistant. Both staff persons were compensated for a portion of salaries by the project with other projects compensating the remainder of salary, first from the UNDP Community Development Project and then from the European Union-sponsored ENPARD project.

The final evaluation was conducted from 23 February to 30 April. The purpose of the evaluation was twofold: 1) to assess the extent the project achieved its overall objectives and outputs as identified in the project document and annual work plans; and 2) to identify lessons learned and recommendations to maximize the impact of interventions during future activities and projects. The assignment Terms of Reference are provided as Annex A.

The primary target audience of the evaluation is UNDP, FAO and ADA management and staff as well as the NSS as a direct stakeholder along with the MoA and the MoTA. The evaluation may also be of interest to development partners who helped support the actual agricultural census and surrounding activities and those non-governmental organizations that participated in activities surrounding the census or are direct beneficiaries of the information produced by the census.

This document contains 4 main parts with the first being this introduction. Part II aims to place the project into the context of the development need, and describes the approach and methodology of the evaluation. Part III contains the main findings, lessons learned, and conclusions from the information analysis and discussions. Part IV is an attempt to identify the main recommendations that could provide guidance to the key stakeholders for future related or unrelated project endeavors.

The Evaluator would like to thank the project team for their collaboration and coordination of the assignment. The assignment was implemented in a short time frame but the efforts with the project team to provide the necessary documentation, coordinate meetings, and provide insights helped to make the assignment proceed smoothly, especially for the in-country visit. The Evaluator would also like to thank the UNDP Country Office for their support and insights, and the FAO team who participated in the planning and technical execution of the project and provided time for evaluation interviews. The NSS was a key information provider in terms of feedback on project implementation and results, as were the MoA and MoTA representatives. Other stakeholders, representing the private sector, NGOs and academia, were also helpful from a data user perspective. Last, the evaluator would like to thank the Government of Austria, particularly ADA, for their continued support throughout the 4-year lifespan of the project and positive contributions in terms of funding and support of a field mission to Austria for Government of Armenia officials to meet agricultural sector counterparts.

The GoA, with the support of the FAO and other development partners, decided to adhere to international standards as set by the FAO and updated in 2010. By following the standards, the GoA would follow international practice in terms of census forms, techniques and

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<sup>8</sup> The beginning and end Phase 1 and 2 budgets are provided as Annex F and G, respectively.



methodologies, and produce a basis of information that is comparable to other country agricultural data. At the time of project design, the estimated cost of the census was \$4.5 million over a 4-year period (2013-17) with initial commitments by the GoA of \$223,000 and the World Bank of \$200,000. The European Union (EU) and the US Agency for International Development (USAID, together with the US Department of Agriculture- USDA) made other financial and technical contributions. The 2 phases of the UNDP/FAO project contributed a total of euro 904,264 with a total of euro 379,577 in support for Phase 1 and euro 524,687 for Phase 2.

## **II. Evaluation Framework, Development Context and Intervention Description**

### **A. Final Evaluation Scope and Objectives**

The final evaluation was conducted from 23 February to 30 April with the following time schedule:

- March 3 Inception Report submitted
- March 12-18 Field Visit conducted
- March 24 Draft Report submitted
- April 21 Final Report submitted

The evaluation is the final evaluation for the two-phased project. As stated above, the purpose of the evaluation is twofold: 1) to assess the extent the project achieved its overall objectives and outputs as identified in the project document and annual work plans; and 2) to identify lessons learned and recommendations to maximize the impact of interventions during the future activities and projects. The evaluation reviewed the project results against the initial project documents and associated work plans. All Phase 1 and 2 project activities were reviewed according to what was set forth in the Results and Resources Framework of each project document, reported on in project reports, and discussed with project participants, stakeholders and others. As indicated in the evaluation Terms of Reference, the evaluation was focused on the following:

1. The relevance of the project (approach, objectives, modalities of implementation, etc.),
2. The effectiveness of the approach used to produce results,
3. The efficiency of project management, including the delivery of inputs in terms of quality, quantity and timeliness; and the monitoring system,
4. The sustainability of the project to measure to what extent the benefits of the activities will have after project completion and if the capacity will be maintained,
5. Results with regard to the indicators of progress,
6. The transfer of capacity to the nationals, and
7. The views of the direct beneficiaries on the outcomes and on the consultative process used for the project.

A table summarizing the evaluation factors is provided in Section III.

A set of objectives was also identified in the TOR:

- Assess the design and coherence of the project to its logical framework (including cross-cutting issues, such as gender mainstreaming),
- Review the extent to which the project has achieved its milestones, the effectiveness of the overall project interventions, as well as the extent to which the project activities have reached the intended beneficiaries,
- Understand how the final agricultural census is assessed by different stakeholders,
- Identify gaps/weaknesses in the project design, implementation and management of the project, to what extent did they affect implementation and provide recommendations as to their improvement,
- Assess the likelihood of continuation and sustainability of project outputs and benefits after completion of the project, and
- Identify lessons learned for the future censuses.

These objectives are address in Sections III and IV of this report.

The target audiences for the evaluation are:

- Main partners to deliver the project services: UNDP, FAO and ADA,
- Direct stakeholder: NSS
- Information user stakeholders: MoA, MoTA, and other government agencies and non government entities involved in agriculture and rural development
- Other development partners who participated in the actual agricultural census and/or it surrounding activities to include: USAID, USDA, EU/ENPARD, World Bank and ICARE

## **B. Evaluation Approach and Methodology**

The evaluation approach and methodology was based on: 1) a review of relevant documents and the collection of data regarding project activities and resulting impacts; 2) interviews of the direct and indirect stakeholders; and 3) analysis of the information gathered and report writing.

The documents reviewed included:

- Phase 1 and 2 Project Documents to include attachments,
- Project reporting, mission reports and press releases,
- Planned and actual budgets for each phase and any budget revisions,
- Output documents such as results of pilot and actual census to include *Main Findings: Agricultural Census 2014 of the Republic of Armenia* and related web-based documents and tables, and
- Other documents as necessary and relevant

The in-country visit (12-18 March) focused on direct and indirect stakeholder interviews and further information gathering. The interviews included:

- Project management and staff
- UNDP representatives
- FAO representatives and main consultants
- ADA representative

- NSS officials involved in Phase 1 and 2 and participated in the two field missions
- MoA officials either involved in Phases 1 and/or 2 and participated in the two field missions and others who have used census data
- MoTA officials who have used the census data
- Other government or non-government entity representatives who have used the census information
- Other development partners who participated in the actual census and/or surrounding activities

A list of those interviewed is provided as Annex B. A list of documents reviewed is provided as Annex C.

The final phase of information analysis and report writing was conducted immediately following the in-country visit. The analysis included:

- Intended Outputs and Output Targets per the project document (baseline and actual result).
- Progress on the Results and Resource Framework by Project Activity identifying indicative Activity, Result, and Issues (if any).

The resulting tables and analysis are part of this final report. By reviewing the documents, interviews, indicators (targets and actuals) and activity progress, a series of findings, lessons learned and conclusions were identified. Since the evaluation is a final evaluation recommendations are provided that can be used for follow-on activity to enhance sustainability and/or contribute to other future project design and implementation.

### **C. Development Context and Intervention Description**

Agriculture is a significant economic sector in Armenia. According to the most recent statistics, the agricultural sector contributes about 19.2% to GDP. GDP has shown stable growth in recent years (3.0% in 2015, 3.5% in 2014 and 3.3 in 2013) and the performance of the agriculture sector directly and indirectly impacts such performance. Most of Armenia's land area is devoted to agricultural production. There are 360,011 agricultural holdings without legal status with the average size of 1.5 hectares. And, for agricultural holdings with legal status, there are 453 holdings with the average size of 62.6 hectares.<sup>9</sup> The agricultural sector employs 789,348 full, part-time or seasonal workers out of a population of 3.3 million - or about 24 percent of the population is involved in the sector. Of this amount 406,483 workers are male and 382,505 are female.<sup>10</sup>

Given that the agricultural sector is such a significant economic sector and employer and the importance of the sector for income generation, nutrition, land use, environmental and cultural reasons, an agricultural census was deemed a necessity by the government to be conducted according to international standards. There was a full realization of the government and

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<sup>9</sup> *Agricultural Census 2014 of the Republic of Armenia: Main Findings*, National Statistics Service of the Republic of Armenia, p31 and at <http://armstat.am/en/?nid=82&id=1860>. Previous statistics in paragraph taken from various documents and based on NSS data at: <http://www.armstat.am/en/?nid=82&id=1836>.

<sup>10</sup> Ibid, Table 9.2 Number of members of holdings without legal status by duration of employment, gender and age, p380. A breakdown of labor is not provided for agricultural holdings with legal status.

development partners that such data was needed to help make more informed decisions regarding agricultural and related policies.

An agricultural census was not conducted since independence and the former production-oriented Soviet-style approach to statistics gathering was taking place. For instance, mayors or heads of villages were responsible for data gathering. There was an absence of up-to-date sampling frameworks and households were selected based on local individual judgment rather than sampling statistic principles. Data verification was weak or non-existent. Such a statistical gathering and compilation approach was not per international standards and raised questions of data reliability for the public policy making process and other sector-related decision-making and research.

The GoA adopted the legal framework for the agricultural census dating back to November 2008 with the Law of the Republic of Armenia *On Agricultural Census*. The law was developed with inputs of FAO, USDA and Statistics Sweden. The law was followed by a decision of November 2010 confirming the *Sustainable Development Strategy of the Rural Community and Agriculture for the Period of 2010-2020* that specified the improvement of agricultural statistics and the reporting system. A government decree of April 2013 set up the implementation plan for the general agricultural census and set the dates for October 11-31 2014 and the pilot census to take place on October 11-31, 2013 to be conducted in 7 communities and 3 regions.

The institutional mechanisms to oversee the agricultural census included a national commission chaired by the Vice Prime Minister of the MoTA with 3 deputy chairs- Chairman of the Standing Committee on Agriculture and Environment of the National Assembly, President of the NSS, and the Minister of Agriculture. Committees were also established for each region and Yerevan city. At the technical level, a working committee was formed including representatives from the NSS, MoA and the development partners involved in assisting the agricultural census.

The GoA, with the support of the FAO and other development partners, decided to adhere to international standards as set by the FAO and updated in 2010. By following the standards, the GoA would follow international practice in terms of census forms, techniques and methodologies, and produce a basis of information that is comparable to other country agricultural data. At the time of project design, the estimated cost of the census was \$4.5 million for a 4-year period (2013-17) with initial commitments by the GoA of \$223,000 and the World Bank of \$200,000. The European Union (EU) and the US Agency for International Development (USAID, together with the US Department of Agriculture- USDA) made other financial and technical contributions. The 2 phases of the UNDP/FAO project contributed a total of euro 904,264 with a total of euro 379,577 in support for Phase 1 and euro 524,687 for Phase 2.

Since the census was the first of its type in Armenia, the project was designed in two phases so that the various steps of pre-census, actual census and post census work could be done in a step-by-step manner. The following is a description of the each phase. The following narrative description is supported by the Results and Resources Framework showing actual results as provided in Annex D (Phase 1) and Annex E (Phase 2). An analysis of the inputs, activities and results is provided in Section III.

### **Phase 1: Support to the Pilot Phase of the Agricultural Census in Armenia**

Phase 1 had one main output: organization of the pilot agricultural census.

There were 3 indicators to measure performance:

1. Pilot Agricultural Census is conducted and report presented to the National Commission.
2. Lessons learned used in implementation of full-scale agricultural census.
3. MoA, MoTA and NSS are better able to communicate and use statistical data related to rural development.

This phase of the project had 3 main activities:

1. *Methodological and preparatory works for the agricultural census.* This activity included: prepare the methodology and communications for a public awareness campaign; prepare methodologies and forms to insure the quality, integrity and consistency of the data; develop schematic maps in communities; and data reconciliation of pilot census results.
2. *Conducting the pilot agricultural census.* This activity included: the detailed work of copying of questionnaires and instructions; organization of pilot census supervision and training (regional coordinators, heads of census units and assistants to heads of census); training of training instructors; organization of pilot census data collection, communities and household lists; organization of preprocessing data for data entry and data entry into electronic datasets; provision of transport equipment to support the pilot census; provision of computer equipment for data entry and processing; and organization of communication and public awareness campaign.
3. *Capacity building for post-census rural development statistics and policymaking.* This activity included: capacity building for NSS and MoA in data use and analysis; identification of topics and preliminary discussion of post-census thematic reports; organization of joint working groups for MoA, MoTA and NSS for data use and analysis; and support and capacity building for pilot agricultural census report preparation.

All main activities and targets were achieved with the following results:

- Creation of the pilot census methodology (action plan, questionnaires and instructions) based on international standards. The documentation was used on a test basis to determine what changes or adjustments were needed for the full-scale census.
- The pilot census was originally planned for October 11-31, 2013. However, due to the late receipt of funds (government resolution No. 1054N dated September 26, 2013), the pilot census was rescheduled for November 10-30, 2013. The pilot census was conducted in 7 communities of 3 regions.<sup>11</sup>
- A summary report on the methodology, conduct, and instructions and questionnaires used for the pilot was produced by the NSS.<sup>12</sup> The report included preliminary results and problems identified during the pilot phase.

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<sup>11</sup> Azatavan, Shahumyan and Nor Kharberd communities of the Ararat region; Nor Geghi community of the Kotayk region; and Berd, Gandzakar and Aygehovit communities of the Tavush region.

<sup>12</sup> Report on the Republic of Armenia Pilot Agricultural Census 2013 (November 10-30, 2014), NSS, April 1, 2014.

- For the above tasks, two FAO consultants visited Armenia to work with the NSS to provide technical support. The support included:
  - Reviewed and finalized the pilot census questionnaires,
  - Supported NSS to prepare the action plan,
  - Supported NSS in the analysis of the results of pilot census, summarizing its findings and lessons learned,
  - Participated in the 2-day capacity development workshop (identified below),
  - Supported NSS in developing communication and public awareness campaign plan,
  - Developed tabulation plan,
  - Supported NSS to finalize census questionnaires and instruction manuals based on findings and lessons learned from the pilot census,
  - Supported NSS in improving listing tools via comparison of the listing data with administrative sources,
  - Supported NSS to create a database to compare listing data with administrative results as well as the proper analysis of the output tables of the database. A national consultant and 11 data entry operators were recruited. The activities improved the quality of the census lists and the coverage of the census.
- Developed the schematic maps of 26 communities, including the pilot communities. NSS asked UNDP to create an additional 49 schematic maps. Funds were reallocated from public relations material production and capacity building to fulfill this request. The mapping exercise was contracted out to a private firm using a competitive tender. The target was overachieved to include 75 communities from the original planned communities from 3 regions (7 communities).
- The purchase and handover of pilot census support equipment to include 5 desktops, 5 laptops and 2 vehicles.
- Copying of questionnaires and instructions for the pilot census.
- Production of public relations material (leaflets and posters) for the pilot census.
- Contracting of 150 employees to receive training and then conduct the pilot census. The employees included:
  - 7 regional coordinators (4 month contracts)
  - 5 heads of census units/areas (2.5 month contracts)
  - 5 assistants heads of census units (2.5 month contracts)
  - 12 list compilers (1 month contract)
  - 24 instructor-supervisors (2 month contracts)
  - 97 enumerators/data collectors (1 month contracts)

This input was an adjustment from the original project document. The employees were to be hired with World Bank funds. However, due to the timing of the World Bank contribution, full financing of the employees for pilot census implementation was provided by the project. Following consultations with NSS and the World Bank Project Implementation Unit (PIU), it was agreed that the World Bank PIU would contract data coders and data entry specialists resulting in no cost increase to the project.

- Capacity building included a 2-day workshop (February 27-28, 2014) to discuss the results, conduct and issues identified during the pilot census. The workshop involved 64 participants representing the NSS (Division of Agricultural Census and Yerevan and regional agencies), MoA, MoTA, State Committee of Cadastre, UNDP, FAO, USAID and others.

A total of 3 indicative activities were not included due to the abovementioned work and budget adjustment with project funding provided toward employee contracting. The following indicative activities were transferred to the World Bank funding input: 1) organization of preprocessing data for data entry, 2) organization of data entry into electronic datasets, and 3) support and capacity building for pilot census report preparation. The cost savings for not undertaking these activities was transferred to the expansion of the number of community schematic maps prepared. Cost savings from the public awareness campaign and various capacity development indicative activities were also transferred to community schematic map task due to the number of maps prepared (increase from 7 to 75 maps).

### **Phase 2: Support to the Full Scale Agricultural Census in Armenia**

Phase 1 had 4 main outputs, each with a set of indicators to measure performance:

1. PES to assess the quality of census data carried out.
  - a. PES is conducted. (November 2014)
2. Agricultural census data processed.
  - a. Census personnel (coordinators, supervisors, encoders and data entry specialists) recruited. (2015)
  - b. Data entry, cleaning and editing of primary micro data from census and PES questionnaires completed. (2015)
  - c. Database with census cleaned data built. (2016)
3. Publications with agricultural census results elaborated and disseminated to the large user community.
  - a. Publications with census results (in Armenian, English and Russian) produced and disseminated. (2016)
  - b. Publications and other statistical products with census results are available on NSS web site. (2016)
4. National capacities for development of agricultural and rural statistics in Armenia enhanced.
  - a. Workshop to discuss preliminary census data organized. (2015)
  - b. Study tours organized. (2015 – 2016)
  - c. National Workshop/Conference to disseminate census products organized. (2016)

This phase of the project had 4 main activities:

1. *Support implementation of PES in Armenia.* This activity included: methodological support for the organization of census field work and staff training of those involved in PES field operations; copying of materials (questionnaire, instructions, etc.), organization of post-PES supervision and monitoring at the local level; support of post-PES supervision and monitoring at the national and regional levels; and organization of PES data.
2. *Support for data coding, entry and processing of agricultural census and PES data.* This activity included: recruitment and training of coordinators, supervisors, encoders and data entry specialists; manual review and coding of questionnaires for automated processing; organization of data entry and processing; and supervision of data entry processing.

3. *Support for the elaboration of publications and dissemination of agricultural census results.* This activity included: translation of publications' tables and explanations into English and Russian; and organization of production of publications (printing and electronic versions) with agricultural census results.
4. *Capacity building for development of agricultural and rural statistics in Armenia.* This activity included: organization of workshop to discuss preliminary census data, organization of study visits to a EU country; and organization of national workshop or conference to disseminate census products.

All main activities and targets were achieved with the following results:

- PES questionnaire and methodology developed.
- Questionnaires, instructions and other documentation copied and disseminated.
- Contracted 29 instructors (22 female, 7 male) for PES supervision and monitoring and 134 data collectors (102 female and 32 male) for PES data collection.
- Purchase of fuel to conduct PES.
- Conduct and completion of PES.
- Contracted 63 regional coordinators (39 female, 24 male) and training and instructions provided.
- Contracted 43 coders (37 female, 6 male) for review and coding of questionnaires.
- Contracted 96 data entry specialists (72 female, 24 male) for data entry and processing.
- Contracted 18 team leaders (15 female, 3 male) for data entry and processing supervision.
- Translated publication and published data tables to English and Russian.
- Organized the production of agricultural census publication *Agricultural Census 2014 of the Republic of Armenia: Main Findings* and produced 21,000 copies in 3 languages and helped in the production of the web-site version: <http://armstat.am/en/?nid=82&id=1860>.  
The document and web site are organized into the following categories:
  - Lands of agricultural holdings
  - Sown areas of agricultural crops
  - Areas of perennial plantings
  - Sources and methods of irrigation
  - Means of plant protection and fertilizers
  - Livestock and poultry
  - Pisciculture
  - Agricultural buildings and facilities
  - Labour Force
  - Use and processing of agricultural products
  - Agritourism
  - Loans and subsidies
  - Agricultural cooperation
  - On farm record keeping
- Organized and conducted two study missions of NSS and MoA personnel to Austria (2015) and Czech Republic (2016). Mission reports are contained in annual project reports.
- Organized and conducted, with the NSS, MoA and other development partners, a conference entitled, *The Main Results of 2014 Agricultural Census of the Republic of Armenia*, December 23, 2016.



There were two adjustments in the indicative activities. First, after analysis and consultations between NSS and project consultants, it was determined that the PES sample size be reduced from 5 percent to 3 percent. This resulted in a cost savings for the project. The second adjustment was the increase of the data coders' contracts to 5 months from 3 months. The second adjustment was made after sample data coding was conducted and it was realized that more time would be needed. With the two adjustments, there was no budget increase but a shifting of resources between the two indicative activities.

### III. Project Achievement Measurement, Findings, Lessons Learned and Conclusions

#### A. Overview

The purpose of this section is to identify the findings, lessons learned and conclusions based on the data gathered for the evaluation. The findings, lessons learned and conclusions are grouped together per the different evaluation factors. Given the structure of the project in two phases, the findings, lessons learned and conclusions are also provided for each phase. This section prepares the groundwork for the recommendations in Section IV.

The following table provides a summary of key conclusions based on the evaluation factors formally discussed in Section II.B. The conclusions are further substantiated in this section and in Section IV.

**Table 2: Project Achievement Measurement Summary**

Evaluation Factors	Result
Relevance	The project remained relevant throughout its planning and implementation. The government's legal framework established the commitment and defined the agricultural census parameters. The project design (its two phases) responded to an expressed need and was prepared with stakeholder and development partner input and cooperation. The project remained relevant throughout its implementation since it contributed critical processes, funding (for personnel contracting and equipment), technical expertise and capacity development. Even at project end, the project is still proving relevant since it has helped to identify next steps though more attention is needed to identify relevant next steps.
Results	All project activity results were achieved for each phase. There were minor adjustments that were made in a procedural way and did not reduce the accomplishment of any of the results. While the main result was the successful conduct of the agricultural census, the main activity results were also achieved: pilot census, PES, capacity development through on-the-job training and other country visits, process development and the publication of data (printed and web site). The actual results are building blocks for future census activity (post census surveys, data reporting and usage, strengthening verification, etc.).
Effectiveness	The mode of project delivery was effective in terms of implementing the project in two phases with one dependent on the other. The activities also fit into a larger scheme of conducting a first agricultural census for

	<p>the country. Since the interventions were pieces in a large puzzle it took direct collaboration with the main stakeholder, the NSS, as well as input from others and the coordination with various other development partners. Regional expert interventions provided by FAO appeared to be timely and used at times when needed to advance census-related activity, capacity development, and data compilation, verification and reporting. The modalities that were developed were highly effective as the results of the census shows as well as the satisfaction of the main counterparts and their willingness to further collaborate.</p>
Efficiency	<p>The goods and services appear to have been delivered in an efficient and cost effective way. There were minor budget adjustments and no increase in funding. Considering this was an unusually long-term project (4 years) that is commendable that the budget was adhered to with minor adjustments. Also, the skeletal project management contributed to the efficiency as well as the timely inputs provided by the FAO consultants at important times- as planned and as needed so that constant progress was being made. While it could be said that a shorter time period could have been adopted, given that the census was a first time effort, such a step-by-step process was warranted.</p>
Capacity Transfer	<p>Capacity was transferred in two main ways. 1) By the provision of on-the-job experience by carrying out the various steps of the census with the technical advisors providing education, training and support along the way. This helped in various aspects from the public relations campaign, questionnaire development, data entry, compilation and verifications, post census surveys, publications, etc. 2) The formal training through workshop and conference presentations and the in-country visits to Austria and the Czech Republic. The workshop and conferences were used more to promote what was done which was really a “verification” step to show that something was accomplished and to learn from the experience in addition to promoting data use. The in-country visits were helpful in exposing government officials to the way other countries not only conducted a census but what processes and other tools they use and how the data is used. The visits also provided connections for further exchanges of information and expertise.</p>
Views of Direct Beneficiaries	<p>The NSS deems the census a success and appreciated the UNDP/FAO intervention. There were no major issues from their perspective. The technical staff gained experience in a practical manner and seemed to have learned from the technical expertise provided as well as gained from the processes and other methodologies they left behind. The true test is how the census data is taken seriously and used. Even though the data has only been made available for a short period of time, there is a demand for the data and it is being used by a variety of end-users. There are reliability and quality questions but these issues are being ironed out given “competing” numbers with the census data having a factual basis given a documented process behind it and the application of international standards.</p>

## **B. Findings, Lessons Learned and Conclusions**

### **1. *Design and Coherence of the Project to its Logical Framework***

#### *Findings*

The project was instrumental in the planning, conduct and reporting on Armenia's first agricultural census. The design of each phase took into consideration the interests of the main partner, the NSS, and each phase was integrated with the work of other donors so that a comprehensive and concerted effort took place in a timely manner and within costs.

The design of the first phase allowed for the pilot census to take place and prepare the groundwork for the full census. Several issues were addressed that resulted from the pilot phase and the NSS and other partners gained experience that led to a successful census. Phase 2 activities surrounded the activities of the PES and then the documentation to supply the data provided by the census in a more user-friendly manner. Both phases addressed capacity development- mainly with the NSS and other participants gaining on-the-job experience as well as other training. The Phase 2 missions to Austria and the Czech Republic have contributed to improving data and its use, some of which the NSS and MoA are following-up on.

The project design, as identified in the Results and Resources Framework for each phase, had very clear outputs, targets, activities, indicative activities and measurement of those activities as shown in Annexes D and E. The measurements were mostly numerical and measured on a periodic basis. Where indicative activities were not achieved, reasons were provided with the different stakeholders informed prior to any changes and the acceptance of the main counterpart, other development partners involved and project the project sponsor. There were no cost overruns.

Project administration was lean and efficient. The two project positions were part-time given time share arrangements with other projects. The arrangement did not appear to impede project execution. In fact, given the placement of the project within a cluster of similar efforts under ENPARD, the collaboration may have contributed to project efficiency and results.

#### *Lessons Learned*

- The project's design in two phases contributed to smooth execution and the achievement of the intended Outputs and Targets. The first phase was a test phase and allowed the NSS, project consultants, and other development partners to identify weak points and improve the design and implementation of the full census. The PES of the second phase allowed to verify and validate data and help to format the data in a user friendly way.
- Both phases contributed to practical on-the-job experience while also adding more formal training through workshops, conferences and country visits.
- Promotion of a first time agricultural census (or any census) to the public, especially interviewees, is essential especially in a culture that is not used to such information gathering and sharing. Both phases of the project contributed to the public campaign with a first phase finding indicating more emphasis was needed on the public awareness campaign and a second phase finding being the more public awareness was needed for future efforts.
- A project benefits from a set of discrete activities with related indicative activities and clear measurement indicators. The project has such discrete activities and results were

measured on a periodic basis that has led to appropriate activity and indicative activity tracking.

- Professional expertise was provided by FAO on a timely basis. The consultants were qualified, worked well with counterparts, and provided real world regional experience that counterparts could understand and relate to.
- A skeletal part-time management/staff structure did not take away from project implementation or results. In fact, the time sharing with related projects and situating the project with a cluster of similar projects probably contributed to efficient and effective use of resources.

### Conclusions

An agricultural census support project can be considered an input-output type of intervention. There are fixed steps to be taken in a specified time period. The project design identified discrete activities for each phase. The selection of activities at the planning stage was an important success factor since the selection involved the NSS and the main development partners. This allowed for a comprehensive and coordinated approach to all phases of the census.

Since it was a first time agricultural census, the pilot phase was instrumental in identifying weak points as well as refining the census questionnaire and data requests. The design that led to feedback feeding into the full census was critical.

The inclusion of capacity development during both phases was also helpful in identifying capacity development needs, continuing on-the-job experience for both phases and exposing the NSS, MoA and others to expertise through the consultants engaged on the project, work on a day-to-day basis to implement the activities, and the two country missions. The country missions also provided participants to look forward to steps beyond the census itself.

The project staff adhered to the Results and Resources Framework and measured performance against it. The results are clearly stated and were easily communicated to those interested in the periodic project reporting.

## ***2. Achievement of Milestones, Effectiveness of Overall Project Interventions and Meeting Intended Beneficiary Expectations***

### Findings

All project targets for each phase were accomplished. There was a slight delay in the pilot census (from October to November 2013) that was outside of the project's control. There was a "trade" of some indicative activities with the World Bank because of World Bank funding flow issues but the result did not affect the support to the pilot census or other intended targets. There was an over achievement of the schematic mapping as intended at the request of the main stakeholder. All changes were preapproved.

There were several comments that the census could have been achieved in a more condensed timeframe. However, given the structure of the phased approach, the multi-development partners support and involvement, and a first time exercise, it seems that more of an emphasis was placed on the quality of "doing it right" than trying to do it too fast. Also, there seems to have been the issue of increasing public awareness so that there was adequate and responsive support and participation- not an unusual occurrence for a first time agricultural census.

The project was effective in terms of contributing to the completion of the overall census. The verification, validation and organization of the resulting data through the PES and other Phase 2 activities contributed to the presentation of data in a more user-friendly way, as exemplified by the summary publication with all main data tables and web access to the main data tables. There is also anecdotal evidence of the NSS providing data on request.

The main beneficiary, the NSS, has expressed satisfaction with the project's participation in the census activity. They believe that the project and the overall census was a success. The MoA, MoTA have also expressed satisfaction along with several representatives of development partners, academia, and private sector and NGO data users. There is anecdotal evidence that these entities are using the data for a variety of purposes to include research, marketing and other studies, comparisons to other countries, and policymaking. There is also the understanding that there are future steps to take to improve upon the data gathered and in its use and presentation.

### Lessons Learned

- Activities planned with the participation of stakeholders and participating development partners can achieve a large, complex endeavor if coordination and collaboration is present with a committed and strong main counterpart (NSS in this case).
- A clear time plan with timed inputs can help in the execution of such a step-by-step intervention. Constant coordination meetings are needed involving all main stakeholders.
- While clear activities and indicative activities are important and need to be agreed upon by the main beneficiary (NSS), the beneficiary must be committed and actively participate along the way and, in fact, drive the intervention given the many players involved.
- Feedback from the main beneficiary and other participants is essential and needs to fit into future steps or activities.
- Publication of the data was important so that the government, academia, private business, NGOs and others can clearly see the results. The promotions workshop (December 2016) contributed to this effort, as does the NSS web site access.
- While collection, organization and publication of the data is essential, there appears to be the need to concentrate more on the use of the data though there is anecdotal evidence (3 months after data publication and dissemination) that the data is being used.
- Overall project satisfaction is high according the NSS and other stakeholders. There is an interest on follow-up work to extend the progress made to date (further elaborated in Section IV).

### Conclusions

All project outputs and targets were achieved on time as indicated in the project documents and as measured in the periodic project reports. There were slight changes but none that impacted Phase 1 or Phase 2 performance. The project intervention resulted in the completion of a first time agricultural census and surrounding activities and led to the development of processes, capacities and awareness that can be repeated for a future cycle. However, given the timeliness of the next census (2024), the question is if such a cycle of activity will be repeated given the potential change in human resources. The test will be the cycle of activity between censuses and the inter-census activity. Additional education and advice may be needed to help the next cycle develop (post census surveys, etc.).

NSS and other stakeholder satisfaction is high. The constant and high quality support provided helped to move census activity along. There was no “over promising” and realistic support was

provided along the way of the rather long timeframe of the intervention covering all phases of the census effort.

### *3. How is the Final Agricultural Census Assessed by Different Stakeholders*

#### Findings

First, the in-country interviews have shown that the stakeholders have appreciated the project intervention to support the agricultural census. The main counterpart, NSS, had developed a good working relationship with project management and facilitated and used the expertise provided by the FAO consultants. The activities were delivered in a timely manner and supported the NSS and the census at critical milestones- both by creating key milestones and accomplishing them. Other stakeholders, namely the MoA and MoTA also rated the project as positive and are starting to see what the census data can provide to help in sector research and policy making. There were also positive comments regarding the support to the census and the actual census results by representatives of academia (National Agrarian University), the private sector and NGOs.

Second, the success of the interventions can be measured by the actual use of the data. While the data was only fully disclosed and made available in December 2016, there is anecdotal evidence that the data resulting from the census is being used. The data is mostly being used as information and review purposes currently but will most likely eventually feed into the policy and other decision making processes. There are also evident opportunities to continue to strengthen data collection and verification as well as develop capacities to better use the data for policy analysis and preparation.

#### Lessons Learned

- Close cooperation between project administration, consultants and stakeholders (mostly NSS in this case) will lead to the satisfactory implementation of activities as well as building relationships and capacity.
- Keeping fixated on the project's activities contribute to meeting targets and fulfilling outputs for such a large and complex endeavor. The stakeholders knew what the project was to deliver and the project appeared to deliver what was expected.
- Tracking of what was done on a timely basis adds to the ability to communicate to others what was accomplished, changed, or not being accomplished as planned.
- Collaboration between development partners keeps all parties up-to-date on what is happening. There seemed to be professional understanding and expertise so the 'pieces of the puzzle' fit together.
- Given the success, stakeholders are very receptive to future interventions by UNDP and FAO to further advance upon the progress made to date. Several areas of possible support were mentioned and further discussed in Section IV.

#### Conclusion

Project success can be defined in several ways. One way is what stakeholders say about the project. Another is to express, through actual work, what they have gained from the project. And, another is to see how the outputs or results of the project are used. The project was successful on all three counts. No negative views were expressed. There is definite interest to continue work in terms of future census-related activity and interest in how to better use the data resulting from the census. Capacity was developed and no such large-scale development partner assistance will be needed for the next census though small-scale interventions are warranted and recognized. There was enough expertise gained where NSS and other

stakeholders, within and outside the government, know the future direction in terms of post census surveys, verification, data use, etc. And, there is a definite interest to adhere to international census and data reporting standards. Again, smaller interventions may be needed to facilitate but the commitment and initial expertise is present.

#### ***4. Gaps and Weaknesses in the Project Design, Implementation and Project Management***

##### *Findings*

There were no apparent gaps or weakness in the project design, implementation or management.

The project design was prepared with the input of UNDP and FAO with consultations of the NSS and others, including development partners who had various roles also in conducting the agricultural census. The key factors to determine the strengths or weaknesses of the project were: 1) the ability of the development partners to work together to complete an agricultural census within the expected timeline; 2) the collection of the appropriate data, and the publication of the data; and 3) having a cooperative and committed counterpart with committed management and staff. The inputs delivered by the project in terms of hiring census activity personnel, providing reliable and experienced technical experts, and either conducting or facilitating capacity development contributed to the strengths. Project management and the project's sponsoring entities (UNDP, FAO and ADA) were flexible enough to allow the project to proceed through the two phases by backstopping and make slight adjustments as needed.

Project management, as mentioned previously, was lean but effective. One may think that full time project management and staff were needed to add value but the part-time inputs as well as cost sharing with a similar projects most likely helped project implementation.

##### *Lessons Learned*

- Project design involving the main stakeholders and development partners helps to identify discrete interventions and commitments. It also helps with the identification of clearly defined activities, targets and outputs.
- A technical and capacity development intervention can add more value if linked to an actual activity, such as an agricultural census, so real and practical experience can be gained.
- Staying in step with the main stakeholder is important so that inputs don't get ahead or behind what is planned or what the main stakeholder can absorb.
- Periodic meetings of main participants contribute to cooperation and communication, especially for a large and complex effort like a first-time agricultural census.
- A step-by-step progression of activities such as pilot census – census – PES – data formatting and documentation interspersed with capacity development and process development helps to provide support in a timely manner and accomplishing pieces of the larger effort (the completed census).
- Project management and staff provision should be tailored to the project intervention. The administrative framework was consistent throughout the two phases and provided adequate planning, management and backstopping support.

##### *Conclusion*

No gaps or weaknesses were found in project design, implementation and management. Since the both phases of the project fit into a larger effort to prepare for, conduct and the follow-on steps to the agricultural census, the project contributed discrete activities with the necessary

professional expertise, funding and other resources to help the census succeed. There are no major recommendations to improve upon what was already in place.

## **5. Phase 1: Support to the Pilot Phase of the Agricultural Census**

### Findings

Most Phase 1 activities were implemented on a timely basis and within budget as originally planned in the project document. The implementation did confront some complexity to include the realization that the pilot agricultural census was the first such exercise in Armenia. Second, the pilot census effort, and its surrounding activities for preparation, data entry, compilation and analysis, and capacity development, involved mainly the NSS from the government and also a variety of development partners besides those involved in the project. Extensive coordination was needed with the different participants to execute the pilot census in a timely and cost effective manner. While there was a slight (1 month delay) in the actual conduct of the pilot census, it did not affect the conduct or results of the pilot census. The coordination of the census was also exemplified by the cooperation of the UNDP/FAO with the World Bank to swap inputs given fund flow issues but resulted in the same indicative activities being implemented at the same cost.

The pilot census did fulfill its role in providing a test of the census questionnaire and its instructions, methodology, and capacity that fed into the design and implementation of the full agricultural census. As shown in the 2-day February 2014 workshop, sponsored by the project, the pilot census findings and results were reviewed and reported on to make further improvements.

### Lessons Learned

- A multi donor activity with a strong national partner and appropriate government support and legal framework can work for such a complex undertaking as a first agricultural census (and it's pilot phase). Ongoing meetings and communications are needed to help collaboration and the delivery of inputs and results.
- A large and complex project, program or other activity (such as a census), especially for a first-time endeavor, benefits from a pilot phase to work out approaches and methodologies, develop capacity and build relationships for a full-scale activity.
- The resulting questionnaire proved to have the appropriate design. However, some adjustments were necessary to include, but not limited to: classification of the total areas of the holding according to land use and land tenure and adding a category for household members under 15 years. Consultations were undertaken with development partners as well as potential data users.
- The definition of "agricultural holding" was problematic. In Armenia, besides holdings that correspond strictly to FAO definition of "agricultural holding" (operate agricultural land and hold livestock), there are also holdings, especially from the household sector, that hold, but do not operate or rent out their agricultural land. Thus, the enumeration only of agricultural holdings, according to the FAO definition, could have prevented the full census from obtaining comprehensive information on total agricultural land of the country.
- For data entry and processing of census information, NSS designed the IT solution, based on CSPro, which was also used for processing of 2001 and 2011 population census data in Armenia. Some concerns were expressed regarding the possibility to use only CSPro to ensure the necessary processing of full scale agricultural census data, which (in comparison with population census data) need to support much more



sophisticated arithmetical checking rules and tabulations.

- The lists of pilot census units comprised only the information on the availability of agricultural land and livestock, without quantity information (land area and livestock number), which did not allow the elaboration of a complete census frame and timely checking and analysis of the discrepancies between census and administrative data.
- There were discrepancies on total agricultural land at the community level between census results and cadastral information. Additional attention is needed to aligning statistics between the different GoA statistical agencies.
- The monitoring procedure developed for the pilot census did not allow NSS to receive timely and comprehensive information on the pace of the fieldwork (with the exception of the number of enumerated units). Important information, such as the land area and livestock by main kinds of animals of enumerated agricultural holdings, were available at NSS only when census materials were received from Territorial Statistical Offices several weeks after the census end date. This delay did not allow NSS to assess and make necessary timely decisions to ensure the completeness of census enumeration.
- NSS and census field personnel encountered difficulties caused by the lack of agricultural land property ownership certificates in some of communities. There were issues with the enumeration of absent and non-resident landholders with the lands located outside the locality of their residence. And, there were some cases when people were reluctant to give the census data, especially on livestock (e.g. the beneficiaries of state social benefits for people with low income).

### Conclusion

Phase 1 met its objective of pilot testing the agricultural census methodology, questionnaire and conduct. Experience was provided, lessons learned, corrections made and capacity developed that fed into the full agricultural census and follow on steps that were conducted in Phase 2. Most of the issues identified in the above findings were resolved.

The conduct of Phase 1 also showed that a large and complex activity, such as a first agricultural census, benefits from a pilot phase. The pilot phase set the stage for the full agricultural census and directly contributed to its undertaking and results.

The effort also showed that different stakeholders and development partners could work together in a complimentary way even given separate technical expertise and different funding streams. A strong and committed national partner and full government support was necessary to conduct all steps for Phase 1 especially since it was a first time agricultural census exercise. Also, having the necessary legal structure in place and an active public relations campaign were important factors in establishing the framework and gaining public commitment and understanding. The project and its stakeholders realized that more comprehensive public relations and education were needed for the full agricultural census.

Capacity building proved to be an ongoing “on-the-job” exercise that continued during Phase 2.

Specific recommendations were made in the Phase 1 final report. These included:

1. Fine tuning of the census methodology and questionnaire according to FAO 2010 standards and based on stakeholder input, including potential data users.
2. As a statistical measurement unit for Armenia, “agricultural holdings” (as defined above) and local public (community) authorities will also include “other rural households” that are not agricultural producers or holdings but own unutilized agricultural lands. This will

allow obtaining comprehensive information on total agricultural land of the country with the identification of unutilized and abandoned land.

3. NSS information technology specialists were to complete the design of the Agricultural Census Data Processing System taking into account the necessity to support all necessary verification rules, database elaboration with micro data, and populate all output tables with final census data.
4. Prepare a holdings' list for the full agricultural census including information on land area and livestock number.
5. Analyze the listing information and relevant administrative data. And, create a database with the data by communities and to analyze correlation and discrepancies between these data for completion of the census frame.
6. Develop fieldwork monitoring and evaluation procedures with a standard feedback form from field personnel to obtain systematic information on the pace of census operation and ensure overall census coverage. And identify process to check the quality of data collection performed by enumerators (before and after fieldwork) to ensure the quality and completeness of questionnaires.
7. To improve full agricultural census quality and participation, attention was needed for:
  - a. Selection and training of census personnel- cooperate with local authorities on field staff selection to make sure they are well known, credible individuals with necessary experience for fieldwork,
  - b. Preparation of a Communication/Public Awareness Campaign with the active involvement of local public authorities, academia, mass media and other key stakeholders and partners. Ad hoc face-to-face meetings with the population may help to build trust and explain the purpose of data collection and use.
8. Develop and implement a PES to evaluate the quality of completed census questionnaires. (Planned under second phase of the project.)

## **6. Phase 2: Support to the Full Scale Agricultural Census**

### Findings

All project activities were accomplished within the timeframe and budget planned in the project document and in line with full agricultural census activities and the resulting activities of the NSS and other development partners. The execution of Phase 2 continued and/or responded to some of the findings of Phase 1, namely, the coordination and collaboration of the government (mainly NSS) and a variety of development partners to execute a complex first time exercise such as an agricultural and applying the lessons learned, experience and adjustments from the pilot census of Phase 1.

Phase 2 also showed the importance of a project intervention to identify discrete activities to contribute to a larger exercise in a practical and realistic manner. In the case of Phase 2, the conduct of the PES was an essential step of the agricultural census cycle and helped to close the loop on data entry, quality control and verification, and data preparation for publication. Second, the assistance to publicize and make the census data more "user friendly" and widely available through the publication (in 3 languages) of the main statistical document and web site availability has contributed to the understanding of the purpose of the census exercise and, more importantly, the actual use of the data. Third, the capacity development efforts have proven instrumental in two ways: 1) there has been an obvious gain of practical on-the-job experience at NSS that will contribute to post census surveys and the next census cycle; and 2) the out-of-country missions to Austria and the Czech Republic helped to show the main

stakeholders, NSS and MoA, the experience of other countries and provided information on future steps needed to help sustain the progress made to date.

There is now a more advanced discussion on the use of agricultural statistics for research, policy making and reporting. While it is too early to fully assess this impact, there is anecdotal evidence that the census data is being used by a variety of public, private and non-governmental entities.

Last, the end of the 'census cycle' shows that NSS and the GoA can undertake such a census according to international standards. However, there are necessary next steps to help sustain the experience gained to date.

### Lessons Learned

- To support a complex multi-year one-time exercise into phases helps to build capacity over time through practical experience, brings awareness to a full cycle of activities rather than a one-off activity, and provides checks and balances to correct instruments and processes along the way. It also allows buy-in to develop more naturally with stakeholders and allows for more public awareness and education over time.
- Multi-development partner collaboration is essential to address such large one-time efforts. While such an approach, with the UNDP/FAO support a major component, was successful for pre, actual and post census, the same collaboration will be needed to help advance from the actual census to further strengthen agricultural statistic use, updates (including post census surveys), and the next cycle of census activity.
- It is important to emphasize that an agricultural census is not a one-time activity but part of a cycle of activity to build and maintain the agricultural statistics database that users can access and use for practical purposes.
- Transfer of capabilities to government is happening and could be enhanced as more experience on data reporting and manipulation is obtained.
- Linkages to an international and/or regional institution body, such as the FAO, are essential to help benefit from relevant other country experience, especially within the region, and obtain and adhere to international standards. The adoption of international standards, such as was done with the activities surrounding the census, helps to legitimize the census activity and resulting statistics.
- The use of consultants from within the region and with a similar development experience benefits project and, in this case, census, execution. The mission to the Czech Republic had the same result to learn from peers and exchange experiences and capacities.
- Given the change in the source, compilation, verification and organization of the census data, education on data use is proving to be a key need. Education appears urgent at two levels- existing users in government, private sector and NGO community, and at the technical or university education level. The former is short-term for current information needs and the second is for medium and long-term sector development.
- With the introduction of a new set of statistics (for any new statistic gathering exercise, not only for the subject agricultural census), there will be discrepancies between statistics previously used or gathered by others and those of the new set of statistics gathered according to international standards. These discrepancies must be worked out so there is one set of reliable data- or 'one set of music' that policy makers, researchers and others are reading from. This will take cooperation between the NSS and other statistical producers.
- When carefully thought out, project management can be organized so project activities can be implemented in an efficient manner to contribute to related efforts. In the subject

project effort, project management and staff had shared functions and salary costs with other projects that helped to conduct the subject project in an efficient manner, build relationships, and use common resources as well as obtain shared goals and objectives.

### Conclusion

Phase 2 positively contributed to the conduct of the census and post census activity of the full agricultural census. Awareness has been raised within government and the public of the importance and benefits of such an exercise. Capacities have been developed to the extent that one census cycle of experience has been gained with a strong government partner driving the exercise and prepared to undertake continuing steps. Agricultural sector stakeholders are now using the data for practical purposes such as for sector research, teaching, marketing and investment research and analysis.

While there were sustainable activities and capacities developed throughout Phases 1 and 2, there does appear to be the need for next steps to help sustain the progress made to date. These include:

1. *Consistency of data needed.* There does appear to be some conflicts between the data gathered from the census and other statistics used in and out of government. Such inconsistencies should be actively eliminated so that one set of agricultural data is used.
2. *A new census cycle is emerging.* The census was conducted in 2014- almost 3 years ago. Data will need to be updated and interim surveys conducted and other steps taken to lead to the next census. A full cycle of activity should be identified to apply the momentum gained to date and to keep the statistical base “live” so it does not become outdated and unreliable. Various discrete interventions can be addressed to further develop agricultural statistics. Such interventions include defining agricultural households in a clear manner that meets national needs and is in line with FAO standards. Also, work on the farm registry is being introduced but may need further support in the future.
3. *Data use needs to expand.* Now that the data is present, there are questions regarding how the data is to be used. Some usage is already occurring organically on its own by entities active in the sector. However, the ability to use the data, especially for public policy purposes, needs attention and potentially further improvement. There is an awareness of this need and it is initially being addressed. Such attention is needed: 1) to educate and inform current sector users on the availability and ‘how to use’ such data; and 2) to integrate the census’s statistical use in the agricultural technical and university curriculum.

The above 3 areas are further elaborated under Section IV regarding recommendations to enhance sustainability.

## **IV. Recommendations and Possible Ways Forward to Enhance Sustainability**

### **A. Overview**

The following are a series of the main recommendations drawn from the previous analysis. These recommendations either synthesize or bring further detail to some of the findings, lessons learned and conclusions drawn above.

From the start of the project in September 2013, the project made all planned contributions to the agricultural census effort as well as contributed to providing a strong base of methodologies, data tools, publications and capacities to make further progress relating to agricultural data collection, compilation and dissemination. As indicated above, the project experience shows that discrete and targeted activities with a strong counterpart can help accomplish activities in a timely manner as well as efficiently and effectively. As well, the cooperation and collaboration between the government and the development partners was critical to the agricultural census's completion and showed how the project fit into the larger census picture.

With the gains made to date, there are further opportunities that the government, namely the NSS, MoA and possibly the MoTA, along with their development partners may want to address in a comprehensive manner, similar to how the census was approached and undertaken. The emphasis of such interventions should be focused on: 1) strengthening the data collected to date and beginning a new census cycle of activity; and 2) improving the use of the census data for policy making purposes.

There already seem to be several efforts to assist these possible intervention areas. These efforts include the ongoing work of the ENPARD project (EU and other donor sponsored that has FAO inputs) and two efforts planned or being undertaken with World Bank support: Agricultural Policy Monitoring and Evaluation Capacity Building Project (with MoA) and Implementation of the National Strategy Program for Strengthening of the National Statistical System (with NSS). Also, as of the time of this evaluation's preparation, project management had requested a no-cost extension to use the remaining funds in the project (euros 70,135). The no-cost extension was approved resulting in a project end date of 31 August. The extension is to use the remaining funds for the: 1) the creation of an online interactive statistical atlas; 2) acquire electronic data storage to improve data maintenance and protection; and 3) further capacity building of NSS central and regional NSS units to apply lessons learned to date and continue to adhere to international standards.

Given these and other possible efforts, continuation is recommended of development partner collaboration to target the areas that need support so that a full set of assistance addresses the government's priority needs. It appears that the working group of the census can be used and even formalized so there is support to the full cycle of agriculture data gathering, reporting and use especially for: 1) evidence-based policy analysis and policy making efforts of the government; 2) use of the data collection methodologies, compilation and use at the university level; and 3) private sector use for production, marketing, investment and import/export analysis.

The three main areas of future support can be addressed in 3 areas: consistency of data, a census cycle of activity, and improving the use of agricultural sector data. Thumbnail sketches are provided below. More discussion would have to be held with key stakeholders and the main development partners to further scope out any future technical assistance.

## **B. Consistency of Data**

Given the agricultural census was the first for Armenia, there is a new set of statistics to use for research, policy analysis and policy making. There are instances and will continue to be instances in the short term where the newly gathered data will conflict with what was being used before.

There needs to be a consistent effort to disseminate the census data government-wide as well as with the private sector and NGO communities so that the most current and accurate data is used. If there are discrepancies, there should be sufficient verification to ensure the proper data is being used. There does appear to be interest of NSS to do verification since it is being done on an informal basis. There should be sufficient collaboration and understanding so that the data being made available is as accurate as possible.

Verification of census data is continuous exercise as data becomes old and out of date and the sector changes. Dialogue is needed, mainly between the NSS and MoA and other stakeholders so that the data is up-to-date and provides utility for policy, marketing, investment, trade and other purposes.

## **C. A Census Cycle of Activity**

While a census of any type can be viewed as a one-time event, it really is not. A census is part of a cycle of activity. The activities pre and post the Armenian agricultural census shows that there are variety of steps that must be taken to lead into the census and steps resulting from the census. The two phases of the project were instrumental in addressing some of these activities.

There is discussion of follow-up steps, such as the establishment of a farm registry, and post census surveys. The NSS, MoA and development partners would benefit if a full cycle of activity be worked out to the next agricultural census in 2024. The cycle should be formulated into a timeline of activity to identify post-census surveys to keep data fresh, and other activities so that the NSS and others are clear what needs to be done in future years. Development partners can provide support, as needed, so that the data remains accurate and relevant and there is a lead-up to the next census instead of starting at point zero like when the current census activity started in 2013.

## **D. Improving Use of Agricultural Sector Data**

The census data does appear to be used in the short time it has been available. There is support to the claim that the data is being used for evidence-based policy making. However, data use is at a very early stage given the verification and some discrepancies with previous data used, as mentioned previously.

There is opportunity to provide more assistance to help end-users to use the data for policy making purposes. The previously mentioned World Bank project for the MoA may contribute to this effort. However, there needs to be a more long-term strategy. This strategy should involve the following:

1. Support to current policy makers on agricultural sector data usage, analysis and policy formulation for current government management and staff so that the data is used for any policy analysis or formulation that will take place in the medium term.

2. Support to the private sector and NGOs to use the data for production, investment, trade and other purposes to help provide develop a more market-oriented sector development approach.
3. Support to the curriculum development of Armenia's National Agrarian University and other educational entities so that students are educated at an early stage of the data's availability and potential use for policy, research, marketing, investment, planning, etc. and students are aware of agricultural census methodologies and activities according to international standards. USAID and USDA is addressing this component and continued attention appears to be warranted.

## Annex A: Terms of Reference

<b>Post Title:</b>	International Consultant for the final evaluation of the project
<b>Project title:</b>	Support to Comprehensive Agricultural Census in the Republic of Armenia
<b>Type of Contract:</b>	IC (Individual Consultant)
<b>Duration:</b>	21 working days (starting February 2017)
<b>Location:</b>	Yerevan, Armenia

### BACKGROUND

The Republic of Armenia has not conducted any agricultural census since independence and thus there is no way of analyzing structure of agriculture at lowest administrative levels, which seriously impedes targeting agricultural and rural development programs. Agricultural Census is practically the only way of obtaining data about the structure of agriculture at the lowest administrative levels and for providing sound benchmark data on the situation and role of agriculture in Armenia for evidence-based policy making. Agricultural Census provides the Ministry of Agriculture a basis for needs assessments of the agricultural inputs like fodder, fertilizers, pesticides and vaccines, as well as of agricultural machinery and equipment. It also helps the Government of Armenia to deal with important issues such as informal activities in agriculture. Conducting the Agricultural Census is vital for current agricultural statistics as well. First phase of the Project supported implementation of the Pilot Agricultural Census, which allowed testing and applying the methodology in real conditions and to take into account lessons learned. Second phase of the Project supported the implementation of Agricultural Census in the Republic of Armenia through providing technical assistance, capacity building and bridging financial gap for the full-scale Census.

**The Pilot Census, as a first phase**, was carried out in the period of 10-30 November 2013, in 7 communities of Ararat, Kotayk, and Tavush marzes (regions) of Armenia. The Pilot Census allowed to test census methodology (questionnaires and instructions), its organization, as well as the tools in real conditions and to identify the needs for fine-tuning them, ensuring the good preparation to the full-scale Agricultural Census.

**The second phase of the Project was the Full-Scale Agricultural Census**, with duration of October 2014 - March 2017. The project consists of the following components:

1. Support in implementation of Post-enumeration survey in Armenia.
2. Support for data coding, entry and processing of Agricultural Census and Post-enumeration survey data.



3. Support for the elaboration of publications and dissemination of Agricultural Census results.
4. Capacity building for development of agricultural and rural statistics in Armenia.

The National Statistical Service of Armenia (NSS) is the main beneficiary and implementing partner of the Agricultural Census. Among the main beneficiaries and end-users of the data are the Ministry of Agriculture and the Ministry of Territorial Administration, as well as governmental, non-governmental and international organizations involved in agriculture and rural policy making and programming in Armenia.

## **EVALUATION PURPOSE**

The project evaluation aims at assessing the extent to which the project achieved its overall objectives and outputs as identified in the project document and annual working plans. In addition, the project would like to derive lessons learned, so to maximize the impact of interventions during the future activities/projects. The results of this evaluation will be shared with the relevant partners.

## **EVALUATION SCOPE AND OBJECTIVE**

The Contractor's assignment is to evaluate "Support to Comprehensive Agricultural Census" Project (phase I and II) funded by the Austrian Development Cooperation and implemented through UNDP Armenia. The assignment is to assess and present the outcomes of the Project, draw conclusions, and suggest recommendations. The evaluation is expected to cover the full implementation period of the Project, and will be carried out after all the activities as per the annual work plans are completed.

### **Objectives of the evaluation are the following:**

- Assess the design and coherence of the project to its logical framework (including cross-cutting issues, such as gender mainstreaming);
- Review the extent to which the project has achieved its milestones, the effectiveness of the overall project interventions, as well as the extent to which the project activities have reached the intended beneficiaries;
- Understand how the final agricultural census is assessed by different stakeholders;
- Identify gaps/weaknesses in the project design, implementation and management of the project, to what extent did they affect implementation and provide recommendations as to their improvement;
- Assess the likelihood of continuation and sustainability of project outputs and benefits after completion of the project;
- Identify lessons learned for the future censuses.

Central to the evaluation are the following concepts:

**Relevance** measures the significance of the intervention regarding the national and local development programmes and priorities and the needs of intended beneficiaries.

- To what extent does the intervention comply with Armenian government's development policy and planning?

- How important is the intervention for the target groups, and to what extent does it address their needs and interests?
- What factors have contributed to the relevance or irrelevance?
- What is the evidence on impact and success stories? What has/have been the critical factors to the success?

**Effectiveness** measures the manner in which the intended output targets were achieved. Measuring effectiveness involves an assessment of cause and effect in that how far can observable changes be attributed to project activities.

- To what extent the outcomes of the project are achieved (likely to be achieved)?
- Were the stated targets achieved?
- To what level were the different activities and interventions effective?
- What factors (external, project design, project management, project approach, levels of intervention) have contributed to effectiveness or ineffectiveness?
- How do the beneficiaries and other partners perceive the project interventions, usefulness of / satisfaction with the process and achievements?
- Which challenges occurred during implementation and how have these been addressed? Were there delays in implementation? If yes, what were the reasons for delays and was UNDP's response satisfactory to mitigate these?

**Efficiency** measures how economically resources (funds, expertise and time) are converted into results, as well as cost-benefit analysis.

- Were the resources / funds used in relation to the output?
- To what extent were the costs and benefits of the intervention in a reasonable proportion to each other from an economic point of view?
- Are the services, capacities created and potentials used appropriately? Were services provided in time and impacts achieved within an appropriate time period?
- To what extent were the inputs/equipment procured under the project used as planned?

**Sustainability** is to measure to what extend the benefits of the activities will continue after the project has ended. Assessing sustainability involves evaluating to what extend the capacity can be maintained.

- To what measure have the different activities/interventions been sustainable in economic and social sense? What factors have contributed to sustainability or non-sustainability?
- To what extent are the beneficiaries able to conduct the next similar activities in the future (in terms of knowledge, institutional capacities, resources etc.) after withdrawal of the donor?

Evaluations in UNDP are guided by the principles of **human rights** and **gender equality**. As a result, when collecting data, evaluators need to ensure that women and disadvantaged groups are adequately represented.

## **METHODOLOGY**

In order to gather evidence, the evaluation needs to consist of the following phases:

- Desk review: review the existing project documentation (mainly annual reports, annual work plans, project briefs and other documents related to the project) and analyze the intervention logic;
- Inception report: provide description of the evaluation design, how the data will be obtained and analyzed, how many beneficiaries/stakeholders will be interviewed;
- Field phase: use standardized questionnaires to obtain information from stakeholders and beneficiaries; conduct meetings, one to one interviews with selected stakeholders and project staff; conduct group discussions as necessary;
- Draft report: prepare and communicate the draft final report and key findings;
- Final report: complete ADA/ADC Results Assessment Form (see Attachment A) as a part of reporting requirement. Submit and present the final report based on the comments on the draft; formulate practical and helpful recommendations for any other successor project/activities and addressed to specific stakeholders.

## **DESCRIPTION OF RESPONSIBILITIES**

The **Evaluation Consultant** will have overall responsibility for the quality and timely submission of the final evaluation report to UNDP. Specifically, the Evaluator will perform the following tasks:

- Lead and manage the evaluation assignment;
- Design the detailed evaluation methodology and approach;
- Submit inception report to UNDP and ADA;
- Conduct the evaluation in accordance with the proposed objective and scope of the evaluation;
- Draft and communicate the evaluation report;
- Finalize the evaluation report in English and submit it to UNDP and ADA;
- Presentation of the final evaluation in Yerevan.

## **EVALUATION ETHICS**

Evaluation consultants will be held to the highest ethical standards and are required to sign a Code of Conduct (Attachment B) upon acceptance of the assignment. Evaluations in UNDP are conducted in accordance with the principles outlines in the UNEG “Ethical Guidelines for Evaluation”<sup>13</sup>. The evaluation needs to be compliant to the standards set forth in these guidelines, and takes consideration of the ADC guidelines (<http://www.entwicklung.at/en/ada/evaluation/>)

Important note: The evaluator selected should not have participated in the project preparation and/or implementation and should not have conflict of interest with project related activities.

## **TIMELINE AND SCHEDULE**

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<sup>13</sup> <http://www.uneval.org/search/index.jsp?q=ethical+guidelines>

The mission will commence in February of 2017. The duration of the assignment is up to 21 working days, including writing of the final report.

<b>Activity</b>	<b>Timeframe</b>	<b>Responsible Party</b>
Desk review of relevant documents, evaluation design, methodology and detailed work plan submitted	3 days	Consultant
Inception report	3 days	Consultant, UNDP
Field phase: consultations, meetings as well as in-person interviews related to the evaluation including relevant partners.	5 days	Consultant, UNDP
Preparation of draft evaluation report and recommendations	5 days	Consultant, UNDP
Finalization of the evaluation report and recommendations incorporating additions and comments provided by the donor agency, project staff and UNDP CO, submission of the final evaluation report and presentation.	5 days (including 2 days in Yerevan)	Consultant, UNDP

### **DOCUMENTS TO BE STUDIED**

UNDP corporate policy documents:

1. Handbook on Monitoring and Evaluating for development results  
<http://web.undp.org/evaluation/guidance.shtml#handbook>
2. UN DG Result-Based Management Handbook
3. Programme and Operations Policies and Procedures – section on project management  
<https://info.undp.org/global/popp/ppm/Pages/Implementing-a-Project.aspx>

Project related documents:

1. Project document;
2. Annual reports;
3. Annual Work Plans;
4. Budget revisions;
5. Other documents and materials related to the Project are evaluated (from the government, donors, etc.)

### **Outputs provided by the consultant:**

1. Evaluation inception report (prior to start of field phase)
2. Draft evaluation report
3. Final evaluation report, Results Assessment Form and recommendations
4. Presentation of the evaluation

### **COMPETENCIES**

- Strong analytical, communication and report writing skills
- Strong knowledge on statistics or agriculture in Armenia
- Capacity to work in a team
- Good interpersonal/ communication skills to work with the target group representatives

## **QUALIFICATIONS**

### **Education:**

Higher education (post graduate) in a subject related to socio-economic development, agriculture or statistics.

### **Experience:**

- Minimum 5 years of professional expertise in international development co-operation, including programme/project evaluation, impact assessment and/or strategic recommendations for continued support/development of programming/strategies.
- Extensive experience in conducting evaluations of similar scope, strong working knowledge of UNDP poverty reduction, rural development activities;
- Extensive experience of results-based management evaluation, UNDP policies, procedures, as well as participatory monitoring and evaluation methodologies and approaches;
- Professional knowledge of the CIS region, especially Armenia, regarding local agricultural development or statistics sector development.
- Expertise in statistical data analysis will be an asset.

### **Language skills:**

Proficiency in English is required; knowledge of Armenian or Russian is an asset.

## **Annex B: List of Those Interviewed**

### Austrian Development Agency

Alanakyan, Nora Deputy Head of Office, Austrian Embassy Technical Cooperation

### FAO

Amirkhanyan, Vahan Project Manager, ENPARD/FAO Technical Assistance to the Ministry of Agriculture

Cara, Oleg International Expert to Support to Comprehensive Agricultural Census Project

Kocharyan, Marianna Project Assistant, FAO

Kvinikadze, Georgi Statistician, Regional Office for Europe and Central Asia, FAO

Petre, Vasile International Expert to Support to Comprehensive Agricultural Census Project

Turtoi, Crina International Expert to Support to Comprehensive Agricultural Census Project

### Ministry of Agriculture

Pahlevanyan, Karen Head, Monitoring and Evaluation Department

Petrosyan, Arthur Head, Agricultural Planning Division, Agricultural Development Programme Department

### Ministry of Territorial Administration

Tertiaryan, Vache Deputy Minister

### National Agrarian University

Hakobyan, Levchenko Head of Department, Professor

Petrosyan, Sayat Professor

Samvelyan, Abik Head of Statistics Department, Assistant Professor

### National Statistical Service

Ananyan, Gagik Member, State Council on Statistics of RA

Avagyan, Arsen Head, Agricultural Statistics Division

Gevorgyan, Gagik Member, State Council on Statistics of RA

Gevorgyan, Vardan Former Head of Agricultural Census Department

Mnatsakanyan, Stepan President

Safyan, Anahit Member, State Council on Statistics of RA

### Project Team

Babayan, Babken Former Project Coordinator

Grigoryan, Irena Project Assistant

Melkonyan, Anna Project Coordinator

### UNDP

Mariyasin, Dmitry Deputy Resident Representative

### UNIDO/UNDP ENPARD

Asatryan, Paruyr Expert/Planner, ENPARD Producer Group and Value Chain Development Project

### USDA

Steiner, Michael

International Expert, National Agricultural Statistics Service, USDA

Other

Mambreyan, Vahe  
Sarukhanyan, Nune  
Urutyanyan, Vardan

Managing Partner, AM Partners Consulting Company LLC  
President, Green Lane Agricultural Assistance NGO  
General Director, International Center for Agribusiness Research  
and Education (ICARE)

## Annex C: List of Supporting Documents Reviewed

*Agricultural Census 2014 of the Republic of Armenia: Main Findings*, National Statistics Service of the Republic of Armenia, 2016 and other census reporting documents at <http://www.armstat.am/en/?nid=82&id=1836> and <http://armstat.am/en/?nid=82&id=1860>

*Agricultural Policy Monitoring and Evaluation Capacity Building Project Integrated Safeguards Data Sheet*, World Bank, December 18, 2016

*Armenia Agricultural Statistics*, AGRICIS TRADE, <http://www.agricistrade.eu/statistics>

*Armenia Economic Outlook*, Focus Economics (original data source: National Statistical Service), March 7, 2016 <http://www.focus-economics.com/countries/armenia>

*Country Report: Armenia*, International Center for Agribusiness Research and Education (ICARE), March 2015

*Implementation of the National Strategy Program for Strengthening of the National Statistical System, Project Information Document Identification/Concept State*, World Bank, May 13, 2015

*Report on the Republic of Armenia Pilot Agricultural Census 2013* (November 10-30, 2014), National Statistical Service of the Republic of Armenia, April 4, 2014

*Support to Comprehensive Agricultural Census in Armenia, Phase 1: Project Final Report*, UNDP/FAO, September 30, 2014

*Support to Comprehensive Agricultural Census in Armenia, Phase 2: Project Progress Report*, UNDP/FAO, December 31, 2016

*Support to Comprehensive Agricultural Census in Armenia, Phase 2: Project Progress Report*, UNDP/FAO, December 31, 2015

*Support to Comprehensive Agricultural Census, Phase 1 Support to the Pilot Phase of the Agricultural Census in Armenia: Project Document*, UNDP, August 2013.

*Support to Comprehensive Agricultural Census, Phase 2 Support to the Full-Scale Agricultural Census in Armenia: Project Document*, UNDP, October 2014.

Other project-related documents to include:

- Actual and proposed project budget revisions
- Annual Work Programs and project log frames
- Austria and Czech Republic Study Visit Summaries
- Budget and budget status reports
- Press releases and announcements
- Project issued Terms of Reference



## Annex D: Status of Activity Accomplishment Results and Resources Framework- Phase 1

Indented Outputs	Output targets for years	Indicative activities	Actual status as at 30 September 2014	% achieved	Sources of Verification	Deviations/ comments/ observatio	
Output 1. Organization of Pilot Agricultural Census in the Republic of Armenia  Indicators: <ul style="list-style-type: none"> <li>• Pilot Agricultural Census is conducted and Report presented to the National Commission</li> <li>• Lessons learned used in implementation of full-scale Agricultural Census</li> </ul>	<b>Targets</b> - Communication and public awareness campaign is designed  - Schematic Maps of Communities in three marzes of Pilot Agricultural Census are prepared,  - Pilot Agricultural Census is conducted in October 2013  - Pilot Agricultural Census data are produced, with special attention to quality, integrity and consistency of the final data	<b>Activity 1. Methodological and preparatory works for Agricultural Census (AC) in the Republic of Armenia</b>					
		1.1. FAO Methodological support for communication and public awareness	Completed	100	Report		
		1.2. FAO expert support to ensure the quality, integrity and consistency of the final	Completed	100	Report		
		1.3. Development of schematic maps in communities	Completed	Overachieved	Acceptance letters from NSS	75 schematic maps of communitie	
		1.4. UNDP expert support to reconcile data from various datasets and position pilot census results in a broader context	Completed	100	Report		
		<b>Activity 2. Conducting Pilot Agricultural Census in the Republic of Armenia</b>					
		2.1. Multiplication of materials (questionnaires, instructions)	Completed	100	NSS Acceptance Act		
		2.2. Organization of pilot census supervision at regional level	Completed <i>7 Regional Coordinators</i>	100	NSS letter of confirmation on completion of		

Indented Outputs	Output targets for years	Indicative activities	Actual status as at 30 September 2014	% achieved	Sources of Verification	Deviations/ comments/ observatio
<ul style="list-style-type: none"> <li>Ministry of Agriculture, Ministry of Territorial Development and NSS are better able to</li> </ul>	<ul style="list-style-type: none"> <li>Pilot Agricultural Census Report is prepared and presented to the National Commission</li> <li>Lessons learned used in</li> </ul>	2.3. Organization of pilot census supervision at agricultural census area level	Completed <i>5 Heads of census units recruited.</i>	100	NSS letter of confirmation on completion of task	

communicate and use statistical data related to rural development	implementation of full-scale Agricultural Census  - Ministry of Agriculture, Ministry of Territorial Development and NSS are better able to communicate and use statistical data related to rural development	2.4. Organization of additional pilot census supervision at agricultural census area level	Completed <i>5 Assistants to Heads of census units recruited.</i>	100	NSS letter of confirmation on completion of task			
		2.5. Organization of pre-census training and instructions	Completed <i>24 Instructor-supervisors</i>	100	NSS letter of confirmation on completion of			
		2.6. Organization of pilot census data collection	Completed <i>97 Enumerators</i>	100	NSS letter of confirmation on completion of			
		2.7. Organization of communities and households listings	Completed <i>12 List compilers</i>	100	NSS letter of confirmation on completion of			
		2.8. Organization of preprocessing data for data entry	Not implemented	0		Was done through WB funding		
		2.9. Organization of data entry into electronic datasets	Not implemented	0		Was done through WB		
		2.10. Provision of transport equipment for organization of Pilot Agricultural Census	Completed <i>2 cars procured (KIA OPTIMA, TOYOTA CAMRY)</i>	100	Transfer Act			
		2.11. Provision of computer equipment to ensure data entry and processing	Completed <i>5 laptops, 5 desktops procured</i>	100	Transfer Act			
		2.12. Organization of communication and public awareness campaign	Completed <i>PR materials for Pilot Census produced</i>	100	NSS Acceptance Act	Remaining funds reallocated to Act. 1.3		
		<b>Activity 3. Capacity building for post-census rural development statistics and policymaking.</b>						
		3.1 Capacity building events for MoA and NSS in Data use and analyses	Completed <i>Two-day seminar organized.</i>	100	Report	Remaining funds reallocated to Act. 1.3		

		3.2. Identification of topics and preliminary discussion of post- census thematic reports	Was done during FAO experts visits. Will be continued by USDA.	50		Funds reallocated to Act. 1.3
		3.3. Organization of joint working group for MoAgriculture, MoTerritorial Development and NSS for data use and analysis	Completed <i>Working group already established. TA will be done by USDA</i>	50		Funds reallocated to Act. 1.3
		3.4. Support and capacity building for Pilot Agricultural Census Report preparation	Not implemented.	0		Was done through WB funding. Funds reallocated

## Annex E: Status of Activity Accomplishment Results and Resources Framework- Phase 2

Indented Outputs	Indicators/Targets	Indicative activities	Actual status as at 31December 2016 (achievement)	% achieved	Sources of Verification	Deviations/ comments/ observations
<b>Output 1: Post-enumeration survey (PES) to assess the quality of census data carried out.</b>	1.1 Post-enumeration survey is conducted (in November 2014).	<b>Activity 1. Support in implementation of Post-enumeration survey (PES) in Armenia</b>				
		1.1. FAO and UNDP methodological support for the organization of census field works, PES, as well as of training of the staff involved in field operations within PES to ensure the quality and integrity of the results	Completed <i>Methodological and organizational principles and questionnaire for PES developed.</i>	100	Report	By FAO's recommendation, the sample size for the PES was reduced to 3% from initially planned 5%, which resulted in reduced number of field staff.
		1.2. Multiplication of materials (questionnaire, instruction, etc.)	Completed	100	Acceptance Act	
		1.3. Organization of Post-enumeration survey supervision and monitoring on local level	Completed <i>29 Instructor supervisors contracted (22 female, 7 male)</i>	100	NSS confirmation letter	
		1.4. Support of Post-enumeration survey supervision and monitoring on national and regional levels	Completed <i>Provision of 6,000 liters of petrol to NSS</i>	100	Transfer/Acceptance Act <u>Annex 4</u>	
		1.5. Organization of PES data collection	Completed <i>134 Data collectors contracted (102 female, 32 male)</i>	100	NSS Confirmation letter	3% sample size resulted in reduced field staff and budget saving.

<i>Indented Outputs</i>	<i>Indicators/Targets</i>	<i>Indicative activities</i>	<i>Actual status as at 31 December 2016 (achievement)</i>	<i>% achieved</i>	<i>Sources of Verification</i>	<i>Deviations/ comments/ observations</i>	
<i>Indented Outputs</i>	<i>Indicators/Targets</i>	<i>Indicative activities</i>	<i>Actual status as at 31 December 2016 (achievement)</i>	<i>% achieved</i>	<i>Sources of Verification</i>	<i>Deviations/ comments/ observations</i>	
<b>Output 2: Agricultural Census data processed.</b>	2.1 Census personnel (i.e. coordinators, supervisors, encoders and data entry specialists) recruited and trained (2015); 2.2 Data entry, cleaning and editing of primary microdata from census and PES questionnaires completed (2015); 2.3 Data base with census cleaned data built up (2016).	<b>Activity 2. Support for data coding, entry and processing of Agricultural Census and PES data.</b>					
		2.1. Recruitment and training of coordinators, supervisors, encoders and data entry specialists;	Completed 63 Regional coordinators contracted (39 female, 24 male) Trainings and instructions received	100	NSS Confirmation letter		
		2.2. Manual scrutiny and coding of questionnaires for automated processing	Completed 43 coders contracted (37 female, 6 male).	100	NSS Confirmation letter	Coders contracted for 5 months instead of initially planned 3 months	
		2.3. Organization of data entry and processing	Completed 96 data entry specialists contracted (72 female, 24 male).	100	NSS Confirmation letter		
		2.4. Supervision of data entry and processing	Completed 18 Team leaders contracted (15 female, 3 male).	100	NSS Confirmation letter		
<b>Output 3: Publications with Agricultural Census results elaborated and disseminated to the large user</b>	3.1 Publications with census results (in Armenian, English and Russian) produced and disseminated (2016); 3.2. Publications and other statistical products with census results are	<b>Activity 3. Support for the elaboration of publications and dissemination of Agricultural Census results.</b>					
		3.1 Translation of publications' tables and explanations into English and Russian	Complete	100	Translated publications		
		3.2. Organization of production of publications (printing and electronic versions) with AC results.	Completed 21,000 copies of printed publications in 3 languages	100	Printed and online publications Links for online publications <a href="http://www.armstat.am/am/?nid=661">http://www.armstat.am/am/?nid=661</a> (Armenian) <a href="http://www.armstat.am/en/?nid">http://www.armstat.am/en/?nid</a>		

<i>Indented Outputs</i>	<i>Indicators/Targets</i>	<i>Indicative activities</i>	<i>Actual status as at 31 December 2016 (achievement)</i>	<i>% achieved</i>	<i>Sources of Verification</i>	<i>Deviations/ comments/ observations</i>
<b>community.</b>	available on NSS web-site (2016).				=661 (English) <a href="http://www.armstat.am/ru/?nid=661">http://www.armstat.am/ru/?nid=661</a> (Russian)	
<i>Indented Outputs</i>	<i>Indicators/Targets</i>	<i>Indicative activities</i>	<i>Actual status as at 31 December 2016 (achievement)</i>	<i>% achieved</i>	<i>Sources of Verification</i>	<i>Deviations/ comments/ observations</i>
<b>Output 4: National capacities for development of agricultural and rural statistics in Armenia enhanced.</b>	4.1 Workshop to discuss preliminary census data organized (2015); 4.2 Study Tour(s) organized; Relevant advanced experience of other countries (e.g. of Austria, Italy assimilated to be adapted to the situation in the Republic of Armenia in the process of the elaboration of census results and of designing of Armenian Integrated Agricultural Statistical System) (2015/2016); 4.3 National Workshop/ Conference to disseminate census products organized (2016).	<b>Activity 4.Capacity building for development of agricultural and rural statistics in Armenia</b>				
		4.1 Organization of Workshop to discuss preliminary census data	Completed	100	Agricultural Census Facebook page. <a href="https://www.facebook.com/Census-of-Agriculture-2014-499291860175692/?fref=ts">https://www.facebook.com/Census-of-Agriculture-2014-499291860175692/?fref=ts</a>	
		4.2 Organization of study visit(s) to EU country (e.g. Austria, Italy, Czech Republic)	Completed <i>Study visit to Austria (2015)</i>  <i>Study visit to the Czech Republic (hosts – Czech Ministry of Agriculture and Czech Statistical Office)(2016)</i>	100	Mission reports	
		4.3 Organization of National Workshop/Conference to disseminate census products.	Completed <i>National Conference held on 23 December, 2016</i>	100	Photos, press release, agenda	

## Annex F: Project Budget- Phase 1 with Budget Changes

Item No.	Cost items according to the contract	Project budget EUR	Revised budget EUR	Difference EUR
1.	Expected Result 1: Pilot Agricultural Census is conducted in line with international methodological standards and lessons learned used for Comprehensive Agricultural Census	309,688	311,600	1,912
	Sum Expected Result 1	309,688	311,600	1,912
2	Costs of project implementation on site (a.) (b.)			
2.1.	Personnel costs (a.) (b.)	31,216	25,280	-5,936
2.2.	Transport costs (a.) (b.)	-	-	0
2.3.	Logistic and operational costs (a.) (b.)	-	980	980
	Sum item No. 2	31,216	26,260	-4,956
				0
3	Consulting services (b.)			
3.1	Transportation costs for experts	10,556	13,600	3,044
	Sum item No. 3	10,556	13,600	3,044
4	Investments (b.)	-	-	0
	Sum item No. 4.	-	-	0
				0



Item No.	Cost items according to the contract	Project budget EUR	Revised budget EUR	Difference EUR
5.	Evaluation (b.), (g.)	-		0
	Sum item No. 5.	-	-	0
				0
6	Documentation and public relations (b.), (g.)	-		0
	Sum item No. 6.	-	-	0
				0
7	General measures of organizational development (c.), (g.)	-		0
	Sum item No. 7.	-	-	0
				0
8.	Contingency (d.)	-		0
	Sum item No. 8.	-	-	0
				0
I.	DIRECT COSTS (Items No. 1.-8.)	351,460	351,460	0
II.	Indirect costs (e.) (8 %)	28,116.80	28,116.80	0
	TOTAL (f.)	379,577	379,577	0

## Annex G: Project Budget- Phase 2 with Budget Changes and Final Extension Work Program

Item No.	Budget items	Project Original Budget EUR	UNDP Contribution (In kind) EUR	ADA Contribution EUR	Difference per budget reallocation approved July 2016 EUR	UNDP Contribution after approval July 2016 (in-kind) EUR	ADA Revised Contribution after approval July 2016 EUR	Revised Project Budget after approval July 2016 EUR	Difference per budget reallocation # 2 EUR	UNDP Contribution after Reallocation # 2 (in-kind) EUR	ADA Revised Contribution after Reallocation # 2 EUR	Revised Project Budget after Reallocation # 2 EUR	Comments
		Original Budget			Budget Reallocation #1 (approved in July 2016)				Budget Reallocation #2 (2017)				
1	Output 1. Post-enumeration survey (PES) to assess the quality of census data carried out.	82,615	0	82,615	-23,030	0	59,585	59,585	0	0	59,585	59,585	
	Sum Expected Result 1	82,615	0	82,615	-23,030	0	59,585	59,585	0	0	59,585	59,585	
2	Output 2. Agricultural Census data processed.	190,439	0	190,439	4,570	0	195,009	195,009	0	0	195,009	195,009	
	Sum Expected Result 2	190,439	0	190,439	4,570	0	195,009	195,009	0	0	195,009	195,009	
3	Output 3. Publications with Agricultural Census results elaborated and disseminated to the large user community.	127,160	0	127,160	0	0	127,160	127,160	-70,135	0	57,025	57,025	
	Sum Expected Result 3	127,160	0	127,160	0	0	127,160	127,160	-70,135	0	57,025	57,025	
4	Output 4. National capacities for development of agricultural and rural statistics in Armenia enhanced.	25,432	0	25,432	18,460	0	43,892	43,892	70,135	0	114,027	114,027	National Statistical Service suggested organizing additional capacity building activities for development of agricultural and rural statistics in Armenia.
	Sum Expected Result 4	25,432	0	25,432	18,460	0	43,892	43,892	70,135	0	114,027	114,027	
5	Costs of project implementation on site (a.) (b.)												
5.1	Personnel costs	74,725	40,542	34,184	0	40,542	34,184	74,725	0	40,542	34,184	74,725	
5.2	Transport costs	0	0	0	0	0	0	0	0	0	0	0	
5.3	Logistic and operational cost (miscellaneous)	2,992	0	2,992	0	0	2,992	2,992	0	0	2,992	2,992	
	Sum item No. 5	77,717	40,542	37,176	0	40,542	37,176	77,717	0	40,542	37,176	77,717	
6	Investments (b.)	0	0	0	0	0	0	0	0	0	0	0	
	Sum item No. 6	0	0	0	0	0	0	0	0	0	0	0	
7	Evaluation (b.), (g.)	23,000	0	23,000	0	0	23,000	23,000	0	0	23,000	23,000	
	Sum item No. 7	23,000	0	23,000	0	0	23,000	23,000	0	0	23,000	23,000	
8	Documentation and public relations (a.), (g.)	0	0	0	0	0	0	0	0	0	0	0	
	Sum item No. 8	0	0	0	0	0	0	0	0	0	0	0	
9	General measures of organizational development (c.), (g.)	0	0	0	0	0	0	0	0	0	0	0	
	Sum item No. 9	0	0	0	0	0	0	0	0	0	0	0	
10	Contingency (d.)	0	0	0	0	0	0	0	0	0	0	0	
	Sum item No. 10	0	0	0	0	0	0	0	0	0	0	0	
I.	DIRECT COSTS (Items No. 1.-10.)	526,363	40,542	485,822	0	40,542	485,822	526,363	0	40,542	485,822	526,363	
II.	Indirect costs (e.) (8 %)	38,866	0	38,866	0	0	38,866	38,866	0	0	38,866	38,866	
	TOTAL (f.)	565,229	40,542	524,687	0	40,542	524,687	565,229	0	40,542	524,687	565,229	

Support to Comprehensive Agricultural Census. Phase 2: Support to Full-Scale Agricultural Census in Armenia							
Period covered: March - August, 2017							
#	Activities	Mar	Apr	May	Jun	Jul	Aug
<b>1</b>	<b>Project final evaluation, including</b>						
	- Desk review						
	- Inception report preparation and submission						
	- Field Mission						
	- Draft Final Report preparation and submission						
	- Final Report preparation and submission; in-country presentation						
<b>2</b>	<b>Online interactive statistical atlas creation, including</b>						
	- Identifying data to be reflected in online interactive statistical atlas						
	- Developing and issuing Terms of Reference/Request for Quotation for online atlas creation						
	- Finalizing the procurement and contracting for the assignment						
	- Developing online interactive statistical atlas						
	- Developing and sharing instructions with local staff on further atlas maintenance						
	- Dissemination of information about online interactive statistical atlas to increase data usage						
<b>3</b>	<b>Electronic data storage for Census data maintenance, including</b>						
	- Identifying characteristics for electronic data storage						
	- Developing and issuing Request for Quotation for electronic data storage						
	- Finalizing the procurement and contracting						
	- Delivering electronic data storage						
	- Finalizing the installation of electronic data storage and sharing instructions on data maintenance						
<b>4</b>	<b>Capacity building trainings for central and regional NSS units, including</b>						
	- Developing and issuing Request for Quotation for trainings based on pre-identified needs						
	- Finalizing the procurement and contracting for the trainings						
	- Capacity building trainings' preparatory work						
	- Developing and printing training manual/ handouts						
	- Conducting capacity building trainings for central and regional NSS units (11 trainings)						
	- Follow-up debriefing						
<b>5</b>	<b>Preparing and submitting Project Final Report</b>						