



# **Agricultural Alliance of Armenia**

## *Strategy*

**1 July 2019 – 30 June 2022**

### **Vision**

Agriculture in Armenia is further developed, contributing to and ensuring food security and improved nutrition (quality food) for Armenia's population and to the achievement of the Sustainable Development Goals.

### **Mission**

Agricultural Alliance of Armenia (AA) contributes to the creation of enabling environment for the development of agriculture in Armenia, through collaborative initiatives such as joint programs, research, advocacy, lobbying, educating, exchanging learning, informing and influencing, focusing on the role and contribution of small holder farmers.

### **Core values**

These core values embody our culture, spirit and dedication to doing what's right. They keep us aligned and help us make right decisions.

1. Integrity
2. Dialogue
3. Cooperation
4. Trust

5. Accountability
6. Commitment to Farmers' problems
7. Global Knowledge /Learning
8. Ownership
9. Facilitation
10. Capacity
11. Stable Improvement
12. Leadership
13. Diversity
14. Innovation
15. Quality
16. Teamwork

## **Approaches/philosophy**

1. joint and participatory long-lasting decision-making
2. knowledge-sharing, evidence-based decision-making
3. result oriented to make an impact on farmers' life
4. create "win-win" solutions
5. humanity approach

## **Tools**

- Cooperation in supporting the resolution of identified problems that are addressed in Objectives
- Joint advocacy and lobbying,
- Learning exchange and awareness-raising about the programs under implementation,
- Information exchange about planned projects,

## **Objectives**

- 1) enhance the efficiency of use of agricultural resources and the value chain and improve the working conditions of economic operators;
- 2) improve the legislative framework of the Republic of Armenia for agricultural cooperatives;
- 3) promote the establishment, better management and increased effectiveness of agricultural cooperatives and create favorable conditions for them;
- 4) address the lack of specialist knowledge in the agrarian field, support improvement of seed-growing and thoroughbred cattle-breeding systems/stations and improve access to innovative technologies, bringing the quality of agricultural production into line with international standards;
- 5) improve access to quality advisory services, enhancing efficiency, dissemination and exchange of information and target analyses, and ensuring staff capacity in the field;
- 6) support the improvement of affordable and accessible financial services and conditions for credit and leasing services for small holder farmers
- 7) support the introduction of insurance system to mitigate the risk of natural disasters for agriculture;
- 8) support to the integration of the near-border communities into free economic zones.

## Stakeholder Analysis

The principal change agents in relation to the objectives described in the previous section are as follows:

### **1. Government:** officials at the national, state and local level.

#### **Key Contributions**

- Set national goals
- Establish an enabling policy environment and invest in infrastructure and other public goods and services
- Create effective support mechanisms for farmers and investors, such as a “one-stop shop” for investor information and farmer capacity building

#### **Value Derived from Partnership**

- Improved economic and social outcomes for citizens
- New private sector investment in agriculture, complementing public investment and aligned with Sustainable Development/Agenda 2030 Goals
- Contributions to major initiatives or legacy

2. **Private Sector Global and domestic:** companies across the value chain, including small/medium-sized enterprises and “enabling” companies such as finance, IT and logistics

**Key Contributions**

- Invest in value chains, with a long-term view of investment that goes beyond short-term profit and considers the sustainability of sector
- Integrate a partnership approach into a long-term business strategy
- Introduce new technologies, research or business models

**Value Derived from Partnership**

- Sustainability and stability of business operations over the long term
- Opportunity to innovate with new customers, technologies or business models – opening brand new markets
- Alignment with strategic environmental, social or talent initiative

3. **Farmers:** often organized or represented by national and local cooperatives or associations

**Key Contributions**

- Influence policy and investment by sharing the perspectives and recommendations of farmers
- Organize and train farmers, and invest in implementing new practices

**Value Derived from Partnership**

- Access to new technologies, information and markets
- Increased yields and income

4. **Civil Society Global, regional or local:** civil society organizations working to address food security and related issues in the country

**Key Contributions**

- Design programs for environmental and social outcomes
- Provide technical assistance, funding, capacity building and access to local grassroots networks in the country
- Help create accountability for partnership activities and results, often including developing and tracking metrics

**Value Derived from Partnership**

- Enhanced strategic positioning in relation to key stakeholders
- Solidarity and mutual support through joint programmes, advocacy etc
- Peer learning and accountability
- Contribution to civil society strengthening

5. **Donors:** International Donor Organizations and major international organizations dedicated to food security issues, such as FAO, WFP and IFAD

**Key Contributions**

- Provide and/or help to mobilise funding and other resources for initiatives that drive impact in specific areas
- Develop and support innovative vehicles for financing/risk management
- Contribute knowledge, advisory support and networks in relevant areas of expertise
- Serve as convener of multi-stakeholder gatherings

**Value Derived from Partnership**

- Improved economic, social and environmental outcomes – often at higher ROI than traditional development projects
- Opportunity to innovate with new models to drive impact at scale
- Opportunity to generate long-term, sustainable impact through market-based approaches that can become financially self-sustaining

**Research/Thought Leaders:** Academia, research organizations and other thought leaders in the sector

**Key Contributions**

- Contribute knowledge, advisory support and networks in relevant areas of expertise
- Promote partnership in spheres of influence

**Value Derived from Partnership**

- Unique opportunity to develop, test and contribute new ideas — Rich insights from “real world” applications

## Focus Areas and Activities

<b>Strategic Focus</b>	<b>Agricultural Development</b> - <u>supporting National Commitment to Agenda 2030 Development Goals</u> through innovative, climate smart, resilient, sustainable special focus on small-holder farmers, gender mainstreaming and women’s empowerment
<b>Priority areas (sectoral, geographic)</b>	<b>Activities</b>
<b>I. Agriculture &amp; Business</b>	<p>Connecting farmers with private businesses</p> <p>agri-processors</p> <p>Innovative technology</p> <p>IT services/solutions in agriculture sector</p> <p>Diversify livelihoods in rural areas through non-agricultural activities (e.g. agro-eco- opportunity creation for rural youth</p>
<b>II. Agriculture &amp; Education</b>	<p>Formal education, learning centres</p> <p>Work based learning</p>

<b>III. Access to services</b>	Advisory Services Extension services Finance / affordable credit Agricultural insurance Agricultural subsidies
<b>Policy dialog with government/ advocacy and lobbying on enabling policy environment for smallholder farmers engaged in agricultural production in Armenia</b>	Cooperative Legal framework improvement, Capacity building of stakeholders and governmental authorities on UNDF, Promote short-food chains (SFC) in Armenia Policy review/improvement on climate risks insurance, introduction/promotion on Affordable loans for farmers,
<b>IV. Sustainability of the AA</b>	Coordination of AA activities (eg Quarterly Meeting coordination, Annual AA meet Institutional strengthening of AA including Partnering/Partnership Brokering Capa AA communications/visibility (eg events, dissemination of research/briefing paper Fundraising

AA members have agreed on the following **Key Focus Areas for the next three years**.

#### A. Advocacy and Policy Dialogue – Strengthening the Enabling Environment

- (i) Legislative framework for cooperatives/social and solidarity economy/new “social enterprise” business models
- (ii) Access to financial services, including insurance

#### B. Programmes/Technical Support

- (i) Improved advisory services and knowledge exchange
- (ii) introduction and piloting of innovative agricultural practices

(iii) promotion of innovative resilient agri- infrastructures

### C. Outreach and Communications

(i) Publications (policy briefs, Annual Reports,)

(ii) Website

(iii) Public Relations and Media

(iv) Events/event management

### D. Strategic Alliances/Partnerships

(i) AA will continue to invest in capacity building in relation to multi-stakeholder partnerships, contributing to the development of a cohort of professionally trained “partnership brokers” to support the Republic of Armenia’s implementation of relevant SDG-related initiatives

(ii) Existing “strategic alliances” with Partnering Brokers Assosiation, Polish Environmental Foundation and World Rural Forum will be strengthened

(iii) Formal links will be established with a selection of regional and international networks and other initiatives, to reinforce AA’s commitment to peer learning and exchange, including in relation to new technology and innovative financing mechanisms.

### E. Learning and Accountability

Consistent with its commitment to continual learning and improvement, accountability and transparency, provision is made for performance management and review, taking a participatory approach and reporting regularly to key stakeholders (farmers, partners, donors).

### F. Offices Services and Logistics Support

Consistent with organizational structure, core values and approach, AA will operate with a small number of staff, optimizing the resources available to it through its members and encouraging contributions in kind from members and other volunteers.

To assure efficient and effective delivery of the activities described above, provision is made for office accommodation, utilities and essential services including office equipment and Information Technology.



## Resources

Implementation of the Programme of Activities outlined above will require a combination of AA and other resources (member and other voluntary contributions, gift and/or services in kind and funds (donations, grants, etc). The Indicative budget for 2019/20 is provided bellow.

### Human Resources

The key roles and responsibilities envisaged for 2019-21 are:

Coordinator (Full Time)

Communications (Full or part time)

Programme/Technical Support (part time)

Provision will be made for the use of consultants, where the necessary technical or other support is not available from within the AA membership or external inputs are needed (for example for audit and evaluation, or the development of new initiatives).

### Financial and other resources (Gift and Services in Kind)

Contributions will be sought from AA members, preferably on a multi-year basis.

For 2019/ 2020, hosting (office facilities) and administrative and accounting services will be provided under the terms of a Memorandum of Understanding with selected AA member organization on rotational bases.

### Resource Mobilization

A Working Group of AA members will oversee the prioritization of activities, the preparation of proposals for submission to prospective donors/partners and the tracking of results. A data base will be maintained on prospective funders. The targets approved by AA's Board are as follows (in EURO):

Activity	19/20	20/21	21/22
▪ Institutional Strengthening and Capacity Building through Global and Regional Learning Networks	320,000	275,000	250,000
▪ <u>Advocacy and Policy Dialogue</u>		175,000	
Enabling Environment - Legislation		40,000	
Inclusive Financial Services		35,000	
Insurance		100,000	
<u>Programmes/Concepts/Proposals -Pipeline</u>			
Advanced Agricultural Technology (IT approach in agriculture-Collaborative logistics )	100,000	50,000	
Local Food Systems/Short Food Chains SFC4Sustainability	10,000	50,000	40,000

Attachment 1. (AA Funding Strategy) provides an indicative schedule of fundraising initiatives being developed and/or already submitted.

*«Գյուղատնտեսական դաշինքի կարողությունների զարգացման» ենթադրամաշնորհային ծրագիրն իրականացվում է Եվրամիության կողմից ֆինանսավորվող «Կառուցողական երկխոսության հանձնառություն» ծրագրի շրջանակներում՝ Գյուղատնտեսական դաշինքի անդամ 7 կազմակերպությունների միջոցով:*

*Եվրոպական Միության ֆինանսավորմամբ գործարկվող «Կառուցողական երկխոսության հանձնառություն» ծրագիրն իրականացվում է «Իրավաբանների հայկական ասոցիացիա» ՀԿ-ի կողմից՝ գործընկերներ՝ «Ազոբա Սենթրլ Յուրոպի» ՀԿ-ն (Չեխիա), Ժողովրդավարական կրթության հայկական կենտրոնի (ՄԻՎԻՏԱՍ), Մարդկային զարգացման միջազգային կենտրոնի, ՓՄՁ համագործակցության ասոցիացիայի և Հայաստանի համայնքների միության հետ համագործակցությամբ:*

***“Capacity building of Agricultural Alliance” Project is implemented within the framework of EU funded “Commitment to Constructive Dialogue” Project.***

***The “Commitment to Constructive Dialogue” project is implemented with the financial support of the European Union by a consortium of civil society organizations, which are the “Armenian Lawyers’ Association” NGO, Agora Central Europe o.p.s (an NGO from the Czech Republic), the “Armenian Center for Democratic Education- CIVITAS” NGO, the “International Center for Human Development” Public Organization, the “SME Cooperation Association” NGO and the Union of Communities of Armenia.***

