

Impact matrix (significance and effectiveness)

Targets and indicators

Overall objective (impact): Sustainable poverty reduction in rural northern Armenia through the introduction of innovative, sustainable and climate-adapted agricultural practices (production and marketing).		
Project objective (Outcome)		
360 farming households are achieving increased livelihoods despite the impacts of climate change, through the use of new and sustainable farming methods and increased cooperation in knowledge sharing and marketing within the target group.	The income of the target group is very low (approx. 76 €/month), as the quantity and value of their cultivated products is low and there are few sales opportunities. Productivity is low, both in terms of quantity and quality of agricultural products. Yields are declining due to unsustainable land use and the risks of crop failure due to extreme weather are high. The target group sells surplus production, which they do not need for subsistence, at a low profit in an unorganised manner on local markets or to middlemen. ¹ Mutual support and cooperation within the target group (360 households) is low. There are hardly any forms of joint learning of new farming methods.	280 poor households in 6 target villages have increased their income from agricultural activities by 20% (to about € 91/month). 250 small farmers (of which at least 50% are women) apply innovative and climate-adapted cultivation methods and are thus able to increase their crop yields by 20%. For each project village, at least three new markets or customers were won to which high-quality cultivated products are sold. This raises the profile of the villages as a region of origin for certain crops (comparable to a brand) and, accordingly, the market position of the target group in the long term. The project villages are known on regional markets as producers of high-quality cultivated products. At least 180 smallholders (50% of the target group) participate annually in training sessions or demonstration fields by 12 trained multipliers in the three years following project completion. 215 target households independently organized in about

¹ Exact values for the actual situation will be collected as part of the baseline study.

		30 informal farmer groups cooperate in knowledge sharing joint learning and marketing.
Subgoals (output)	Indicators (possibly plus quantity structure)	
	Output value (quantitative & qualitative)	
1. 300 smallholders have adopted farming methods and crops adapted to changing climatic conditions.	The target group lacks access to opportunities to learn climate adapted farming methods, Crops are of low quality because inefficient and outdated methods are used (use of incorrect mulch, excessive use of chemical fertilizers and pesticides, monocultures focus on growing low-profit crops (potatoes, maize, wheat, cabbage). The target group lacks knowledge about investment opportunities to increase their yield and improve the quality of their cultivated products. Accordingly, there is little investment in innovative technologies.²	12 demonstration fields have been established and are available to the target group for demonstration purposes. The owners have been trained as trainers and have contractually committed to providing training to smallholder farmers from the surrounding area for 5 years after their establishment on the demonstration fields. 250 small farmers (of which at least 50% are women) apply innovative and climate-adapted cultivation methods and are thus able to increase their crop yields by 20%. 225 smallholders (63% of the target group) apply at least 3 of the newly learned innovative cultivation and soil management techniques (mulch, production and application of organic fertilizer and pesticides, cultivation of newly introduced high-value crops (broccoli, berries, spinach, etc.), intercropping, crop rotation). 36 smallholders (10% of the target group) have invested in new technologies (hail nets, drip irrigation, hand tractors, machines for making mulch, greenhouses, trellises, etc.), which they learned about on the demonstration fields.
2. 180 target households have access to and capacity to	Entrepreneurial thinking is generally poorly developed in the	180 farmers (min. 50% of them women) know new high-value

² Exact values will be collected as part of the baseline study.

penetrate profitable markets at regional and national levels.	target group. The target group lacks knowledge about marketing and business development. There are limited outlets, mostly at the local level, consisting of a limited number of middlemen offering low-profit margins to farmers.	crops, can diversify them in a market-oriented way and have knowledge in accounting calculation, contribution margin & total cost accounting, quality assurance, packaging and branding and preparation of business plans. 50% of the target households develop at least one additional sales market at the regional or national level during the project period (e.g. Sunny food, Boranyar LTD, Natico, Ayrum Processing Plant, Rustam and Zohrab: LTD, Fama Food, local and supraregional markets, supermarkets, restaurants etc.). For each project village, one street stall on an access road is effectively operated by local farmers' groups (rules of use were defined and written down independently by the target group).
3. the target group understands the advantages of jointly organised production and marketing of their agricultural products.	Cooperation within the target group is low. Institutionalised groups (e.g. in the form of cooperatives) often lack a clear objective, suffer from weak leadership and insufficient long-term economic viability. There is great distrust of forms of collective economic activity. The target group sees hardly any intrinsic incentives for cooperation. Institutionalised forms of collective economic activity (e.g. cooperatives) are usually promoted by government and international development programmes. The incentive to participate consists of the expectation of further support services upon participation.	At least 60% of the target group are organised in informal farmers groups. In surveys, the members of the target group state at least 2 concrete advantages that have resulted from the increased cooperation (e.g. savings in transport costs, increased awareness among buyers, exchange on cultivation practices, etc.).

4. Green Lane, a leading expert in sustainable agriculture in Armenia, has standardized and formalized its processes in efficient, effective, and accountable project management and has brought existing capacity in-house.	GL has inadequately summarized its financial management and monitoring/evaluation (M&E) processes in writing. M&E and financial management skills are limited to very few staff within the NGO	Processes and standards for responsible financial management including internal controls, and M&E are available in written form (Financial Manual and M&E Manual). 10 Green Lane employees have been trained on financial and M&E processes and are therefore able to meet the relevant requirements in the execution of their work.
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