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# YEAR 3 Work Plan

October 2016 – September 2017  
Revised December 2016

## Innovation for Agricultural Training and Education in Armenia

(InnovATE/Armenia)



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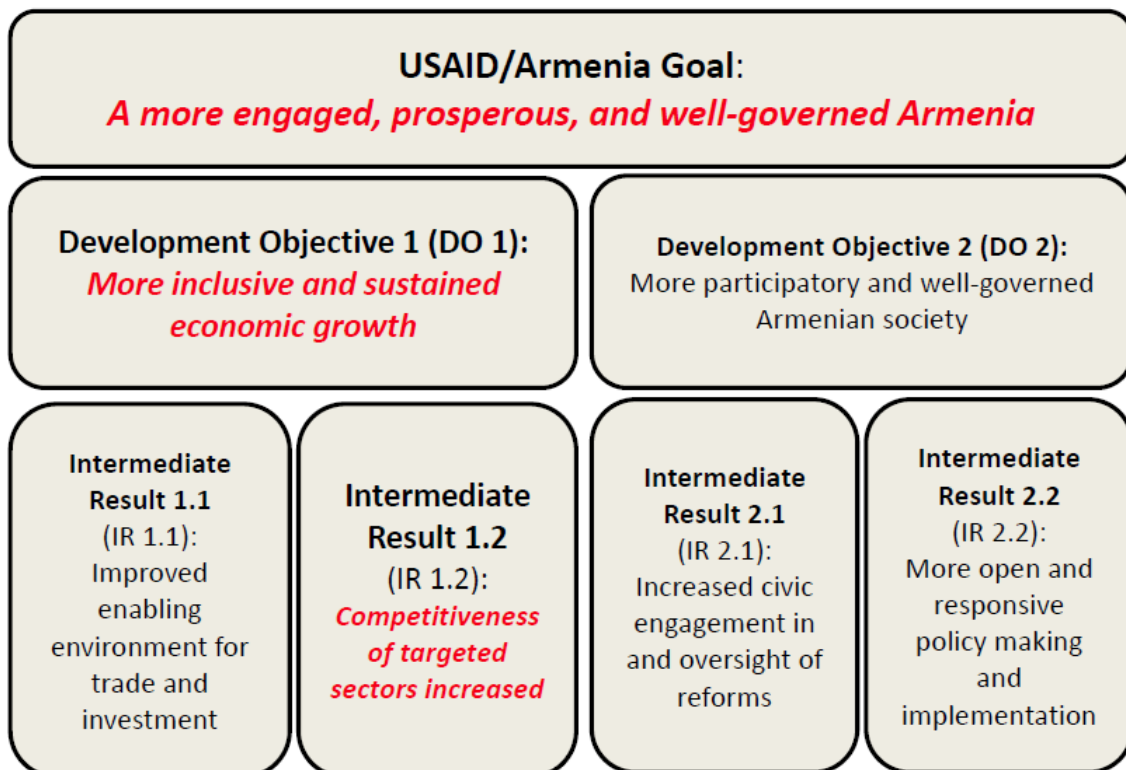
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## InnovATE/Armenia’s RESULTS FRAMEWORK

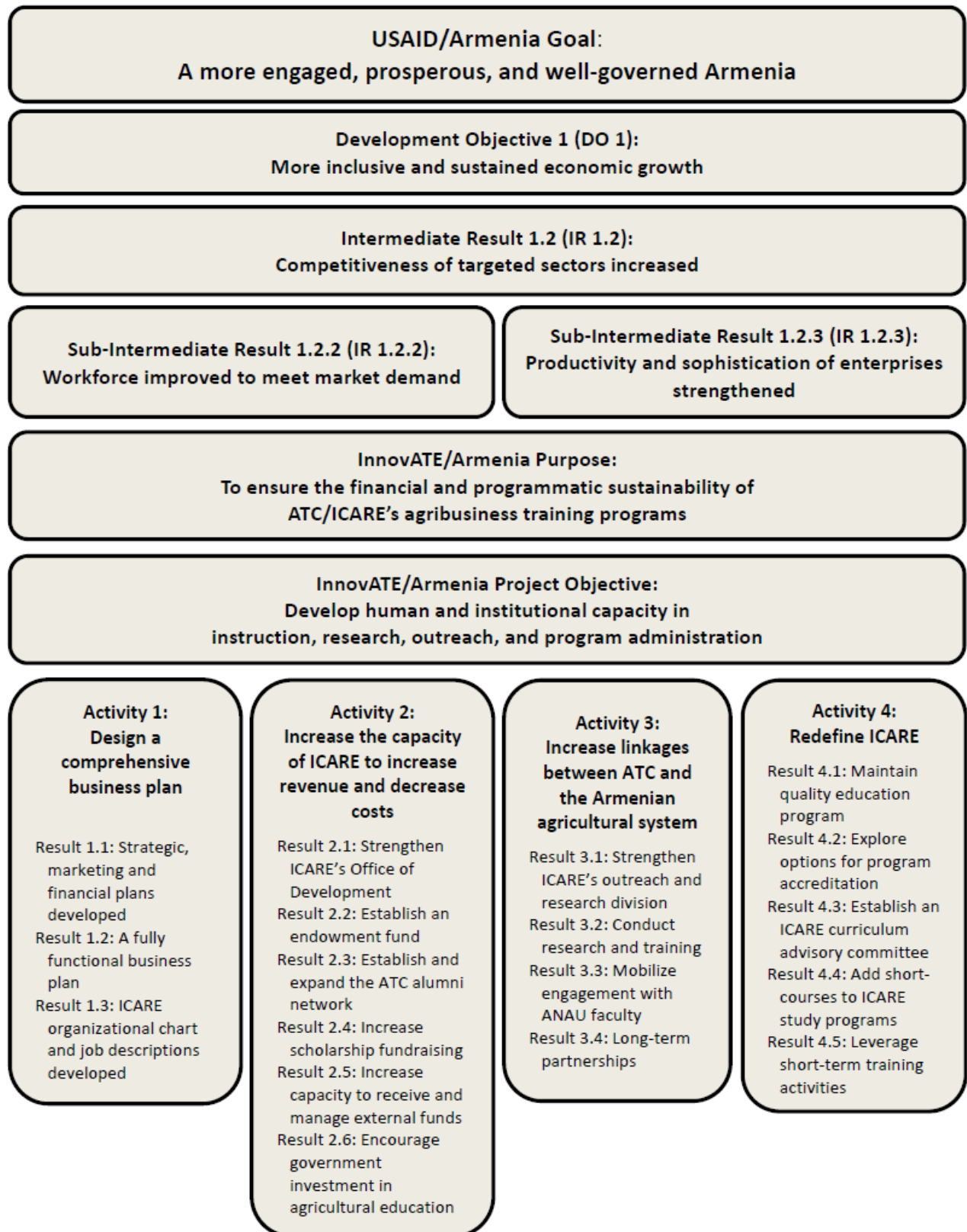
The InnovATE/Armenia PMEP is designed to reflect and respond to USAID Armenia’s Country Development Cooperation Strategy. The following Results Framework reflects key program directions and their linkages with USAID Intermediate Results (IRs) and Sub-Intermediate Results (Sub IRs). The PMEP is structured to realize the Mission’s goal of a more engaged, prosperous and well-governed Armenian society. Key program directions are laid out, expected results are closely linked, and refined to mission directions. The InnovATE/Armenia impact pathway through USAID/Armenia’s Results Framework is highlighted in italics in Figure 1 below.

InnovATE/Armenia outputs and outcomes fall within two Sub-Intermediate Results: Workforce improved to meet market demands (Sub-IR 1.2.2); and Productivity and sophistication of enterprises strengthened (Sub-IR 1.2.3). Figure 2 details how the results of each activity will be measured. The purpose of this cross-cutting set of four InnovATE/Armenia activities is to ensure the financial and programmatic sustainability of ATC/ICARE’s agribusiness education and training programs. The objective of the project is to develop human and institutional capacity in instruction, research, outreach, and program administration. In this way, InnovATE/Armenia contributes to the achievement of increased competitiveness of the agricultural sector for more inclusive and sustainable economic growth.

**Figure 1: USAID/Armenia’s Results Framework Chart**



**Figure 2: Measuring Activity Achievements**



## **Work Plan for InnovATE Armenia Year Three – 2016-7**

### **Activity 1: Design a Sustainability Plan for ICARE Foundation**

Due to the current legal situation of being both an Armenian foundation and a University Department of the Agrarian University, ICARE and its Agribusiness Teaching Center can only accumulate capital resources for one year and must pay 20% VAT and 20% profit tax on any income received. As this is the fundamental objective of business plans prepared for organizations in a free market economy, this Activity cannot be accomplished in the traditional sense. Thus a Financial Sustainability Plan has been prepared by VT finance experts whose research determined that a minimum of \$433,000 is required to maintain the quality ATC programs. Accumulation of such a sum on an annual basis is critical to the sustainability of the ICARE/ATC. Consequently, other methods of support for sustainability must be explored.

Building upon ICARE/ATC's strategic and marketing/development plans, a financial model has been developed which includes an enterprise mix based on four profit centers for generating revenues. These cost centers include:

- (1) academic program through growth of MAB and increased tuition where possible;
- (2) development of endowment and student sponsorships through 501.c.3 entity
- (3) research and consulting with NICRA based indirect charges
- (4) fee-based training through new LLC business formation

As currently constituted, ICARE/ATC cannot profit from these options because of its current legal status. In the long-term, an endowment fund could provide the needed support. The Texas A & M Extension Educational Fund (TEEF) which is a 501c3 tax exempt entity will be used to handle donations to ICARE. Eventually ICARE will need to establish its own legal entity for "Friends of ICARE Armenia" with 501c3 status in the USA to accumulate tax exempt donations from the diaspora and agribusinesses. The assets accumulated through donations will be managed by appropriate financial professionals. The earned interest can be legally transferred to ICARE/ATC annually. However, accumulation of donations to the level at which sustainability can be achieved will require considerable effort and time.

In the meantime, a short-term funding strategy will be implemented. In order to optimize the contribution of each of these cost centers to defraying the operating cost of ICARE/ATC, InnovATE/Armenia proposes to explore and initiate a for-profit LLC commercial subsidiary. This subsidiary will be able to accumulate the smaller initial sums generated fee-based training. Research and consulting has already begun to generate some income based upon the 10% overhead on contracts. In addition, short term funding in the form of student sponsorships can be generated by ICARE Development efforts. The ICARE/ATC core certificate program provided by TAMU is assured and a new food safety systems management (FSSM) certificate program has been initiated with VT and PSU and will be taught in January to all ATC seniors. The future trainers for this course will also be involved and assisted with participatory teaching methods in food safety.

The ANAU Rector, ATC Alumni, Business and Industry, and the ICARE Foundation Board will be included in the review and approval of the final financial sustainability plan. This plan will be shared at a Stakeholders Engagement Event to launch the new "Friends of ICARE Armenia" program and build support for the development efforts in all four potential profit centers.

### Activity 1: Design and Implement an ICARE/ATC Sustainability Plan

Targeted Result (no.)	Task Description	Projected Month of completion	Task Leaders	Evidence of Accomplishment	Deliverables
<b>1.1 Incorporate Strategic, Marketing and Financial Plans into Sustainability Plan</b>					
1.1	Implementing the sustainability plan				
1.1.1	Develop Contingency Plan with development scenarios for all four profit centers for the ICARE with the Board and Staff	February 2017	ICARE Director, Development Director, InnovATE/Armenia	Contingency Plan presented to the ICARE Board	
1.1.2	Stakeholder Sustainability Plan Engagement Event and launch of Friends of ICARE Armenia	February 2017	Development Director	Armenian Stakeholder Engagement Event held	
1.1.3	Revise Sustainability Plan (2016-2020) based on input to incorporate comments from stakeholders and present to ICARE Board	June 2017	InnovATE/Armenia and ICARE Board	Updated Sustainability Plan presented and approved by the Board	

Results	Indicators	Disaggregation	Baseline Value	Target	Actual	Target	Actual	Target Values		
				FY 2015	FY 2015	FY 2016	FY 2016	FY 2017	FY 2018	FY 2019
<b>Result 1.1:</b> <b>Functional Sustainability plan</b>	1.1.1: Financial sustainability plan approved, balancing revenue generation with operational expenditures and investment for growth by profit center	None	0	1	0	1	1	0	0	0
	1.1.2: Updated sustainability plan incorporated into ICARE annual work plans	None	0	0	0	1	1	1	1	1
	1.1.3: Sustainability plan for FY 2020-2024	None	0	0	0	0	0	0	0	1



<b>Activity 1 Timetable</b>		<b>Oct, 2016</b>	<b>Nov, 2016</b>	<b>Dec, 2016</b>	<b>Jan, 2017</b>	<b>Feb, 2017</b>	<b>March, 2017</b>	<b>April, 2017</b>	<b>May, 2017</b>	<b>June, 2017</b>	<b>July, 2017</b>	<b>Aug, 2017</b>	<b>Sept. 2017</b>
1.1	<b>Implementing the sustainability plan</b>												
1.1.1	Develop Contingency Plan with financial models (development scenarios) for the ICARE with the Board and Staff												
1.1.2	Stakeholder Sustainability Plan Engagement Event												
1.1.3	Revise Sustainability Plan (2016-2020) based on input to incorporate comments from stakeholders and present to ICARE Board												

## **Activity 2 : Increase Capacity of ICARE to Increase Revenue and Decrease Costs**

Activity 2 focuses on implementation of the central component of the ICARE Financial Model which is developed by four cost centers with maximized enterprise mix. A major focus of this activity will involve creating the conditions, procedures, and practices for establishment of an endowment fund. This activity is not expected to result in substantial endowment gifts being donated to ICARE/ATC during the coming year, but will lay the foundation for and beginning implementation of a long term strategy, "Friends of ICARE Armenia" program. Technical assistance with resource mobilization will be tasked to provide ICARE/ATC staff the knowledge and skills necessary to effectively build and manage a long term endowment fund campaign, including campaign structure, staff roles, interviewing techniques, call structure, record keeping, goal setting and planning for this year's campaigns.

An endowment fund will be established through the TAMU 501.c.3 financial mechanism and development of alumni and donor association program called "Friends of ICARE Armenia." Financial Advisors will be recruited to guide the ICARE Foundation Board as a standing committee. In addition to routine cultivation of existing and potential donors, a second institutional advancement campaign will be conducted in the US with a focus on both coasts including California and Massachusetts diaspora. After review of alternative endowment fund mechanisms, it was decided to continue with TAMU and use their TEEF for the handling of donations. This arrangement will eventually transition to a "Friends of ICARE Armenia" 501c3.

A key component of any strategy for building support for ICARE/ATC will involve ATC alumni. ATC alumni will be engaged in ATC and ICARE activities to build institutional loyalty and create opportunities for institutional giving. An "Alumni Ambassador" program will be initiated whereby certain enthusiastic graduates and staff will begin meeting with groups of alumni to create the conditions for the Development Director to make presentations on ICARE/ATC and to seek alumni donations. Cultivation of alumni relations is critical to capturing small grants and student sponsorships.

The capacity to garner funds from a range of sources is a key component to the short term income generating strategy of the ICARE/ATC sustainability plan. Establishing a commercial subsidiary LLC for ICARE/ATC will be critical to income generation and accumulation of resources in support of ATC programming through fee based training.

Another cost recovery method is development of an accurate and approved NICRA which better estimates the indirect costs of maintaining ICARE/ATC and its programs. At present, the Research Center adds 10% allowable cost to contracts. By using approved NICRA, this profit center could charge 25% or more in indirect costs, with the benefit accruing to ICARE/ATC treasury.

<b>Activity 2. Increase the Capacity of ICARE/ATC to Increase Revenue and Decrease Costs</b>					
<b>Targeted Result (no.)</b>	<b>Task Description</b>	<b>Projected Month of completion</b>	<b>Task Leaders</b>	<b>Evidence of Accomplishment</b>	<b>Deliverables</b>
<b>2.1. Strengthen ICARE Office of Development</b>					
2.1.1	Hiring Institutional Advancement Expert/Company based in the U.S.	October 2016	InnovATE Armenia		
2.1.2	Trainings for Development Director	February 2017	Development Director	Online training sessions are completed by the Development Director	
<b>2.2. Establish Endowment Fund</b>					
2.2.1	Initiate Friends of ICARE Armenia Program	October 2016	InnovATE Armenia		
2.2.2	Identify and contact existing and potential donors (in and outside Armenia)	On-going	Development Director	Documented list and searchable database of potential and actual donors	
2.2.3	Conduct institutional advancement campaigns	On-going	Development Director (with all ICARE staff and alumni)	Summary of campaign events with list of contacts and outreach materials	
2.2.4	TEEF Endowment Fund and Student Sponsorship mechanism through TAMU	June 2017	Development Director (collaborating with all ICARE staff and alumni), resource mobilization expert, InnovATE Armenia	10 financial transactions through TEEF to ICARE/ATC	\$300,000 donated to endowment fund
<b>2.3. Continue engagement of ATC Alumni</b>					
2.3.1	Engage ATC Alumni in ATC and ICARE activities as part of "Friends of ICARE Armenia" program	On-going	Development Director, Career Advisor, PR specialist	Summary of each activity	
2.3.2	Facilitate financial contributions by alumni to ICARE	On-going	Development Director, Career Advisor	Summary of efforts made	\$2000 received from alumni
2.3.3	Facilitate in-kind contributions by alumni	On-going	Development Director, Career Advisor	Summary of 15 in-kind contributions by alumni such as guest lectures in classes	
<b>2.4. Increase Annual Student Sponsorship Fund</b>					
2.4.1	Identify and contact existing and potential donors (in and outside Armenia)	On-going	Development Director, ICARE Director	List of potential and actual donors, 5 targeted electronic media promo and 4 paper promo media	
2.4.2	Promote funding for student sponsorships	On-going	Development Director, ICARE Director	Summary of efforts made	\$50,000 raised for student sponsorships

<b>2.5. Increase Capacity of ICARE to Receive and Manage External Funds</b>				
2.5.1	Finalize and submit NICRA for cost recovery and pre-award audit for USAID funding eligibility	June 2017	InnovATE/Armenia Accountant, ICARE Accountant	NICRA rate submitted for approval by USAID
2.5.2	Develop fiscal reporting format for inclusion in ICARE prospectus	March 2017	InnovATE Armenia, Resource Mobilization Technical Experts	Expert recommendations for fiscal reporting format and results incorporated into prospectus
2.5.2	Development of ICARE Annual Report 2016	March 2017	Development Director, ICARE Director	Printed and electronic versions of ICARE annual report
2.5.3	Establish a commercial organization in Armenia	June 2017	ICARE Director, Accountant	LLC or equivalent commercial organization established to be eligible for fee for training

Results	Indicators	Disaggregation	Baseline Value	Target	Actual	Target	Actual	Target Values		
				FY 2015	FY 2015	FY 2016	FY 2016	FY 2017	FY 2018	FY 2019
<b>Result 2.1: Strengthen ICARE's Office of Development</b>	2.1.1 Workshops for promotion and development conducted	None	0	1	1	1	1	1	0	0
	2.1.2: Development Office formally established and functioning	None	0	1	1	0	0	0	0	0
<b>Result 2.2: Establish an endowment fund</b>	2.2.1: Steps taken for establishing endowment fund (documents prepared)	None	0	1	0	1	1	1	0	0
	2.2.2: Documented network of relations with key ICARE stakeholders (in and outside of Armenia)	None	0	1	1	1	1	1	1	1
	2.2.3: Value of endowment fund (thousands of \$)	None	0	300	0	0	0	300	1,500	5,000
	2.2.4: Number of fundraising campaigns conducted	None	0	1	1	2	3	2	2	2
	2.2.5: Endowment website Upgraded	None	0	1	1	0	0	1	0	1
<b>Result 2.3: Establish and expand the ATC/ICARE alumni network</b>	2.3.1: Upgrade and maintain a searchable alumni database	None	0	1	1	1	1	1	1	1
	2.3.2 In-kind contributions (list)	None	0	0	0	12	14	15	18	20
	2.3.3 Level of monetary contributions	None	0	700	1,000	1,000	4,000	2,000	3,000	4,000

Results	Indicators	Disaggregation	Baseline Value	Target	Actual	Target	Actual	Target Values		
				FY 2015	FY 2015	FY 2016	FY 2016	FY 2017	FY 2018	FY 2019
<b>Result 2.4: Increase scholarship fundraising</b>	2.4.1: Communication and promotional materials produced (such as brochures, letters, reports, webpages, announcements, Facebook postings, video, etc.)	Electronic Media	2	3	3	4	14	5	5	5
		Paper media	2	3	3	4	4	4	4	4
	2.4.2: Amount of scholarship funds raised (thousands of \$)	None	5	75	30	60	17	50	75	100
<b>Result 2.5: Increase capacity of ICARE to receive and manage external funds</b>	2.5.1: On-the-job training	None	0	1	1	1	2	0	0	0
	2.5.2: Internal audit of indirect costs completed	None	0	1	1	0	0	0	0	0
	2.5.3: Cost structure optimized	None	0	0	0	1	1	0	0	1
	2.5.4: Policy and Procedures (POP) Manual drafted and approved by ICARE Board	None	0	1	1	0	0	0	0	0
	2.5.5: NICRA established for ICARE	None	0	0	0	1	0	1	0	0
<b>Result 2.6: Encourage increased government investment in ATC/ICARE</b>	2.6.1: Increased government contribution to ATC/ICARE	None	0	0	0	0	0	15%	25%	35%

<b>Activity 2 Timetable</b>		<b>Oct, 2016</b>	<b>Nov, 2016</b>	<b>Dec, 2016</b>	<b>Jan, 2017</b>	<b>Feb, 2017</b>	<b>March, 2017</b>	<b>April, 2017</b>	<b>May, 2017</b>	<b>June, 2017</b>	<b>July, 2017</b>	<b>Aug, 2017</b>	<b>Sept. 2017</b>
<b>2.1. Strengthen ICARE Office of Development</b>													
2.1.1	Hiring Institutional Advancement Expert/Company based in the U.S.												
2.1.2	Trainings for Development Director												
<b>2.2. Establish Endowment Fund</b>													
2.2.1	Launch Friends of ICARE Program												
2.2.2	Identify and contact existing and potential donors (in and outside Armenia)												
2.2.3	Conduct institutional advancement campaigns												
2.2.4	Establish Endowment Fund mechanism in both US and Armenia												
<b>2.3. Continue engagement of ATC Alumni</b>													
2.3.1	Engage ATC Alumni in ATC and ICARE activities												
2.3.2	Facilitate financial contributions by alumni to ICARE												
2.3.3	Facilitate in-kind contributions by alumni												

<b>Activity 2 Timetable</b>		<b>Oct, 2016</b>	<b>Nov, 2016</b>	<b>Dec, 2016</b>	<b>Jan, 2017</b>	<b>Feb, 2017</b>	<b>March, 2017</b>	<b>April, 2017</b>	<b>May, 2017</b>	<b>June, 2017</b>	<b>July, 2017</b>	<b>Aug, 2017</b>	<b>Sept. 2017</b>
<b>2.4. Increase Scholarship Fund</b>													
2.4.1	Identify and contact existing and potential donors (in and outside Armenia)												
2.4.2	Promote funding for student sponsorships												
<b>2.5. Increase Capacity of ICARE to Receive and Manage External Funds</b>													
2.5.1	Finalize and submit NICRA for cost recovery and pre-award audit for USAID funding eligibility												
2.5.2	Develop fiscal reporting format for inclusion in ICARE prospectus												
2.5.2	Development of ICARE Annual Report 2016												
2.5.3	Establish a commercial organization in Armenia												



### **Activity 3: Increase Linkages between the ATC and the Armenian Agricultural System**

In order to better ensure the relevance and value of ICARE/ATC academic programs and provide transitional support, ICARE/ATC will build long term partnerships with agribusinesses, universities, and agricultural support organizations both nationally and internationally. One of the strengths of ICARE/ATC is its knowledge and insights on agribusiness issues in Armenia and internationally. Providing research and consulting services not only generates incomes, but also keeps ICARE/ATC faculty involved in contemporary agribusiness issues and concerns.

With the development of a commercial subsidiary as one of the four profit centers, such as an LLC, training, as well as research, can be conducted to generate increased revenue for ICARE/ATC. This can contribute to the accumulation of funds for current or future support of ICARE/ATC academic programs. Collaboration with other Armenian agricultural scientists and publishing of research results will enhance the reputation of ICARE/ATC.

### Activity 3. Increase Linkages between ATC and the Armenian Agricultural System

Targeted Result	Task Description	Projected Month of completion	Task Leaders	Evidence of Accomplishment	Deliverables
<b>3.1. Strengthen ICARE Agribusiness Research Center</b>					
3.1.1	Explore alternative research funding opportunities	On-going	InnovATE/Armenia Manager, Research Director	Data base of funding opportunities from multiple countries and multiple sources	
3.1.2	Provide business development services to small and medium enterprises, male and female farmers as required by research grant deliverables	August 2016 - June 2017	Research Director	List of 15 SME's who received business development services, List of 150 male and 20 female farmers who received business development services	
<b>3.2. Conduct Collaborative Research and Training</b>					
3.2.1	Establish and conduct research and training programs	June 2017	Research Director,	4 Research, 4 Training, - List of participants for each program	
3.2.2	Generate gross revenue from research and training activities	June 2017	Research Director		\$6,000 income from training activities
3.2.3	Generate indirect costs from sponsored research and training	June 2017	Research Director		\$5,000 (10%) indirect costs generated from research \$600 generated from training
3.2.4	Publish research studies and give conference presentations	June 2017	Research Director ICARE Director	4 publications and 4 conference presentations	
<b>3.3. Mobilize Engagement of Armenian Agricultural Scientists</b>					
3.3.1	Involve Armenian agricultural experts in collaborative research and education projects	Aug 2016 - June 2017	Research Director, Development Director	3 male and 2 female faculty involved	
<b>3.4. Increase Number of Long-Term Partnerships</b>					
3.4.1	Develop linkages with other universities, international organizations and businesses	April – June 2017	InnovATE/Armenia Manager, ICARE Director, Research Director	12 paid agribusiness internships	

Results	Indicators	Disaggregation 1	Disaggregation 2	Baseline Value	Target	Actual	Target	Actual	Target Values			
					FY 2015	FY 2015	FY 2016	FY 2016	FY 2017	FY 2018	FY 2019	
<b>Result 3.1: Strengthen ICARE's research division</b>	3.1.1: Update strategy on approach for research	None		1	1	0	0	0	1	0	1	
	3.1.2: Number of micro, small and medium enterprises (MSMEs), including farmers, receiving business development services from USG/InnovATE Armenia project assisted sources (4.5.2-37)	MSMEs		20	30	0	15	15	15	15	15	
		Farmers	Men		180	200	0	150	0	150	150	150
			Women		20	25	0	20	0	20	25	25
<b>Result 3.2: Conduct research and training</b>	3.2.1: Number of research, in-service training, and proposal writing programs conducted	Research		2	3	1	3	3	4	4	5	
		Training		3	4	4	4	0	4	4	4	
		Proposal writing		0	0	1	1	1	0	0	0	
	3.2.2: Value of gross revenue from sponsored research or training (thousands of \$)	research		30	35	48	45	158	50	60	60	
		training		5	6	0	2	0	6	6	10	
	3.2.3: Value of indirect costs from sponsored research or training (thousands of \$)	research		0	3.5	4.8	4.5	15.8	5	6	6	
		training		0	.3	0	0.2	0	0.6	0.6	1	
	3.2.4: Number of research studies published or conference presentations given	Research studies published		3	3	4	4	6	4	5	6	
Conference presentations/posters			3	3	6	4	9	4	5	5		
<b>Result 3.3: Mobilize engagement with faculty members at</b>	3.3.1: Number of Armenian agricultural faculty collaborating on research projects	Men		1	2	3	3	4	3	4	4	
		Women		1	1	1	2	1	2	3	3	
<b>Result 3.4: Long-term partnerships</b>	3.4.1: Industry-paid agribusiness internship relationships established and functioning	None		5	8	5	10	7	12	15	15	
	3.4.2: MOUs signed with partner Universities and other Colleges	None		1	2	2	2	1	3	3	3	

<b>Activity 3 Timetable</b>		<b>Oct, 2016</b>	<b>Nov, 2016</b>	<b>Dec, 2016</b>	<b>Jan, 2017</b>	<b>Feb, 2017</b>	<b>March, 2017</b>	<b>April, 2017</b>	<b>May, 2017</b>	<b>June, 2017</b>	<b>July, 2017</b>	<b>Aug, 2017</b>	<b>Sept. 2017</b>
<b>3.1. Strengthen ICARE Agribusiness Research Center</b>													
3.1.1	Explore alternative research funding opportunities												
3.1.2	Provide business development services to small and medium enterprises, male and female farmers as required by research grant deliverables												
<b>3.2. Conduct Collaborative Research and Training</b>													
3.2.1	Establish and conduct research and training programs												
3.2.2	Generate gross revenue from research and training activities												
3.2.3	Generate indirect costs from sponsored research and training (based on approved NICRA)												
3.2.4	Publish research studies and give conference presentations												
<b>3.3. Mobilize Engagement of Armenian Agricultural Scientists</b>													
3.3.1	Involve Armenian agricultural experts in collaborative research and education projects												
<b>3.4. Increase Number of Long-Term Partnerships</b>													
3.4.1	Develop linkages with other universities, international organizations and businesses												

## **Activity 4 : Redefine ICARE**

The core of ICARE/ATC programs are the two academic programs for undergraduates and graduates. This has been the defining contribution of ICARE/ATC. It is essential that the quality of these programs be maintained and that the students find rewarding careers in the industry. Career counseling, job search and interviewing techniques, as well as the support for internships will assure the recognition of ICARE/ATC programs.

However, it is necessary to avoid over supplying such graduates. Consequently, a supply/demand study will be conducted to determine the extent of demand for this education within Armenia and the Caucasus and South Asia region.

Increasing the value of ICARE/ATC programs is not only a matter of high quality content, but also of how it is perceived by prospective students, parents, graduates and employers. Identifying a potential partner institution to provide a double degree would enhance program value considerably.

ICARE/ATC needs to be on top of the latest priorities in agribusiness and prepare students with the qualifications sought by employers. One of the most important of these focuses on value chain development with particular emphasis on food safety systems management. A new certificate course in food safety systems management (FSSM) has been developed by VT and PSU in response to this need. The 4-week course will be offered in January by US faculty. Training of trainers for FSSM will be conducted to ensure sustainability for future offering of this certificate course.

The need for a curriculum advisory committee for the ICARE Foundation Board has been superceded by the need for a fiscal advisory committee. As donations come to the Foundation, the expert advice of donors and financial specialists will be critical. Thus the effort this year will focus on creating a financial advisory committee.

Additional short-term training will be developed in response to agribusiness needs and as required by grants and contracts awarded to ICARE/ATC. When the LLC is established, the funds from fee based training will add to the Foundation treasury and help with financial sustainability.

<b>Activity 4. Redefine ICARE/ATC</b>					
<b>Targeted Result</b>	<b>Task Description</b>	<b>Projected Month of completion</b>	<b>Task Leaders</b>	<b>Evidence of Accomplishment</b>	<b>Deliverables</b>
<b>4.1. Maintain Quality Education Program for Workforce and Enterprise Development</b>					
4.1.1	Maintain quality of ICARE/ATC educational programs	On-going	ICARE Deputy Director	30 males and 55 females will receive high quality education in undergraduate curriculum 26 males and 32 females will receive high quality education in graduate curriculum	
4.1.2	Conduct career development sessions (trainings on interviewing, job searching and resume writing) resulting in employment of graduates	On-going	Career Advisor, ICARE staff	30 Career development sessions conducted for ICARE/ATC students  Annual Career Fair conducted	
4.1.3	Conduct Exit Survey	June 2017	ICARE Deputy Director Career Advisor	Report prepared and published on ICARE website	
4.1.4	Establish new paid agribusiness internships	June 2017	ICARE Deputy Director Career Advisor	5 New paid internships established	
4.1.5	Conduct Alumni Survey	October 2016	ICARE Deputy Director Career Advisor	Report prepared and published on ICARE website	
4.1.6	Conduct Employer Survey	November 2016	ICARE Deputy Director Career Advisor	Report prepared and published on ICARE website	
4.1.7	Conduct external review of ATC UAB and MAB academic programs	March-April 2017	InnovATE/Armenia ICARE Staff	Self-study developed by ICARE. Final report prepared by the external reviewers	
4.1.8	Supply and Demand for ICARE/ATC graduates in Armenia and the region	June 2017	InnovATE Armenia	Study completed	
<b>4.2 Explore Options for Double Degree Programs and Accreditation</b>					
4.2.1	Assess possibilities for double degree program and accreditation	June 2017	ICARE Director and staff; InnovATE Armenia Program	Steps taken toward preparation for accreditation and exploration of double degree	

<b>4.3. Establish ICARE/ATC Financial Advisory Committee</b>					
4.3.1	Present proposal for Financial Advisory Committee to ICARE Board	June 2017	ICARE Director, ICARE Deputy Director	Proposal presented	
<b>4.4. Add Short Courses to ICARE/ATC Study Program</b>					
4.4.1	Develop Food Safety System Management (FSSM) Certificate Program modules	July 2016-December 2016	InnovATE Armenia ICARE Director, ICARE Deputy Director	Food Safety System Management Certificate Program modules developed, syllabus and course description	
4.4.2	Increase hours of training in private sector productive capacity	July 2016 - June 2017	Development Director, Research Director	2800 hours of private sector training provided	
4.4.3	Survey private sector firms to determine level of Improved Management Practices	July-Sept 2017	Research Director	Survey results of 25 firms- showing level of improved Management Practices	
<b>4.5. Leverage Short-Term Training Activities into Courses for Continuing Education</b>					
4.5.1	Conduct short-term training on agriculture sector productivity or food safety conducted for agribusiness	April-June 2017	ICARE Director	30 individuals will receive training on agricultural productivity or food safety. 7 short courses will be offered	
4.5.2	Formalize and launch Penn State Food Safety Systems Management Certificate program for ICARE. Implement with interterm students	January - February 2017	ICARE Director, InnovATE Armenia Manager	Penn State Food Safety Systems Management Certificate program formalized, materials and supplies located and purchased, lab updated for food products investigation and course launched at ATC	FSSM Course completed by 30 ATC seniors

Results	Indicators	Disaggregation 1	Disaggregation 2	Baseline Value	Target	Actual	Target	Actual	Target Values		
					FY 2015	FY 2015	FY 2016	FY 2016	FY 2017	FY 2018	FY 2019
<b>Result 4.1: Maintain quality education program for workforce and enterprise development</b>	4.1.1: Number of individuals who have received USG/InnovATE Armenia project supported long-term agriculture sector productivity or food security training (4.5.2-6)	Undergraduate	Men	27	27	25	27	36	30	28	28
			Women	54	55	62	57	60	55	55	56
		Master's	Men	19	25	23	24	18	26	25	26
			Women	35	32	30	33	42	32	34	32
		Undergraduate	Men	100	90	100	90	96	90	90	90
			Women	63	80	86	80	89	80	80	80
	Master's	Men	100	90	100	90	100	90	90	90	
		Women	92	90	92	90	98	90	90	90	
	4.1.2: Percentage of graduates from USG/InnovATE Armenia project supported tertiary education programs reporting themselves as employed (3.2.2- 37)	Undergraduate		0	85	100	90	100	95	98	100
		Master's		0	85	100	90	100	95	98	100
4.1.3: Percentage of females who report increased self- efficacy at the conclusion of USG/InnovATE Armenia project supported training/ programming (Cross-cutting Indicator for Gender: GNDR-3)	Undergraduate										
	Master's										
<b>Result 4.2: Explore options for program accreditation and Double Degree</b>	4.2.1: Accreditation and double degree programs explored and assessed for possible implementation at ICARE/ATC	None		0	0	0	0	0	0	0	1
<b>Result 4.3: Establish an ICARE financial advisory committee</b>	4.3.1: Advisory Committee(s) established and functioning	None		0	0	0	1	1	1	1	1



Results	Indicators	Disaggregation 1	Disaggregation 2	Baseline Value	Target	Actual	Target	Actual	Target Values		
					FY 2015	FY 2015	FY 2016	FY 2016	FY 2017	FY 2018	FY 2019
<b>Result 4.4: Add short-courses to ICARE study programs</b>	4.4.1: Number of short courses in ICARE study programs	None		4	5	4	6	8	7	7	7
	4.4.2: Person hours of training completed in private sector productive capacity supported by USG/InnovATE Armenia project assistance (4.6.2-11)	None		2000	2600	2904	2800	3312	2800	3000	3000
	4.4.3: Number of private sector firms that have improved management practices as a result of USG/InnovATE Armenia project assistance (4.6.2-9)	None		17	20	23	22	67	25	25	25
<b>Result 4.5: Leverage short-term training activities</b>	4.5.1: Number of individuals who have received USG/InnovATE Armenia project supported short-term agriculture sector productivity or food security training (4.5.2- 7)	Men		180	200	0	180	0	180	200	200
		Women		20	25	0	20	0	30	50	50
	4.5.2: Number of joint certificate programs created	None		2	2	1	1	0	1	0	0

<b>Activity 4 Timetable</b>		<b>Oct, 2016</b>	<b>Nov, 2016</b>	<b>Dec, 2016</b>	<b>Jan, 2017</b>	<b>Feb, 2017</b>	<b>March, 2017</b>	<b>April, 2017</b>	<b>May, 2017</b>	<b>June, 2017</b>	<b>July, 2017</b>	<b>Aug, 2017</b>	<b>Sept. 2017</b>
<b>4.1. Maintain Quality Education Program for Workforce and Enterprise Development</b>													
4.1.1	Maintain quality of ICARE/ATC educational programs												
4.1.2	Conduct career development sessions resulting in employment of graduates												
4.1.3	Conduct Exit Survey												
4.1.4	Establish Agribusiness Internships												
4.1.5	Conduct Alumni Survey												
4.1.6	Conduct Employer Survey												
4.1.7	Conduct external review on UAB and MAB academic programs of the ATC												
4.1.8	Supply and Demand for ICARE/ATC graduates in Armenia and the region												
<b>4.2 Explore Options for Double Degree Programs and Accreditation</b>													
4.2.1	Assess possibilities for double degree program and accreditation												
<b>4.3. Establish ICARE/ATC Financial Advisory Committee</b>													
4.3.1	Present proposal for Financial Advisory Committee to ICARE Board												
<b>4.4. Add Short Courses to ICARE/ATC Study Program</b>													
4.4.1	Develop FSSM Certificate Program modules												
4.4.2	Increase hours of training in private sector productive capacity												
4.4.3	Survey private sector firms to determine level of Improved Management Practices												
<b>4.5. Leverage Short-Term Training Activities into Courses for Continuing Education</b>													
4.5.1	Conduct short-term training on agriculture sector productivity or food safety conducted for agribusiness												
4.5.1	Formalize and launch Penn State FSSM Certificate program for ICARE												