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**ARMENIA**

# YEAR 2 Work Plan

July 2015 – June 2016

Innovation for Agricultural Training and Education  
in Armenia

(InnovATE/Armenia)



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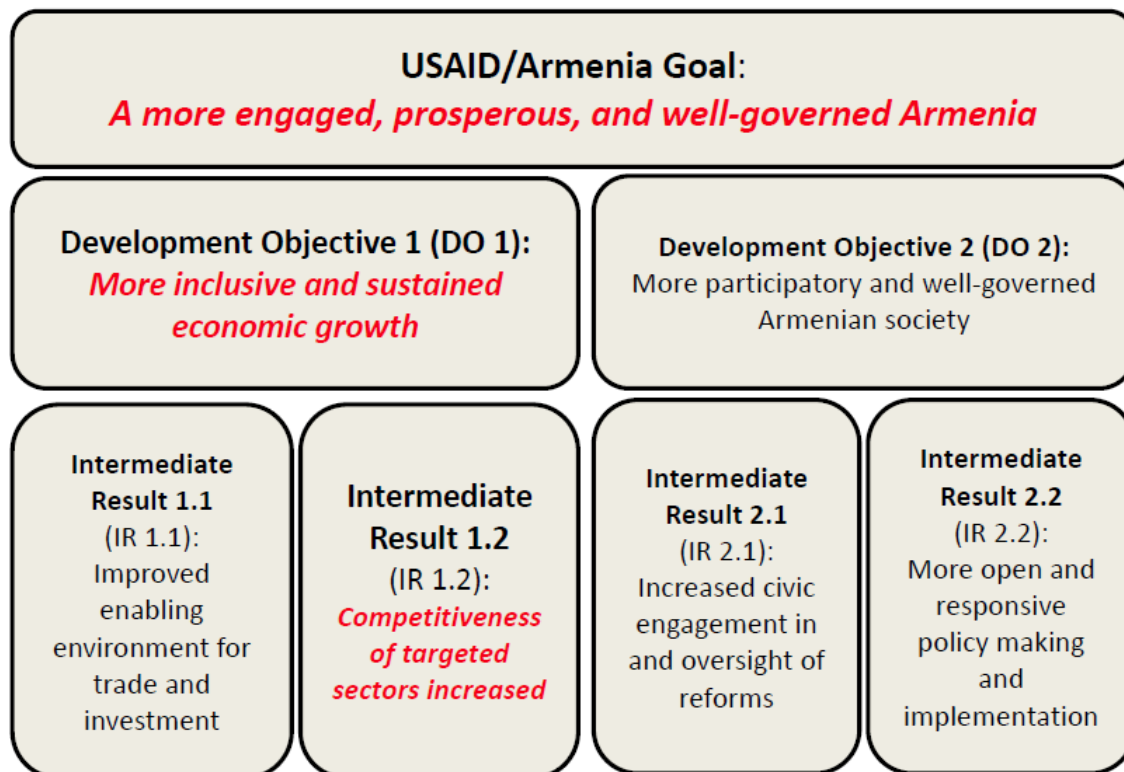
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## InnovATE/Armenia's RESULTS FRAMEWORK

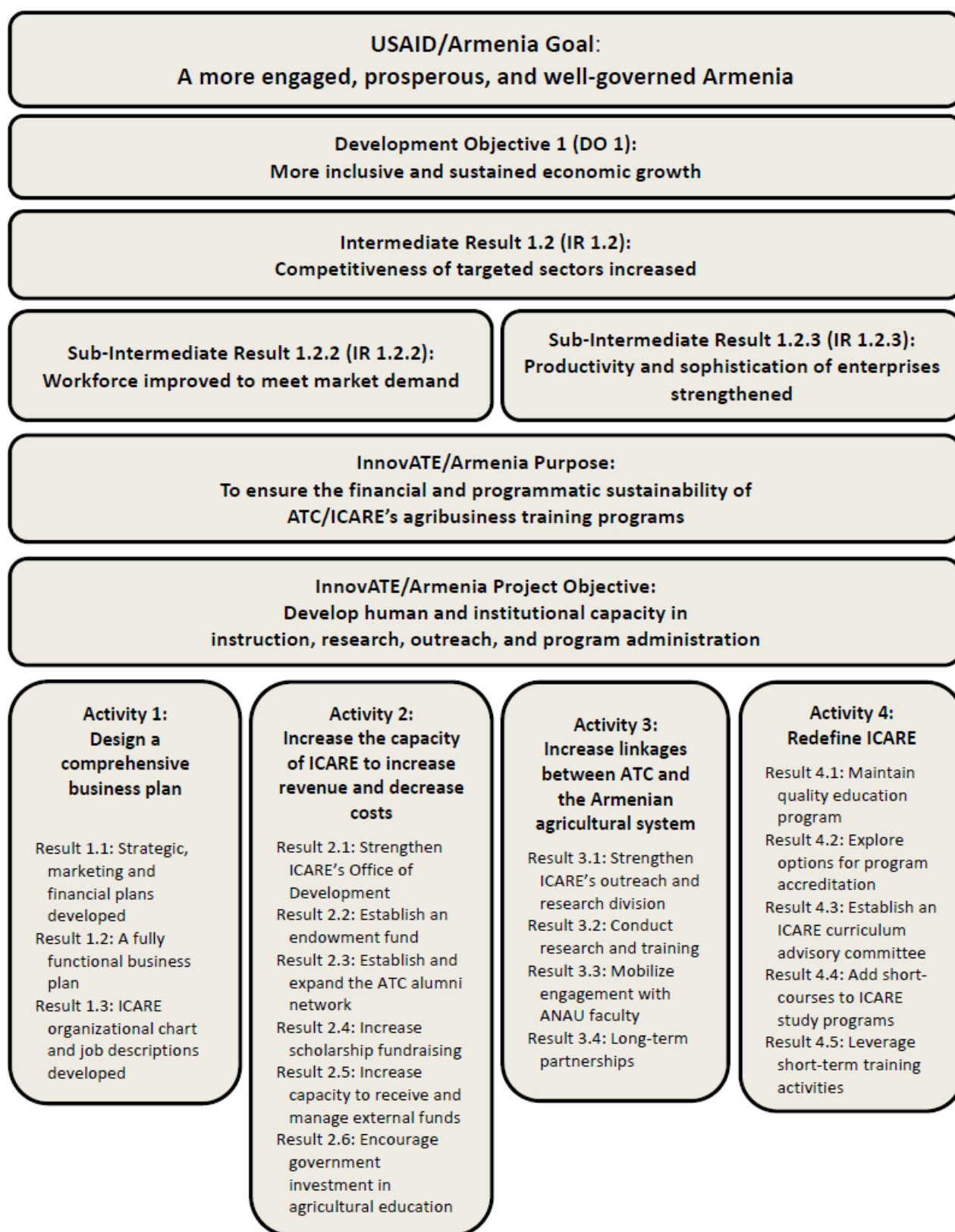
The InnovATE/Armenia PMEP is designed to reflect and respond to USAID Armenia's Country Development Cooperation Strategy. The following Results Framework reflects key program directions and their linkages with USAID Intermediate Results (IRs) and Sub-Intermediate Results (Sub IRs). The PMEP is structured 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 Two – 2015-6**

### **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. Our research has determined that a minimum of \$433,000 is required to maintain the quality ATC programs. The 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 drafted which includes an enterprise mix based on four cost centers for potentially generating revenues. These cost centers include: (1) academic program; (2) development of endowment and student sponsorships; (3) research and consulting; and (4) fee-based training. 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. This involves establishing a legal entity 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 strategy must 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 commercial subsidiary. This subsidiary will be able to accumulate the smaller initial sums generated by the development of fee-based training. Research and consulting has already begun to generate some income that the subsidiary can manage more effectively. In addition, student sponsorships can be collected by ICARE/ATC but those funds must be used within the year. The ICARE/ATC core certificate program provided by TAMU must also be assured and a new food safety certificate program be initiated.

The ANAU Rector and the ICARE Foundation Board will also need to be included in the review and approval of the implementation plan. This plan will then be shared at a Stakeholders Engagement Event to build support for this investment program.

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

Targeted Result (no.)	Task Description	Projected Month of completion	Task Leaders	Deliverables
<b>1.1 Incorporate Strategic, Marketing and Financial Plans into Sustainability Plan</b>				
1.1.1	Implementing the sustainability plan			
1.1.1.1	Institutionalize TAMU certificate as a permanent award as opposed to a five year agreement	April – June 2016	ICARE Director	TAMU representative confirmation
1.1.1.2	Formalize new certificate in Food Safety Systems Management	July – September 2016	ICARE Director, InnovATE Armenia	Food Safety Systems Management Certificate Program Formalized
1.1.1.3	Implement the Financial Plan and Marketing/ Development Plans	January – September 2016	ICARE Director, Development Director and InnovATE/Armenia	Steps taken on Roadmap for Development Action
1.1.1.4	Institutionalize and sign formal 5 year agreement with Rector of ANAU on facilities, utilities, tuition	June 2016	ICARE Director and InnovATE/Armenia	Revised current agreement with ANAU Rector
1.1.1.5	Internal Review (staff and board)	February 2016	ICARE Director	Review Conducted
1.1.2	Stakeholder Sustainability Plan Engagement Event	March 2016	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 2016	InnovATE/Armenia and ICARE Board	Updated Sustainability Plan presented at Board Meeting

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



Activity I Timetable		Oct, 2015	Nov, 2015	Dec, 2015	Jan, 2016	Feb, 2016	March, 2016	April, 2016	May, 2016	June, 2016	July, 2016	Aug, 2016	Sept. 2016
1.1.1	Implementing the sustainability plan												
1.1.1.1	Institutionalize TAMU certificate as a permanent award as opposed to a five year agreement												
1.1.1.2	Formalize new certificate in Food Safety Systems Management												
1.1.1.3	Activate the Financial Plan and Marketing/ Development Plans												
1.1.1.4	Institutionalize and sign formal 5 year agreements with Rector of ANAU on facilities, utilities, tuition												
1.1.1.5	Internal Review (staff and board)												
1.1.2	Stakeholder Sustainability Plan Engagement Event												
1.1.3	Revise Sustainability Plan based on input 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 4 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 this coming year, but rather laying the foundation for and beginning implementation of a long term strategy. The kick-off activity is a video conferencing program that will provide ICARE/ATC staff the knowledge and skills necessary to effectively build and manage an endowment fund campaign, including campaign structure, staff roles, interviewing techniques, call structure, record keeping, goal setting and planning for this year's campaigns.

Alternatives will be investigated for the establishment of an endowment fund through formation of a 501.c.3 alumni association such as "Friends of ICARE Armenia" and recruitment of committed Board Members. Primary considerations involve location of both alumni and the non profit entity (state, country), as well as the role of individual alumni and professional fund management options. In addition to routine cultivation of existing and potential donors, an institutional advancement campaign will be conducted in the US with a focus on the California diaspora. A Virginia expert on institutional advancement will conduct this course and coach the staff as they prepare for diaspora campaign. After review of alternative endowment fund mechanisms, one will be selected and establishment initiated.

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 for ICARE/ATC will be critical to income generation and accumulation of resources in support of ATC programming. In addition, ICARE/ATC will assess strategies for investment through local banks. Training of ICARE/ATC staff in how to prepare proposals and manage funds of EU donors will also be conducted. Additional training in and analysis of cost recovery mechanisms may lead to development of a NICRA which better estimates the indirect costs of maintaining ICARE/ATC and its programs.

## Activity 2. Increase the Capacity of ICARE/ATC to Increase Revenue and Decrease Costs

Targeted Result (no.)	Task Description	Projected Month of completion	Task Leaders	Deliverables
<b>2.1. Strengthen ICARE Office of Development</b>				
2.1.1	Video Class to Strengthen Institutional Advancement Strategy	October 2015	InnovATE Armenia	"Development Campaign" Course outline and participant list
<b>2.2. Establish Endowment Fund</b>				
2.2.1	Assessment of alternatives for establishment of Endowment Fund	October – Dec. 2015	InnovATE Armenia	Report on Analysis by VT faculty professional in the field of Non Profit Management
2.2.2	Identify and contact existing and potential donors (in and outside Armenia)	On-going	Development Director	Documented List and searchable data base of potential and actual donors
2.2.3	Conduct institutional advancement campaigns	On-going	Development Director (with all ICARE staff and alumni)	Summary of two campaign events with list of contacts
2.2.4	Establish Endowment Fund mechanism in both US and Armenia	December 2015 - June 2016	Development Director (collaborating with all ICARE staff and alumni)	Non profit entity 501 (c) 3 established in US and bank accounts created for short term student sponsorship and long term endowment deposits
<b>2.3. Continue engagement of ATC Alumni</b>				
2.3.1	Engage ATC Alumni in ATC and ICARE activities	On-going	Development Director, Career Advisor, PR specialist	Summary of each activity and list of participants
2.3.2	Facilitate financial and in-kind contributions by alumni to ICARE	Feb -Aug. 2016	Development Director, Career Advisor	Summary of efforts made, \$1000 usd contributions and list of at least 12 alumni in kind contributors
<b>2.4. Increase Scholarship 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, 4 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 and 30,000 usd raised for student sponsorships
2.4.3	Assess local investment strategies	October 2015- March 2016	ICARE Director	Report on assessment of local investment strategies

<b>2.5. Increase Capacity of ICARE to Receive and Manage External Funds</b>				
2.5.1	Begin discussion of NICRA for cost recovery and pre-award audit for USAID funding eligibility	April-July 2016	Accountant, VT staff, ICARE Director	NICRA skype session conducted, NICRA established for ICARE/ATC
2.5.2	Develop fiscal reporting format for inclusion in ICARE prospectus	November 2015 – Jan 2016	innovATE Armenia	Expert recommendations for fiscal reporting format and results incorporated into prospectus
2.5.3	Development of ICARE prospectus and annual report	January – Feb 2016	Development Director, Board of Directors, Accountant, ICARE Director	Glossy and on line versions of prospectus and annual report finalized
2.5.4	Establish a commercial organization	April – June 2016	ICARE Director, Accountant	LLC or equivalent commercial organization established to be eligible for fee for training

Results	Indicators	Disaggregation 1	Baseline Value	Target	Actual	Target Values			
				FY 2015	FY 2015	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	0	0
	2.1.2: Development Office formally established and functioning	None	0	1	1	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	0	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
	2.2.3: Endowment website Upgraded	None	0	1	1	0	1	0	1
	2.2.4: Number of fundraising campaigns conducted	None	0	1	1	2	2	2	2
	2.2.5: Value of endowment fund (thousands of \$)	None	0	300	0	0	300	1,500	5,000
<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
	2.3.2 In-kind contributions (list)	None	0	0	0	12	15	18	20
	2.3.3 Level of monetary contributions	None	0	700	1,000	1,000	2,000	3,000	4,000

Results	Indicators	Disaggregation 1	Baseline Value	Target	Actual	Target Values			
				FY 2015	FY 2015	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	5	5	5
		Paper media	2	3	3	4	4	4	4
	2.4.2: Amount of scholarship funds raised (thousands of \$)	None	5	75	30	60	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	0	0	0
	2.5.2: Internal audit of indirect costs completed	None	0	1	1	0	0	0	0
	2.5.3: Cost structure optimized	None	0	0	0	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
	2.5.5: NICRA established for ICARE	None	0	0	0	1	0	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	15%	25%	35%

<b>Activity 2 Timetable</b>		<b>Oct, 2015</b>	<b>Nov, 2015</b>	<b>Dec, 2015</b>	<b>Jan, 2016</b>	<b>Feb, 2016</b>	<b>March, 2016</b>	<b>April, 2016</b>	<b>May, 2016</b>	<b>June, 2016</b>	<b>July, 2016</b>	<b>Aug, 2016</b>	<b>Sept. 2016</b>
2.1.1	Video Class to Strengthen Institutional Advancement Strategy												
2.2.1	Assessment of alternatives for establishment of Endowment Fund												
2.2.2	Identify and contact existing and potential donors (in and outside Armenia) -Endowment												
2.2.3	Conduct institutional advancement campaigns												
2.2.4	Establish Endowment Fund mechanism in both US and Armenia												
2.3.1	Engage ATC Alumni in ATC and ICARE activities												
2.3.2	Facilitate financial and in-kind contributions by alumni to ICARE												
2.4.1	Identify and contact existing and potential donors (in and outside Armenia) - Scholarship												
2.4.2	Promote funding for student sponsorships												
2.4.3	Assess local investment strategies												
2.5.1	Begin discussion of NICRA for cost recovery and pre-award audit for USAID funding eligibility												
2.5.2	Develop fiscal reporting format for inclusion in ICARE prospectus												
2.5.3	Development of ICARE prospectus and annual report												
2.5.4	Establish a commercial organization												

### **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 such as an LLC, training as well as research can be conducted to generate increased revenue for ICARE/ATC contributing to the accumulation of indirect costs for current or future support for 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	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	January-June 2016	Research Director	List of 30 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	Feb - Sep 2016	Research Director, InnovATE Consortium	3 Research, 4 Training and 1 Proposal writing programs conducted, List of participants for each program
3.2.2	Generate gross revenue from research and training activities	Sep 2016	Research Director	45,000 usd generated in research funds 2,000 usd income from training activities
3.2.3	Generate indirect costs from sponsored research and training	Sep 2016	Research Director	4,500 (10%) indirect costs generated from research \$200 generated from training
3.2.4	Publish research studies and give conference presentations	Sep 2016	Research 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	Jan-Sep 2016	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 2016	InnovATE/Armenia Manager, ICARE Director, Research Director	10 paid agribusiness internships 2 MOU's with Partner universities and other colleges

Results	Indicators	Disaggregation 1	Disaggregation 2	Baseline Value	Target	Actual	Target Values			
					FY 2015	FY 2015	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	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
		Farmers	Men	180	200	0	150	150	150	150
			Women	20	25	0	20	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	4	4	5
		Training		3	4	4	4	4	4	4
		Proposal writing		0	0	1	1	0	0	0
	3.2.2: Value of gross revenue from sponsored research or training (thousands of \$)	research		30	35	48	45	50	60	60
		training		5	6	0	2	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	5	6	6
		training		0	.3	0	0.2	0.6	0.6	1
	3.2.4: Number of research studies published or conference presentations given	Research studies published		3	3	4	4	4	5	6
		Conference presentations/posters		3	3	6	4	4	5	5
<b>Result 3.3: Mobilize engagement with faculty members at ANAU</b>	3.3.1: Number of Armenian agricultural faculty collaborating on research projects	Men		1	2	3	3	3	4	4
		Women		1	1	1	2	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	12	15	15
	3.4.2: MOUs signed with partner Universities and other Colleges	None		1	2	2	2	3	3	3

<b>Activity 3 Timetable</b>		<b>Oct, 2015</b>	<b>Nov, 2015</b>	<b>Dec, 2015</b>	<b>Jan, 2016</b>	<b>Feb, 2016</b>	<b>March, 2016</b>	<b>April, 2016</b>	<b>May, 2016</b>	<b>June, 2016</b>	<b>July, 2016</b>	<b>Aug, 2016</b>	<b>Sept. 2016</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												
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												
3.2.4	Publish research studies and give conference presentations												
3.3.1	Involve Armenian agricultural experts in collaborative research and education projects												
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 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 keep 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 management. A new certificate course in food safety will be initiated in response to this need. Further, a curriculum advisory committee composed largely of industry representatives will be developed to assure the most up-to-date topics will be addressed using the latest methods and materials in ICARE/ATC education and training programs. Additional short-term training will be developed in response to agribusiness needs.

<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>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	27 males and 57 females will receive high quality education in undergraduate curriculum 24 males and 33 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	Hold 30 sessions with ATC students, sponsor Career Fair for ATC and ANAU students, 90% of males and 80% of female UAB graduates will report themselves employed, 90% of both male and female MAB graduates will report themselves as employed
4.1.3	Develop and test Confidence Survey for use to poll female ATC graduates	Aug- Sept 2016	ICARE Deputy Director, Career Advisor	90% of both undergraduate and graduate level females will report high level of confidence as a result of ATC education
4.1.4	Establish new paid agribusiness internships opportunities	Jun - Aug 2016	Research Director, Career Advisor, Development Director	5 new paid internships established
4.1.5	Supply and Demand for ICARE/ATC graduates in Armenia and the region	March – April 2016	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	Sep 2016	ICARE Director and staff; InnovATE Armenia Program	Report on progress toward double degree and accreditation (implement in 2017 or 2018 if possible)
<b>4.3. Establish ICARE/ATC Curriculum Advisory Committee</b>				
4.3.1	Present proposal for Curriculum Advisory Committee to ICARE Board	March-Apr 2016	ICARE Director, ICARE Deputy Director, InnovATE Armenia Manager	Implement recommendation of Board to create a Curriculum Advisory Committee, List of members and meeting minutes

4.4. Add Short Courses to ICARE/ATC Study Program				
4.4.1	Develop short courses based on Course Expansion Plan - Food Safety Certificate for implementation in June 2016	July 2015-August 2016	ICARE Director, ICARE Deputy Director	Faculty in Food Safety conduct exploratory visit and needs assessment, develop and offer teaching modules for 6 short courses in Food Safety Systems Management. List of participants and course outlines
4.4.2	Increase hours of training in private sector productive capacity (through external funding)	July-Sept 2016	ICARE Deputy 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 2016	Research Director	Survey results of 22 firms- showing level of improved Management Practices
4.5. Leverage Short-Term Training Activities into Courses for Continuing Education				
4.5.1	Conduct short-term training on agriculture sector productivity or food safety conducted for agribusiness	August -Sept 2016	ICARE Director	180 males and 20 females will receive training on agriculture productivity or food safety
4.5.2	Create Joint Certificate Program	July-Sept 2016	ICARE Director, InnovATE Armenia Manager	Create Penn State Food Safety Systems Management Certificate program for ATC students

Results	Indicators	Disaggregation 1	Disaggregation 2	Baseline Value	Target	Actual	Target Values			
					FY 2015	FY 2015	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	30	28	28
			Women	54	55	62	57	55	55	56
		Master's	Men	19	25	23	24	26	25	26
			Women	35	32	30	33	32	34	32
	4.1.2: Percentage of graduates from USG/InnovATE Armenia project supported tertiary education programs reporting themselves as employed (3.2.2- 37)	Undergraduate	Men	100	90	100	90	90	90	90
			Women	63	80	86	80	80	80	80
		Master's	Men	100	90	100	90	90	90	90
			Women	92	90	92	90	90	90	90
	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		0	85	100	90	95	98	100
		Master's		0	85	100	90	95	98	100
<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	1	0	0
<b>Result 4.3: Establish an ICARE curriculum advisory</b>	4.3.1: Advisory Committee(s) established and functioning	None		0	0	0	1	1	1	1

Results	Indicators	Disaggregation 1	Disaggregation 2	Baseline Value	Target	Actual	Target Values			
					FY 2015	FY 2015	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	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	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	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	180	200	200
		Women		20	25	0	20	30	50	50
	4.5.2: Number of joint certificate programs created	None		2	2	1	1	0	0	0



<b>Activity 4 Timetable</b>		<b>Oct, 2015</b>	<b>Nov, 2015</b>	<b>Dec, 2015</b>	<b>Jan, 2016</b>	<b>Feb, 2016</b>	<b>March, 2016</b>	<b>April, 2016</b>	<b>May, 2016</b>	<b>June, 2016</b>	<b>July, 2016</b>	<b>Aug, 2016</b>	<b>Sept. 2016</b>
4.1.1	Maintain quality of ICARE/ATC educational programs												
4.1.2	Conduct career development sessions (trainings on interviewing, job searching and resume writing) resulting in employment of graduates												
4.1.3	Develop and test Confidence Survey for use to poll female ATC graduates												
4.1.4	Establish new paid agribusiness internships opportunities												
4.1.5	Supply and Demand for ICARE/ATC graduates in Armenia and the region												
4.2.1	Assess possibilities for double degree program and accreditation												
4.3.1	Present proposal for Curriculum Advisory Committee to ICARE Board												
4.4.1	Develop short courses based on Course Expansion Plan - Food Safety Certificate for implementation in June 2016												
4.4.2	Increase hours of training in private sector productive capacity (through external funding)												
4.4.3	Survey private sector firms to determine level of Improved Management Practices												
4.5.1	Conduct short-term training on agriculture sector productivity or food safety conducted for agribusiness												
4.5.2	Create Joint Certificate Program												