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ARMENIA

Year 3 Annual Stop Light Progress Report

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Innovation for Agricultural Training and Education in Armenia

(InnovATE/Armenia)



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

Targeted Result (no.)	Task Description	Projected Month of completion	Task Leaders	Deliverables	Comments
1.1 Incorporate Strategic, Marketing and Financial Plans into Sustainability Plan					
1.1 Implementing Sustainability Plan					
1.1.1	Develop Contingency Plan with development scenarios for all four profit centers for ICARE with the Board and Staff	February 2017	ICARE Director, Development Director, InnovATE/Armenia	Contingency Plan presented to the ICARE Board	Angela and David King discussed with Board Chair and TEEF finance committee at TAMU Research Center Development Center Academic Center Fee Based Training LLC Center
1.1.2	Stakeholder Sustainability Plan Engagement Event	February 2017	Development Director	Armenian Stakeholder Engagement Event held	Stakeholder engagement event held at graduation of FSSM course
	Launch of Friends of ICARE Armenia				Launch of Friends of ICARE non-profit-currently identifying potential Board Members
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	No updates or changes required to sustainability plan for each of the 4 potential profit centers. Have not presented full plan to stakeholders. Will present to Friends of ICARE Armenia following launch

Results	Indicators	Disaggregation	Baseline Value	Target	Actual	Target	Actual	Target	Actual	Target Values	
				FY 2015	FY 2015	FY 2016	FY 2016	FY 2017	FY 2017	FY 2018	FY 2019
Result 1.1: Functional Sustainability plan	1.1.1: Complete draft of sustainability plan balancing revenue generation with operational expenditures and investment for growth approved	None	0	1	0	1	1	0	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
	1.1.3: Sustainability plan for FY 2020-2024	None	0	0	0	0	0	0	0	0	1

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	Comments
2.1. Strengthen ICARE Office of Development					
2.1.1	Hiring Institutional Advancement Expert/Company based in the U.S.	October 2016	InnovATE Armenia		Hired David King, LLC who has led the resource mobilization effort with Diaspora Armenians in Boston, NYC, Los Angeles and Fresno
2.1.2	Trainings for Development Director	February 2017	Development Director	Online training sessions are completed by the Development Director	Development Director completed on-line training
2.2. Establish Endowment Fund					
2.2.1	Initiate Friends of ICARE Armenia Program	October 2016	InnovATE Armenia		Steps have been taken to identify Board Members and incorporate as Non-Profit 501.c.3
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	ICARE list was greatly improved with David King's guidance of Development efforts
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 Campaigns were held in Boston and NYC, 2 Campaigns in Glendale, 1 Campaign in Fresno, 1 Campaign in Austin, TX. ATC Donor Wall completed.
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	Donations and pledges received were processed by TEEF at TAMU. Discussion with TEEF and ICARE Board Chair at TAMU resulted in continuation of original agreement pending implementation of "Friends of ICARE" nonprofit organization

2.2.4 (cont.)	<p>Currently building relationships with potential donors. Endowment Fund will be organized after building strong relationships and launching Friends of ICARE/ATC</p> <p>Donations have been earmarked for Scholarships and specific tangible capital improvement projects such as wine lab and computer lab.</p>				
2.3. Continue engagement of ATC Alumni					
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	<p>Class Reunions were held at ATC</p> <p>Graduate students and Alumni at TAMU expressed willingness to begin and lead the Friends group</p>
2.3.2	Facilitate financial contributions by alumni to ICARE	On-going	Development Director, Career Advisor	Summary of efforts made	\$2000 received from alumni – target met
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	<p>15 in-kind donations contributed by alumni including offering trainings</p> <p>Reached target of \$2,000</p>
2.4. Increase Annual Student Sponsorship Fund					
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	All Promo materials developed
2.4.2	Promote funding for student sponsorships	On-going	Development Director, ICARE Director	Summary of efforts made	<p>\$24,000 raised for student sponsorships (includes cash received and pledges for sponsorships)</p> <p>\$490,000 value of proposals submitted to Foundations for both short term and long term and special capital project funding</p>

2.5. Increase Capacity of ICARE to Receive and Manage External Funds					
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		<p>NICRA rate submitted for approval by USAID ICARE/ATC using 10% default indirect cost for research proposals. However one of the most recent funded proposals included 25% indirect which is great progress in obtaining income for ICARE</p> <p>Explored using auditing firm which performed required USAID project audit, however their cost quote was \$8,000 therefore VT will do this in-house for much less</p>
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 ICARE Annual Report	Expert worked with ICARE Development Director and created improved format for identifying income and costs which were included in ICARE Foundation Annual Report
2.5.3	Development of ICARE Annual Report 2016	March 2017	Development Director, ICARE Director	Printed and electronic versions of ICARE annual report	
2.5.4	Establish a commercial organization in Armenia	June 2017	ICARE Director, Accountant	LLC or equivalent commercial organization established to be eligible for fee for training	Will be completed when Armenian regulatory changes are finalized at which time ICARE/ATC will begin charging for some trainings. They cannot currently charge because this would violate their current nonprofit foundation status in Armenia

Results	Indicators	Disaggregation	Baseline Value	Target	Actual	Target	Actual	Target	Actual	Target Values	
				FY 2015	FY 2015	FY 2016	FY 2016	FY 2017	FY 2017	FY 2018	FY 2019
Result 2.1: Strengthen ICARE's Office of Development	2.1.1 Workshops for promotion and development conducted	None	0	1	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	0
Result 2.2: Establish an endowment fund	2.2.1: Steps taken for establishing endowment fund (documents prepared)	None	0	1	0	1	1	0	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	1	1
	2.2.3: Endowment website Upgraded	None	0	1	1	0	0	1	1	0	1
	2.2.4: Number of fundraising campaigns conducted	None	0	1	1	2	3	2	6	2	2
	2.2.5: Value of endowment fund (thousands of \$)	None	0	300	0	0	0	300	0	1,500	5,000
Result 2.3: Establish and expand the ATC/ICARE alumni network	2.3.1: Upgrade and maintain a searchable alumni database	None	0	1	1	1	1	1	1	1	1
	2.3.2 In-kind contributions (list)	None	0	0	0	12	14	15	15	18	20
	2.3.3 Level of monetary contributions	None	0	700	1,000	1,000	4,000	2,000	2,000	3,000	4,000

Results	Indicators	Disaggregation	Baseline Value	Target	Actual	Target	Actual	Target	Actual	Target Values	
				FY 2015	FY 2015	FY 2016	FY 2016	FY 2017	FY 2017	FY 2018	FY 2019
Result 2.4: Increase scholarship fundraising	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	8	5	5
		Paper media	2	3	3	4	4	4	4	4	4
	2.4.2: Amount of scholarship funds raised (thousands of \$)	None	5	75	30	60	17	50	24	75	100
Result 2.5: Increase capacity of ICARE to receive and manage external funds	2.5.1: On-the-job training	None	0	1	1	1	2	0	0	0	0
	2.5.2: Internal audit of indirect costs completed	None	0	1	1	0	0	0	0	0	0
	2.5.3: Cost structure optimized	None	0	0	0	1	1	0	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	0
	2.5.5: NICRA established for ICARE	None	0	0	0	1	0	0	0	0	0
Result 2.6: Encourage increased government investment in ATC/ICARE	2.6.1: Increased government contribution to ATC/ICARE	None	0	0	0	0	0	15%	0	25%	35%

Activity 3. Increase Linkages between ATC and the Armenian Agricultural System					
Targeted Result	Task Description	Projected Month of completion	Task Leaders	Deliverables	Comments
3.1. Strengthen ICARE Agribusiness Research Center					
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	Research Director and team have been very successful at locating funding opportunities for research relevant to ATC capacity and interests. Total €833,963 grants applied for. \$24,000 additional received for PEER.
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	
3.2. Conduct Collaborative Research and Training					
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		\$118,522 received from research proposals (Non-profit ICARE Foundation not permitted to charge for training until LLC established. Thus \$6,000 income from training activities not reached)

3.2.3	Generate indirect costs from sponsored research and training	June 2017	Research Director		Goal was \$5,000 at 10% indirect costs generated from research – Achieved \$11,800 at 10% + \$6,000 at 25% Goal of \$600 generated from training not met – see above
3.2.4	Publish research studies and give conference presentations	June 2017	Research Director ICARE Director	4 publications and 4 conference presentations	
3.3. Mobilize Engagement of Armenian Agricultural Scientists					
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	
3.4. Increase Number of Long-Term Partnerships					
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	19 paid internships
3.4.2	Develop linkages with other universities, international organizations and businesses	Aug 2016 - June 2017	InnovATE/Armenia Manager, ICARE Director	3 MOUs signed with partner Universities and other Colleges	Vienna University of Natural Resources and Life Sciences (BOKU); Fresno State University; Penn State

Results	Indicators	Disaggregation 1	Disaggregation 2	Baseline Value	Target	Actual	Target	Actual	Target	Actual	Target Values		
					FY 2015	FY 2015	FY 2016	FY 2016	FY 2017	FY 2017	FY 2018	FY 2019	
Result 3.1: Strengthen ICARE's research division	3.1.1: Update strategy on approach for research	None		1	1	0	0	0	1	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	39	15	15	
		Farmers	Men		180	200	0	150	0	150	?	150	150
			Women		20	25	0	20	0	20	?	25	25
Result 3.2: Conduct research and training	3.2.1: Number of research, in-service training, and proposal writing programs conducted	Research		2	3	1	3	3	4	4	4	5	
		Training		3	4	4	4	0	4	4	4	4	
		Proposal		0	0	1	1	1	0	0	0	0	
	3.2.2: Value of gross revenue from sponsored research or training (thousands of \$)	Research		30	35	48	45	158	50	119	60	60	
		Training		5	6	0	2	0	6	0	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	17.8	6	6	
		Training		0	.3	0	0.2	0	0.6	0	0.6	1	
	3.2.4: Number of research studies published or conference presentations given	Research studies published		3	3	4	4	6	4	10	5	6	
Conference presentations/posters			3	3	6	4	9	4	8	5	5		
Result 3.3: Mobilize engagement with faculty members at ANAU	3.3.1: Number of Armenian agricultural faculty collaborating on research projects	Men		1	2	3	3	4	3	8	4	4	
		Women		1	1	1	2	1	2	3	3	3	
Result 3.4: Long-term partnerships	3.4.1: Industry-paid agribusiness internship relationships established and functioning	None		5	8	5	10	7	12	19	15	15	
	3.4.2: MOUs signed with partner Universities and other Colleges	None		1	2	2	2	1	3	3	3	3	

Activity 4. Redefine ICARE/ATC

Targeted Result	Task Description	Projected Month of completion	Task Leaders	Deliverables	Comments
4.1. Maintain Quality Education Program for Workforce and Enterprise Development					
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	Delayed until September 2017 based on availability of qualified faculty to conduct the review. This external review will be conducted by TAMU and Fresno State.
4.1.8	Supply and Demand for ICARE/ATC graduates in Armenia and the region	June 2017	InnovATE Armenia	Study completed	Delayed. Search underway to identify the study team
4.2 Explore Options for Double Degree Programs and Accreditation					
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	Lance Matheson, VT Pamplin School of Business, conducted an analysis of coursework and student interest in MBA. Focus on Informatics and Analytics. Student and Faculty exchanges were developed
4.3. Establish ICARE/ATC Curriculum Advisory Committee					
4.3.1	Present proposal for Financial Advisory Committee to ICARE Board	June 2017	ICARE Director, ICARE Deputy Director	Proposal presented	New ICARE Foundation Advisory Committee recruited
4.4. Add Short Courses to ICARE/ATC Study Program					
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	Certificate course developed and delivered to 32 ATC Seniors. Local faculty trained in delivering the course

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	1782 hours
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	Results were compiled from 17 respondents. All showed improvements from putting their learning into practice
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	April-June 2017	ICARE Director	30 individuals will receive training on agricultural productivity or food safety. 7 short courses will be offered	3 short courses completed – 17 modules
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, 4 week intensive course launched at ATC in January, 2017	FSSM Certificate Course was completed by 32 ATC seniors and 4 local food safety faculty

Results	Indicators	Disaggregation 1	Disaggregation 2	Baseline Value	Target	Actual	Target	Actual	Target	Actual	Target Values	
					FY 2015	FY 2015	FY 2016	FY 2016	FY 2017	FY 2017	FY 2018	FY 2019
Result 4.1: Maintain quality education program for workforce and enterprise development	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	41	28	28
			Women	54	55	62	57	60	55	44	55	56
		Master's	Men	19	25	23	24	18	26	16	25	26
			Women	35	32	30	33	42	32	44	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	96	90	96	90	90
			Women	63	80	86	80	89	80	87	80	80
		Master's	Men	100	90	100	90	100	90	100	90	90
			Women	92	90	92	90	98	90	98	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	100	95	?	98	100
		Master's		0	85	100	90	100	95	?	98	100
Result 4.2: Explore options for program accreditation and Double Degree	4.2.1: Accreditation and double degree programs explored and assessed for possible implementation at ICARE/ATC	None		0	0	0	0	1	1	2	0	0
Result 4.3: Establish an ICARE curriculum advisory	4.3.1: Advisory Committee(s) established and functioning	None		0	0	0	1	1	1	1	1	1

Results	Indicators	Disaggregation	Baseline Value	Target	Actual	Target	Actual	Target	Actual	Target Values	
				FY 2015	FY 2015	FY 2016	FY 2016	FY 2017	FY 2017	FY 2018	FY 2019
Result 4.4: Add short-courses to ICARE study programs	4.4.1: Number of short courses in ICARE study programs	None	4	5	4	6	8	7	3	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	1782	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	17	25	25
Result 4.5: Leverage short-term training activities	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	63	200	200
		Women	20	25	0	20	0	30	164	50	50
	4.5.2: Number of joint certificate programs created	None	2	2	1	1	1	0	0	0	0