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**ARMENIA**

# Quarter 3 Report

January – March 2016

## Innovation for Agricultural Training and Education in Armenia (InnovATE/Armenia)



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## InnovATE-Armenia-Q3 Report from Virginia Tech/ICARE/ATC to USAID

Targeted Result – activity and task/subtask	Narrative Update on status indicators and activities - bulleted list of actions	Expected Output, Result or Impact – measured indicators
<b>Activity 1: Design a Sustainability Plan for ICARE Foundation/ATC</b>		
<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	<ul style="list-style-type: none"> <li>This will be discussed in June at ICARE Board meeting when Dr. John Nichols of TAMU will be in Yerevan for ATC Graduation. Currently ICARE has a 5 year MOU with TAMU and the recommendation to the Board will be to formalize the certificate as permanent award.</li> </ul>	
1.1.1.2 Formalize new certificate in Food Safety Systems Management	<ul style="list-style-type: none"> <li>Dr. Cathy Cutter of PSU and Dr. Joe Marcy of VT are developing a Food Safety Systems Management Certificate curriculum in conjunction with Dr. Zara Davtyan and Dr. Davit Pipoyan, top experts in Armenia. Experts from both sides will deliver the modules to students during 4 weeks in January, 2017.</li> <li>Zara Davtyan will travel to Penn State to work closely with Cathy Cutter on finalizing the FSSM structure and modules. The modules must conform to the PSU standards in order for students to qualify for the PSU certificate. Curriculum will be modified to add or change FSS management issues that are very much demanded in the agribusiness industry.</li> </ul>	Annex A: Armenia Food Safety Systems Management Scope of Work
1.1.1.3 Activate the Financial Plan and Marketing/ Development Plans	<ul style="list-style-type: none"> <li>Many of the aspects mentioned in the Financial Sustainability narrative ICARE started to apply more actively. ICARE diversified its investment fund. ICARE is cooperating with Capital Asset Management CJSC and Converse Bank CJSC which provide asset management services to ICARE. ICARE signed an agreement with Converse bank to open Managed Investment Account with Balanced Investment Strategy. ICARE invested \$60,000 from its reserves into that MIA. ICARE is actively learning about other possibilities in the financial markets of Armenia.</li> <li>ICARE is applying salary buy-outs from both overhead as well as research funds. ICARE is waiting until Virginia Tech experts will calculate the correct NICRA and ICARE will apply NICRA for future projects, which will most likely be more than the current 10% allowable overhead rate.</li> </ul>	Annex B: Converse Bank proposal on Managed Investment Account
1.1.1.4 Institutionalize and sign formal 5 year agreements with Rector of ANAU	<ul style="list-style-type: none"> <li>A new agreement was signed with the ANAU in May 2015 whereby ANAU is supporting the activities of ATC with student tuition fund. Long term lease for facilities was discussed as the administration work with experts on ASHA grant.</li> </ul>	



1.1.1.5 Internal Review of sustainability plan (staff and board)	<ul style="list-style-type: none"> <li>The Financial Sustainability narrative was discussed with staff and many of the recommendations have been put in place by ICARE. ICARE Foundation has an investment fund and is currently working with 2 asset managers. Sustainability Plan calls for establishment of an endowment fund for long term and student sponsorships for short term. More concrete actions are underway to develop “Friends of ICARE Armenia” 501.c.3 non-profit corporation ICARE launched ATC-100 campaign to modernize the computer lab and demonstrate to outside funders that all faculty and staff have contributed to the campaign.</li> </ul>	Annex C: Denise Hudson Trip Report
1.1.2 Stakeholder Sustainability Plan Engagement Event	<ul style="list-style-type: none"> <li>The format and approach will be finalized in June after the Board meeting.</li> </ul>	
1.1.3 Revise Sustainability Plan based on input and present to ICARE Board		
<b>Activity 2. Increase the Capacity of ICARE/ATC to Increase Revenue and Decrease Costs</b>		
<b>2.1. Strengthen ICARE Office of Development</b>		
2.1.1 Video Class to Strengthen Institutional Advancement Strategy		
<b>2.2. Establish Endowment Fund</b>		
2.2.1 Assessment of alternatives for establishment of Endowment Fund	<ul style="list-style-type: none"> <li>Walter Witschey and ICARE are working on the analysis of which state to establish “Friends of ICARE Armenia” non-profit corporation. Dr. Lyusyene and Dr. Witschey are comparing the issues in Florida, Texas, California and Massachusetts. The recommendation is to hire a non-profit specialty lawyer who can navigate the difficulties of moving funds from the US to Armenia.</li> </ul>	
2.2.2 Identify and contact existing and potential donors	<ul style="list-style-type: none"> <li>A detailed list of prospective donors has been updated. It now includes prospects from foundation, agribusinesses, and education sectors in the US. Most of the agribusinesses have been contacted by email and requested for appointments while Director Urutyan will be on a networking trip to US in April, 2016. About 1 individual donors and 9 foundations of that list have been contacted by phone and requested to arrange networking appointment. These are: Haig and Hilda Manjikian, Pasadena Community Foundation, Armenian Cultural Foundation, George and Flora Dunanians, Shahan Hairapetyan and Arax Mansourian, George Ignatius Foundation, Stephen Philibosyan Foundation, Bay Area Friends of Armenia, TF Educational Foundation, United Armenian Fund. Replies were slow but it was possible to follow up with Haig and Hilda Manjikian and United Armenian Fund.</li> </ul>	

	Mapping the prospects helped to identify the most efficient travel routes while in California. The prospects' database currently has about 100 foundation names and about 20 agribusiness names. Introduction letters have been sent to 12 agribusinesses which had Armenian founders and/or management. Three have responded and accepted meetings requests however Vardan will visit all of them on the mapped route during his visit in CA.	
2.2.3 Conduct institutional advancement campaigns	<ul style="list-style-type: none"> <li>• Visibility and Promotional materials were created in preparation for Director's networking visit to the US. Giving Opportunities brochure was included in each introductory packet give to each prospective donor.</li> <li>• Development Director planned visits to NYC and Boston for trip in June. Introductory letters from VT and TAMU were sent to each prospective donor requesting an appointment.</li> </ul>	Package of materials: <a href="#">From Innovation to Excellence brochure</a> <a href="#">Institutional Sustainability Campaign</a> <a href="#">ICARE Annual Report 2015</a>
2.2.4 Establish Endowment Fund mechanism in both US and Armenia	<ul style="list-style-type: none"> <li>• Analysis has been conducted to better understand the non-profit registration process and 501c3 determination letter process in California.</li> </ul>	
<b>2.3. Continue ATC Alumni Engagement</b>		
2.3.1 Engage ATC Alumni in ATC and ICARE activities	<ul style="list-style-type: none"> <li>• Five reunions were organized in total, attended by approximately 100 ATC alumni from 2002-2015 graduating classes. During reunions, recent activities of ICARE were presented to the alumni. The ATC-100 CAMPAIGN was announced and many alumni contributed to upgrade the computer lab.</li> <li>• The Alumni Database has been updated, jointly with the Career Coordinator to facilitate communication with ATC alumni. At least 80% of nearly 400 UAB alumni have been personally contacted to provide updated information for the data base.</li> </ul>	
2.3.2 Facilitate financial and in-kind contributions by alumni to ICARE	<ul style="list-style-type: none"> <li>• Initiating "ATC-100% CAMPAIGN" for all staff, faculty and ATC alumni to contribute. This campaign was directed to refurbish the ATC Computer Lab. 100% of ICARE staff and faculty donated for this campaign. To facilitate campaign engagement, alumni reunions have been organized in ATC existing computer lab. As of March 31, about \$8,000 is collected. Here is the campaign case ATC-100 CASE. Majority of the alumni used the online donation platform to make their donations electronically. Donations are deposited to the ACBA Credit Agricole USD and AMD accounts.</li> </ul>	Annex D: ACBA Credit Agricole Account Statements  Annex E: ATC 100 Campaign Case Statement

<b>2.4. Increase Scholarship Fundraising</b>		
2.4.1 Identify and contact existing and potential donors (in and outside Armenia)	<ul style="list-style-type: none"> <li>A detailed list of prospective donors has been updated. It now includes prospects from foundations, agribusinesses, and education sectors in the US. Most of the agribusinesses have been contacted by email and appointments requested while Director made networking trip to US in April, 2016. Among them are: Haig and Hilda Manjikian, Pasadena Community Foundation, Armenian Cultural Foundation, Boghosian Raisin Packing Co., Inc, American Dried Fruit Company, Caruthers Raisin Packing Co., Inc., American Raisin Packers, Inc, Victor Packing, Inc., National Raisin Company.</li> </ul>	<i>(This section is similar to 2.2.2 because at this stage of initial contacting we are not sure if the prospective donor will become an endowment or student sponsorship donor.)</i>
2.4.2 Promote funding for student sponsorships	<ul style="list-style-type: none"> <li>ATC junior student Anna Tsaturyan was granted a merit based tuition fee support (200,000 AMD, about 500 USD) from ICARE Agribusiness Research Center (ARC) Director Anna Yeritsyan for 2016 spring semester for pursuit of undergraduate curriculum in Agribusiness and Marketing at ATC.</li> <li>Seven seniors, 11 juniors, and 4 MAB 1st year students received sponsorships from Hirayr and Anna Hovnanian Foundation based on ICARE efforts and recommendations, covering spring semester tuition fees. Sponsorship donations of 5,705,000 AMD or about 11,000 USD was received.</li> <li>ICARE Honorary Board Member Verne W. House donated 500USD for scholarships (this donation has not been awarded to students yet).</li> </ul>	<p>26 Student Sponsorships Received</p> <p>Annex F: List of Students Sponsored</p>
2.4.3 Assess local investment strategies	ICARE is actively working with Capital Asset Management CJSC and Converse Bank. They advise ICARE on potential investment opportunities in the financial market of Armenia. ICARE already invested in 2 financial products. As soon as ICARE gets more donations (endowment/investment type) it will be possible to enlarge the local investment fund.	
<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	<ul style="list-style-type: none"> <li>Activity to be done in fourth quarter.</li> </ul>	
2.5.2 Develop fiscal reporting format for inclusion in ICARE prospectus	<ul style="list-style-type: none"> <li>The very first ICARE Foundation Annual Report was published in March, 2016 for the year 2015. ICARE published the sources and percentages of funding rather than Foundation income statement for this first annual report since ICARE statements were being formally audited at the time. In the upcoming reports ICARE will design a more detailed transparent and relevant format for fiscal reporting.</li> </ul>	<p>Link to ICARE Foundation Annual Report for 2015:</p> <p><a href="#">ICARE Annual report 2015</a></p>

2.5.3 Development of ICARE prospectus and annual report	<ul style="list-style-type: none"> <li>The Annual Report 2015 was a success and it was very well received by the partners, Board and other supporters. ICARE will make sure to keep this practice and improve it further in the coming years. ICARE Annual Report has been elaborated as a 32-page report featuring the main activities of the ICARE in 2015, as well as featuring the main activities accomplished over the last 15 years. This is the first public annual report for the Foundation.</li> </ul>	<a href="#">ICARE Annual report 2015</a>
2.5.4 Establish a commercial organization	<ul style="list-style-type: none"> <li>Activity to be done in fourth quarter.</li> <li>Currently the tax code is under discussion and ICARE is waiting for the final outcome to understand what type of commercial organization is preferable to establish. ICARE is working with its lawyers on these issues.</li> </ul>	
<b>Activity 3. Increase Linkages between ATC and the Armenian Agricultural System</b>		
<b>3.1. Strengthen ICARE Research and Outreach Development office</b>		
3.1.1 Explore alternative research funding opportunities	<ul style="list-style-type: none"> <li>ICARE student volunteer is checking the websites for possible research announcements weekly.</li> </ul>	
3.1.2 Provide business development services to small and medium enterprises, male and female farmers as required by research grant deliverables	<ul style="list-style-type: none"> <li>ICARE Director Vardan Urutyan participated in the annual forum organized by Advanced Rural Development Initiative (ARDI) in Jermuk Armenia, where he explained the new Law on Agricultural Cooperatives to about 80 farmers from all over the country.</li> <li>As training for the ICARE proposal writing team, a proposal for organic farming was developed by students for “Talin Food” LLC and “Talin Women” Cooperative (budget 214,000 Euros).</li> </ul>	Annex G: Photo from the Forum organized by ARDI
<b>3.2. Conduct Collaborative Research and Training</b>		
3.2.1 Establish and conduct research and training programs	<ul style="list-style-type: none"> <li>ICARE research office joined the consortium formed by IFEU (Institut für Energie- und Umweltforschung Heidelberg GmbH) for a proposal titled "Resource efficient and sustainable food production in Armenia" submitted to Federal Ministry of Education and Research of Germany (ICARE part of total budget 24,000 Euros)</li> <li>ICARE research office joined the consortium formed by Hohenheim University and American University of Armenia Acopian Center for a proposal "Ecosystem Services: glacier water animals" submitted to Federal Ministry of Education and Research of Germany (ICARE part of total budget 20,000 Euros)</li> <li>ICARE Research office applied to the “Impact of Armenia’s Eurasian Economic Union Membership on Local Economy and Agriculture” assessment study announced by Oxfam Armenia office ( budget 34,000 USD)</li> </ul>	
3.2.2 Generate gross revenue from research and training activities	<ul style="list-style-type: none"> <li>ICARE research team was contracted to compose agronomy activities flowcharts for 71 agricultural commodities for Business and Finance Consulting – a KfW project in Armenia.</li> </ul>	Contract amount 9,850 Euros

3.2.3 Generate indirect costs from sponsored research and training	<ul style="list-style-type: none"> <li>ICARE research team was contracted to compose flowcharts for commodities as stated above. The indirect cost received was 10%.</li> </ul>	\$985 Euro in overhead from BFC
3.2.4 Publish research studies and give conference presentations	<ul style="list-style-type: none"> <li>ICARE Director presented the “Sustainable Fisheries for Enhanced Water Resources in Armenia (SFEWRA)” project during the USAID-PEER projects management annual meeting in Jordan.</li> <li>ICARE Director led the Panel Discussion on “Skills Development and Education to Create Good Jobs” session and gave a presentation on life transforming education at the conference “<b>Good Jobs for Inclusive Growth in Central and West Asia</b>” organized by ADB in Dilijan Armenia on the 30-31 of March</li> </ul>	<p>Annex H: Agenda - USAID MENA Research Partnerships Forum</p> <p>Annex I: Photos and poster</p> <p>Annex J: Agenda - Good Jobs for Inclusive Growth in Central and West Asia Workshop</p>
<b>3.3. Mobilize Engagement of ANAU Faculty</b>		
3.3.1 Involve Armenian agricultural experts in collaborative research and education projects	<ul style="list-style-type: none"> <li>ANAU instructor Andreas Melikyan and Nerses Kostanyan, who is responsible for establishing international collaboration for viticulture department of the ANAU, were involved in composing agronomy activities flowcharts for agricultural crops within the scope of the KfW project.</li> </ul>	2 male ANAU faculty and staff involved
<b>3.4. Increase Number of Long-Term Partnerships</b>		
3.4.1 Develop linkages with other universities, international organizations and businesses-internships funded and MOU's signed	<ul style="list-style-type: none"> <li>New contacts were established with Institut für Energie- und Umweltforschung Heidelberg GmbH, Germany for a joint proposal.</li> <li>Linkages with local businesses strengthened while writing proposal for “Talin Food” (proposal budget 214,000 Euros).</li> <li>ICARE Research Director Anna Yeritsyan participated in the presentation of National Evaluation report of “Creation of Favorable Environment for Armenian SME's” on February 18 organized by ILO (International Labor Organization). (Agenda in Armenian)</li> <li>ICARE Research Director participated in International Workshop on Eurasian Food Security and Nutrition Network, and Eurasian Soil Partnership conference jointly organized by the Eurasian Center for Food Security (ECFS), FAO, and the World Bank on February 29 – March 2, in Bishkek, Kyrgyz Republic.</li> <li>ICARE Research Director and InnovATE Armenia Director participated in seminar on greenhouse technologies organized by the Armenian Harvest Promotion Center. ICARE Research Director participated on the Comprehensive Food Security, Vulnerability and Nutrition Analysis (CFSVNA) report presentation conducted by United Nations World Food Program (WFP) on the 22d of March.</li> </ul>	<p>Annex K: Agenda - Creation of Favorable Environment for Armenian SME's</p> <p>Annex L: Agenda - Eurasian Food Security and Nutrition Network, and Eurasian Soil Partnership</p> <p>Annex M: Invitation to the Presentation of Comprehensive Food Security, Vulnerability and Nutrition Analysis findings for Armenia</p>

	<ul style="list-style-type: none"> <li>ICARE Research Director participated in a capacity development workshop on “Supporting SME competitiveness in the Eastern Partnership Countries” organized by the OECD on the 24th of February.</li> </ul>	Annex N: Agenda - Supporting SME Competitiveness in the Eastern Partnership Countries
<b>Activity 4. Redefine ICARE/ATC</b>		
<b>4.1. Maintain Quality Education Program for Workforce and Enterprise Development</b>		
4.1.1 Maintain quality of ICARE/ATC educational programs	<p><b>Undergraduate Programs</b></p> <ul style="list-style-type: none"> <li>Currently 62 undergraduate students, including 4 from the Republic of Georgia, continue their education in ATC.</li> <li><i>Erasmus-Mundus Program for Seniors</i>: two undergraduate seniors still continue their education at European Universities, one student at Thomas Bata University of Zlin, Czech Republic, and one student at Viana do Castelo Polytechnic University, Portugal</li> <li><i>Erasmus Mundus Program for Juniors</i>: two undergraduate juniors continue their education at Varna Management University for 3 months period.</li> <li><i>Erasmus-Mundus Program</i>: ATC hosted one student from Estonia Biological University for 10 months.</li> </ul> <p><b>Masters Programs</b></p> <ul style="list-style-type: none"> <li>Masters of Agribusiness: Currently 27 MAB students, including 3 from the Republic of Georgia, continue their education at ATC. Second year MAB students work on their thesis projects to be defended in May, 2016. One student dropped his classes in MAB program and continued his education at ANAU.</li> <li><i>Erasmus-Mundus Program for Masters</i>: 3 MAB students continue their education in European Universities, 2 students are studying at Thomas Bata University of Zlin, Czech Republic, and 1 at Lodz University.</li> </ul> <ul style="list-style-type: none"> <li>ATC organized Open Doors Student Recruitment event and hosted more than 40 second and third year students from all specialties of the ANAU Economics and Agribusiness and Marketing departments on March 25. The students learned about the ATC, its admission procedures, curriculum, learning environment, teaching methods, graduate employment indicators, tuition, scholarship issues, and advantages of being an ATC student.</li> <li>ATC continues conducting professional orientation for high school students. During the reporting period ATC was honored to host around 400 senior grade high school students mainly from rural areas, as well as ANAU Base Lyceum and Yerevan High school N 114. Students were introduced to all the</li> </ul>	Annex O: Open Doors Student Recruitment Event Flyer

	<p>educational opportunities that ATC has to offer, including the international learning environment, teaching methods, culture, values and the distinctive western based curriculum and brand of ATC. This was largely the result of an aggressive policy of ANAU administration of introducing rural school children of educational opportunities of ANAU as a whole, and particularly ATC.</p> <ul style="list-style-type: none"> <li>• 17 ANAU first and second year students (out of 23 selected in October) continue attending the six-month Advanced English course. This program prepares students for admission to the ATC undergraduate program.</li> </ul> <p><b>Field visits</b></p> <ul style="list-style-type: none"> <li>○ Junior ATC students visited Greenhouses of Spayka and VAN 777 Winery on March 9, and Proshyan Brandy Factory on March 16</li> <li>○ Senior advanced field trips for investigation of agribusiness management included Masis Dzuk Fishery on March 15. Three more investigative visits to agribusiness firms will follow the three professional seminars of the Agribusiness Case Studies course.</li> </ul> <p>Students submit reports for each company visit, including the company description, the competitive environment, analysis of management issues and marketing and branding strategies.</p> <p><b>Additional Class Modules</b></p> <ul style="list-style-type: none"> <li>○ “<i>Staff hiring and firing</i>” topic was interactively conducted by Gayane Grigoryan, Senior HR Specialist of Porcredit Bank. This was an excellent opportunity to interact with professionals from the industry, as well as a great topic was discussed for a graduating class.</li> <li>○ <i>The advantages of studying at and procedures of admission to the graduate programs of CERGE-EI, Prague</i> was conducted by Geghetsik Afunts, a TV economic reporter until recently and a PhD student at CERGE-EI.</li> <li>○ Presentation on “<i>Teach for Armenia</i>” was delivered by Teny Avakian, a repatriate, Director of Recruitment and Selection of Teach for Armenia on March 4. Teach for Armenia improves education opportunities for all children in Armenia by recruiting and training teachers who will work in underserved schools for at least two years.</li> <li>○ <i>In the context of Agribusiness Case Studies course Agribusiness Project Management</i> module was delivered by the ATC graduate and Deputy Minister of Agriculture Armen Harutyunyan from February 2 – March 25, covered Project</li> </ul>	
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	<p>Management Introductory Concepts, Management Framework and Processes, Initiating the Project, Planning the Project, Executing the Project, Monitoring and Controlling the Project. Final presentations were evaluated by Deputy Minister and InnovATE Armenia Director.</p> <p>Three more professional seminars with lectures by industry professionals will be covered during spring semester.</p>	
4.1.2 Conduct Career Development Sessions	<ul style="list-style-type: none"> <li>• “<i>Staff hiring and firing</i>” topic was interactively conducted by Gayane Grigoryan, Senior HR Specialist of Procredit Bank. This was an excellent opportunity to interact with professionals from the industry, as well as a great topic was discussed for a graduating class.</li> <li>• “Company Orientation Day” was organized with ROSGOSSTRAKH ICJSC for students with economics background in February, 2016. The event was organized by ATC Career unit, introducing more than 40 ANAU students to the company’s new projects. Students got the opportunity to submit their own proposal packages.</li> </ul>	
4.1.3 Develop and test Confidence Survey for use to poll female ATC graduates	<ul style="list-style-type: none"> <li>• Survey to be done several months after graduation (Sept, 2016).</li> <li>• Student exit survey questionnaire has been developed to survey the 2016 ATC masters and undergraduates.</li> </ul>	Annex P: Student Exit Survey Questionnaire
4.1.4 Establish new paid agribusiness internships opportunities	<ul style="list-style-type: none"> <li>• Internships for junior students and MAB first year students will start in June 2016. Paid internship opportunities will be reported next quarter.</li> </ul>	
4.1.5 Supply and Demand for ICARE/ATC graduates in Armenia and the region	<ul style="list-style-type: none"> <li>• Study to be done in third and fourth quarter.</li> </ul>	
<b>4.2 Explore Options for Double Degree Programs</b>		
4.2.1 Assess possibilities for double degree program and accreditation	<ul style="list-style-type: none"> <li>• Preliminary discussions with VT and PSU with possibilities and results shared in September, 2016.</li> </ul>	
<b>4.3. Establish ICARE/ATC Curriculum Advisory Committee</b>		
4.3.1 Present proposal for Curriculum Advisory Committee to ICARE Board	<ul style="list-style-type: none"> <li>• Activity to be done in third and fourth quarters.</li> <li>• Work in progress</li> </ul>	
<b>4.4. Add Short Courses to ICARE/ATC Study Program</b>		
4.4.1 Develop short courses based on Course Expansion Plan	<ul style="list-style-type: none"> <li>• Discussions with International Finance Corporation which is interested in cooperation with ICARE to design and implement short courses on Greenhouse Management and Fish Farming.</li> </ul>	



4.4.2 Increase hours of training in private sector productive capacity (through external funding)	<p>ICARE jointly with GIZ GmbH (funded by EU) organized the following short courses:</p> <ul style="list-style-type: none"> <li>• <i>"Behavioral Economics and Business Benefits"</i> training course was conducted by Gnel Gabrielyan, PhD, an ATC graduate of 2005 who is currently a post-doctoral researcher at Food and Brand lab at Cornell University, USA. The target audience was mainly decision makers and marketing specialists from many different companies motivated to learn the preferences of the Armenian consumer market. Upon the end of the training course the participants were awarded certificates of completion by the trainer and Vardan Urutyan, Director of ICARE. Since 200 people applied for the training, the training was conducted twice (February 15-18 and 19-23) for total of 69 participants.</li> <li>• <i>Linear Programming for Agribusiness Executives</i> training course was conducted by ATC MAB instructor Rafael Bakhtavoryan, PhD, Texas A&amp;M University on March 14-17. The purpose of this training is to teach participants the fundamentals of linear programming focusing on the application of this technique to solve actual problems in the competitive business environment. The training covered the following topics: Introduction to mathematical programming and linear programming; Assumptions of linear programming; Solving linear programming problems in Excel; Formulating an applied linear programming problem; Transportation model; Feed Mix model; Joint Products model; Assembly model. 22 participants attended the training.</li> </ul>	<p>Annex Q: Agenda - Behavioral Economics and Business Benefits</p> <p>Annex R: List of Participants - Behavioral Economics and Business Benefits</p> <p>Annex S: Agenda - Linear Programming for Agribusiness Executives</p> <p>Annex T: List of Participants - Linear Programming for Agribusiness Executives</p>
4.4.3 Survey private sector firms to determine level of Improved Management Practices	<ul style="list-style-type: none"> <li>• Activity to be done in August-Sept, 2016.</li> </ul>	
<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	<ul style="list-style-type: none"> <li>• Activity to be done in August-Sept, 2016.</li> </ul>	
4.5.2 Create Joint Certificate Program	<ul style="list-style-type: none"> <li>• Work in progress with PSU on FSSM joint certificate</li> </ul>	

## **Annex A: “Food Safety Systems Management” Curriculum for Armenia Scope of Work**

The “Food Safety Systems Management” (FSSM) curriculum for students at the Agribusiness Teaching Center (ATC) is a supplemental training program designed to introduce students to and increase their understanding of food safety principles. The goal of this project is to develop, implement, evaluate, and provide a sustainable model for a comprehensive FSSM program at ATC, Yerevan, Armenia.

### **Overall objective:**

To prepare ATC students for careers in the food industry with an emphasis on the management of food safety processes.

### **Objectives:**

- 1. Develop the Food Safety Systems Management (FSSM) curriculum and evaluation tools.** PI’s, Dr. Cathy Cutter (CNC; PSU) and Dr. Joe Marcy (JM; VaTech), will develop a comprehensive curriculum that encompasses the following courses and proposed timeline (see below). The PI’s and post-doctoral associate also will develop evaluation tools to assess ATC students and ATC faculty on their food safety knowledge, behavior, attitudes, and skills prior to and after the training is completed. For each week of training, the PI’s will provide approximately 25 hours (100 hours total) of course instruction (lecture or online) and/or hands-on laboratory exercises for students and faculty. The PI’s also propose that ATC students and faculty members visit food processing plants to observe food safety systems at work.

## Annex A: “Food Safety Systems Management” Curriculum for Armenia Scope of Work

Week	Course	Instructors	Type of delivery	Evaluation & Certification	Other information
1	Introduction to Food Science (5 days)	JM, CNC	Online instruction and hands-on laboratory exercises	Exam Certificate of Participation from VaTech	Visit food processing plants
2	Sanitation Shortcourse (2 ½ days)	JM, CNC, and Post-doctoral Associate	Online instruction and hands-on laboratory exercises	Exam Certificate of Participation from PSU	Visit food processing plants to meet with personnel to observe sanitation process and/or plans
	Food Microbiology Shortcourse (2 ½ days)	CNC, JM, and Post-doctoral associate	Face-to-face lectures and hands-on laboratory exercises	Exam Certificate of Participation from PSU	Visit microbiology laboratories (ex. vet science, contract, food industry, wine, academic, etc.)
3	Better Process Control School & Acidified Foods Workshop	JM, CNC and Post-doctoral associate	Face-to-face lectures and/or online webinars	Exam Certificate from VaTech	Visit Noyan and/or cannery(s)
4	HACCP Workshop (3 ½ days)	JM, CNC, and Post-doctoral associate	Face-to-face lectures and group break-out sessions	Exam Certificate from PSU and International HACCP Alliance	Visit food processing plants to meet with personnel and observe HACCP plans in action
5	Food Defense Workshop (1 ½ days)	JM, CNC, and Post-doctoral associate	Online or face-to-face lectures and group break-out sessions	Exam Certificate from PSU	Visit food processing plants to meet with personnel and observe food defense plans
6	The Environment of Food Safety Standards (0.5 day)	CARD FS team	Face-to-face lecture	Exam Certificate of participation from CARD	
7	Introduction to ISO22000 standard (1.5 days)	CARD FS team	Face-to-face lecture	Exam Certificate of participation from CARD	Visit to food processing plant to observe operation under ISO22000
8	Internal Audit of Food Safety Management System (FSMS) (1 day)	CARD FS team	Face-to-face lecture	Exam Certificate of participation from CARD	
9	International Food Safety Laws and Regulations (1 day)	David Pipoyan	Face-to-face lecture	Exam Certificate of participation from CARD	
10	Food Safety regulatory framework in Armenia (1 day)	CARD FS team/David Pipoyan	Face-to-face lecture	Exam Certificate of participation from CARD	Visit to SFSS and meeting with food safety inspectors

## **Annex A: “Food Safety Systems Management” Curriculum for Armenia Scope of Work**

- 2. Create a faculty exchange between ATC and PSU/VaTech.** Identify one ATC faculty member who can participate in the entire project. The purpose of the 2-week exchange is to introduce the ATC faculty member to outreach/Extension teaching at land grant institutions (PSU and VaTech). The ATC faculty member will participate in shortcourses/workshops to learn first-hand how these types of programs are developed, offered, managed, and evaluated in the U. S. Identified ATC faculty member should be: fluent in English; able to participate in the student training at ATC; and able to participate in additional train-the-trainer activities. This ATC faculty member will be responsible for offering the FSSM curriculum to ATC students after the initial offering and then to the Armenian food industry periodically thereafter (if possible). This faculty member will implement the latest problem focused and participatory teaching and learning approaches gained while visiting the US Universities
- 3. Launch the FSSM curriculum.** The FSSM curriculum will be administered over 4 weeks (January into February, 2017) in English at ATC. For the first week of the curriculum, students will gain information about the principles of food science, including food chemistry, food microbiology, food engineering, human nutrition, and sensory science via an online program. For each week of training thereafter, the PI’s will provide instruction (lecture or online) and hands-on laboratory exercises or break-out sessions for ATC students and ATC faculty members (who participate in the train-the-trainer program). The food safety curriculum will address the following topics/subjects: sanitation, food microbiology and mycology, thermal processing and canning, HACCP, and food defense. The PI’s also propose visits to food processing plants to observe food safety systems at work. Upon completion of each topic/subject, participating ATC students and faculty members will provide feedback on the curriculum, instructors, and learning experience, as well as receive certification from PSU or VaTech.
- 4. Evaluation of the FSSM curriculum by ATC students and faculty members.** After gaining approval from the Institutional Review Boards at their respective institutions, the PI’s will assess the impact of the FSSM curriculum on ATC students and ATC faculty members. Prior to and immediately after the FSSM curriculum is administered, ATC students and faculty members will be evaluated for their food safety knowledge, behavior, attitudes, and skills as a means of gauging the impact of the training. The PI’s and post-doctoral associate will analyze the findings of the evaluations, make changes to the FSSM curriculum (as needed), and compile the findings into a peer-reviewed manuscript that will be submitted to *Food Protection Trends* or *Journal of Food Science Education*. Based upon feedback from ATC students and faculty members, the FSSM curriculum will be updated and finalized. Additionally, ATC students will be “tracked” to determine if they obtain employment in the food industry up to 6 months post completion.

## **Annex A: “Food Safety Systems Management” Curriculum for Armenia Scope of Work**

- 5. Offer train-the-trainer sessions for ATC faculty members.** Research has demonstrated that adult learners require different skill sets than younger students. Adult learners are more likely to retain what they have learned and apply it directly in their work environment. In addition to the faculty exchange (Objective 2), ATC faculty members will participate in the FSSM training at the same time as the ATC students (Objective 3). The PI’s also will deliver a supplemental train-the-trainer session (face-to-face or online) for ATC faculty members as a way to provide information on the best practices for teaching the FSSM curriculum to ATC students and to the food industry. The PI’s will gauge the impact of this session via evaluations and include this information in the peer-reviewed manuscript (Objective 4).
  
- 6. Evaluation of the FSSM curriculum taught by ATC faculty members.** Approximately one year after completion of Objective 5, the PI’s will return to ATC to evaluate the FSSM curriculum, as taught by ATC faculty members for ATC students and/or Armenian food industry. Constructive feedback on teaching methods and one-on-one interactions will be employed by the PI’s to improve the delivery of the curriculum to students. The PI’s also will garner feedback from the instructors on the curriculum and make adjustments as necessary.

## Annex A: “Food Safety Systems Management” Curriculum for Armenia Scope of Work

### Timeline

Objective	Date	Activity	Location	Duration	Responsibility
1	January 2016 –October 2016	Develop FSSM curriculum and evaluation tools	PSU and VaTech	10 months	CNC  JM  Post-doctoral associate
2	Spring or Fall 2016	Faculty exchange	PSU and VaTech	2 weeks	CNC  JM  ATC faculty member
3, 4, 5	January 2017*	Launch FSSM curriculum at ATC; evaluate students for food safety knowledge, behavior, attitudes, skills;  offer train-the-trainer program for ATC faculty	Yerevan, Armenia    Yerevan, Armenia or online	1 month	CNC  JM  Post-doctoral associate   ATC faculty members
5	January-February 2017	Collect and analyze data from evaluation tools for inclusion in peer-reviewed publication	PSU, VaTech	1 month	CNC  JM  Post-doctoral associate
6	To be determined	ATC faculty members offer training to ATC students and/or food industry;  PSU and/ or VT will coach and evaluate ATC faculty members	Yerevan, Armenia	1-2 weeks	CNC or  JM



Proposal  
For International Center for Agribusiness Research  
and Education

Date: 21/05/2015  
Company: Converse Bank  
Purpose: Management of ICARE's funds

26/1 V. Sargsyan St.  
Republic Square, Yerevan 0010  
Republic of Armenia  
Tel: (+374 10) 511 211

## Annex B: Converse Bank Proposal on Managed Investment Account

### Overview

International Center for Agribusiness Research and Education intends to establish an Endowment Fund, which would ideally be large enough to fund ICARE's activities in perpetuity. The establishment of an Endowment Fund entails a significant amount of organizational and fundraising effort to be put in and prior to all the necessary processes being finished, currently there is a certain amount of funds that need to be managed with the objective of ensuring highest returns against an acceptable amount of risk.

Armenian investment industry unfortunately offers very little expertise or product choice to institutions with regards to asset management products, especially for US dollar-denominated funds. Investment companies can only offer a handful of corporate fixed-income investments and/or two tranches of Armenian sovereign bonds. The yield on these bonds is comparable to foreign currency bank deposit rates, therefore most potential clients choose to simply sign a deposit contract instead of buying aforementioned securities. Yields and credit risks for both are very comparable.

Taking into account above considerations, Converse Bank took major proactive steps over the past six months and established an in-house asset management product (managed investment account: MIA) geared towards US dollar-denominated funds. Converse Bank's product is based on instruments trading on major US and European exchanges, where there is an ample choice and tremendous liquidity. Our Bank is pleased to offer this product to interested individuals/institutions and since inception has signed up a number of clients. All client funds are being managed separately against their respective investment policy statements (IPS) and the Bank is offering a range of investment strategies to fit the diverse needs of its clientele. Client funds are segregated from Bank's assets and as such clients do not carry Converse Bank's operational and default risks. Minimum duration of the contract is **12 months** and the minimum investment amount **USD 50,000**.

### Product Details

MIA is a professionally managed account based on the risk tolerance and investment objectives of a particular client and is aimed to achieve stable rates of capital growth along with current income by utilizing a basket of stocks, bonds, and derivative products.



## Annex B: Converse Bank Proposal on Managed Investment Account

There are many reasons why to choose MIA:

1. Diversification away from Armenian country risk
2. Tax privileges
3. Access to international exchanges
4. Low fees
5. Professional managers
6. Pooled investments
7. Convenience
8. Access to invested capital
9. Transparency
10. Client's interest protection

Quick comparison of MIA and deposits

	MIA	Deposit
High investment returns	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Rapid liquidity, NO loss of accrued interest	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Preferential tax treatment	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Investment diversification	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Current average US Dollar-denominated deposit in Armenian Banks is around 7%<sup>1</sup>. In case of MIA potential returns are substantially higher and are not capped.

<sup>1</sup>Source: Central Bank of Armenia

## Investment Strategy Description

Currently there are three investment strategies that a client can choose based on their IPS:

- 1) Conservative
- 2) Balanced
- 3) Aggressive

<sup>1</sup>Source: Central Bank of Armenia

## Annex B: Converse Bank Proposal on Managed Investment Account

### Summary Table

Strategy	Management fee	Success fee	Threshold level of return	Early principal withdrawal fee	Minimum investment	Expected return
<b>Conservative</b>	2%	20%	8%	0.5%	\$50,000	2-7%
<b>Balanced</b>	2%	20%	10%	0.5%	\$50,000	8-18%

Within each strategy, there are several portfolio options which follow specific rules and have certain limitations with regards to securities within the portfolio, limits to sector exposure, limits to asset type exposure, and limits to single asset exposure. Taking into account ICARE's short-term liquidity needs it is our belief that Aggressive strategies do not fit its objectives, therefore this document contains only portfolios that are part of Conservative and Balanced investment strategies.

A conservative strategy aims to protect the principal amount of investment and provide the investor with a regular income utilizing low level of investment risk in investment grade rated fixed income securities and stable income associated with these types of securities. This strategy fits investment objectives of investors with low level of risk tolerance, whose primary objective is safety of the principal capital and stable level of income. This strategy is inappropriate for clients who aim to extract capital gains and profit from speculative positioning. Despite being relatively safe, this strategy may result in investment losses.

Within Conservative strategy Bank offers two portfolios.

- 1) Government Bond portfolio
- 2) Investment-grade Corporate Bond portfolio

Government Bond portfolio will consist of 100% fixed-rate local currency investment-grade sovereign bonds with various maturities. A largest single position may not exceed 20% of the overall portfolio. The portfolio may not hold short positions and cash exposure may not exceed 20% of total assets. The benchmark used for this portfolio is Citigroup's World Government Bond Index (WGBI).

Investment-grade corporate bond portfolio consists of 100% fixed-rate US dollar denominated investment grade corporate bonds with various maturities. A largest single position may not exceed 10% of the overall portfolio. Portfolio may not hold short positions

## **Annex B: Converse Bank Proposal on Managed Investment Account**

and cash exposure may not exceed 20% of total assets. The benchmark used for this portfolio is Bloomberg US Corporate Bond index (BUSE).

A Balanced strategy aims to mix the goals of achieving stable income and preservation of capital, while maintaining potential of capital gains on the overall investment. This strategy is normally based upon simultaneous investments in fixed income and equity asset classes. Investors are able to utilize the safety and income of investment grade rated bonds along with potential for price appreciation in the equity portion of the portfolio. This strategy is appropriate for investors willing to tolerate modest levels of risk. The strategy does not guarantee investors against possible losses of the principal amount.

Within Balanced strategy Bank offers two portfolios:

- 1) Balanced portfolio
- 2) Hedged Equity portfolio

A Balanced portfolio consists of two components: a) investment-grade US dollar denominated corporate bonds; b) stocks trading on US-based stock exchanges. The mix optimally should be around 50/50, however based on existing market dynamics and circumstances may range between 25% and 75% for both components. At any time, portfolio may not hold more than 25% of total funds in cash and the largest single position may not exceed 20% of the total portfolio. Portfolio does not hold short positions. The benchmark used for this portfolio is a combination consisting of 50% CRSP US Total Market Index and 50% Barclays U.S. Aggregate Float Adjusted Index.

Hedged Equity portfolio aims to hedge downside risks of a typical long equity portfolio using a combination of derivatives, primarily VIX (volatility indices) and equity options. Portfolio utilizes option strategies such as covered calls and naked puts to achieve current income and downside protection, while maintaining portfolio upside through equity exposure. Portfolio consists primarily of shares of mid to large-size (\$5 billion and more in capitalization) companies trading on US stock exchanges with high liquidity and options availability. VIX futures and options on futures are an integral part of the portfolio assuring downside protection, while maintaining possibility of constant income stream. Cash position will fluctuate around 30% of the total portfolio to provide an additional layer of liquidity to take full advantage of market opportunities. The largest single equity exposure may not be higher than 7% of the entire portfolio. The benchmark used for this portfolio is a mix of 50% Russell 2000 Index, 20% MSCI EAFE Index, and 30% Citigroup's World Government Bond Index.

## **Annex B: Converse Bank Proposal on Managed Investment Account**

Contact:

Artyom Zakaryan, CFA

Head of Investment department

Converse Bank CSJC

26/1 V. Sargsyan street,

Yerevan, Armenia 0010

Phone: (37410) 511-211 ext. 1361

[www.conversebank.am](http://www.conversebank.am)

## Annex C: Denise Hudson Trip Report



Office of International Research Education and Development  
Virginia Tech  
526 Price's Fork Road (0378)  
Blacksburg, VA 24061



Phone: (540) 231-1875  
[innovateprogram@vt.edu](mailto:innovateprogram@vt.edu)  
<http://www.oired.vt.edu/innovate/>

### Trip Report: Armenia

**Dates: February 17 – March 8, 2016**

**Traveler(s): Denise Hudson, InnovATE Project Finance Coordinator**

**Institution(s): Virginia Tech OIRED**

**Purpose: To complete project deliverables related to finance activities in sections 1.1 (sustainability plan) and 2.5 (capacity building) of the workplan**

**Site(s) Visited: Yerevan, Armenia**

#### Description of Activities:

- Reviewed monthly invoicing good practices with Accountant
- Reviewed invoice #15 with Accountant and submitted for payment
- Trained Accountant on new electronic invoicing format
- Evaluated current use of PAR forms and changes needed with Accountant
- Prepared IRS form 1120-F to recover tax withholding amounts for ICARE
- Prepared justification for IRS detailing reasons why the ICARE should receive a refund; submitted to Director for signature
- Prepared a W-8BEN-E for ICARE for submission to VT and IRS
- Discussed sustainability plan financial model and narrative with Director – discussed different strategies for increasing revenues
- Revised the financial model narrative based upon discussion with Director
- Reviewed ICARE audit document detailing project expenses and prepared for Angela's signature for recent annual audit
- Modified invoicing template in Excel for use on other projects for increased accountability
- Researched employment contracting issues and provided advice on procedures

## **Annex C: Denise Hudson Trip Report**

### **Suggestions and Recommendations:**

Need to work with VT personnel and outside tax firm to determine need for tax withholding and/or identify approach to obtain an exemption for ICARE/ATC.

ICARE/ATC should take immediate steps as presented in the sustainability model to secure outside funding.

### **List of Contacts Made:**

<b>Last Name</b>	<b>First Name</b>	<b>Title/Organization</b>	<b>Contact Info (address, phone, email)</b>
<b>Urutyan</b>	<b>Vardan</b>	<b>ICARE Director</b>	<b>vardan@icare.am</b>
<b>Harutyunyan</b>	<b>Vahe</b>	<b>Project Accountant</b>	<b>vahe@icare.am</b>
<b>Balanyan</b>	<b>Hayk</b>	<b>Chief Accountant</b>	<b>hayk@icare.am</b>
<b>Grigoryan</b>	<b>Artur</b>	<b>Development Director</b>	<b>artur@icare.am</b>

## Annex D: ACBA-Credit Agricole Bank Account Statements



Statement date 30/04/16

### ACCOUNT STATEMENT

name	account number	currency	account type	period
"INTERNATIONAL CENTER FOR AGRIBUSINESS RESEARCH AND EDUCATION" FOUNDATION	220483350025000	AMD	(3021400P)	01/01/16-31/03/16(91 days)

#### Statement of the TRANSACTIONS

Initial Balance	Debit Flow	Credit Flow	Final Balance
1,233,118.30	31,929.90	3,164,879.90	4,366,068.30



Statement date 30/04/16

### ACCOUNT STATEMENT

name	account number	currency	account type	period
"INTERNATIONAL CENTER FOR AGRIBUSINESS RESEARCH AND EDUCATION" FOUNDATION	220483350025001	USD	(3021400P)	01/01/16-31/03/16(91 days)

#### Statement of the TRANSACTIONS

Initial Balance	Debit Flow	Credit Flow	Final Balance
2,044.65	30.38	935.00	2,949.27



**Better Computer Lab *for* Better Education at ATC**

# *ATC-100% CAMPAIGN*

#ATC100%





**Dear Graduates, current and former Faculty, and Staff:**

We are now launching the **ATC-100% CAMPAIGN** as one of the initiatives to make the Agribusiness Teaching Center (ATC) and the International Center for Agribusiness Research and Education (ICARE) an even better place to learn, teach and work. For over 15 years of its outstanding work the ATC transformed lives of more than 400 young Armenians and Georgians!

The ATC is continuously evolving for the education it provides to meet the current market needs and for the graduates to be highly demanded. This development assumes continuous updating of curricula, professional development of faculty and staff, as well as refurbishment of the facilities to fully utilize the current technological trends in education which exist in the most advanced programs globally.

**What is ATC-100% CAMPAIGN?**

- We are assured that **100%** of us - ATC alumni, ICARE staff, and ATC current and former faculty - can continuously act together and help this outstanding institution meet its goals in development of business leaders.
- We need to show all our current and prospective stakeholders that we are ONE and ensure a maximum participation rate at this campaign. Ideally, we want to achieve **100%** of participation by ATC alumni, ICARE staff, and ATC current and former faculty.

**Let's see what we can do together!**

Together we can refurbish the Comp Lab the computers in which have been last upgraded 10 years ago! Together we can fully refurbish the Comp Lab and help current students do more for developing their professional knowledge and building their skills. It is very important that each of us - ATC alumni, ICARE staff, and ATC current and former faculty - join to make a change.

Now we plan to house the lab with 30 new computers the technical capabilities of which will enable our students to freely use the software so much needed for their complete education. Surfing the Internet on current computers is very

slow, but most importantly our current computers' capabilities are not sufficient to effectively run some important software. Particularly:

*GIS (Geographic Information Systems)*

ICARE Foundation heavily involves students in research activities. GIS software is extensively used for plotting the area and researching different crops that are suitable for growing in that area. GIS works through combining different map layers, which requires higher computer memory than that of current ATC computers.

*SIMETAR*

Simetar (Risk analysis software) is used in ATC's Master of Agribusiness (MAB) program curriculum for teaching students to do a forecasting and simulation of data. Simetar is the simulation add-in to Excel that helps students develop agribusiness financial simulation models and make an appropriate business decisions taking into account risk factors. This software is very essential for curriculum as it helps develop business leaders with appropriate knowledge so much demanded worldwide.

*SPSS*

SPSS statistical package is used both in ATC's Undergraduate Agribusiness Program (UAB) and MAB Program curricula. It helps students to do statistical and econometric analysis including regression analysis, correlation, cluster analysis, etc. SPSS is widely used by researchers in any sector and nowadays it is demanded by employers.

The refurbished and specially designed computer lab will also serve the students of EVN Wine Academy and the prospective Food Safety program for more effective Internet browsing, research for course works and theses, and various other assignments. Lets join our efforts and make this change for ATC students!

The unveiling ceremony of the fully equipped computer lab is planned at the start of the new educational year - September 2016.

## Annex E: ATC 100% Campaign Case Statement

Sample specifications of new computers: CPU Intel i7-4790 3.6GHz up to 4GHz , HDD 500Gb 7200rpm. SATA3, Cooler for CPU i7 standard, MB Asus H81M-K, RAM 4Gb 1600Mhz DDR3, DVD RW, VGA on Intel GPU HD4600 up to 1Gb, Case ATX standard, PSU standard 400Wt (real 220Wt), KB Genius 110 series, Mouse Genius 120 series

### Comp Lab of older days



This was a place where...

- In early 2000s many ATC students got their first exposure to personal computers and the Internet.
- Rosemary Venezia helped many of the early students create their first email addresses. Who could dare not to open it..?
- Rusanna Movsesyan was teaching how to drag and drop the windows and change the text color. She is now teaching more sophisticated stuff as the current generation has in-born skills of Microsoft Office and the Internet surfing.
- Alexan Simonyan was teaching how to conduct a Z-test and how to RRRandomly select five numbers from three possible options.
- Verne House first explained the Game Theory and the students of those days realized that education in ATC was not a game at all!

### Comp Lab of Today



- And nowadays Rusanna Movsesyan is still teaching Computer Applications in the comp lab.

## Annex E: ATC 100% Campaign Case Statement

- Armen Asatryan and recently Habet Madoyan have been teaching STATA.
- So many student groups are completing their business plans and group projects.
- ... yet we can do much more if you join our campaign!

### Comp Lab of Tomorrow

It is up to each of us how the Comp Lab will look like soon!

*The new computer lab will help us do forecasting and simulation of data which we cannot do on current Comp Lab computers.*

*Nelli Makaryan, ATC / MAB student*

*My donation to ATC-100% CAMPAIGN will contribute to cutting-edge research and high-quality education in ATC!*

*Anna Yeritsyan, Research Director,  
ICARE/ATC*

*I am inviting all ATC friends to join the ATC-100% CAMPAIGN. I did my part!*

*Vahe Asatryan, ATC  
graduate 2002*

*The ATC is unique! I have joined the ATC-100 CAMPAIGN to contribute to better education here!*

*Hakob Chobanyan, ATC  
graduate 2005*

*We love ATC and love what it does for young generation. I believe in the success of this campaign and contribute with a sense of gratitude.*

*Narek Vardanyan, ATC  
graduate 2006*

*This is a unique opportunity to say "Thank You" to ATC for all the good we have now. I am contributing to ATC-100% campaign to help current students.*

*Khachatur Tspnetyan, graduate 2014*

*Join us for ATC-100% CAMPAIGN and make a change!*

*Armen Asatryan,  
ICARE Board Member*

*Congratulations to all members of ICARE/ATC Family on starting this new era of development!*

*Sos Avetisyan  
ICARE PR and Communication*

## Contributing to ATC-100% CAMPAIGN

### From Armenia

For contributions from Armenia we suggest local bank transfers to:

**International Center for Agribusiness Research and Education (ICARE) Foundation**

**Accounts in ACBA Credit Agricole Bank, Armenia**  
**220483350025000 Armenian Dram Account**  
**220483350025001 US Dollar Account**

The local transfers can be made by visiting your bank and providing the upper mentioned information in the box, or via phone banking or Internet banking services. No fees are charged for local transfers.

Contribution can also be made online on our website via Visa, MasterCard, ArCa, iDram, and PayPal systems. The transaction fees will be charged only from the amount to be received by ICARE and on average it totals to 3%. For ICARE to fully benefit from your contribution, we suggest direct bank transfers for local transactions.

### From abroad

For contributions from abroad we suggest online method on our website via Visa, MasterCard, and PayPal systems. The transaction fees will be charged **only** from the amount to be received by ICARE and on average it totals to 3%. A debit or credit card is required to complete this transaction. Contributions through PayPal can be processed as well.

### STEP 1:

Visit the donation page of the ICARE website at [www.icare.am/donate](http://www.icare.am/donate) and click

**Donate now**

STEP 2:

Complete the required fields. In the "Notes" field please mention for **ATC-100% CAMPAIGN** or any other additional information you want to add.

STEP 3:

Click

**Continue**

and you will be redirected to secure payment page

of our partner bank. Fill out information of your Visa or Master Card here and complete the contribution. If you choose contribution via PayPal, at this step you will be redirected to our PayPal page to complete the transaction.

For any form of technical assistance related to completion of transactions please call ICARE Development Director, Mr. Arthur Grigoryan at (+374) 91353342 or write to arthur@icare.am or artgrigo@yahoo.com emails.

Please share the message about ATC-100 CAMPAIGN among all your friends and ATC alumni.

#ATC100%  
#ATC100%CAMPAIGN

**ATC**  
I'm part of it.

## Annex F: List of Students Sponsored

<b>Hirayr and Anna Hovnanian foundation</b>				
<b>1st semester</b>				
#	Name	Amount in AMD		
1	Davit Santuryan	185,000	seniors	
2	Eliza Alexanyan	185,000		
3	Haykanush Tspnetsyan	185,000		
4	Lianna Hovhannisyan	185,000		
5	Luiza Poladyan	185,000		
6	Nona Ayvazyan	185,000		
7	Ruzanna Avetisyan	185,000		
8	Shaké Gharibyan	185,000		
9	Tereza Amiryan	185,000		
10	Gohar Sahakyan	350,000	MAB 1	
<b>Total</b>		<b>2,015,000</b>		
<b>2nd semester</b>				
#	Name	Amount in AMD		
1	Varduhi Hayrapetyan	170,000	seniors	
2	Robert Baloyan	185,000		
3	Hayarpi Voskanyan	185,000		
4	David Hovhannisyan	170,000		
5	Mariam Ayvazyan	185,000		
6	Svetlana Grigoryan	185,000		
7	Veronika Jaghinyan	185,000		
8	Gagik Khachatryan	200,000	juniors	
9	Elen Dadasyan	200,000		
10	Ani Saribekyan	200,000		
11	Hasmik Hayrapetyan	200,000		
12	Armine Mikayelyan	200,000		
13	Berta Balyan	200,000		
14	Varduhi Yengibaryan	200,000		
15	Tatev Gevorgyan	200,000		
16	Marine Hakobyan	200,000		
17	Elita Adonts	200,000		
18	Armen Asatryan	200,000		
19	Astghik Harutyunyan	200,000		
20	Hasmik Zakeyan	200,000		
21	Stepan Ivanyan	200,000		
22	Mariam Sukiasyan	410,000	MAB 1	
23	Ruzanna Kartashyan	410,000		
24	Hasmik Badalyan	410,000		
25	Narine Sargsyan	410,000		
<b>Total</b>		<b>5,705,000</b>		
<b>Anna Yeritsyan</b>				
#	Name	Amount in AMD and \$		
1	Anna Mkhitarian	200,000 AMD		
2	Hovhannes Mnatsakanyan	1,300 USD		



Annex G: Photo from the Forum organized by ARDI





## Annex H: Agenda - USAID MENA Research Partnerships Forum



**USAID**  
FROM THE AMERICAN PEOPLE

*The National Academies of*  
**SCIENCES • ENGINEERING • MEDICINE**

### **USAID MENA Research Partnerships Forum**

**March 13th – 16th, 2015**

**Amman, Jordan Grand**

**Hyatt Hotel**

#### **Sunday March 13<sup>th</sup>**

- 9:00 am - 9:30 am      **Registration (Lobby outside Iris Ballroom)**
- 9:30 am – 9:55 am      **Welcome & Introductions (Iris Ballroom)**  
Dr. Dalal Najib, Senior Program Officer  
National Academy of Sciences  
Dr. Callie Raulfs-Wang, PEER Program Manager USAID/  
U.S. Global Development Lab  
Dr. Nicholas Anthis, AAAS Science & Technology Policy Fellow USAID/  
Middle East Bureau
- 9:55 am – 10:00 am      **Meeting Agenda & Logistics (Iris Ballroom)**  
Mr. Robert Gasior, Program Officer National  
Academy of Sciences
- 10:00 am – 10:30 am      **PEER Program Overview: Evidence to Action Policies (Iris Ballroom)**  
Dr. Callie Raulfs-Wang, PEER Program Manager  
USAID/ U.S. Global Development Lab
- MERC Program Overview: International Cooperation through Science (Iris Ballroom)**  
Dr. Nicholas Anthis, AAAS Science & Technology Policy Fellow USAID/  
Middle East Bureau
- 10:30 am - 10:50 am      **\*\*\*Coffee & Tea (Lobby outside Iris Ballroom)\*\*\***
- 10:50 am - 11:30 am      **International Science Collaborations: Ingredients for Success (Iris Ballroom)**  
*Introduction:* Dr. Anjali Kumar, AAAS Science & Technology Policy Fellow PEER  
Program, USAID/ U.S. Global Development Lab  
*Presenter:* Dr. Geraldine Richmond, University of Oregon and President, American  
Association for the Advancement of Science
- 11:30 am - 1:00 pm      **The Art of Negotiation (Iris Ballroom)**  
*Presenter:* Dr. Geraldine Richmond, University of Oregon and President,  
American Association for the Advancement of Science
- 1:00 pm - 1:20 pm      **\*\*\*Forum Group Pictures\*\*\***
- 1:20 pm - 2:40 pm      **\*\*\*Lunch\*\*\***
- 2:40 pm - 3:50 pm      **The Importance of Science Communication (Iris Ballroom)**

## Annex H: Agenda - USAID MENA Research Partnerships Forum

*Presenter:* Dr. Djuke Veldhuis, Marie-Curie-COFUND Fellow at the Aarhus Institute of Advanced Studies

Aarhus University, Denmark

3:50 pm - 4:50 pm      **\*\*\*Concurrent Sessions\*\*\***

**Communicating With Your PEER Grant Manager on the Financial and Administrative Management of Your Grant (Iris Ballroom)**

Dr. Dalal Najib, Senior Program Officer

National Academy of Sciences

Mr. Robert Gasior, Program Officer

National Academy of Sciences

**Discussion with MERC Grantees (Zuhair Room)**

Dr. Nicholas Anthis, AAAS Science & Technology Policy Fellow

USAID/ Middle East Bureau

4:50 pm - 6:00 pm      **\*\*\*Break\*\*\***

6:00 pm - 6:30 pm      **\*\*\*Reception with Hors d'oeuvres (Lobby outside Iris Ballroom)\*\*\***

6:30 pm - 7:00 pm      **Opening Remarks (Iris Ballroom)**

Nancy Eslick, Deputy Mission Director, USAID/ Jordan

Introduction Dr. Scott Christensen, Senior Agricultural Development Advisor,  
USAID/ Jordan

7:00 pm - 7:30 pm      Her Royal Highness Princess Sumaya bint El Hassan

Introduction by Dr. Callie Raulfs-Wang, PEER Program Manager  
USAID/ U.S. Global Development Lab

7:30 pm - 9:00 pm      **\*\*\*Group Dinner (Iris Ballroom)\*\*\***

### Monday March 14<sup>th</sup>

8:30 am – 9:00 am      **Registration- Set up posters in Iris Ballroom**

9:00 am - 9:45 am      **Conveying Science through Flash Talks (Iris Ballroom)**

*Presenter:* Dr. Djuke Veldhuis, Marie-Curie--COFUND Fellow at the Aarhus  
Institute of Advanced Studies  
Aarhus University, Denmark

9:45 am – 10:00 am      **\*\*\*Break\*\*\***

10:00 am - 12:00 pm      **Flash Talk Practice in Breakout Groups (Zuhair Room I, Zuhair Room II,  
Labeed Room I, Labeed Room II, El Hareth VII)**

12:00 pm - 1:00 pm      **\*\*\*Lunch\*\*\***

## Annex H: Agenda - USAID MENA Research Partnerships Forum

### TECHNOLOGY TRANSFER, ENTREPRENEURSHIP AND PRIVATE-SECTOR PARTNERSHIPS (Iris Ballroom)

*Moderator:* Dr. Nicholas Anthis, AAAS Science & Technology Policy Fellow  
USAID/ Middle East Bureau

- 1:00 pm - 2:00 pm      **Innovation and Commercialization: trends, tools, and the role of IP; The Exploitation of Research Results: perspectives and success factors** *Presenter:* Dr. Mohammed Al Jafari  
Director of IP Commercialization office iPARK  
Amman, Jordan
- 2:00 pm - 2:30 pm      **Diagnosing and Solving Corrosion Problems in Jordanian Industry - A Case Study**  
*Presenter:* Dr. Farqad Saeed, Senior Researcher  
Royal Scientific Society  
Amman, Jordan
- 2:30 pm - 2:50 pm      **\*\*\*Coffee & Tea Break\*\*\***
- 2:50 pm - 3:05 pm      **The Role of the Scientific Research Support Fund in Advancing Research and Innovation in Jordan**  
*Presenter:* Abdullah Al-Zoubi, General Director  
Scientific Research Support Fund  
Amman, Jordan
- 3:05 pm - 3:20 pm      **Development and Patenting of a Smart Anti-Counterfeiting Optical System (SACOS) for the Detection of Fraud**  
*Presenter:* Dr. Antoine Ghauch, Associate Professor, American University of Beirut, Lebanon
- 3:20 pm - 3:50 pm      Moderated Discussion
- 3:50 pm - 5:20 pm      **Poster Session (Iris Ballroom)**

### Tuesday March 15<sup>th</sup>

- 8:30 am – 8:45 am      **Registration - Set up posters in Iris Ballroom**
- 8:45 am - 9:45 am      **Flash Talk Semi-Finals in Breakout (Zuhair Room I, Zuhair Room II, Labeed Room I, Labeed Room II, El Hareth VII)**  
First Round of Flash Talk Competition  
*Presenter:* Dr. Djuke Veldhuis, Marie-Curie--COFUND Fellow at the Aarhus Institute of Advanced Studies  
Aarhus University, Denmark
- 9:45 am – 11:15 am      **Connecting your research to USAID and its Missions in the Middle East (Iris Ballroom)**  
*Moderator:* Dr. Jason Porter, AAAS Science & Technology Policy Fellow PEER Program, USAID/ U.S. Global Development Lab

## Annex H: Agenda - USAID MENA Research Partnerships Forum

### *Panelists:*

Conan Piesen, Private Enterprise Officer, USAID/ West Bank & Gaza  
Nematullah Haidari, Project Management Specialist, USAID/ Afghanistan  
Scott Christiansen, Senior Agricultural Development Advisor, USAID/ Jordan  
Tara Simpson, Science & Technology Advisor, USAID/ Egypt  
Shawn Jones, Program Office Director, USAID/

Lebanon 11:15 am -12:45 pm     **Poster Session (Iris Ballroom)**

12:45 pm - 1:45 pm     **\*\*\*Lunch\*\*\***

2:00 pm – 4:00 pm     **RESEARCH TO POLICY SESSION (Iris Ballroom)**

**The Research to Policy Gap**  
**Fundamentals of the Policy**  
**Process Generating Political**  
**Will - Case Study**

*Presenter:* Marissa Yeakey, Program Director, Capacity Building Population Reference Bureau, Washington, D.C., USA

4:00 pm – 4:15 pm     **\*\*\*Break\*\*\***

4:15 pm - 4:30 pm     **Communicating Research to Policymakers Panel**

**Discussion** Introductions and importance of policy for PEER and MERC  
*Presenters:* Dr. Callie Raulfs-Wang and Dr. Nicholas Anthis, USAID

4:30 pm - 4:50 pm     **A Science-Based Approach to Influencing Water Policy and Trans-Border Cooperation**

*Presenter:* Nader Al-Khateeb, General Director, Water and Environmental Development Organization (WEDO) Palestinian Authority

4:50 pm - 5:10 pm     **Increasing Fire Danger Preparedness in Lebanon's Forest Sensitive Areas**

*Presenter:* Dr. George Mitri, Associate Professor, and Director of Land and Natural Resources Program, University of Balamand, Lebanon

5:10 pm - 5:30 pm     **Discussion**

*Moderator:* Marissa Yeakey, Program Director, Capacity Building Population Reference Bureau, Washington, D.C., USA

### **Optional Evening Skills Workshop (Iris Ballroom)**

6:30 pm – 8:00 pm     **Writing for Policy Audiences**

*Presenter:* Marissa Yeakey, Program Director, Capacity Building Population Reference Bureau

Participants will learn key elements of writing for policy audiences, and practice applying some of those skills through two sets of exercises.

## Annex H: Agenda - USAID MENA Research Partnerships Forum

1. Writing for Policy Audiences (35 minute presentation with guidelines on how to structure and write a policy brief)
2. Writing Exercises (20 minute exercise and discussion on writing clearly and simply)
3. Can a Policymaker Understand This? (35 minute exercise to remove jargon and rewrite scientific content using a case study)

### Wednesday March 16<sup>th</sup>

#### Future Funding and Capacity Building Opportunities (Iris Ballroom)

- 8:30 am - 9:00 am      **Arab-American Frontiers of Science, Engineering and Medicine Program**  
*Presenter:* Dr. Dalal Najib, Senior Program Officer National Academy of Sciences
- 9:00 am - 9:30 am      **European Union Support to Research and Technology**  
*Presenter:* Anita Rycsan, Delegation of the European Union to the Hashemite Kingdom of Jordan
- 9:30 am - 10:00 am      **The Scientific Research Support Fund in Jordan**  
*Presenter:* Abdullah Al-Zoubi, General Director Scientific Research Support Fund Amman, Jordan
- 10:00 am - 10:15 am      **\*\*\*Break\*\*\***
- 10:15 am - 11:45 am      **Connecting your Research with USG Agencies (Iris Ballroom)**  
*Moderator:* Dr. Anjali Kumar, AAAS Science & Technology Policy Fellow PEER Program, USAID/ U.S. Global Development Lab  
*Panelists:*  
Marcella Whitting, International Affairs Specialist, United States Department of Agriculture, Agricultural Research Service (USDA/ARS)  
Marie Ricciardone, Senior Advisor, Center for Global Health, National Cancer Institute (CGH/NCI)  
Mark Parascandola, Epidemiologist, Tobacco Control Research Branch (TCRB), Behavioral Research Program (BRP), National Cancer Institute (NCI)  
Elizabeth Hattingh, Regional Environment, Science, Technology, and Health Officer, Middle East and North Africa, U.S. Department of State  
  
*Moderated Q&A following panelist presentations*
- 11:45 am - 12:45 pm      **Flash Talks Final (Iris Ballroom)**
- 12:45 pm - 1:30 pm      **Closing Ceremony (Iris Ballroom)**
- 1:30 pm - 2:30 pm      **\*\*\*Lunch\*\***

# Sustainable Fisheries for Enhanced Water Resources in Armenia

## PEER Cycle 4

US partner: Stephen Schoenholtz, PhD, Virginia Water Resources Research Center, Virginia Tech University



### Introduction

Inefficient water use, typical for low-intensity fish farming [1], is characteristic for aquaculture facilities in Armenia. In addition to excessive pure groundwater use, treating the sustainability of limited underground (artesian) water resources, the negative environmental impact of these productions [2] is magnified by the discharge of large volumes of wastewater into receiving water bodies.

To support current levels of fish production and reduce the negative environmental pressure of aquaculture facilities in Armenia, more efficient and environmentally friendly practices, e.g. intensive water use via recirculation, re-use of wastewater for irrigation purposes, etc., should be developed.



### Hypotheses

**Hypothesis 1:** Development of efficient water re-use approaches will lead to reduction in volumes of pure groundwater used and mitigation of negative environmental impact of aquaculture facilities.

**Hypothesis 2:** Due to low stock densities in aquaculture facilities in Ararat valley, the discharge water may be of sufficient quality for the re-use in irrigation.

### Project objectives

**Objective 1:** Assessment of fish production models and environmental impact of small and medium sized aquaculture facilities in Armenia.

**Objective 2:** Development of models to improve water usage efficiency (e.g., intensification of fish culture, recirculation, and wastewater treatment) and potential utilization of discharge water for secondary use for irrigation in nearby agricultural lands in Ararat Valley.

**Objective 3:** Analysis of current regulatory framework of artesian water usage in Ararat Valley and development of policy recommendations to improve groundwater management system.

### Methods

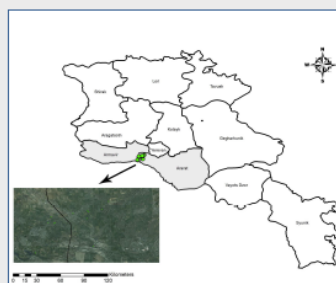
**Sample:** 15 small and medium fisheries operating in Ararat Valley.

### Data collection:

- Semi-structured interviews with farmers, experts, other stakeholders.
- Collection of time series data on water quality parameters and analysis of data according to Standard methods [3].

### Preliminary results

- More than 150 aquaculture facilities were screened and 15 small and medium sized fish farms were selected in Ararat Valley (Picture 1) to be used in the current study.
- Preliminary water re-use models for targeted fisheries were identified (Figure 1).
- A range of water quality parameters was selected to be checked to determine the potential for re-circulation and/or irrigation.



Picture 1. Selected fisheries in Ararat valley

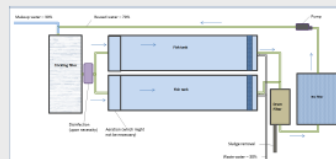


Figure 1. Typical re-circulation model for fisheries

### Future works

- Three scientific reports in peer-reviewed international journals.
- Individual business plans for efficient water re-use models.
- Policy recommendations for improvement of artesian water management system in Ararat Valley.
- Trainings on efficiency of water re-use options for targeted fisheries.



### Literature cited

1. Mirzoyan, N., Gross, A. (2013). *Use of UASB reactors for brackish aquaculture sludge digestion under different conditions*. Water Research. Israel.
2. Winston, Y., Cesti R.E. (2014). *Toward Integrated Water Resources Management in Armenia*. World Bank Group, 77-86.
3. Eaton, A.D., Franson, M.A. (2005). *Standard Methods for the Examination of Water and Wastewater*. American Public Health Association.



NATIONAL ACADEMY OF SCIENCES

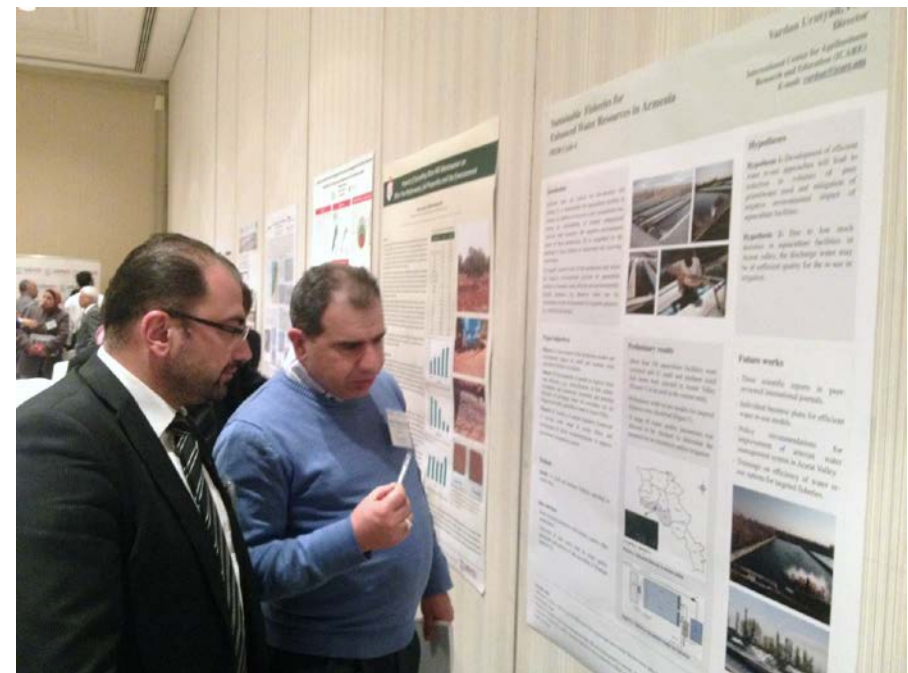


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## Annex I: PEER Poster and Photos from USAID MENA Research Partnerships Forum





**Annex I: PEER Poster and Photos from USAID MENA Research Partnerships Forum**







*Workshop*

**GOOD JOBS FOR INCLUSIVE GROWTH IN CENTRAL AND WEST ASIA:  
THE ROLE OF SKILLS DEVELOPMENT, EDUCATION, AND SME DEVELOPMENT**

Central Bank of Armenia, Dilijan Training and Research Centre  
30-31 March 2016, Dilijan, Armenia  
AGENDA as of 21 March 2016

<b>Wednesday, 30 March 2016 – Day One</b>	
09:00–09:30	Registration
09:30–10:40	<b>Session I: Introduction and Government Policies for Good Jobs</b>
<i>Chair: Vahram Ghushchyan, Associate Professor, Program Chair, AUA</i>	
09:30–09:35	<b>Welcome Addresses</b> <i>Nerses Yeritsyan, Deputy Chairman, Central Bank Armenia</i>
09:35–09:40	<b>Opening Remarks</b> <i>Cesar Llorens, Deputy Country Director, Armenia Resident Mission, ADB</i>
09:40–10:00	<b>Good Jobs for Inclusive Growth in CWA: ADB Study Overview</b> <i>Giovanni Capannelli Principal Economist, Central and West Asia Department, ADB</i>
10:00–10:20	<b>Policies Promoting Good Jobs and Inclusive Growth in Armenia</b> <i>Artak Chilingaryan, Head, Division of Analysis, Economic Policy Department, Ministry of Economy of Armenia</i>
10:20–10:40	<b>Policies Promoting Good Jobs and Inclusive Growth in Georgia</b> <i>David Shiolashvili, Head of Research, Entrepreneurship Development Agency, Ministry of Economy and Sustainable Development of Georgia</i>
10:40–11:00	<i>Break – Photo Session</i>
11:00–12:50	<b>Session II: Good Jobs for Inclusive Growth—A Policy Agenda</b>
<i>Chair: Laura Bailey, Country Director, World Bank</i>	
11:00–11:30	<b>Keynote Speech: Good Jobs for Inclusive Growth: Issues and Policies</b> <i>Ravi Kanbur, Professor of Economics, Cornell University</i>
11:30–11:45	<b>Comment: Nune Hovhannisyan</b> <i>National Coordinator, International Labor Organization, Armenia Office</i>
11:45–12:45	<b>Panel Discussion: A Policy Agenda</b> <i>Meri Markosyan, Leading specialist, Labor and Employment Department, Ministry of Labor and Social Affairs of Armenia</i>  <i>Giorgi Bunturi, Chief Specialist, Department of Labour and Employment Policy, Ministry of Labour, Health and Social Affairs of Georgia</i>  <i>Aleksandr Grigoryan, Associate Professor, Program Chair, AUA</i>  <i>Lasha Labadze, Executive Director, International School of Economics ISET</i>  Open floor discussion

## Annex J: Agenda - Good Jobs for Inclusive Growth in Central and West Asia Workshop



12:45–14:00	Lunch
14:00–15:40	<b>Session III: Skills Development and Education</b>
<i>Chair: Michael Beenstock, Visiting Lecturer, International School of Economics, ISET, Georgia</i>	
14:00–14:20	<b>Creating Good Jobs through Skills Development and Education</b> <i>Sirin Elci, International Expert, Skills Development and Education</i>
14:20–14:30	<i>Tamar Kitiashvili, Vocational Education Expert, UNDP Georgia</i>
14:30–14:50	<b>Case Study: Creating Good jobs in Technological Sectors in Armenia</b> <i>Bagrat Yengibaryan</i> <i>Director, Enterprise Incubator Foundation, Armenia</i>
14:50–15:10	<i>Vahagn Hovhannisyan, Head of Employers and Service Providers Companies Cooperation Unit, State Employment Agency, Armenia</i>
	<i>Vardan Urutyan, Director General, International Center for Agribusiness Research and Education, Armenia</i>
15:10–15:40	Open floor discussion
15:40–16:00	Break
16:00–17:40	<b>Session IV: Good Jobs for Small and Medium-sized Enterprises</b>
<i>Chair: Armen Nurbekyan, Head of Research Department, Central Bank of Armenia</i>	
16:00–16:20	<b>Small and Medium-sized Enterprises' role in Creating Good Jobs</b> <i>Roman Vakulchuk</i> <i>Kazakhstan Country Director, Central Asian Development Institute</i>
16:20–16:30	Discussant: <i>Martin Galstyan</i> <i>Head, Dilijan Training and Research Centre, Central Bank of Armenia</i>
16:30–16:50	<b>Case Study: Creating Good Jobs through SMEs in Georgia</b> <i>Otar Antia</i> <i>Head of Enterprise Development Department, Entrepreneurship Development Agency, Ministry of Economy and Sustainable Development of Georgia</i>
16:50–17:00	Discussant: <i>Farrukh Imazarov</i> <i>Uzbekistan Country Director, Central Asian Development Institute</i>
17:00–17:40	<b>Panel Discussion: How can SMEs Create Good Jobs for Inclusive Growth?</b> <i>Levon Mnatsakanyan, Executive Director, Small and Medium Entrepreneurship Development National Centre, Armenia</i>
	<i>Frunzik Voskanyan, National Project Coordinator, The Global Cleantech Innovation Programme for SME's in Armenia, UNIDO</i>
	Open floor discussion
18:00–19:30	Dinner Reception – End of Workshop Day One

## Annex J: Agenda - Good Jobs for Inclusive Growth in Central and West Asia Workshop



<b>Thursday, 31 March 2016 – Day Two</b>	
<b>09:30-11:00</b>	<b>Session V: Employment and Labor Market Policies</b>
<i>Chair: Guanghua Wan, Director for Research, Asian Development Bank Institute</i>	
09:30–09:50	<b>Employment and Labor Market Policies in Armenia</b> Vardan Baghdasaryan <i>Assistant Professor, American University of Armenia</i>
09:50–10:10	<b>Employment and Labor Market Policies in Georgia</b> Maka Chitanava <i>Senior Researcher, ISET, Georgia</i>
10:10–10:20	<b>Discussant on Armenia: Sevak Hovhannisyan</b> <i>Senior Fellow, EV Consulting, Yerevan, Armenia</i>
10:20–10:30	<b>Discussant on Georgia: Lali Gigaure</b> <i>Lecturer, International Black Sea University, Tbilisi, Georgia</i>
10:30–11:00	Open floor discussion
11:00–11:20	Break
<b>11:20-12:30</b>	<b>Session VI: Final Panel Discussion and Wrap-up</b>
<i>Moderator: David Mirzoyan, Program Co-ordinator, Organization for Security and Cooperation in Europe, Armenia Office</i>	
11:20–12:20	<b>Panel Discussion: Policies Promoting Good Jobs for Inclusive Growth</b> Ravi Kanbur, <i>Professor of Economics, Cornell University</i> Sirin Elci, <i>Professor, Middle East Technical University, Ankara</i> Roman Vakulchuk, <i>Kazakhstan Country Director, Central Asian Development Institute</i> Tamar Kitiashvili, <i>Vocational Education Expert, UNDP Georgia</i> Martin Galstyan, <i>Head, Dilijan Training and Research Centre, Central Bank of Armenia</i> Open floor discussion
12:20–12:30	<b>Summary and Wrap-up</b> Giovanni Capannelli <i>Principal Economist, Central and West Asia Department, ADB</i>
12:30–14:00	Lunch
14:00	End of Workshop



## Annex K: Agenda - Creation of Favorable Environment for Armenian SME's



ՀԱՅԱՍՏԱՆԻ ԳՈՐԾԱՏՈՒՆԵՐԻ ՀԱՆՐԱՊԵՏԱԿԱՆ ՄԻՈՒԹՅՈՒՆ



ԱՇԽԱՏԱՆՔԻ ՄԻջԱԶԳԱՅԻՆ ԿԱԶՄԱԿԵՐՊՈՒԹՅՈՒՆ

### ԿՈՆՖԵՐԱՆՍ ՆՊԱՍՏԱՎՈՐ ԳՈՐԾԱՐԱՐ ՄԻջԱՎԱՅՐ ԿԱՅՈՒՆ ԶԵՌՆԱՐԿՈՒԹՅՈՒՆՆԵՐԻ ՀԱՄԱՐ ԱԶԳԱՅԻՆ ԳՆԱՀԱՏՄԱՆ ԶԵԿՈՒՅՑ

#### ՕՐԱԿԱՐԳ

18 Փետրվար 2016

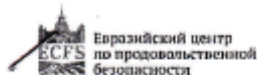
Վայրը՝ «Էլիտ Պլազա» բիզնես կենտրոն,  
Հասցե՝ Խորենացու փող., 15 շենք

09:15 – 10:00	<b>Մասնակիցների գրանցում</b>
10:00 – 11:15	<p><b>Բացման խոսք</b> Գազիկ Մակարյան, ՀՀԿՄ Նախագահ, կոնֆերանսի գլխավոր մոդերատոր, Ներածական իրականացված ծրագրի վերաբերյալ</p> <p><b>Ողջույնի խոսք</b></p> <ul style="list-style-type: none"> <li>Վաչե Գաբրիելյան, ՀՀ փոխվարչապետ</li> <li>Վլադիմիր Կուրովիչ, ԱՄԿ Մոսկվայի գրասենյակ, գործատուների հարցերով ավագ փորձագետ,</li> <li>Ջոն Բլիք, ձեռնարկությունների զարգացման փորձագետ, ԱՄԿ Մոսկվայի գրասենյակ, «Նպաստավոր գործարար միջավայր կայուն ձեռնարկությունների համար» ՀՀ-ում իրականացված ծրագրի մասին</li> <li>Բորիս Խարատյան, Հայաստանի արհմիությունների կոնֆեդերացիայի Նախագահի տեղակալ</li> <li>Միրզա Մուլեսկովիչ, Ծրագրի ղեկավար, Մոնտենեգրոյի գործատուների ֆեդերացիա: Վերլուծության մեթոդոլոգիայի ներկայացում</li> </ul> <p><b>Զեկույց</b> «Բարենպաստ միջավայր Հայաստանում կայուն ձեռնարկությունների համար». Գազիկ Մակարյան</p> <p>ՀՀԿՄ և Հայաստանի արտահանման ապահովագրական գործակալության միջև համագործակցության հուշագրի ստորագրում</p>
11:15 – 12:15	<p><b>ՊԱՆԵԼ 1. ԱՐԴՅՈՒՆԱՎԵՏ ԿԱՌԱՎԱՐՈՒՄ / ԿՈՌՈՒՊՑԻԱ</b></p> <p>Մոդերատոր Հրանտ Բազրատյան, տնտեսագիտության դոկտոր, ԱԺ պատգամավոր</p> <p>Պանելիստներ</p> <ul style="list-style-type: none"> <li>Մարինե Ժամկոչյան, ՀՀԿՄ գործադիր տնօրեն</li> <li>Կարեն Չադոյան, ԶՀԿ Հակակոռուպցիոն կոալիցիայի համակարգող</li> <li>Սուրեն Զրմոյան, ՀՀ արդարադատության Նախարարի տեղակալ</li> </ul> <p>Հարց ու պատասխան, քննարկում: Ամփոփում (Հ. Բազրատյան)</p>
12:15 – 12:40	<b>ՍՈՒՐՃԻ ԸՆԴՄԻՋՈՒՄ</b>
12:40 – 13:50	<p><b>ՊԱՆԵԼ 2. ՖԻՆԱՆՍՆԵՐԻ ՀԱՍԱՆԵԼԻՈՒԹՅՈՒՆ</b></p> <p>Մոդերատոր Վահագն Խաչատրյան, տնտեսագետ</p> <p>Պանելիստներ</p> <ul style="list-style-type: none"> <li>Միքայել Մելքումյան, ԱԺ պատգամավոր, տնտեսագիտության դոկտոր</li> <li>Ալեքսանդր Պողոսյան, «Ալֆափլաւ Բընսալթինգ» ՍՊԸ</li> </ul>

# Annex K: Agenda - Creation of Favorable Environment for Armenian SME's

	<ul style="list-style-type: none"> <li>• Լիզիա Ղազարյան, ԶՀ ԿԲ ֆինանսական համակարգի կայունության և զարգացման վարչություն և բանկերի ներկայացուցիչներ</li> <li>• ՓՄՁ զարգացման ազգային կենտրոնի (ՓՄՁՀԱԿ) ներկայացուցիչ</li> <li>• Նարինե Գյուլեցյան, ԷԿԼՕՖ Հիմնադրամի ՓՄՁ Աջակցության թիմի ղեկավար տ.գ.թ.:</li> </ul> <p>Հարց ու պատասխան, քննարկում: Ամփոփում (Վ. Խաչատրյան)</p>
13:50 – 15:00	<b>ՃԱՇԻ ԸՆԴՄԻՋՈՒՄ</b>
15:00 – 16:30	<p><b>ՊԱՆԵԼ 3. ՀԱՎԱՍՏԱՐ ՄՐՑԱԿՑՈՒԹՅՈՒՆ / ՈՉ ՖՈՐՄԱԼ ՏՆՏԵՍՈՒԹՅՈՒՆ. ՕՐԵՆՍԴՐԱԿԱՆ ՇՐՋԱՆԱԿ</b></p> <p>Մոդերատոր: Վարդան Բոստանջյան, Երևանի պետական համալսարանի պրոֆեսոր, տնտեսագիտության դոկտոր</p> <p><b>Զեկույց</b> «Նոր հարկային օրենսգիրքը որպես կարևոր քայլ Հայաստանի բիզնես միջավայրի բարելավման ուղղությամբ» :</p> <p>Զեկուցող՝ Տերեսա Դաբան Սանչես, Արժույթի միջազգային հիմնադրամի (IMF) հայաստանյան գրասենյակի ղեկավար / 15րոպե</p> <p>Պանելիստներ:</p> <ul style="list-style-type: none"> <li>• Ստեփան Սաֆարյան, Միջազգային և անվտանգության հարցերի հայկական ինստիտուտի հիմնադիր նախագահ</li> <li>• Ռադիկ Վանունց, «Լաթար» կենտրոնի հիմնադիր, տեխնիկական գիտությունների դոկտոր</li> <li>• Արմեն Եղիազարյան, Օրենսդրական կարգավորման ազգային կենտրոնի տնօրեն</li> <li>• Պավել Ղալախչյան, Արամ Սահակյան, Հայաստանի Հանրապետության տնտեսական մրցակցության պաշտպանության պետական հանձնաժողովի ներկայացուցիչներ</li> <li>• Պետական գնումների կոմիտե կամ ԶՀ ֆինանսների նախարարության Պետական ներքին ֆինանսական հսկողության և պետական գնումների մեթոդաբանության վարչություն</li> </ul> <p>Հարց ու պատասխան, քննարկում: Ամփոփում (Վ. Բոստանջյան)</p>
16:30 – 17:00	<b>ՍՈՒՐՃԻ ԸՆԴՄԻՋՈՒՄ</b>
17:00 – 17:50	<p><b>ՊԱՆԵԼ 4. ԿՐԹՈՒԹՅՈՒՆ, ՎԵՐԱՊԱՏՐԱՍՏՈՒՄ ԵՎ ՈՒՍՈՒՑՈՒՄ ԱՄԲՈՂԱԿԱՆ ԸՆԹԱՑՔՈՒՄ</b></p> <p>Մոդերատոր: Շուշանիկ Բարսեղյան, ԶԳՀՄ փոխնախագահ</p> <p>Պանելիստներ:</p> <ul style="list-style-type: none"> <li>• Տաթևիկ Գասպարյան, ՄԿՈՒՀԱԿ տնօրեն</li> <li>• Կարեն Մարտիրոսյան, ՄԿՈՒ փորձագետ, «Ավելյու Քընսալթինգ Գրուպ» ՍՊԸ</li> <li>• Ռոբերտ Աբրահամյան, Երևանի ինֆորմատիկայի պետական քոլեջի տնօրեն</li> <li>• Աշոտ Բլեյան, Մխիթար Սեբաստացի կրթահամալիր</li> </ul> <p>Հարց ու պատասխան, քննարկում: Ամփոփում (Շ. Բարսեղյան)</p>
17:50 – 18:00	<p>Ամփոփում</p> <p>Կոնֆերանսի ավարտ. Գազիկ Մակարյան, ԶԳՀՄ նախագահ</p>

## Annex L: Agenda - Eurasian Food Security and Nutrition Network, and Eurasian Soil Partnership



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### International Forum on

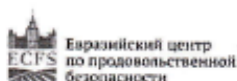
### Eurasian Food Security and Nutrition Network and Eurasian Soil Partnership

(February 29 – March 2, 2016 Bishkek, Kyrgyz Republic)

Day 1 (February 29, Monday)	
08:30 - 09:00	Registration
09:00 – 09:45	<b>Official Opening Session</b> Chair: Dr. Sergey Shoba, Director of Eurasian Center for Food Security at Lomonosov Moscow State University <b>Welcoming remarks by:</b> <ul style="list-style-type: none"> <li>a) Representative of the Kyrgyz Government (<i>Bekboev Turdunazir, the Minister of Agriculture and Melioration</i>)</li> <li>b) Representative of GFAR (<i>Harry Palmier</i>), FAO (<i>Dorji Kinlay</i>), IFPRI (<i>Shenggen Fan</i>), World Bank (<i>Jean-Michel Happi</i>)</li> </ul>
9:45 – 10:45	<b><u>Plenary session 1. Food Security for All: Agriculture and Nutrition – A global and regional perspective</u></b> <b>Presentation of Keynote Speaker:</b> <i>Sustainable Agriculture, Food Security and Nutrition</i> , Dr. Shenggen Fan, Director General, IFPRI (40 minutes) <b>Q and A (20 min)</b>
10:45 - 11:00	Coffee break
11:00 – 12:30	<b><u>Plenary session 2. Major Activities of ECFS and its international partners on food security and sustainable soil management (2013-2015)</u></b> <b>Moderator: Dr. Pavel Krasilnikov</b> <ul style="list-style-type: none"> <li>• ECFS collaborative research and educational programs, network activities and future directions, <b>Alexander Makeev</b> (ECFS, 25 minutes)</li> <li>• Complementary presentations from international partners, including the World Bank (<b>Artavazd Hakobyan</b>), FAO (<b>Ronald Vargas</b>), IFPRI (<b>Kamiljon Akramov</b>), and ICARDA (<b>Kamel Shideed</b>) - 10 minutes each</li> <li>• Panel discussion (25 minutes)</li> </ul>
12:30 – 14:00	Lunch



## Annex L: Agenda - Eurasian Food Security and Nutrition Network, and Eurasian Soil Partnership



	1. Parallel sessions on Eurasian Food Security and Nutrition	2. Parallel sessions on Eurasian Soil Partnership
14:00 – 16:00	<p><b><u>Session 1.1: Transformation of agricultural research and innovations to address challenges of food and nutrition security in the CAC region</u></b></p> <p><b>Moderator: Dr. Alisher Tashmatov (CACAARI)</b></p> <p>a) Overview of research priorities and challenges related to agricultural development and food security in the CAC region (Botir Dosov)</p> <p>b) Brief overview of the national needs and priorities:</p> <p>Acad. Guram Aleksidze (Georgia)</p> <p>Prof. Rysbek Nurgaziev (Kyrgyzstan)</p> <p>Prof. Yagub Guliev (Azerbaijan)</p> <p>Dr. Irina Tseretely (Armenia)</p> <p>Prof. Gayni Sarbasova (Kazakhstan)</p> <p>c) Perspectives of other regional and national stakeholders</p> <ul style="list-style-type: none"> <li>Farmers' organizations, <i>Azizbek Sharipov (Tajikistan)</i></li> <li>Extension and rural advisory services, <i>Vulgar Babaev (Azerbaijan)</i></li> <li>Women and agricultural innovations, <i>Gayane Sarkisyan (Armenia)</i></li> <li>Youth and agricultural research and innovations, <i>Rustam Ibragimov (Uzbekistan)</i></li> <li>Role of NGOs in promoting agricultural innovations and food security, <i>Shaipek Karasartov (Kyrgyzstan)</i></li> </ul>	<p><b><u>Session 2.1: Barriers preventing Sustainable Soil Management (SSM) application and recommended SSM practices</u></b></p> <p><b>Moderator: Hukmatullo Ahmadov (EASP Chair)</b></p> <p>a) Challenges of GSP: <b>Ronald Vargas</b>, GSP Executive Secretary</p> <p>b) Presentation of the outcomes of the EASP activities in 2014-2015: <b>Gulchekhra Khasankhanova</b>, EASP Vice-Chair</p> <p>c) Introduction to the Implementation Plan for EASP: <b>Pavel Krasilnikov</b>, EASP Executive Secretary</p> <p>d) Assessments of the barriers and shortcomings preventing the adoption of SSM practices at the national level by countries:</p> <ul style="list-style-type: none"> <li>Republic of Armenia</li> <li>Republic of Azerbaijan</li> <li>Republic of Belarus</li> <li>Georgia</li> <li>Republic of Kazakhstan</li> <li>Kyrgyz Republic</li> </ul>

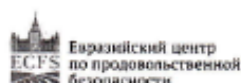
# Annex L: Agenda - Eurasian Food Security and Nutrition Network, and Eurasian Soil Partnership



	<ul style="list-style-type: none"><li>• Private sector: role and needs in agricultural innovations, <i>Manshuk Jeksembekova (Kazakhstan)</i></li><li>• Agrarian Universities, <i>Rysbek Nurgaziev (Kyrgyzstan)</i></li></ul>	
16:00 – 16:15	Coffee break	
16:15 – 17:45	<p><b><u>Session 1.2: Investment in Global and Regional Food Security Initiatives</u></b></p> <p><b>Moderator: Dr. Suresh Babu (IFPRI)</b></p> <ul style="list-style-type: none"><li>• <b>Presentations from International organizations: the role in mobilizing investments in national systems</b><ul style="list-style-type: none"><li>○ <b>Eurasian Development Bank:</b> <i>Artak Azizyan</i></li><li>○ <b>FAO:</b> The International Year of Pulses (IYP) 2016 and potential for contribution to sustainable food security and nutrition, <i>Eleonora Dupouy</i></li><li>○ <b>IFPRI:</b> Investment on data, information and analytical tools in Central Asia, <i>Jarilkasin Ilyasov</i></li></ul></li></ul>	<p><b><u>Session 2.1: Barriers preventing SSM application and recommended SSM practices (cont.)</u></b></p> <p>e) Assessments of the barriers and shortcomings preventing the adoption of SSM practices at the national level (cont.)</p> <ul style="list-style-type: none"><li>• Republic of Moldova</li><li>• Russian Federation</li><li>• Tajikistan</li><li>• Republic of Turkey</li><li>• Turkmenistan</li><li>• Ukraine</li><li>• Republic of Uzbekistan</li></ul> <p><b>Discussion</b></p>
17:45 – 18:30	<p>Panel Discussion: Identifying what common solutions work best in the region</p> <p><b>Moderator: Artavazd Hakobyan, World Bank</b></p>	<p><b><u>Session 2.2: Identification of appropriate sustainable soil management practices and systems at regional and national levels</u></b></p> <p><b>Moderator: Gulchekhra Khasankhanova (EASP Vice-Chair)</b></p> <ul style="list-style-type: none"><li>• Open discussion on the working plan 2016-2017</li><li>• Forming an ad-hoc Working Group (WG) for developing a synthesis review</li></ul>
19:00 – 21:00	Wrap up of Day 1 and outline for Day 2. Reception	
Day 2 (March 1, Tuesday) 996/55/8886420		



## Annex L: Agenda - Eurasian Food Security and Nutrition Network, and Eurasian Soil Partnership



Food and Agriculture Organization  
of the United Nations



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9:00 – 10:30	<p><b><u>Plenary session 3: Role of international organizations in promoting agricultural research, food and nutrition security in the Central Asia and Caucasus</u></b></p> <p>Moderator: Dr. Kamel Shideed (ICARDA)</p> <ul style="list-style-type: none"> <li>Food Security in the Eurasian Economic Union, <i>Roman Romashkin, Deputy Head of Agricultural Policy Department at the Eurasian Economic commission</i></li> <li>ICARDA new strategy for the CAC region, <i>Dr. Richard Thomas, CRP DS Director</i></li> <li>Role of IFPRI and CGIAR Research Programs on Policies, Institutions, and Markets (PIM) and Agriculture for Nutrition and Health (A4NH) in promoting research and capacity strengthening in the region, <i>Dr. Kamiljon Akramov, Research Fellow and Leader of Central Asia Program, IFPRI, Washington, DC, USA</i></li> <li>WFP Social Protection and Its Linkages to Food and Nutrition Insecurity: Food and Nutrition Security, School Feeding, and Productive Safety Nets, <i>Ms. Pascale Micheau, Country Director and Representative of the United Nations World Food Programme Armenia Country Office (15 min)</i></li> </ul> <p><b>Panel Discussion, 30 minutes</b></p>
10:30 – 10:45	<p><b>Coffee break</b></p>

10:45 – 12:30	<p><b><u>Session 1.3: Food Security and nutrition-sensitive agriculture</u></b></p> <p>Moderator: Dr. Kamiljon Akramov (IFPRI)</p> <p><b>Presentation</b> Opportunities for nutrition-sensitive agriculture and social protection, <i>Boitshepo (Bibi) Giyose, Senior Nutrition Officer, Nutrition Division, FAO</i></p> <p><b>Presentation:</b> <i>Armen Harutyunyan, Deputy Minister of Agriculture (10 min)</i></p> <p><b>Panel discussion with nutrition experts and professionals</b></p> <p><i>Professor Shamil Tazhibayev, Deputy Director of Kazakh Academy of Nutrition</i></p> <p><i>Professor Tursun Mamyrbaeva, Deputy Director of National Mother and Child Health Center, Ministry of Health of Kyrgyzstan</i></p>	<p><b><u>Session 2.3: Regional View and the Way Forward: breaking the barriers</u></b></p> <p>Moderator: Alexey Sorokin, EASP Secretariat</p> <p>Report of the WG on the outcomes of their work on identification of the barriers for the application of SSM practices</p> <p>Business game and brainstorming exercise to find the way to break the barriers using DPSIR methodology (WG)</p> <p><i>Facilitated by the ECFS and WB staff</i></p> <ul style="list-style-type: none"> <li>WG leaders present the outcomes of the brainstorming activity</li> </ul> <p>Open discussion, facilitated by the ECFS</p>
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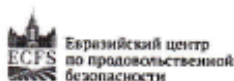
## Annex L: Agenda - Eurasian Food Security and Nutrition Network, and Eurasian Soil Partnership



	<p><i>Professor Khotambeg Khairov, Director of National Nutrition Center, Ministry of Health of Tajikistan</i></p> <p><i>Professor Anatoliy Khudaiberganov, Chief Dietician and Chief Specialist on Food Hygiene, Ministry of Health of the Republic of Uzbekistan</i></p>	
12:30 – 14:00	<b>Lunch</b>	
14:00 – 16:30	<p><b><u>Session 1.4: Expansion Strategies for the Eurasian FSNN: Next steps and Implementation Arrangements</u></b></p> <p><b>Moderator: Dr. Alexander Makeev (ECFS)</b></p> <p><b>Presentation IFPRI on Networks (20 min)</b></p> <p><b>Presentation:</b> FSN Forum policy dialogues: contributing to food security and nutrition policy processes at country and regional level, <i>FAO, Rome, Italy (10 min)</i></p> <p><b>Presentation:</b> Expansion Strategies for the Eurasian FSNN based on the results of online consultation (January-February 2016), <i>Alexey Belugin, ECFS (10 min)</i></p> <p><b>Open discussion: Next Steps:</b></p> <ul style="list-style-type: none"> <li>Identifying country and region specific areas for collaboration and opportunities for network growth (e-platforms, regional networks, roles of international organizations, country's focal points)</li> <li>Outlining ideas on how to strengthen and expand the existing network based on the Focus countries' needs and changing geopolitical situation</li> <li>Developing operational framework for expansion of FSNN and nomination of focal points in each focus country</li> </ul>	<p><b><u>Session 2.4: Adoption of Final Document</u></b></p> <p><b>Moderator: Ronald Vargas (FAO)</b></p> <ul style="list-style-type: none"> <li>Presentation of the final synthesis report on the existing barriers for the introduction of sustainable soil management practices and the ways for overcoming these barriers (<b>Gulchekhra Khasankhanova</b>)</li> <li>The adoption of the working plan for 2016-2017</li> <li>Final discussion and adoption by consensus</li> <li>The discussion of the perspectives for Eurasian Soil Commission in FAOSEC</li> </ul> <p>Next steps</p>



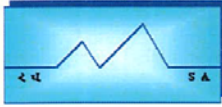
## Annex L: Agenda - Eurasian Food Security and Nutrition Network, and Eurasian Soil Partnership



16:30 – 17:30	<p><b><u>Concluding Panel Discussion on Regional Food Security, Agriculture, Nutrition, and Natural Resource Management</u></b></p> <ul style="list-style-type: none"> <li>• Presentation of final outcomes of the two pillars of the meeting: reports of the Chairs of FSNN and EASP and Implementation arrangements to strengthen and expand FSNN and EASP networks (Makeev, Krasilnikov)</li> <li>• Concluding remarks by organizer (FAO, IFPRI, WB, ECFS)</li> </ul>
19:00 – 20:00	<b>Dinner</b>

	<b>Day 3 (March 2, Wednesday)</b>
	<b>9:00 – 14:00 Field trips (Lunch on the farm)</b>
	<p style="text-align: center;">Field trip - optional half-day program</p> <ol style="list-style-type: none"> <li>1. Chui, s. Lesnoy: Cooperation in Agricultural sector development, soil and water-saving technologies, including drip irrigation and greenhouse technologies.</li> <li>2. Issyk-Ata district, Art. Ivanovka: sustainable water resources management; land and water-saving irrigation technologies, irrigation water accounting knowledge sharing.</li> </ol>

## Annex M: Invitation to the Presentation of Comprehensive Food Security, Vulnerability and Nutrition Analysis findings for Armenia



Yerevan

29 February 2016

Subject: Invitation to the Presentation of Comprehensive Food Security, Vulnerability and Nutrition Analysis findings for Armenia

Dear Partner,

The National Statistical Service of the Republic of Armenia (NSS RA), the United Nations Children's Fund (UNICEF) and the United Nations World Food Program (WFP) are pleased to invite you and the relevant members of your agency or department to the presentation of the findings of the Comprehensive Food Security, Vulnerability and Nutrition Analysis (CFSVNA).

**The event will take place on Tuesday, 22 March from 11:30 to 13:30 in Ararat hall of the Armenia Marriott hotel (1 Amiryan St, Yerevan).**

The CFSVNA report is a joint NSS RA, UNICEF and WFP initiative and presents the current socio-economic, political, poverty, food security and nutrition status combined with recent trend analysis. The Analysis also advises on the scope of potential measures, which could better support the Government of Armenia and its partners in developing further policy and programmes for the broader socio-economic development agenda of the Country.

Please confirm your participation together with your staff to Laura Avagyan by March 9 (contact numbers: 010-580538; 099-491314, email: [laura.avagyan@wfp.org](mailto:laura.avagyan@wfp.org)).

Your collaboration is highly appreciated and we look forward to meeting you on the day of the event.

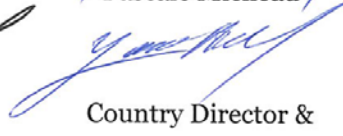
Yours sincerely,

Stepan Mnatsakanyan



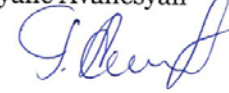
President  
NSS RA

Pascale Micheau



Country Director &  
WFP Representative in  
Armenia

Gayane Avanesyan



Officer-in-Charge  
UNICEF in Armenia



**OECD Eurasia**  
Competitiveness Programme



**DRAFT AGENDA**  
**Supporting SME competitiveness**  
**in the Eastern Partner Countries**  
**Armenia**

**Capacity building workshop**

**Export financial support and  
export skills development**

24 February 2016

Erebuni Plaza, 26/1 Vazgen Sargsyan St  
Yerevan, Armenia



DRAFT

<b>WEDNESDAY 24 FEBRUARY, MORNING SESSION</b> <b><i>"Designing effective financial support for Armenian exporting SMEs"</i></b> <i>The workshop focuses on how to design, deliver and monitor financial products that could support SMEs willing to trade with foreign clients. The main goal is to enable relevant government agencies and commercial banks to expand their support to exporting SMEs.</i>	
09.30-09.40	<b>Introductory remarks</b> <ul style="list-style-type: none"> <li>Mr. <b>Garegin Melkonyan</b>, First Deputy Minister of Economy</li> <li>Mr. <b>Daniel Quadbeck</b>, Project Manager, OECD Eurasia Competitiveness Programme</li> </ul>
09.40-10.10	<b>Summary of OECD recommendations presented in the policy handbooks on SME competitiveness, and sharing of participants' expectations</b> <ul style="list-style-type: none"> <li>Mr. <b>Francesco Alfonso</b>, Project Coordinator, OECD Eurasia Competitive Programme</li> </ul> <i>Participants are encouraged to share their expectations from the workshop.</i>
10.10-10.30	<b>Presentation: recent institutional development for export financial support in Armenia</b> <ul style="list-style-type: none"> <li>Mr. <b>Vahagn Lalayan</b>, Head of Investment Policy Department, Ministry of Economy</li> </ul>
10.30-11.00	<b>Coffee break</b>
11.00-11.45	<b>Presentations: guiding principles to design and implement trade financial and insurance support for small and medium enterprises</b> <ul style="list-style-type: none"> <li>Ms. <b>Paola Valerio</b>, Head of International Relations, SACE, Italy</li> <li>Mr. <b>Marco Minoretti</b>, Head of Global Solutions, SACE, Italy</li> </ul> <i>Italian SACE offers financial and insurance products and services: export credit, investment protection, financial guarantees and surety bonds.</i>
11.45-12.30	<b>Practical breakout session: participants split in two groups to develop ideas for how to design financial support measures for exporting SMEs</b> Workshop participants gather in two groups to have an interactive session with the panellists (e.g. how to identify SMEs' needs, how to engage with banks)
12.30-12.50	<b>Presentation of ideas on an action plan resulting from breakout sessions</b> One participant from each breakout group summarises the discussion, sharing also concrete ideas for future financial products for exporting SMEs in Armenia.
12.50-13.00	<b>Closing remarks and next steps</b> <ul style="list-style-type: none"> <li>Mr. <b>Daniel Quadbeck</b>, Project Manager, OECD Eurasia Competitiveness Programme</li> <li>Ms. <b>Gayane Gevorgyan</b>, Ministry of Economy</li> </ul>



## Annex N: Agenda - Supporting SME Competitiveness in the Eastern Partnership Countries

DRAFT

<b>AFTERNOON SESSION</b> <i>"Designing export training and skills development programs for Armenian SMEs"</i> <i>The workshop focuses on the development of export-oriented skills and trainings for SMEs to internationalise their business activities. The main goal is to enable relevant government agencies to provide targeted and efficient trainings to exporting SMEs.</i>	
14.00-14.10	<b>Introductory remarks</b> <ul style="list-style-type: none"> <li>Mr. <b>Daniel Quadbeck</b>, Project Manager, OECD Eurasia Competitiveness Programme</li> </ul>
14.10-14.30	<b>Summary of OECD recommendations presented in the policy handbooks on SME competitiveness, and sharing of participants' expectations</b> <ul style="list-style-type: none"> <li>Mr. <b>Francesco Alfonso</b>, Project Coordinator, OECD Eurasia Competitive Programme</li> </ul> <i>Participants are encouraged to share their expectations from the workshop.</i>
14.30-14.45	<b>Presentation: institutional development in Armenia for export skills trainings, status quo and directions for planned activities</b> <ul style="list-style-type: none"> <li>Mr. <b>Vahagn Lalayan</b>, Head of Investment Policy Department, Ministry of Economy</li> </ul>
14.45-15.15	<b>Coffee break</b>
15.15-15.35	<b>Presentation: case studies of various training formats for SMEs (e.g. SME-to-SME mentoring, long-term coaching programmes, online tools).</b> <ul style="list-style-type: none"> <li>Mr. <b>Reinoud Nuijten</b>, Programme Manager, Centre for the Promotion of Imports from developing countries (CBI), Netherlands</li> </ul> <i>CBI coaches ambitious entrepreneurs in developing countries that plan to export to the EU, as well as assists organisations in improving or developing EU-specific services needed by business clients.</i>
15.35-16.35	<b>Practical breakout session: generation of ideas on how to adapt the good practice presented and key recommendations to the context of Armenia</b> Workshop participants gather in two groups to have an interactive session with the panellists (e.g. setting-up of online tools, training simulation)
16.35-16.55	<b>Presentation of ideas on an action plan resulting from breakout sessions</b> One participant from each breakout group summarises the discussion, sharing also concrete ideas for future export training programmes in Armenia.
16.55-17.00	<b>Closing remarks and next steps</b> <ul style="list-style-type: none"> <li>Mr. <b>Daniel Quadbeck</b>, Project Manager, OECD Eurasia Competitiveness Programme</li> <li>Ms. <b>Gayane Gevorgyan</b>, Ministry of Economy</li> </ul>

For more information, please contact:

Mr. Daniel Quadbeck – Project Manager, OECD Eurasia Competitiveness Programme  
[daniel.quadbeck@oecd.org](mailto:daniel.quadbeck@oecd.org)

Mr. Francesco Alfonso – Project Coordinator, OECD Eurasia Competitiveness Programme  
[francesco.alfonso@oecd.org](mailto:francesco.alfonso@oecd.org)



## ԲԱՅ ԴՌՆԵՐԻ ՕՐ

2016-17 ՈՒՍՈՒՄՆԱԿԱՆ ՏԱՐՎԱ ԲԱԿԱԼԱՎՐԻԱՏԻ  
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ԵՐԲ՝ մարտի 25-ին, ժամը 14:00 - 17:00

ՈՐՏԵՂ՝ ՀԱԱՀ, Ագրոբիզնեսի ուսուցման  
կենտրոնում (մուտքը Տերյան փողոցի կողմից)

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զանգահարել 52 28 39 (ներքին՝ 16)

[info@icare.am](mailto:info@icare.am)

[www.icare.am](http://www.icare.am)

Facebook - [AgribusinessTeachingCenter](https://www.facebook.com/AgribusinessTeachingCenter)





## Annex P: Student Exit Survey Questionnaire

### 2015-16 Undergraduate/Graduate Student Exit Survey

1. Please specify your age range.

Up to 22	
23-30	
Over 30	

2. Please specify your gender.

Female	
Male	

3. Please specify your program of study at the ATC

Undergraduate	
Graduate	

4. What was your employment status during your undergraduate/graduate education?

Worked regularly part time	
Worked occasionally part time	
Worked regularly full time	
Worked occasionally full time	
Did not work	

5. What are your immediate employment/education plans?

I am currently employed and am not looking for alternative employment	
I am currently employed but am looking for alternative employment	
I am unemployed and looking for employment	
I am unemployed but not looking for employment	
I will continue my graduate education	
Other (specify)	

6. Where do you see yourself one year after graduation?

Government (RoA or foreign) or other public institution	
Private for-profit company	
Private non-profit organization	
Establish own business	
Other, please specify	

7. In what industry do you see yourself one year after graduation?

Agribusiness and related	
Finance/Banking	
Business services/Consulting	
Education	
Wholesale and retail trade	
Telecommunication, information technologies	
Other (please, specify)	

## Annex P: Student Exit Survey Questionnaire

8. Would you like to recommend this program to anyone?

Yes

No

If no, please explain why not.

9. If you had the opportunity to make the choice again would you enroll in...

	Yes	No
ATC undergraduate/graduate program		
Other university, please specify		

10. Please evaluate the undergraduate/graduate academic programs of ATC

	Strongly Agree	Agree	Neither Agree/Disagree	Disagree	Strongly Disagree
The courses covered were appropriate					
Faculty members were well qualified to teach their courses					
Faculty members prepared thoroughly for their courses					
Faculty were interested in the professional development of students					
There was good communication between faculty and students (Faculty was approachable to answer question)					
Interactions among students and faculty were characterized by mutual respect					
Internship program contributed to the knowledge obtained in the classroom					
Field trips provided insights and sufficient background on industry operations					
The grading system is fair					
Student advising (e.g., guidance on academic requirements, thesis) was appropriate					
Formal student evaluations of instructors are considered by administration					
Career advising (CV writing sessions/job interview counseling) was appropriate					
Job/training/lecture announcements broadcasted via e-mail					

If you would like to comment to any of the statements above, please use this space:

11. Please evaluate the following educational methods.

	Excellent	Good	Average	Poor	Very Poor
Lecturing/ Theoretical knowledge					
Analyzing cases					
Applying theories or concepts to practical situations					
Problem solving					
Research/thesis					

## Annex P: Student Exit Survey Questionnaire

12. In general, how would you rate your experience in undergraduate/graduate program?

Excellent	
Good	
Average	
Poor	
Very poor	

13. How much did your education at ATC contribute to your development in the following areas?

	Contributed greatly	Somewhat contributed	Did not contribute at all
Making presentations			
Ability to plan and carry out projects independently			
Ability to function as part of a team			
Ability to critically analyze ideas and information			
English Speaking skills			
Applying scientific methods of inquiry			
Communication skills			
English Writing skills			
Network with others in the field			
Ability to lead and guide others			
Computer skills			

14. Do you think ATC program equipped you with skills and knowledge necessary to succeed in the job market?

Yes	
Rather yes	
Don't know	
Rather no	
No	

15. What skills do you think you obtained at ATC that provided you with advantage compared to other young people in your age group?

Modern professional knowledge	
Self-esteem	
Communication skills	
Presentation skills	
Other, please specify	

16. As an ATC graduate, do you feel confident that you can successfully perform tasks and overcome challenges?

Yes	
Rather yes	
Don't know	
Rather no	
No	

## Annex P: Student Exit Survey Questionnaire

17. What are the three things you liked the most about ATC?

Atmosphere/ community/ environment/ culture	
Faculty and staff	
Teaching/learning methodologies	
Facilities, equipment, technologies	
Applied knowledge/skills/experience gained	
Student-faculty relationships/ student centered approach	
Other, please specify	

18. What are the three most important differences between ATC and other universities in Armenia?

19. What are the three most important things ATC could do to improve the quality of education?

Improve the curriculum	
Invite better/more qualified/experienced faculty	
Improve educational methodologies/materials	
Increase the number of courses (electives, specific courses) offered	
Improve facilities/ equipment/ technologies and their management	
Opportunities of study, exchange, internships (including with institutions abroad)	
Other, please specify	

## Annex Q: Agenda - Behavioral Economics and Business Benefits



The series of "Trainings for Industry Executives" conducted in ICARE during 2015-2016 is an initiative implemented by the German Agency for International Cooperation (GIZ GmbH) jointly with ICARE, and funded by EU, under the EU Targeted Initiative for Armenia project.

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The ICARE - International Center for Agribusiness Research and Education  
invites you to participate in a training on

### Behavioral Economics and Business Benefits

conducted by  
Gnel Gabrielian, PhD

#### **DATES & TIME**

The 4-day training will take place on February 15, 16, 17, and 18.  
18:30 - 20:30, Yerevan time (this includes a coffee break). For details, see agenda below.

#### **VENUE & TIME**

ICARE (International Center for Agribusiness Research and Education).  
Address: 74 Teryan Street, 0009 Yerevan.

#### **WORKING LANGUAGE**

The working language will be English. Necessary handouts will be provided in advance.

#### **LEVEL**

Beginner. Participants are not expected to be familiar with behavioral economics. However, a basic background in statistics is encouraged for regression analysis.

#### **TRAINING FEE**

The training is **free of charge**. Upon successful completion of the training, the participants will be awarded a certificate of participation. To qualify for the certificate, participants must be present in all the sessions.

#### **TRAINING DESCRIPTION**

Behavioral economics is a field which combines economic theory with social and cognitive psychology. This behavioral approach offers a wide set of differing potential policy options, making it easy to deal with heterogeneity of human nature. Behavioral models are based primarily on systematic and scientific observations of how individuals actually make choices both in controlled environments and in real world settings. The training will help participants understand the impact of surrounding environment on

## Annex Q: Agenda - Behavioral Economics and Business Benefits

consumer choices. It will also include a skill-building on designing and collecting data on consumer preferences.

### TARGET AUDIENCE

Behavioral models draw on concepts from economics, psychology, and marketing techniques in describing food choice behavior. Armenian consumer market is rather undiscovered. Very little is known about Armenian consumers, about their purchasing habits and what motivates them to buy the specific products and brands. It is also not clear whether their food consumption is based on traditions, income, or the availability of products in the market. The research shows that individuals are heterogeneous in nature and food environments that include the locations, store characteristics, and food variety should be taken into account.

Among the target audience are business executives and marketing specialists who need to understand the drivers of Armenian food consumption – what consumers choose, how and why they choose, whether the consumption is spontaneous or planned, and their willingness to pay for a specific item or a group of items among other things, will allow Armenian businesses to differentiate their products and better target their consumer base in a highly competitive market. This training will be high beneficial for the decision-makers from a wide range of companies such as wholesale/retailing, food and agribusiness, consulting, tourism etc.

### EXPECTED OUTCOMES

After completing this training, participants will be able to:

- Understand the product market and consumer preferences that impact the demand structure.
- Develop consumer economic models to analyze willingness to pay and consumer preferences (contingent-valuation and conjoint analysis).
- Develop marketing tools to collect and analyze the information.
- Be able to design studies to collect consumer data on relevant product.
- Be able to use consumer data-collection systems such as Qualtrics.

### SOFTWARE

Qualtrics software will be used for demonstration purposes for survey design.

### PRESENTATION METHOD

A combination of PowerPoint presentations and in-class computer exercises will be used (**the participants don't have to bring their own notebooks to every session**). The participants will be provided with training materials in advance. A dynamic discussion and exchange of ideas through interactive class participation will be strongly encouraged.

### TRAINER

Dr. Gabrielian received his Ph.D. in Economics from Washington State University. Currently, he is working as a post-doctoral researcher at Food and Brand lab at Cornell University. He conducts research on various topics including Smarter Lunchroom Program. The program is sponsored by USDA and is designed to implement environmental changes in school cafeterias to facilitate healthy eating. His research interests lie in the areas of behavioral economics, consumer demand analysis, applied and

## Annex Q: Agenda - Behavioral Economics and Business Benefits

agricultural economics. He worked as an instructor for two university classes at Washington State University.

### REGISTRATION AND DEADLINES

If interested, please register for the training by filling out the registration form (in English). Download at [http://icare.am/uploaded\\_files/Registration%20Form,%20Behavioral%20Economics%20and%20Business%20Benefits%20-%20Gnel%20Gabrielyan.doc](http://icare.am/uploaded_files/Registration%20Form,%20Behavioral%20Economics%20and%20Business%20Benefits%20-%20Gnel%20Gabrielyan.doc)

(the link is available in online versions of this announcement on ICARE Web and FB pages) and email it to the training coordinator, **Kristina Harutyunyan** at [kristina.icare@gmail.com](mailto:kristina.icare@gmail.com). Registration deadline is **February 11, 18:00**. Due to limited seating only shortlisted applicants will be notified for participation. A notification on screening results will be sent to all candidates by **February 12, 18:00**.

### CONTACTS

If you have questions, please contact ICARE Development Assistant **Kristina Harutyunyan** at [kristina.icare@gmail.com](mailto:kristina.icare@gmail.com), or call at **091 343-482**.

### AGENDA

<b>February 15</b>	<b>Topics</b>
18:30 - 19:30	Introduction to behavioral economics
19:30 - 19:45	Coffee break
19:45 - 20:45	Introduction to behavioral economics (cont'd)
<b>February 16</b>	<b>Topics</b>
18:30 - 19:30	Survey design and data collection methods
19:30 - 19:45	Coffee break
19:45 - 20:45	Survey design and data collection methods (cont'd)
<b>February 17</b>	<b>Topics</b>
18:30 - 19:30	Introduction to consumer preference models
19:30 - 19:45	Coffee break
19:45 - 20:45	Introduction to consumer preference models (cont'd)
<b>February 18</b>	<b>Topics</b>
18:30 - 19:30	Implications of behavioral models and Time-series analysis
19:30 - 19:45	Coffee break
19:45 - 20:45	Proper messaging, nudging, and labeling

# Annex R: List of Participants - Behavioral Economics and Business Benefits



This project is funded by  
the European Union

Թիրախային Նախաձեռնություն  
Հայաստանի համար



February 15-18, 2016

Behavioral Economics and Its Benefits to Businesses conducted by Gnel Gabrielyan  
International Center for Agribusiness Research and Education (ICARE)  
Address: 74 Teryan Street, 0009 Yerevan.

## List of participants

N	Name	Organization/position	Contacts E-Mail	Signature 19.02.2016	Signature 20.02.2016	Signature 22.02.2016	Signature 23.02.2016
1	Alla Minasyan	ISLU/assoc. prof.	alla_minasyan@yahoo.com				
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3	Ani Hakhverdyan	Market LLC	anniehakhverdyan@yahoo.com				
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10	Susanna Gergasyan						
11							
12							
13							
14							



Annex R: List of Participants - Behavioral Economics and Business Benefits

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29							
30							
31							

Annex R: List of Participants - Behavioral Economics and Business Benefits

N	Name	Organization/position	Contacts E-Mail	Signal 19.02.2016	Signature 20.02.2016	Signature 22.02.2016	Signature 23.02.2016
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45							
46							
47							
48							



# Annex R: List of Participants - Behavioral Economics and Business Benefits



Հիմնական նախաձեռնություն  
Հայաստանի համար



February 15-18, 2016

Behavioral Economics and Its Benefits to Businesses conducted by Gnel Gabrielyan  
International Center for Agribusiness Research and Education (ICARE)  
Address: 74 Teryan Street, 0009 Yerevan.

List of participants

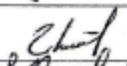
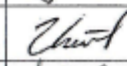
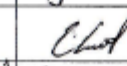
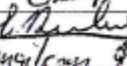
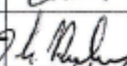
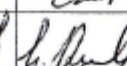
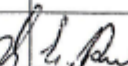

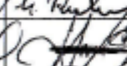
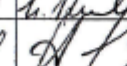
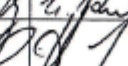

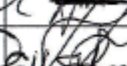


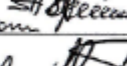








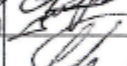






N	Name	Organization/position	Contacts E-Mail	Signature 15.02.2016	Signature 16.02.2016	Signature 17.02.2016	Signature 18.02.2016
1	Sergei Gasparian	Armenia StartUp Cup Project coordinator	sergeigaspar@outlook.com				
2	Narek Mirzoyan	Global Consult; SARKOP	narekmirzoyan@yandex.ru				
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4	Anush Chantbaryan	Vallex Group Senior economist-analyst	anushchantbaryan@gmail.com				
5	Arsen Hayriyan	National Centre of Innovation and Entrepreneurship	hayriyanarsen@gmail.com				
6	Sona Manukhyan	Viva Cell MISI Human Resources Dep.	sona.manukhyan0@gmail.com				
7	Tatler Hovhannisyana	Freelance Business Consultant & Trainer	tatler.hovhannisyana@rocketmail.com				
8	Diana Chirakyan	R-Innovate research Company	diana.chirakyan@2-wis-ypt.com				
9	Lusine Aleksanyan	YSU: TechnoLog & Science Dynamics	lus.alex.28@gmail.com				
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11	Ara Danielian	Shen NGO, expert	adanielian@shen.am				
12	Mariam Aghamalyan	ASUE/CBA	marianaghnamalyan@gmail.com				
13	Sirarpi Shantyan	RGAM / Mall Saks Manager	siracmin@gmail.com				
14	Christina Avdalyan	not working.	chavdalyan@gmail.com				

Annex R: List of Participants - Behavioral Economics and Business Benefits

N	Name	Organization / Position	Contacts	15.02	16.02	17.02	18.02
				Signature	Signature	Signature	Signature
15	Tsovinar Karakanyan	FedEx	+37455019303				
16	Arthur Polulyan	CBA	+37493707229				
17	Petros Hergnyan	CBA	+37493063373				
18	Lena Manukyan	ICARE / UCORA	+37493425955				
19	Miguelo Kenderdree	<del>ICARE</del> / ICARE	+37497240197				
20	Siran Yeganyan	Q12 / Pr. expert	+37499886271				
21	Andranik Manukyan	intern at the US Embassy	+37493004750				
22	Narek Avetisyan	ICARE	+37455306046				
23	Lusine Tadevosyan	ICARE / project coordinator	055040541				
24	Anahit Harutyunyan	FINCA / AVA	034300993				
25	Rusine Harutyunyan	ALVAFIUM LLC	095-16-36-03				
26	Ani Jabaghyan	"Nork" analytical center	095-30-20-45				
27	Lilit Tshughanyan	Founder, director "Akademix Team"	091420782				
28	Nuni Ladoyan	Marli LLC	091355384				
29	Ani Gharibian	AUA	043202855				
30	Hayk Ter-Ghigyan	"Le Roy Made"	098525507				
31	Lilit Grigoryan	CARD	091352585				



Annex R: List of Participants - Behavioral Economics and Business Benefits

				D.02	16.02	17.02	18.02
N	Name	Organization / Position	Contacts	Signature	Signature	Signature	Signature
32	Azmar Khojayan	Sector Coordinator	055 441444 azmar.khojayan@card.am				
33	Rafayel N. Koghosyan	"Finca", Team Leader	093 74-73-70 rafayel.n.koghosyan@finca.am				
34	Lilit Hambarzumyan	Beeline TM (Armenia) CSC marketing specialist	099309798 lilit.hambarzumyan@beeline.am				
35	Shushanik Aghabekyan	"Baker Tilly Armenia" CSC Analyst	sh.aghabekyan@baker.com.am				
36	Vardanush Hovhannisyants	Geo "Hospitality in Armenia"	vardhovanisyan@madira.am				
37	Hayk Taz-Grigoryan	"Le Roy Madan" LLC					
38	Lusine Tadevosyan	ICARE	lusine-tadevosyan@yahoo.com				
39	Isoumar Karakhanyan	FeoEx	055018303				
40	Arthur Pkhakyan	CIBA	093707229				
41	Petros Hovhannyan	CIBA	093063393				
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**The ICARE - International Center for Agribusiness Research and Education**

invites you to participate in a videoconference training on

**Linear Programming for Agribusiness Executives**

conducted by

**Rafael Bakhtavoryan, PhD**

**DATES**

The 4-day training will take place on March 14-17, 2016

**VENUE**

International Center for Agribusiness Research and Education (ICARE).

Address: 74 Teryan Street, 0009 Yerevan.

**TIME**

18:30 - 20:45, Yerevan time (this includes a coffee break). For details, see the agenda below.

**WORKING LANGUAGE**

The working language will be Armenian, but the PowerPoint slides will be in English.

**LEVEL**

Intermediate. Participants are not expected to be intimately familiar with linear programming; however, it is recommended that they have a basic background in mathematical programming and Microsoft Excel.

**TRAINING PARTICIPATION FEE**

The training is **free of charge**. While similar hands-on trainings are quite expensive, ICARE fully covers the associated expenses for the participants, thus staying true to its charitable, social, scientific, and educational commitments.

**TRAINING DESCRIPTION**

Linear programming is an important tool for formulating mathematical models and developing solution methods for real-life optimal decision problems. In this hands-on training, the participants will familiarize themselves with different linear programming models used to obtain the best decisions (according to a well-defined objective) in allocating scarce resources such as capital, materials, equipment, manpower, energy, etc. among competing activities that produce goods and services. Rather than developing a specific solution method for each optimization problem, we will build abstractions of these problems in the form of mathematical models and study a general method to solve these models.

**TARGET AUDIENCE**

The purpose of this training is to teach participants the fundamentals of linear programming focusing on the application of this technique to solve actual problems in the competitive business environment. The course is designed to equip participants with practical skills to assist them in making educated economic decisions in a business context and is intended for business executives, business consultants, business analysts, economists, policy makers, senior level students, and other interested parties that do linear programming in any type of production or service industry (agribusiness, banking, consulting, food industry, production, wholesaling/retailing, tourism etc.).

**EXPECTED OUTCOMES**

After completing this training, participants will be able to:

- Formulate linear programming problems.

## Annex S: Agenda - Linear Programming for Agribusiness Executives

- Solve linear programming problems using Solver (an add-in in Excel).
- Interpret the results from the solution of different types of linear programming problems.
- Make recommendations to business managers to facilitate their decision making process.

### PRESENTATION METHODS

A combination of PowerPoint presentations and in-class computer exercises will be used (**the participants must bring their own notebooks to every session**). The participants will be provided with training material ahead of time. A dynamic discussion and exchange of ideas through interactive class participation will be strongly encouraged.

### TRAINER

**Dr. Bakhtavoryan** received his Ph.D. in Applied Economics from Texas A&M University. Currently, he works as an Assistant Professor at Texas A&M University-Commerce, United States. Also, he teaches graduate courses, such as Statistics, Econometrics, Managerial Economics, and Agribusiness Analysis and Forecasting, in the MABprogram at the Armenian National Agrarian University. His research interests lie in the areas of consumer demand analysis, applied econometrics, and forecasting. He has extensive experience in conducting trainings in Armenia (at Baker Tilly Armenia, ICARE, and German Agency for International Cooperation).

### REGISTRATION PROCEDURE AND DEADLINE

If interested, please fill out the registration form (in English) available [here](#): (**the link is available in online versions of this announcement on ICARE Web and FB pages**), or contact the coordinator for this training **Lena Mamikonyan** at [lenamamikonyan@gmail.com](mailto:lenamamikonyan@gmail.com). Registration deadline is **March 11<sup>th</sup>, 19:00**. **Due to limited seating only shortlisted applicants will be notified for participation.**

### CONTACTS

If you have questions, please contact [Lena Mamikonyan](#) or call at **093 42-59-55**.

### AGENDA

March 14	Time	Topics
	18:30 - 19:30	Introduction to mathematical programming and linear programming
	19:30 - 19:45	Coffee break
	19:45 - 20:45	Assumptions of linear programming
March 15	Time	Topics
	18:30 - 19:30	Solving linear programming problems in Excel
	19:30 - 19:45	Coffee break
	19:45 - 20:45	Formulating an applied linear programming problem
March 16	Time	Topics
	18:30 - 19:30	Transportation model
	19:30 - 19:45	Coffee break
	19:45 - 20:45	Feed Mix model
March 17	Time	Topics
	18:30 - 19:30	Joint Products model
	19:30 - 19:45	Coffee break
	19:45 - 20:45	Assembly model



## Annex T: List of Participants - Linear Programming for Agribusiness Executives

Name	Position
Naira Harutyunyan	Investment Promotion Expert
Agnesa Karapetyan	Administrative Assistant of the OASI project
Varduhi Hovsepyan	Accountant
Hayk Poghosyan	Chief accountant
Armine Poghosyan	Insurance agent
Lilit Petrosyan	Head of technical department
Zaruhi Danielyan	Student
Hayk Gevorgyan	Student
Gohar Soghoyan	Client services manager
Sergey Tadevosyan	Lending Specialist
Koryun Gevorgyan	Leading Lab Assistant Group EM Fields.
Mariam Aghamalyan	Student
Anahit Tosunyan	Student
Zara Kirakosyan	Chief specialist in risk management department
Armen Petrosyan	Finance and Admin officer
Karen Knyazyan	Head of Credit Risk management subdivision
Mery Avetisyan	Student
Sona Aghabekyan	Student
Sona Gevorgyan	Student
Gor Saribekyan	Student
Kristine Sukiasyan	Student
Vahe Grigorian	Student
Ararat Sahakyan	Consultant