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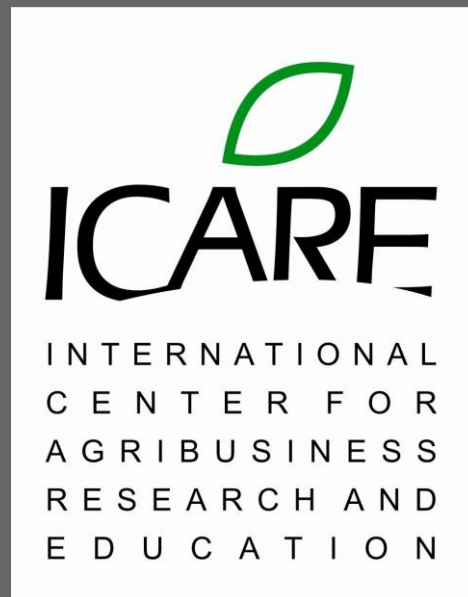
ARMENIA

Quarter 4 Report

April – June 2015

Innovation for Agricultural Training and Education in Armenia

(InnovATE/Armenia)



Management Entity Contacts:

Angela M. Neilan, Program Manager

InnovATE/Armenia

aneilan@vt.edu

Keith M. Moore, Director

Innovation for Agricultural Training and Education (InnovATE)

Interim Executive Director

Office of International Research, Education and Development (OIREd)

keithm@vt.edu

Virginia Polytechnic Institute and State University (Virginia Tech)

526 Prices Fork Road (0378)

Blacksburg, VA 24061 USA

Country code (1) 540-231-6338

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InnovATE-Armenia-Q4 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
Activity 1: Design and Implement an ICARE/ATC Comprehensive Business Plan		
1.1 Incorporate Strategic, Marketing and Financial Plans into Fully Functioning Business Plan	<ul style="list-style-type: none"> • Strategy Paper for ICARE 2015-2020 developed and presented to ICARE Board for comments. The ICARE Board approved the overall plan at their June meeting. Included are the Agribusiness Teaching Center with undergraduate and graduate curricula, Agribusiness Research Center (formerly the Research and Outreach Center) and the EVN Wine Academy. Development and Training centers have been reorganized under main organization of ICARE. • Action plan with Targeted Results, Task Descriptions, Timeframes, Task Leaders, Internal Deliverables, Target Results and Funding Sources have been developed based on the Goals in the Strategy Paper and will be included in the business plan. Accurate current figures are necessary for Financial Plan projections. • A business plan is under construction. More time was needed to obtain and compile current income and expenditure accounts for all ICARE endeavors both under ANAU as university agribusiness department and under ICARE as not for profit foundation. • This business plan focuses on sustainability of the organization without including current developmental funding, such as amounts provided by USAID or USDA. Without this source of funding, it becomes clear that ICARE will have to implement an aggressive strategy to raise revenues in the very near-term in order to remain a viable entity. • A financial model including the main cost centers for defined functions of ICARE for the business plan based upon recent ICARE reorganization is in the design process. • The minimum operating expenses to keep ICARE operating for a year were calculated, then cost centers (Development, Academics & Tuition, and Research) were identified through which future sustainable revenues could be recognized to help offset these minimum operating expenses. A detailed narrative with “what-if” scenarios will accompany the 	<p>Annex A: Strategy Paper 2015-2020</p> <p>See Annex A</p>

	<p>financial model. Other sections, such as a situation analysis, SWOT analysis, and strategic plan will also be included in the overall business plan.</p> <ul style="list-style-type: none"> • The business plan will be shared with ICARE Board and then presented to stakeholders for validation. • The marketing/development plan is in process: promotional materials, such as ICARE, MAB, EVN videos are in production, the update of ICARE website, including platform for donations is in process. 	
1.2. Revise Organization Chart and Job Descriptions	<ul style="list-style-type: none"> • ICARE/ATC functional and programmatic organizational charts have been revised and approved by ICARE Board at June meeting. 	<p>Annex B: Revised Functional Organization Chart</p> <p>Annex C: Revised Programmatic Organization Chart</p>
Activity 2: Increase the Capacity of ICARE/ATC to Increase Revenue and Decrease Costs		
2.1. Strengthen ICARE Office of Development	<ul style="list-style-type: none"> • ICARE Development Strategy completed. 	Annex D: Roadmap for Actions of the Development Office
2.2. Establish Endowment Fund	<ul style="list-style-type: none"> • It has been determined that a true endowment fund will be difficult to establish in Armenia. Consequently, fund raising will target development funds. • Development funds will be deposited to Texas A & M 501C3 non-profit Foundation account where ICARE has participated in the past using a designated ICARE sub account under the direction of Dr. John Nichols who serves on the ICARE Foundation Board. • ICARE Director made initial contacts during USAID sponsored trip in May, 2015 to DC, NYC, Boston and Florida. 	Annex E: Trip Report Vardan Urutyan
2.3. Establish and Expand ATC Alumni Network	<ul style="list-style-type: none"> • The searchable alumni database was used by ICARE Director to identify alumni in areas that he would be visiting during his May trip to US. 	Annex F: ATC Alumni in the USA
2.4. Increase Scholarship Fundraising	<ul style="list-style-type: none"> • Preparation of promotional materials has been completed and promo folders were assembled and used by ICARE Director during his visit to potential funders in US. • Preparation of promotional materials for the undergraduate and graduate admissions completed. • Booklet featuring the MAB program is updated. • Visibility on social media (Facebook) is maintained on daily basis. • Video production supported by USDA through grant to ICARE from CARD: 	<p>ATC promotional materials:</p> <p>UAB Booklet</p> <p>MAB Booklet</p> <p>Leaflet 1</p> <p>Leaflet 2</p> <p>ATC Facebook page</p> <p>Current ATC Video (now being updated)</p> <p>ICARE video</p> <p>Current ICARE website (now being updated)</p>

	<ul style="list-style-type: none"> ○ New ICARE video is complete. ○ Preparation of MAB video is in process. ○ Preparation of ATC video is in process. ○ Preparation of EVN video is in process. ● Overall update of the ICARE website is in process. ● Promo poster displayed on metro wall and on city signs. 	Updated ICARE website (in progress) VT InnovATE website – Armenia page updated
2.5. Increase Capacity of ICARE to Receive and Manage External Funds	<ul style="list-style-type: none"> ● ICARE internal policies and procedures (POP) manual sections have been compiled (Employment rules, Code of Conduct, and Compensation Sections). ● The OIRED financial coordinator has conducted budget and invoicing training and provided dual currency invoice template in Excel. ● An analysis of ICARE indirect costs is underway. An independent NICRA rate for ICARE will be calculated. Proposals submitted will include the 10% indirect fees to generate income for ICARE until the NICRA can be determined. USAID authorization for overall 10% indirect costs has been implemented in PEER application. ● ICARE created and implemented an internal conflict of interest (COI) policy. COI policy presented to ICARE Board and approved at quarterly board meeting. Training was conducted on COI policy for all staff and COI forms were translated, read and signed by each individual who works for ICARE. Forms will be signed annually and records maintained by Deputy Director. 	<p>Annex G: ICARE Foundation internal policies and procedures</p> <p>Annex H: Approved COI Policy (Signed by ICARE Board), Individual COI form</p>
Activity 3: Increase Linkages between ATC and the Armenian Agricultural System		
3.1. Strengthen ICARE Research and Outreach Development office	<ul style="list-style-type: none"> ● ICARE Research Director participated in training on qualitative data analysis using NVIVO package organized by CRRC-Armenia office. ● Representatives of ICARE Research Center participated in a 3-day training organized by CARD on Food Safety Systems in Armenia: Economics of Food Safety - implemented by Dr. Wesley Harrison, professor at the Louisiana State University Department of Agricultural Economics and by Dr. David Picha, professor of Horticulture and director of International Programs at the LSU Ag Center. ● ICARE Research Director received training in facilitation methods and techniques implemented by GIZ contractor Susanne Arlinghaus from Germany. The skills are further to be used in organizing seminars/workshops and trainings such as a workshop called “Academia Industry Dialogue” to be organized by ICARE in July. 	

3.2. Conduct Collaborative Research and Training	<ul style="list-style-type: none"> • ICARE submitted PEER proposal for water re-use in small fisheries of Ararat Valley. Collaborators from several universities and from the fish farming community participated in identifying the need and developing the program to explore closed and semi-closed fishery systems to improve water quality and conserve water quantity. (\$238,000 USD) • Contract signed with Swiss Cooperation Office in South Caucasus for composing an Investment Guide in Agriculture in English and Russian languages. (12,720,000 AMD) • ICARE submitted Horizon 2020 project proposal for “Small farms but global markets: the role of small and family farms in food and nutrition security” within the scope of Sustainable Agriculture Policy for Rural Areas Development (SAPRAD). Several countries under the coordination of Poznan University of Economics are part of the consortium. 	Annex I: ICARE Research Projects Annual Summary
3.3. Mobilize Engagement of ANAU Faculty	<ul style="list-style-type: none"> • InnovATE Armenia Director met with University communications expert at ANAU to explain potential opportunities to collaborate on water and fisheries grant and others under the official MOU between VT and ANAU. • Within the scope of APPEAR (Austrian Partnership Programme in Higher Education & Research for Development) ICARE together with ANAU agro-ecology department jointly with Akaki Tsereteli State University (ATSU), and University of Natural Resources and Life Sciences, Vienna submitted proposal on "Best Practices and Innovative Approaches in Waste Management, Resource Conservation and Climate Protection for Sustainable Development of Urban and Vulnerable Rural Regions of Georgia and Armenia". 	
3.4. Increase Number of Long-Term Partnerships	<ul style="list-style-type: none"> • ICARE Research Director attended the joint 31st Association for International Agricultural and Extension Education (AIAEE) conference and the 22d European Seminar on Extension and Education (ESEE) held in Wageningen University in the Netherlands. • ICARE Research Director participated in the First Regional Technical Consultation Workshop on Smallholders and Family Farms organized by FAO in Tbilisi, Georgia. FAO experts, researchers and policymakers were sharing best practices and trying to find solutions to common issues. • ICARE took active part in Armenian Economic Association's annual meetings and workshop on June 	Annex J: Trip Report Anna Yeritsyan

	<p>19-21. MAB graduates Lilit Papikyan, Lena Mamikonyan, Sona Telunts, Suren Movsisyan, and Hayk Khachatryan (University of Florida) made presentations at the session «Agricultural Environment» chaired by ICARE Director Vardan Urutyan.</p> <p>Topics presented were:</p> <ul style="list-style-type: none"> ○ “Modeling Crop Yield Index Insurance in Armenia: The Example of Grape Yield Insurance in Armavir Region” ○ “Identifying Socio-Economic Characteristics Affecting the Economic Condition of Households in Rural Areas of Armenia” ○ “Consumer Response to State Marketing Programs on Ornamental Plants in Florida” ○ “Welfare Analysis of Gas Price Increase in the Republic of Armenia” ○ “Peculiarities and Problems of Introducing Agricultural Cooperatives in the Republic of Armenia” • Armenian Economics Association (AEA) annual meeting was hosted by the Yerevan State University, the Central Bank of Armenia, and the American University of Armenia. AEA aims to promote the development of economics education and research in Armenia. ICARE Director Vardan Urutyan is a member of the AEA Board of Governors. 	
Activity 4: Redefine ICARE/ATC		
4.1. Maintain Quality Education Program for Workforce and Enterprise Development	<ul style="list-style-type: none"> • 17 MAB students successfully defended their thesis projects and the 14 (out of 18) undergraduates took state examinations required for graduation, who received their ANAU diplomas and Texas A&M certificates on June 3, 2015. MAB students were supported by USDA funds. • The U.S. Ambassador to Armenia Mr. Richard M. Mills Jr., RA Deputy Minister of Agriculture Armen Harutyunyan, RA Deputy Minister of Education and Science Karine Harutyunyan, ANAU Vice-rector Yuri Marmaryan, Texas A&M University Professor John Nichols and other dignitaries welcomed the graduates at the graduation ceremony. • Twenty-three selected MAB applicants, including 3 from the Republic of Georgia, currently participate in the 2-month summer preparatory courses of Macroeconomics and Business Statistics. Three tuition free slots were given for the ATC 2015 graduates based on their academic achievement. 	

	<ul style="list-style-type: none"> • New admission to the ATC graduate and undergraduate programs has been organized. Thirty-nine undergraduate students, including 4 from the Republic of Georgia, were selected to attend the summer preparatory courses of Introduction to Agricultural Economics, Business English, Public Speaking and Computer Applications. The four Georgian students are from Batumi Shota Rustaveli State University. • 31 undergraduate and 15 MAB students successfully completed the Spring semester and started their internships in agribusinesses, NGOs, banks and other organizations throughout Armenia and Georgia, such as Pepsi Cola Bottler, Jermuk International, Ameria Bank CJSC, Yerevan Beer CJSC, Baker Tilly Armenia, Nicola International Armenia Ltd, CARD Foundation, Jermuk Group CJSC, Armenia Wine Ltd, Vivacell MTS, Green Lane, Shahumyan Vin Ltd2, MAF Carrefour Armenia, Golden Grape ArmAs Ltd, Sis Natural, Pernod Ricard Armenia CJSC, Farm credit Armenia, SEF International, Central Bank of Armenia, Ministry of Agriculture Ajara, Ministry of Agriculture Georgia, etc. Out of the mentioned companies CARD Foundation agreed to pay for 2 interns, Vivacell MTS for 1, Sis Natural for 2. • Certificates of Completion were awarded to 14 participants of Advanced and 16 participants of Intermediate English courses completed in May 2015. • ATC had several professional orientations tours for: students of House of Hope - Mer Hooys care center, schoolchildren from Meghri and Agarak, Syuniq marz. The students were introduced to all the education opportunities that ATC has to offer. • In the frame of the Agribusiness Case Studies course professional seminars were delivered for ATC senior students by industry professionals, including Agribusiness Project Management, Agricultural Finance and Credits, and Agribusiness Value Chain Management. Those seminars are followed by investigative visits to Arcolad chocolate producing company, Amsterflowers greenhouses and Unifish in Ararat Marz. • ATC junior students had several agribusiness field visits to MAP Brandy, Canned Food Company in 	
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	<p>Armavir Marz, Biga Armenian-Dutch Joint Venture producing ecologically clean mushrooms, tomatoes, and berries using the latest European standard technologies in Kotayq Marz, Zovet Kat, a dairy experimental farm of the Armenian National Agrarian University, and Nikola International olive processing company in Aramus village.</p> <ul style="list-style-type: none"> • In April 21-23 ATC presented its Master of Agribusiness (MAB) program and EVN Wine Academy at the Education and Career Expo 2015 supported by USDA funds. • ATC hosted Dr. Wesley Harrison, professor from Louisiana State University Department of Agricultural Economics to conduct a seminar for ATC undergraduate students on Food Safety Economics. In particular, he addressed importance, cost, food safety issues, informed decisions by consumers, sources of market failure, market equilibrium and other important concepts as well as international practices. 	
4.2 Explore Options for Double Degree Programs	<ul style="list-style-type: none"> • InnovATE Armenia Program Manager travelled to California State University Fresno to explore possible dual degree options and potential funding sources in the Fresno Valley. (This was a side trip during annual leave in Glendale.) 	Annex K: Trip Report Angela Neilan
4.3. Establish ICARE/ATC Curriculum Advisory Committee	<ul style="list-style-type: none"> • Preliminary discussions only-no action planned this quarter. 	
4.4. Add Short Courses to ICARE/ATC Study Program	<ul style="list-style-type: none"> • ICARE and GIZ organized a 5-day videoconference short course on "Systems Thinking Approaches for Change Management Projects" conducted by Dr. Mary Duryan, UK, a recognized professional in systems thinking, strategic decision making, organizational planning and management, for managers from different industries and NGOs 	Annex L: List of business and industry training participants
4.5. Leverage Short-Term Training Activities into Courses for Continuing Education	<ul style="list-style-type: none"> • Dr. Joseph Marcy from VT and Dr. Cathy Cutter from Penn State responded to the call for expertise in Food Safety and agreed to design the curriculum for ATC Specialty in Food Safety Systems Management. First step was visit by Dr. Marcy to ATC and many food production and processing industries in Armenia. CARD Food Safety Team helped with the arrangements and USDA MAP project was original funding source for many of the cheese, fruit and veg processing companies that continue to operate today. 	Annex M: Trip Report Joe Marcy

STRATEGY PAPER

2015 - 2020



HISTORIC OVERVIEW

2000

- The Agribusiness Teaching Center (ATC) was established in 2000 as a collaborative effort between Armenian Agricultural Academy (now the Armenian National Agrarian University, ANAU) and the Texas A&M University by financial and technical support from USDA. The ATC was established to run Undergraduate Agribusiness (UAB) program. Eleven professors from the U.S. universities joined the ATC to incorporate and to teach a Western-structured curriculum during the first years of ATC. The first two students from the Georgian State Agricultural University, Republic of Georgia were awarded USDA MAP scholarships and were enrolled in the ATC in fall 2001.

2001

- The first two students from the Georgian State Agricultural University, Republic of Georgia were awarded USDA MAP scholarships and enrolled in the ATC.

2002

- The first ATC class of 28 students graduated and received a State Diploma of Economics from the Armenian Agricultural Academy (now ANAU) and the Certificate of Texas A&M University.

2003

- The ATC was officially granted the status of a Department of the Armenian Agricultural Academy (now ANAU).

2004

- The Career Placement and Counseling Center (now Career Development and Counseling Center, CDCC) was established to develop and implement a sustained mechanism to allow students and graduates of ATC and the Armenian State Agrarian University (now ANAU) to effectively identify job opportunities and obtain employment.

2005

- The International Center for Agribusiness Research and Education (ICARE) Foundation was established by Texas A&M University as a collaborative effort between Armenian State Agrarian University (now ANAU), Texas A&M University and the U.S. Department of Agriculture Foreign Agricultural Service (USDA FAS) to run the Agribusiness Teaching Center as well as the other three components: the Career Development and Counseling Center; the Research and Outreach Development Center; and the Center of Excellence in Teaching and Learning.

Annex A: ATC Component to Strategic Plan

2006

- The ATC expanded to the fifth floor facilities, adding new faculty and staff offices, a new computer lab and a conference room.
- The ATC website was launched to facilitate communication with the stakeholders.

2007

- The ICARE jointly with the Swiss College of Agriculture organized a workshop to introduce the RISE (Response Inducing Sustainability Evaluation) methodology which proved to be an effective tool in measuring the sustainability of Armenian farms and providing recommendations in poverty mitigation, training activities and rural development.
- For the first time 4 students from European universities studies at the ATC for a semester in the framework of Erasmus Mundus program.

2008

- The ICARE hosted an international seminar on “Pathways to Rural Economic Development in Transition Countries: The Role of Agricultural Cooperatives”. The seminar was organized jointly with the International Cooperative Alliance (ICA) Research Committee and attended by representatives of 11 countries.

2009

- The ATC Alumni and Friends Association U.S. Chapter (ATCAFAUS) was established. The objectives of the association are: 1) to promote the connections between the ATC alumni and students, and the ATC affiliates and, 2) to help make the ICARE/ATC stronger by advocating it in the United States. ATCAFAUS provides annual scholarships for the best ATC students.

2010

- The Master of Agribusiness (MAB) program was launched at the ATC. The MAB is a professional degree program focused on the agribusiness sector with an emphasis on combining economic, business analysis and quantitative methods for managerial decision-making.

2011

- The Academic Program Review of the ATC was conducted by professors from the U.S. and Australia. The team members from Texas A&M University, University of Queensland, Australia, Michigan State University, University of Florida, reported that the ATC had a unique and extraordinary agribusiness education program that served the needs of many stakeholders in Armenia with an internationally competitive academic program.

2012

- The videoconferencing classroom was established as a contribution from Viva-Cell MTS, an Armenian telecommunication company.
- Mono-crystal solar panels were set up on the roof of the ICARE building to provide ICARE with autonomous energy supply. The solar panels were donated by Judith Saryan and Victor Zarougian from Boston, Massachusetts.
- The first MAB class of 14 students graduated and received a Master's Degrees in Economics from the ANAU and a Graduate Certificate from the Texas A&M University.

2013

- The ATC was awarded as the best ANAU Department at the 7th Annual ANAU Golden Ear Award.

2014

- The EVN Wine Academy was established jointly by ICARE and Semina Consulting. The EVN Wine Academy offers a two-year Certificate Program in Enology and Wine Business in partnership with Geisenheim University (Germany) for prospective and practicing wine entrepreneurs, students to empower them with the latest knowledge in global wine industry. The EVN Wine Academy also offers short trainings for wine enthusiasts.
- The Armenia – USA Partnership in Agriculture workshop highlighted the 20 years of success. The ICARE/ATC, as an internationally competitive agribusiness education and research center, was mentioned among the most successful and steady results of the USA - Armenia cooperation.
- A Memorandum of Understanding was signed between the Armenian National Agrarian University, Virginia Tech and ICARE on promotion of academic, personnel, and cultural exchange between these institutions in framework of USAID-supported InnovATE/Armenia project. The five-year (2015-2019) cooperation includes empowering ICARE as a model agribusiness education and research center

Agribusiness Teaching Center

The Agribusiness Teaching Center (ATC). The ATC provides agribusiness education to achieve sustainable entrepreneurial activities in the food and agriculture sector in Armenia and Georgia. It prepares agribusiness specialists armed with broad economic, marketing, and managerial skills, up-to-date communication abilities and a good knowledge of English. These skills make the ATC graduates competitive in the growing regional agribusiness sector. The curriculum is western-structured, based on the undergraduate agricultural economics and graduate (MAB) curriculum of Texas A&M University. Courses are taught in English by American and Armenian instructors.

ATC Achievements:

- ***ATC students are currently employed in 263 companies in Armenia and globally.***
- ***ATC students completed their on-the-job internships in 227 companies in Armenia and globally.***
- ***Over 20% of ATC graduates hold executive positions in leading businesses, public sector, NGOs, and universities in Armenia and globally.***
- ***Over 92% immediate job placement of ATC graduates within the first year after graduation***

Undergraduate Agribusiness Program	Master of Agribusiness Program
<ul style="list-style-type: none"> - <i>371 students completed Undergraduate Agribusiness Program.</i> - <i>ATC Undergraduate Program graduates receive salaries 1.8 times higher than the industry average).</i> - <i>47 students from Republic of Georgia completed Undergraduate Agribusiness Program, with a complete employment among those who have been seeking for a job. The Georgian alumni are among the most knowledgeable young professionals in the Republic Georgia.</i> - <i>188 students pursued graduate studies in other leading universities, including the MAB Program in ATC.</i> 	<ul style="list-style-type: none"> - <i>49 students completed Master of Agribusiness (MAB) Program</i> - <i>ATC Master's Program graduates receive salaries 2.3 times higher than the industry average</i>

One of the functional tools to accelerate the development of ATC is encouraging ***admission of external (non ANAU) students***. So far students from Armenia and Georgia have been studying in the ATC undergraduate program as full time students, while students coming from other countries study for one or two semesters or spend their internships. Currently, only Armenians study in the MAB program. Admission of students to both UAB and MAB programs from other countries (Georgia, India, Iran, USA, and EU) will ensure the diversity of the student body with all the multicultural exposure and promotion of communication in English beyond the class hours. International students will support the mandate of ICARE as an international education and research institution. Moreover, availability of international students will translate into higher tuition fees. The Armenian Diaspora will be a special target to engage potential ATC students. . Yet

international student admissions is associated with challenges related to that fact that both UAB and MAB programs provide diplomas of the ANAU, which does not have international accreditation. Possible development of UAB and/or MAB programs into dual degree programs with double diploma will increase their competitiveness on the education market.

ICARE will intensively send information/promo materials to the target universities and embassies of different countries operating in Armenia, invite international students for orientation visits, as well as organize Country Day events, in particular, in cooperation with national minority groups and organizations active in Armenia.

Engaging more students from the European Erasmus Mundus exchange program and working closely with other Armenian universities implementing Erasmus+ program will expose ATC teaching materials, teaching methods, course descriptions and the unique synthesis of Armenian-flavored international education to a larger academic community outside the region. As of 2015, 16 students from European universities studied in ATC undergraduate and graduate programs for a period between 6 to 10 months in the framework of Erasmus Mundus program. The credits from the ATC have always been freely transferred to the host universities, which makes the ATC one of the very few in Armenia which can participate in such student exchange programs.

In the overall context of funding prospects, it is time to expect an essential contribution from the ATC alumni now working in different countries. The modest yet decent effort of the ATC Alumni & Friends Association US Chapter in providing financial support to ATC students on a competitive basis indicated the possibility of turning this into a more significant assistance. Important part of this initiative will be activating the ATC Georgian alumni to initiate scholarships for the Georgian students studying at ATC.

By and large, we cannot boast of ensuring enough promotion of external admissions in ATC undergraduate program from Armenian universities other than the ANAU. Increasing the selection pool of applicants will develop a higher quality ATC student body. Therefore, it is in the plans to launch an intense awareness campaign about the high quality, Western based education at very competitive tuition fees offered by ATC. This includes series of actions that have been conducted and will be intensified significantly. New initiatives include: presentations in other universities using PPT, booklets, videos; Open Doors, Career Fairs, social media visibility, and promotional billboards on subway walls.

Education in ATC can be further promoted by increasing the number of auditing students who do not need/are not interested in receiving diploma from ANAU but will pay fees for classes. One of the ways to do so is to include information on auditing opportunities in all related

promo materials. Promotion of fee-based services, including the auditing courses and English preparation courses, seem a reasonable approach to be adopted to contribute to further sustainability purposes.

To achieve and maintain the constant high quality of education, the ATC needs to improve theoretical and practical training via quality assurance procedures and development of undergraduate elective courses based on industry needs. Undergraduate and graduate curricula, as well as textbook and course content will further be coordinated with Texas A&M University. Teaching methods, peer-reviewing of classes, student evaluations and feedback, encouraging the teaching staff to participate in trainings are other fields to be coordinating with Texas A&M University.

The relevant ICARE research (the results of which have been disseminated to academia and industry stakeholders) has clearly shown, among many other important upshots, the need for professional orientation of students to match their skills to specific industry needs. In this sense, maintaining the creative learning environment will help students themselves to be flexible enough to develop their own curricula. More industry research will allow matching the curricula and/or training materials to the latest development in the industry.

One of the effective ‘classical’ funding opportunities is to organize student/staff/alumni socializing events according to a previously developed annual timetable. The improved networking and communication between the students, faculty, staff, alumni, and friends will increase loyalty and strengthen bonds of the ATC community, otherwise known as ATC Family.

Any education program can be considered as complete and meeting the requirements of modern education if it has a strong internship component. Again, the ATC internship program is known to be as a strong one, with a significant number of students ultimately being offered professional jobs by their respective internship companies. However, improving the internship culture also among the Armenian agribusinesses will give more on-the-job experience to students and motivate both businesses and students to consider internship as a real work. ICARE will, in particular through orientation sessions, encourage current and potential partner companies to pay interns. The ATC Internship Guidelines will be revised accordingly.

Involving more international faculty to teach in undergraduate program will bring more innovative knowledge and skills to ATC. Maintaining the faculty diversity will support the mandate of ICARE as an international education and research institution. This can be achieved, among others, by promoting former ATC faculty and/or alumni to teach online courses through the ATC videoconference facility and organizing international expert exchange through international organizations such as SES, PUM, etc. Further improvement of

internal learning environment depends also on increased technological sophistication of education process, including expansion and development of the ATC library.

As an agribusiness education institution with a strong research component, ATC will provide more engagement of students in ICARE research activities. Currently, around 20% of ATC student body is involved in data collection, processing, analysis and reporting processes within different, assessment surveys, baseline and socioeconomic impact studies authored by the Research and Outreach Development Center (RODC) of ICARE. Development of capacity of students will provide temporary external labor substitution in addition to preparing them as future professionals. MAB students are involved in research to complete their theses within the framework of their curriculum.

Assessment of possibility to develop the undergraduate program into a full 4-year Bachelors program has to be conducted. If realized, this will potentially increase the pool of quality local and international applicants, as well as position ICARE/ATC as a full Bachelors' degree providing education institution.

Establishment of a parallel MAB class will contribute to revenue-generation by ICARE. Additionally, achieving internationally recognized accreditation with a dual diploma for MAB, and partnering with a European or an American university will allow attracting more local and international students, while increased tuition fees will contribute to sustainability of ICARE.

Agribusiness Teaching Center						
Targeted Result (no.)	Task Description	Year of completion	Task Leaders	Internal Deliverables	Target Results	Funding Sources
Goal 1: Provide internationally competitive undergraduate-level agribusiness education						
	Promote external student admissions from abroad.	Ongoing	Development Director	<ul style="list-style-type: none"> - Sending information to embassies - Sending information to universities - Preparation of video materials, CD - Inviting international students for orientation visit - Facilitate engagement of more Erasmus students. - Activating Georgian alumni for funding Georgian students 	<ul style="list-style-type: none"> - 2-6 international students every year 	<ul style="list-style-type: none"> - Erasmus+ (EU), - Georgian Alumni (private donor), - Student Mobility Fellowships (ICARE) - Tuition fees (private)
	Promote external student admissions from other universities in Armenia	Ongoing	Development Director	<ul style="list-style-type: none"> - organize presentations in other universities 	<ul style="list-style-type: none"> - 	<ul style="list-style-type: none"> - Tuition fees (private)
	Facilitate increase in number of fee paying non-	Ongoing	Development Director	<ul style="list-style-type: none"> - Sending information to universities 	<ul style="list-style-type: none"> - 1-2 students every year 	<ul style="list-style-type: none"> - Tuition fees (private)

Annex A: ATC Component to Strategic Plan

	matriculating auditing students.			- Preparation of video materials, CD		
	Implement quality assurance procedures	Ongoing	Academic Director	- Intermediate evaluation conducted - Peer auditing	Student evaluation average grade increase by 10%	- Endowment fund - Tuition fees - Donor funding
	Conducting research to assess industry needs towards agribusiness education curriculum.	Every 5 years	Research and Outreach Director	- Research completed	- Research completed - Elective courses identified	- Endowment fund
	Promote admission from ANAU Agribusiness and Marketing students	Ongoing	Development Director	- announcement of undergraduate Open Door event	- Number of applications increase by 10%	- Endowment fund - Tuition fees
	Assess the possibility of providing a full length undergraduate program		ICARE/ATC Director	- Feasibility study conducted	- Full 4 year undergraduate program established	- Donor-funded - Endowment fund
	Organize student-staff-alumni socializing events and develop annual timetable.	Ongoing	Career Center Director	- Timetable prepared	- Timetable prepared - Events organized	- Donations and fees by alumni, students, staff - Endowment fund
	Development of annual admission timetable	March 10/ 15	Academic Director	- Timetable prepared	- Timetable prepared	- Endowment fund - Tuition fees
	Strengthen undergraduate internship program.	March 10/15 (timetable)	Career Center Director	- Orientation session for employers to promote them to pay to interns - Orientation session for	- Increase in number of paid internships by 20%	- Employers' funding - Endowment fund - Donor funding

Annex A: ATC Component to Strategic Plan

				<ul style="list-style-type: none"> students - Annual internship enrollment timetable - Revise undergraduate Internship Guidelines 		
	Promote international faculty to teach at undergraduate program	Ongoing	Development Director and Academic Director	<ul style="list-style-type: none"> - ATC former faculty/alumni teaching online 	<ul style="list-style-type: none"> - Increase in number of international faculty by 10% 	<ul style="list-style-type: none"> - Donor funding - Participation in expert-funding projects
	Improvement of internal learning environment and increase technological sophistication of educational process	March 1/16	Academic Director	<ul style="list-style-type: none"> - Updating computer lab - Establishment of a library - Train ATC UAB faculty to use Moodle 	<ul style="list-style-type: none"> - Computer lab updated - Library established. - Moodle is used in UAB program. 	<ul style="list-style-type: none"> - Donor funding
	Engage undergraduate students in ICARE research activities	Ongoing (include materials July1/15)	Research and Outreach Director	<ul style="list-style-type: none"> - Include information in Orientation Session materials 	<ul style="list-style-type: none"> - At least 10% of students involved in research 	<ul style="list-style-type: none"> - Fee based services/ Research
Goal 2: Provide internationally competitive graduate level agribusiness education (MAB)						
	Promote external student admissions from other universities in Armenia	Ongoing	Development Director	<ul style="list-style-type: none"> - Conduct presentations in other universities - 	<ul style="list-style-type: none"> - 2-6 international students every year 	<ul style="list-style-type: none"> - Tuition fees (private)
	Promote external student admissions from abroad (Georgia, Iran, India, Europe, etc.)	Ongoing	ICARE/ATC Director and Development Director	<ul style="list-style-type: none"> - Sending information to embassies - Sending information to universities - Preparation of video materials, CD 	<ul style="list-style-type: none"> - 1-2 students every year 	<ul style="list-style-type: none"> - Erasmus+ (EU), - Georgian Alumni (private donor), - Student Mobility Fellowships (ICARE) - Tuition fees (private)

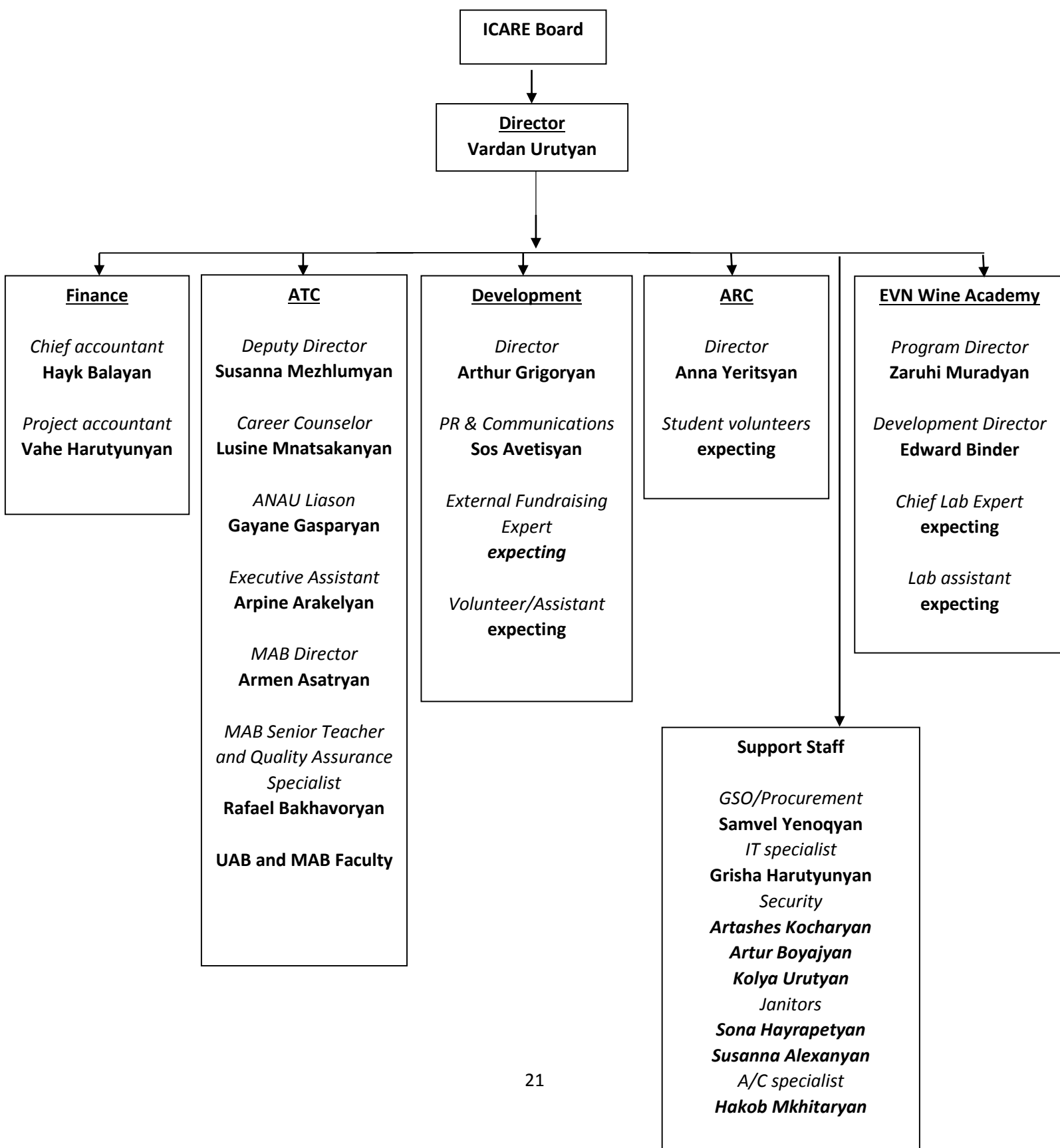
Annex A: ATC Component to Strategic Plan

				- Inviting international students for orientation		
	Implement quality assurance procedures		Academic Director	- Intermediate evaluation conducted - Peer auditing	Student evaluation average grade increase by 10%	- Endowment fund - Tuition fees - Donor funding
	Conducting research to assess industry needs towards agribusiness education curriculum.	Every 5 years	Research and Outreach Director	- Research completed	- Research completed - Elective courses identified	- Endowment fund
	Organize student-staff-alumni socializing events and develop annual timetable.	April 1/15 (timetable)	Career Center Director	- Timetable prepared	- Timetable prepared - Events organized	- Donations and fees by alumni, students, staff - Endowment fund
	Development of annual admission timetable	Feb 10/15	Academic Director	- Timetable is prepared	- Timetable prepared	- Endowment fund - Tuition fees
	Strengthen graduate internship program.	March 10/15 (timetable)	Career Center Director	- Orientation session for employers to encourage them to pay interns - Orientation session for students - Annual internship enrollment timetable - Revise MAB Internship Guidelines	- Increase in number of paid internships by 20%	- Employers' funding - Endowment fund - Donor funding

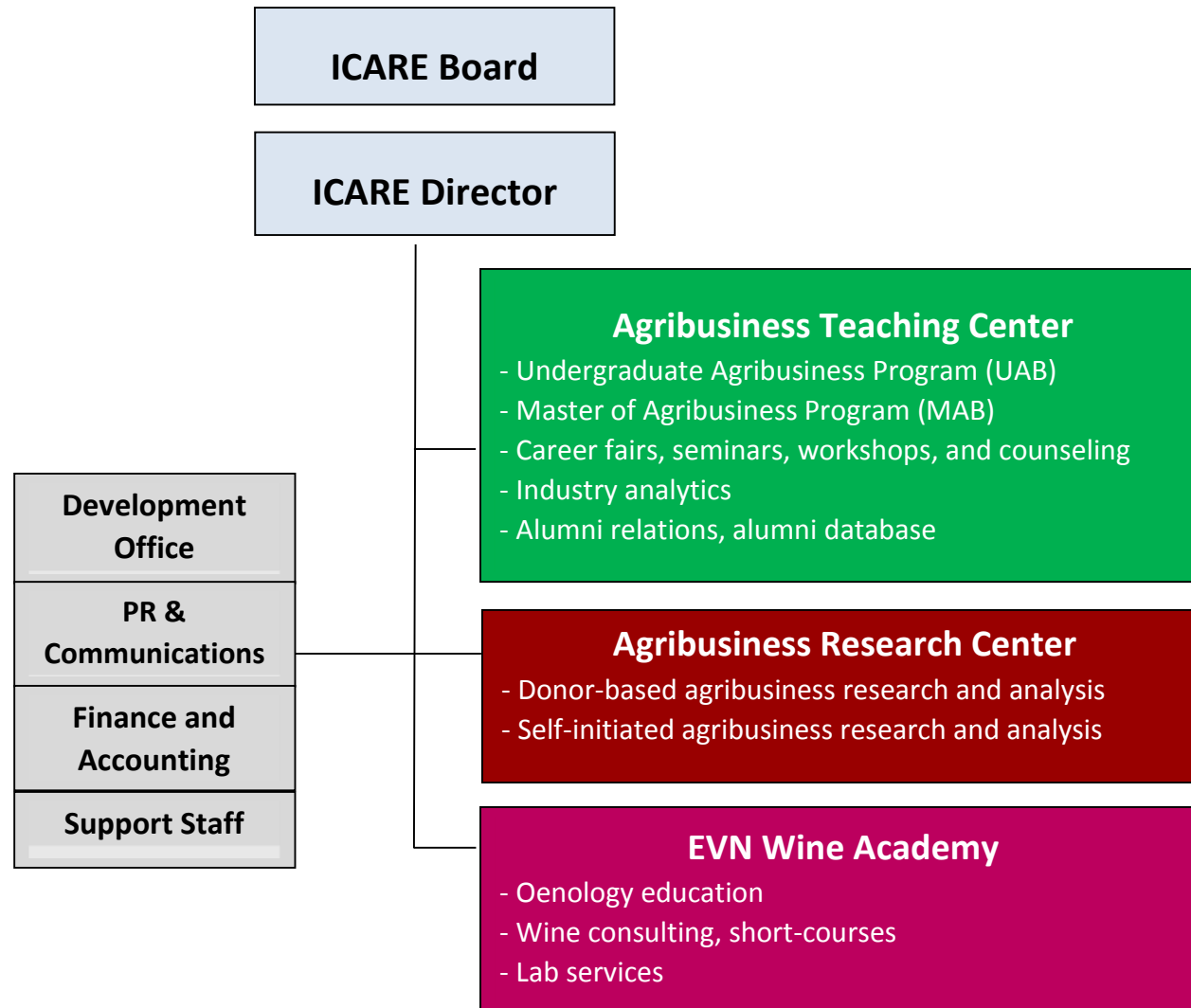
Annex A: ATC Component to Strategic Plan

	Engage international faculty to teach at graduate program.	Ongoing	Development Director and Academic Director		Increase in number of international faculty by 10%	- Donor funding Participation in expert-funding projects
	Assess the possibility to run a parallel class to MAB program		ICARE/ATC Director		One parallel class added	- Tuition fees - Endowment fund
	Engage graduate students in ICARE research activities	Ongoing (include materials July1/15)	Research and Outreach Director	- Include information in Orientation Session materials	- At least 10% of students involved in research	- Fee based services/ Research
Goal 3: Achieve internationally recognized accreditation for some of the ATC academic programs						
	Partner with a European or American university to provide a dual degree for the MAB program.	2020	ICARE/ATC Director	- Providing dual degree	- Dual degree program established	- Endowment fund
	Conduct self-study based on the new European standards and criteria.		Research and Outreach Director	-	-	-
	International accreditation of the MAB program. Submit educational programs for local (ANQA) accreditation now that ANAU has received 4-year accreditation	2020	ICARE/ATC Director	- Accreditation received	- Accreditation received	- Endowment fund

ICARE Functional Org-chart (internal use)



ICARE Programmatic Org-chart (external use)



International Center for Agribusiness Research and Education (ICARE)



Roadmap

For actions of the

Development Office

Yerevan – April, 2015

In its mission to improve implementation efficiency of ICARE activities, as well as contribute to the process of leading the institution towards financial and operational sustainability, the Development Office elaborated a roadmap of actions. In the center of this roadmap is the financial sustainability of the ICARE, considering reducing funding from the existing main donor organization.

The flagship of the ICARE is its education component carried out by the Agribusiness Teaching Center (ATC). Yet, in addition to the undergraduate and graduate programs offered by the ATC, the newly established EVN Wine Academy, which offers a 2-year certificate program in Enology and Wine Business, promises to become an exceptionally successful education program.

Why Agribusiness?

About 1/3 of population in Armenia directly or indirectly is involved in agribusiness and about 1/3 of GDP is formed due to agribusiness. Thus, agribusiness sector is the most impacting in the country. Export orientation of a number of agribusinesses is rapidly increasing.

Agribusiness vs. Farming

Although agribusiness sector covers farming activities as well, the ATC does not teach farming techniques and does not produce agronomists. The ATC prepares young professionals apt in modern marketing, finance, and management, with strong entrepreneurial mindset, communication skills and excellent knowledge of English. The agribusiness education primarily focuses on providing a value-add to agricultural products through processing, packaging, delivery, export, etc. The ATC graduates know how to add the most value to some of the most homogenous agricultural commodities.

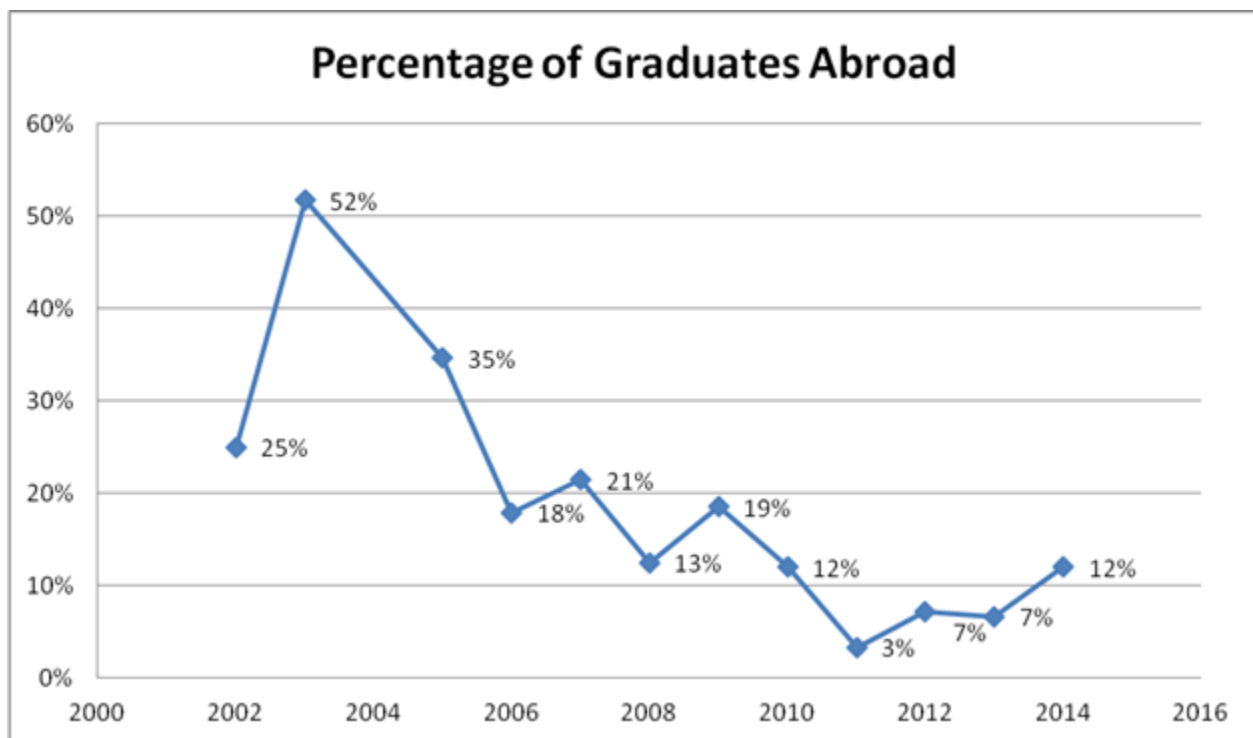
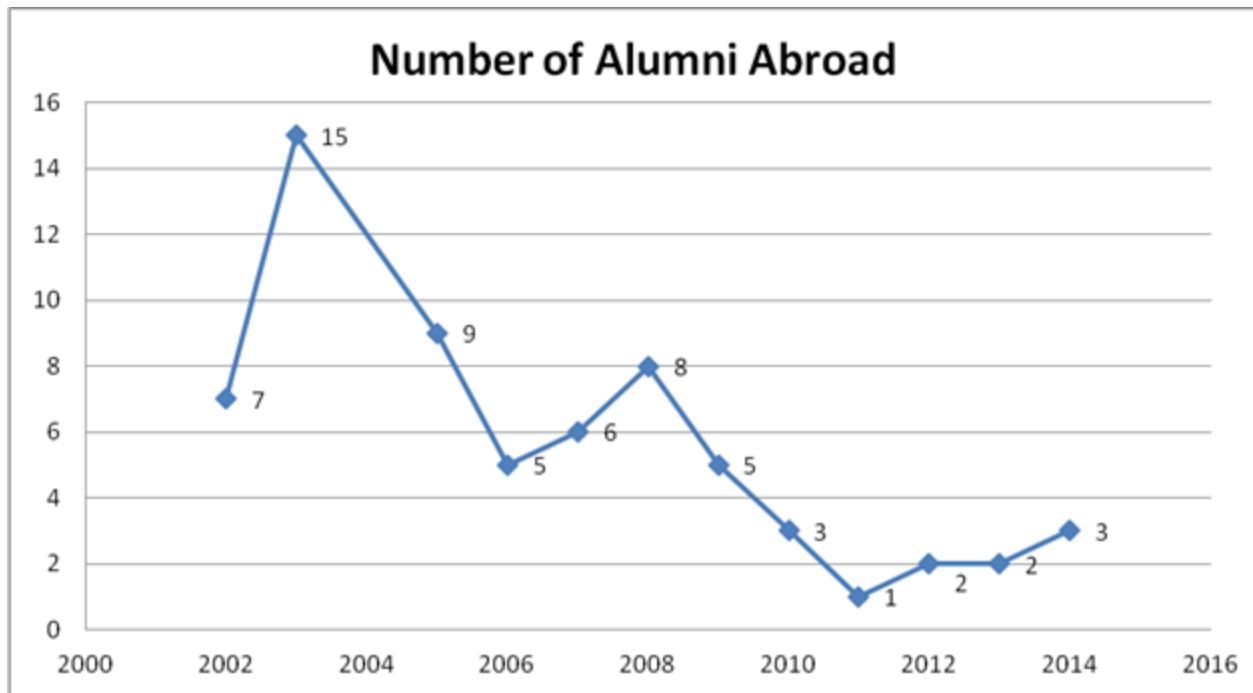
Why Education?

On a country scale, quality education is the single most important investment which is the basis of sophistication of business enterprises and putting them on a pathway towards continuous innovation.

This agribusiness education is a strategic investment in development of Armenia. This investment does NOT depend on variability of tax regime in the country, factors related to unfair competition or possible corruption. Investment in education is a true pledge for future development of Armenia which will provide results regardless of any conditions

Does ATC Contribute to “Brain-Leak” from Armenia?

The graph below shows the current number of ATC graduates living, working or studying abroad per class. Over the first years of operations a number of ATC graduates strived to leave Armenia and find study and work opportunities abroad. Although many of them have been leaving Armenia as getting admitted to universities worldwide, one of the reasons for choosing that opportunity was lack of employment opportunities in Armenia where the ATC graduates will feel rewarded for their education.



Over the last years the situation had changed substantially and only very few graduates from each class leave Armenia, although work and study opportunities are probably easier now. This figures show that the ICARE truly contributes to education of highly qualified professionals whose skills and talents are used within Armenia.

The ICARE and its Agribusiness Teaching Center are of strategic importance for Armenia, because of the reasons listed yet not limited below*:

- *ATC students are currently employed in 263 companies in Armenia and globally.*
- *ATC students completed their on-the-job internships in 227 companies in Armenia and globally.*
- *Over 20% of ATC graduates hold executive positions in leading businesses, public sector, NGOs, and universities in Armenia and globally.*
- *Over 92% immediate job placement of ATC graduates within the first year after graduation.*

*figures provided as of January 2015

Targeting Potential Donors

The two main funding sources now required for ICARE are:

Scholarship funds – under this category in a broader sense are all the funds which will be spent during the fiscal year or remaining which will be transferred to cover the expenditures of the following year.

Endowment Fund – under this category are the funds which will be endowed either in Armenia or the US according to donor preferences following consultations with the donors' financial advisors. Over the past months the ICARE team was searching for the most optimal ways of allocating the potential endowment funds. There are a number of options both in Armenia and the US. Currently, it is also possible to channel those funds to an endowment account via Texas A&M system. However, the Development Office suggests leaving the opportunities for a donor open and whenever a potential endowment funds are on the horizon, consulting the donor and the financial advisors to see the donor preferences.

The Development Office (DO) conducted a brief study on how the endowment funding was built by universities of what DO abstractly categorizes as a “troubled country with big Diaspora”. Cases in universities in Israel and Greece may be applicable to Armenia as well. Both these countries are suffering from donor fatigue. In most of the cases studies, the endowment funding is formed based on a **key donation** of more than 50%. The rest of the endowment fund is built by substantially smaller than key donation yet still large donations. The concept of a “**key donation**” or “**initial key donation**” is considered also applicable to ICARE. Acquiring a key donation strategy assumes concentrating efforts of a **very limited** number of prospective donors who are capable to donate. Intensive cultivation process of these identified prospective donors is necessary. The DO defines this strategy as a **SuccessShot**, while the DO defines the strategy of more massive fundraising campaigns are a **BigNet**.

Is ICARE a Transparent Institution?

Texas A&M, USDA, USAID, the Board> further elaborate on this.

SuccessShot vs BigNet

In SuccessShot strategy it is important to identify specific donors based on their capacity to donate (method for this described later on). Here mostly one-to-one contacts work and here donor gives a donation to a person rather than an institution. In this case the role of engaging the ICARE

Director, Development Director and possibly an external fundraiser is of key importance. The speaking and pitching skills of the above mentioned personnel have to be sharpened. Excellent understanding of ICARE products and the “**donation menu**” has to be agreed on. The DO considers that the SuccessShot strategy for ICARE has to focus on donations above 100.000. Success of the SuccessShot strategy is achieved through key appointments and personal meetings with prospective donors. This method is less cost-intensive as it requires less promotional efforts and is more based on human factor.

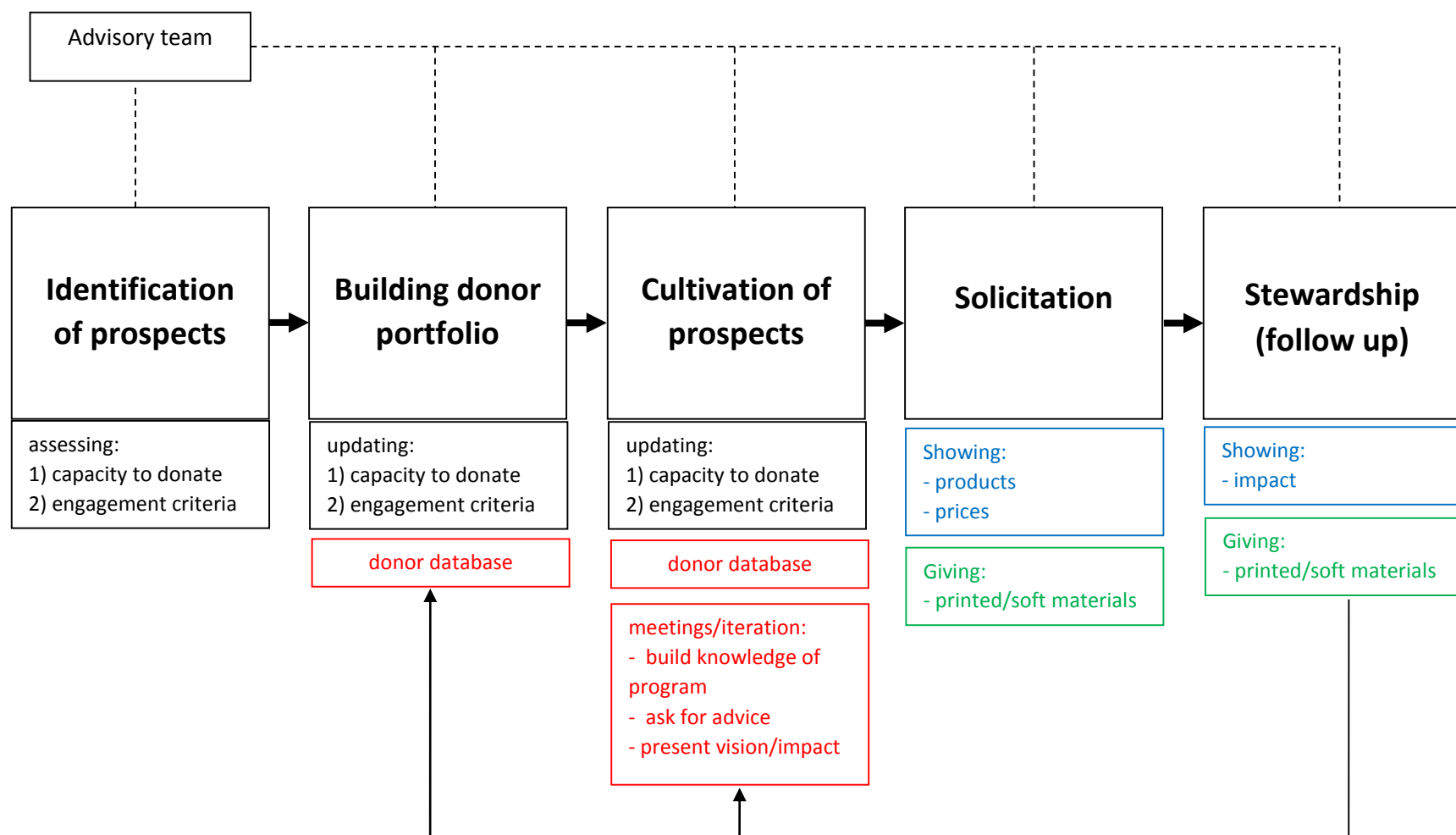
The DO finds that the BigNet strategy is more successful when bigger “noise” about the institution is created. This method is more cost-intensive as requires more promotional efforts, yet it assumes some personal contacting as well in form of appointments, presentations, speeches, etc. At the lowest and most resource-intensive levels of the BigNet strategy are crowdfunding campaigns. The BigNet strategy can more be focused on raising scholarship funds. It is achieved through personal meetings, dinners, alumni donations, website donations, etc. The BigNet strategy can be carried out by all ICARE staff members coordinated by the Development Director. The Development Director can be involved in both SuccessShot and BigNet type of donations, while the ICARE Director and the possible external fundraiser can only be involved in SuccessShot strategy.

Donor Engagement Process

To provide a structure to the process of engaging donors, the DO together with the InnovATE colleagues elaborated a flowchart of steps. The main phases for the fundraising process for either SuccessShot or BigNet strategies are identified as:

1. Identification of Prospects
2. Building Donor Portfolio
3. Cultivation Process
4. Solicitation
5. Stewardship (follow-up)

Annex D: Roadmap for Actions of the Development Office



Identification of Prospects

At this stage prospective donors are identified based on information screened from personal contacts of DO and ICARE staff, faculty and other stakeholders, as well as “desk search” of donors including their media appearances, web search are implemented. Based on this preliminary screening a primary donor database is developed and being continuously updated. At this stage capacity of each prospect to donate will be assessed based on “**donating index**”. The donating index is a derivative of average scores from two parameters: capacity to donate and engagement level.

Building Donor Portfolio

During this stage further information will be collected about specific prospects based on the parameters related to their capacity to donate and engagement levels. This phase describes enrichment of the previous stage and collection of individual “folders” on each prospective donor.

Cultivation Process

This is the most critical phase in the entire donor engagement process. Here the donor database is being further enriched however the main focus is on approaching prospective donors and building their knowledge and trust towards the ICARE and its activities. The main parts of the message sent to the donor needs to contain the following information

- 1) How outstanding our program is. This is achieved through background referrals by someone who knows the prospect and promotional materials.
- 2) How trustworthy and dedicated is the person representing the ICARE. This is achieved through background referrals by someone who knows the prospect as well as through person-to-person talks at networking meetings, dinners, etc.
- 3) How ICARE is linked with personal interests of the prospect. This is achieved by sending background messages related for example to importance of ICARE for Armenia, or anything that can touch that person.

Solicitation

This is a stage of actually delivering the “message of need” to a prospect and presenting him/her the “**menu and pricelist**” (described later on) of all opportunities and their costs offered by ICARE. The format of this meeting may vary depending on situation. If in US, it might be beneficial to have a contact point/alumni/board member participating at the meeting, or they can facilitate a person-to-person meeting between the ICARE contact point and the prospect. Key sentences describing the ICARE product are to be well-understood and handled by the ICARE contact person

Stewardship

Informing the donor how the funds are being spend is a key aspect of accountability and an opportunity for further donations. Sharing with media releases featuring the results and achievements of ICARE due to a particular donation, sharing success stories and sending letters of gratitude.

Contribution Opportunities Provided by ICARE Giving Opportunities 2015 - 2020



International Center for Agribusiness Research and Education



REPORT

On trip to the USA for establishing relationship with potential donors and supporters

Vardan Urutyanyan, PhD
ICARE Director

74, Teryan St., 0009 Yerevan, Armenia
Tel.: (+374 10) 52 28 39, ext. 11
www.icare.am

Yerevan, 2015

Background information

The long-term financial sustainability of ICARE/ATC depends on establishment of an endowment fund: a widely accepted method for educational institutions to assure continued financial support. The InnovATE Armenia project explores the possibilities and legal frameworks for establishing the ICARE endowment fund. The project also explores possibilities for increasing scholarship and other funding. The Armenian Diaspora is viewed as an important potential contributor for ICARE thus, active communication and relationships is needed with the Diaspora members.

During the period of May 8-20, 2015 the ICARE Director visited several cities in the USA to establish new relationships with potential donors and supporters and strengthen the existing ones. The trip was planned in the scope of InnovATE Armenia project *Activity 2: Increase the Capacity of ICARE/ATC to Increase Revenue and Decrease Costs*, in particular in line with sub activity 2.2 *Establish Endowment Fund* and 2.3 *Establish and Expand ATC Alumni Network*.

Goal and objectives of the visit

The main goal of the visit was to strengthen the connection with existing donors and supporters of ICARE in the USA and establish relationship with new donors and supporters.

May 8-11, 2015

Washington DC

Activities and Outcomes

The main activities in Washington D.C. were connected with the National Commemoration of the Armenian Genocide Centennial events. During May 6-10, 2015 thousands gathered in D.C. to commemorate the Centennial of the Armenian Genocide. The majority were representing Diaspora organizations from all over the USA. This was a great opportunity to establish linkages with the Armenian Diaspora people and organization. My attendance for some of the events was possible thanks to the efforts of **Ms. Anahit Gevorgyan**, Program Coordinator at DAI, who was an active member of the organization committee of the Centennial events. With the help of Anahit several valuable contacts were established during these events. In particular, I got introduced to **Mr. Aram Hamparian**, the executive director of the Armenian National Committee of America and his colleagues. Aram is well known among the Diaspora organizations and it was agreed that Aram will provide a reference when needed in the process of establishing connections with relevant people and organizations.



During the events I met with **Ms. Nancy Kricorian**, an American author of the novels *Zabelle* and *Dreams of Bread and Fire*. Nancy is a board member at the Armenian Tree Project and also agreed to act as a point of reference for ICARE. She was impressed learning about the success and

achievements of ICARE. She proposed to introduce me to **Mrs. Carolyn Mugar**, the founder of ATP, a philanthropist and supporter of many initiatives in Armenia, but unfortunately Mrs. Mugar didn't attend the Centennial events.

During the reception I met with **Dr. Bedros Nersessian**, Managing Partner of Provian LLC, formerly a USDA employee, who was a professional in animal health and food safety. Bedros was preparing a mission to Artsakh to support in the development of agricultural cooperatives in Chartar village. He was delighted to know about ICARE and promised to visit us in Yerevan. He was open for possible joint development activities in Armenia and Artsakh.

During the Centennial events I was accompanied by **Dr. Angela Neilan**, InnovATE Armenia Project Director, who was very supportive during my whole stay in D.C.

On May 11, we visited USAID office and met with **Dr. Clara Cohen**. A short overview about the ICARE activities in the scope of InnovATE Armenia project has been presented; the promotional materials and video clip were shared with Clara and her team members. Then I met with **Mr. J. Erin Baize**, Farmer-to-Farmer Program Analyst. The VISTA Plus is implementing the FtF program in Armenia. ICARE regularly hosts FtF experts as a guest lecturer when applicable.

After a meeting at USAID we had another meeting at USDA FAS. **Mrs. Aida Sijercic**, Senior Program Coordinator arranged the meeting. **Mr. Fred Johnston**, Eurasia Coordinator was present as well. During the meeting ICARE promotional materials and the video-clip was shared with the participants. Aida informed that soon she will move to another position in the USDA but will let ICARE know if a potential opportunity for cooperation is available. Aida was very supportive during the whole period of the ICARE-USDA FAS cooperation. We had lunch with **Mr. Michael J. McGirr**, National Program Leader of the USDA NIFA Center for International Programs. I informed Mr. McGirr about ICARE achievements and success stories and he promised to support when potential funding opportunity comes up.

My next meeting was at the Armenian Embassy in the USA, with the Ambassador of Armenia to the USA. This was a very important meeting as the Ambassador, the former prime minister of Armenia, **Mr. Tigran Sargsyan** was aware of ICARE's activities and supported in the establishment of ICARE's Master of Agribusiness Program. A part of the start-up fund of the MAB program has been provided by the Government of Armenia, due to the kind support of Mr. Sargsyan. I informed the Ambassador about ICARE's initiative and need for Endowment Fund. He understood the situation and promised to provide a reference/support letters for ICARE and contacts of Armenian-American businessmen who support various initiatives in Armenia. He suggested staying in touch with the DCM **Mr. Hrach Tashchian** who will be ICARE's contact point at the Embassy.

Before my departure from D.C. I met with **Mr. Artavazd Hakobyan**, who was coordinating the Global Food Safety Program at World Bank, based in D.C. Artavazd previously worked at USDA MAP before moving to the World Bank Yerevan office and then D.C. He is very well aware of

ICARE/ATC activities and achievements. He was open for cooperation and suggested that if ICARE becomes interested in food safety certification schemes, as well as food safety education he will be very helpful and supportive.

May 12-13, 2015

New York

Activities and Outcomes

In New York my targets were the Carnegie Corporation and the Armenian General Benevolent Union (AGBU). I met with Vice President of Carnegie Corporation **Mrs. Deana Arsenian**. She visited ICARE a few years ago and is well aware of the ICARE's activities. She learnt about our idea of endowment fund and agreed to provide names and contacts and introduce me to potential supporters. After our meeting Deana introduced me to the President of Carnegie Corporation, **Mr. Vartan Gregorian** and we had a short visit. It was a great honor and pleasure to talk to this man who is a living legend. He is a holder of Ellis Island Medal of Honor, the American Academy of the Institute of Arts and Letters' Gold Medal for Service to the Arts. In 1998, President Clinton awarded him the National Humanities Medal. In 2004, President George W. Bush awarded him the Medal of Freedom, the nation's highest civil award. He was the 16th president of the Brown University.

My next meeting in New York was at the Armenian General Benevolent Union (AGBU). I met with **Mrs. Karen Papazian**, Director of Development and Outreach and **Mrs. Anita Anserian**, Director, Central Board Programs and Administration. I briefly presented the ICARE activities, shared the video and promotional materials and explained the idea of establishing an endowment fund and general fundraising initiatives. They were very impressed about ICARE's achievements and promised to visit ICARE during their next trip to Armenia. Karen Papazian made an e-mail introduction with **Mr. Vasken Yacoubian**, AGBU Armenia Coordinator, who expressed willingness to visit ICARE and to learn more about our activities. We are currently working on arranging the visit of Vasken Yacoubian to ICARE.



May 14-16, 2015

Boston

Activities and Outcomes

In Boston I was hosted by **Judy Saryan** and **Victor Zarougian**. This couple supports ICARE and the solar panel system the ICARE has is due to their generous support. Judy and Victor have been at ICARE several times and they are supportive to ICARE's new initiatives, especially the EVN Wine Academy. Judy Saryan also attended the Centennial Events and during the events she introduced me to several potential supporters. One of them was **Mr. Garo Armen**, the founder and chairman of the Children of Armenia Fund (COAF). COAF was established in 2000 and is dedicated to the positive development of the children and youth of Armenia. Since its inception, COAF has raised \$17 million on projects. There is one ATC alumni working at COAF. Garo Armen knew about ATC and expressed his willingness to visit ICARE and learn more about our activities. He was especially eager to learn more about our solar system.

In Boston Victor and Judy arranged several meetings for me. I met with **Jack and Eva Medzorian**. Jack (President – JM Associates) and Eva (Founding President – Armenian International Women's Association) were helping Armenia for ages by sending medical equipment, medicine, computers, etc. Currently they work with the Fund for Armenian Relief (FAR) and target remote villages near Azerbaijan border. Jack, learning about the student wine lab of ICARE/EVN expressed willingness to source and send chemistry lab tools and equipment for the student wine lab. Such equipments are very expensive and this will be a very valuable support.

I met with **Mr. Vahan Sarkisian**, an owner of Construction Company from Milford, MA. Johanna Cricenty, the program coordinator of InnovATE introduced me to Vahan. Vahan took me to the office of the Armenian Tree Project in Boston where we met the newly appointed Executive Director **Mrs. Jeanmarie Papelian** and deputy director **Mr. Jason Sohigian**. The meeting was interesting and informative. Jeanmarie will visit Armenia soon and promised to visit ICARE. She



also promised to introduce ICARE to **Mr. Khoren Avedissian** who founded a school which is the first certified "green" building in Armenia. The Khoren and Shooshanig Avedisian School and Community Center in Yerevan's Malatia-Sebastia district is the first international LEED (Leadership in Energy and Environmental Design) certified building in Armenia. Mr. Avedisian is planning to establish greenhouses on the roofs of the school and

grow vegetables for the school children. Soon he will visit Armenia and a meeting at ICARE will be arranged by Jeanmarie Papelian.



In Boston I met with **Ms. Arlette Yegumians** and **Ms. Karina Demurchyan** at the Armenian Business Network, based in Boston. Arlette is the executive director of ABN and very well connected with Armenian-American business people in Boston area. She provided wonderful insights on how to organize fundraising campaign, how to approach to these business people, etc. She suggested organizing a small event/reception in the fall, by invitation only, and inviting 10-12 people who might be interested in supporting ICARE initiatives. It was agreed to work on that idea and try to organize that event in the fall.

In Boston I met also with former USDA and ICARE employees **Mr. Levon Gyulkhasyan** and **Ms. Tatevik Zohrabyan**. Levon is a freelance consultant now (formerly - Agricultural Specialist, USDA CADI Program in Armenia) based in Watertown and Tatevik is a graduate student at MIT (formerly – ATC graduate, ICARE researcher and instructor). They also expressed a willingness to act as ICARE’s ambassadors and introduce ICARE/ATC and its achievements to potential donors and supporters.

May 17-19, 2015
Orlando, Florida

Activities and Outcomes

In Orlando I was hosted by **Dr. Hayk Kachatryan**. Hayk is a graduate of ATC and currently is an Assistant Professor at the University of Florida. In Orlando the plan was to make a presentation at the St. Haroutian Armenian Church for local Armenians and visit the university. I did the presentation on May 17th right after the church service. About 30 people attended. I presented the ICARE activities, the success stories, achievements and cooperation opportunities. I also showed

Announcements

Celebrant: This morning **Rev. Fr. Mampre Kouzouian**, from Boston Massachusetts will be the celebrant and preacher.

Following the service Fr. Mampre will be giving program on Feast of the Ascension of Our Lord Jesus Christ

After the program by Fr. Mampre there will a Presentation given by Dr. Vardan Urutyan, Director The International Center for Agribusiness Research and Education (ICARE).

There will be lunch available in the Khatchadourian-Tchobanian Cultural Hall sponsored by Hayk and Armina Khachatryan and Family.

Sunday School: Sunday School class is being held today. .

the video which was received very well. The member of Church Parish Council, **Mrs. Lusine Harvey** was very supportive. She gave valuable insights on how to work with local Armenians in the context of fundraising. It was agreed that Hayk will stay in touch with Mrs. Harvey

and present ICARE to potential donors and supporters. At the moment only 2 families might be interested in supporting ICARE. They live outside Orlando and when they visit church Hayk will meet them and present our activities.

I visited also the University of Florida, the InnovATE project partner. At the university I had a short visit with **Mrs. Sandra Russo**, International Center Director and InnovATE Project representative at the University of Florida.

At the university Hayk introduced me to **Dr. Spiro Stefanou**, Chair of the Food and Resource Economics Department. We explored ways and approaches for academic and scientific cooperation between ICARE and the Food and Resource Economics Department.

Acknowledgements

My trip wouldn't be possible without the support of USAID and InnovATE Project. My deep gratitude goes to the USAID and InnovATE project. I am very thankful to Anahit Gevorgyan, Angela Neilan, Judy Saryan and Hayk Khachatryan who provided a kind support and encouragement during my whole stay in the USA.

Annex F: ATC Alumni in the United States

	Full Name	Gender	Address	Country	Email	Home phone	Mobile phone	Other
	2002							
1	Anahit Sargsyan	0		USA	sarganahit@yahoo.com			
2	Armen Gasparyan	1	Firmament ave,	USA	armenhay@yahoo.com		8184421419	Belava LLC, pos. inventory control manager
3	Natali Nazaryan	0		USA	nnazaryan@gmail.com			
4	Stella Khocharyan	0		USA	skocharyan@gmail.com			
5	Vahan Papayan	1		USA	Vpapayan@yahoo.com			
	2003							
6	Alexan Shanoyan	1		USA	ashanoyan@gmail.com			
7	Anush Khojoyan	0		USA	anushikhh@yahoo.com , anush.khojoyan@gmail.com			
8	Armen Tsaturyan	1		USA	armen20ts@neotamu.edu , armentsaturyan@yahoo.com			
9	Armenak Markosyan	1		USA	armenak001@yahoo.com			
10	Hayk Khachatryan	1		USA	hayk@ufl.edu		5093395339	
11	Karen Gabrielyan	1		USA				
12	Tatevik Zohrabyan	0		USA	tzohrabyan@yahoo.com			
13	Vardan Mkrtchyan	1		USA	vardan7@yahoo.com		5129394480	
	2005							
14	Gayane Matevosyan	0		USA	matevosyang@gmail.com			
15	Gnel Gabrielyan	1	Hulbert Hall 323	USA	gnel4@rambler.ru	5097157015	5097157015	
16	Lusine Ghazaryan	0		USA	ghlousine@yahoo.com			
17	Sofya Babayan	0		USA				
18	Vardan Vardanyan	1		USA	vardanv@gmail.com , vardan.vardanyan@yahoo.com			
	2006							
19	Hayk Ghazaryan	1		USA	ghazhayk2001@yahoo.com			
20	Sona Hayrapetyan	0		USA	sonahayrapetyan@yahoo.com			
	2007							
21	Olga Kudoyan	0		USA	o_kudoyan@yahoo.com , violetik2004@yahoo.com			
22	Aleksandre Maisashvili	1		USA	aleksandre_m@yahoo.com			
	2008							
23	Armine Harutyunyan	0	352 Milford street, # c, Glendale, CA, 91203	USA	arminatc@yahoo.com	818-396-0239	818-660-8531	
24	Syuzanna Vanetsyan	0		USA	suzy8787@mail.ru			
	2010							
25	Tatevik Avetisyan	0		USA	tatevav@gmail.com , tates90@mail.ru			
	2013							
26	Armen Ghazaryan	1		USA	melarmmel@gmail.com			

ICARE FOUNDATION INTERNAL DISCIPLINARY RULES

1. GENERAL PROVISIONS

1.1 Goal and core concepts

- 1.1.1 The Internal Disciplinary Rules (hereafter referred to as Rules) of the International Center for Agribusiness Research and Education Foundation (Hereafter referred to as Foundation) have been approved by the Board of Trustees of the Foundation and completely meets the current RA legislation and the Bylaws of the Foundation.
- 1.1.2 These Rules can be changed and/or amended in case of change in the legislation or in the strategy of the Foundation, upon the decision of the Board of Trustees of the Foundation.
- 1.1.3 The rules are aimed to clarify the employment and conduct rules as well as the work ethics of the Foundation.
- 1.1.4 The Rules are mandatory for all employees of the Foundation, and the Director of the Foundation is directly responsible for the implementation of the Rules.

2. EMPLOYMENT RULES:

- 2.1 Procedure for employee selection
- 2.2 Hiring friends and colleagues of employees
- 2.3 Description and work duties
- 2.4 Violations of employment discipline and disciplinary penalties
- 2.5 Termination of employment contract on employee's initiative
- 2.6 Warning
- 2.7 Reprimand
- 2.8 Personal cases
- 2.9 Change in employment contract
- 2.10 Termination of employment contract on Foundation's initiative
- 2.11 Appeal
- 2.12 Working hours
- 2.13 Business trips
- 2.14 Calculation of working time
- 2.15 Payments and taxes
- 2.16 Salary and its increase
- 2.17 Monetary awards
- 2.18 Professional development
- 2.19 Attendance
- 2.20 Holidays and remembrance days
- 2.21 Annual leave
- 2.22 Procedure for providing annual leaves
- 2.23 Pregnancy and maternity leave
- 2.24 Leave provided for care of children under the age of 3
- 2.25 Missing work due to health problems
- 2.26 Missing work due to death of a relative
- 2.27 Disability due to professional disease or occupational injury

Annex G: ICARE Internal Policies and Operating Procedures

2.28 Unpaid leave

3. CODE OF CONDUCT AND WORK ETHICS

3.1 Work Ethics Policy

3.2 Confidentiality

3.3 Policy against discrimination and harassment at workplace

3.4 Restriction on use of drugs, psychotropic and other substances and alcoholic beverages

3.5 The right for ownership of the results of work

3.6 Use of electronic communication means and other services

3.7 Foundation's office equipment and devices

3.8 Dress code

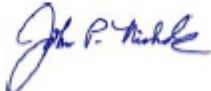
3.9 Loss of theft of property

3.10 Code of Conduct

**APPROVED BY DECISION OF January 30, 2015 Minutes # 24 OF THE
BOARD OF TRUSTEES OF THE "INTERNATIONAL CENTER FOR AGRIBUSINESS
RESEARCH AND EDUCATION" FOUNDATION**

CHAIRMAN OF THE BOARD OF TRUSTEES:

JOHN NICHOLS

A handwritten signature in blue ink, appearing to read "John P. Nichols", is written below the printed name.

CONFLICT OF INTEREST POLICY

OF THE

**"INTERNATIONAL CENTER FOR AGRIBUSINESS RESEARCH
AND EDUCATION" FOUNDATION**

ICARE Conflict of Interest Policy

Implementation Date _____

Purpose - Elimination or careful management of disclosed potential conflicts of interest provides assurance to USAID that possible personal gain has not influenced the selection of a subaward under the USAID financed agreement. In addition, a conflict of interest policy can protect the organization from entering into an agreement that benefits the private interests of one of its directors, employees, or other representatives.

Definitions Pertaining to Personal Conflict of Interest (PCOI)

A *personal conflict of interest (PCOI)* is a situation in which an officer, employee, or representative of the Host Country has a financial interest, personal activity, or relationship that could impair the employee's ability to act impartially when performing under the award. In essence, a conflict of interest may occur when an individual's private interests influence his or her professional obligations such that an independent observer might reasonably question whether the individual's actions or decisions are determined by considerations of personal gain, financial or otherwise. A personal conflict of interest is assessed based on the factual context of the situation; it is not based on any implied judgment about the character or intent of the individual.

Immediate Family is defined as the spouse, parents, siblings, or children of the director, employee, or representative of the recipient.

**Subaward* means an award of financial assistance in the form of money, or property in lieu of money, made under an award by a recipient to an eligible subrecipient or by a subrecipient to a lower tier subrecipient. The term includes financial assistance when provided by any legal instrument, even if the agreement is called a contract, but does not include the procurement of goods and services.

**Subrecipient* means the legal entity to which a subaward is made and which is accountable to the Host Country for the use of the funds provided.

*Definitions from 22 CFR (Code of Federal Regulations) Part 226 – Administration of Assistance Awards to U.S. Non-Governmental Organizations Subpart A General 226.2 Definitions

Policy—As conflicts of interest can potentially lead to such negative outcomes as employee personal gain, erosion of public confidence, and a damaged reputation with donors, the International Center for Agribusiness Research and Education (ICARE) has developed this conflict of interest policy to protect the organization's interests.

Employees, officers, or other representatives of ICARE shall not use their position with ICARE for personal gain or presenting the appearance of a personal conflict of interest.

An employee, officer, or representative of ICARE, or any member of his or her immediate family cannot receive a subaward or have a financial or other interest in the entity selected for the subaward without disclosing the conflict and following ICARE's written policies for mitigating such conflict (see below).

Officers, employees, and representatives of the recipient must neither solicit nor accept gratuities, favors, or anything of monetary value from subrecipients or prospective subrecipients.

Disclosure – In connection with any actual or possible conflict of interest, all officers, employees, and representatives of ICARE must disclose the existence of any conflicts of interest and be given the opportunity to

disclose all material facts. In an effort to aid such disclosure, each officer, employee, and representative of ICARE shall complete a conflict of interest questionnaire on an annual basis. Copies of completed questionnaires should remain on file for audit purposes in a secured location determined by the Board.

Mitigation of Conflicts – The ICARE Board of Directors will review conflict of interest questionnaires for potential conflicts. Should a potential conflict be identified, the Board shall call the member, employee, or representative forward, and the person will be provided an opportunity to present material facts and disclosures. The member, employee, or representative will then leave the Board meeting to allow the Board to decide whether or not a conflict exists.

If the Board has reason to believe that an individual has failed to disclose actual or potential conflicts of interest, it will inform the member, employee, or representative of ICARE and allow him or her to explain the alleged failure to disclose. If the Board still has reason to believe a conflict of interest exists after the alleged conflict is explained, it will take corrective action.

In the case of a transaction or agreement in which a potential conflict exists, the Board will exercise due diligence and determine whether ICARE can obtain with reasonable effort a more advantageous transaction or arrangement from a person or entity that would not produce a conflict of interest. If an alternate transaction or arrangement is not possible, the Board will take a vote to decide if the transaction or agreement is in the best interest of ICARE, for its own benefit, and fair and reasonable.

Conflict of Interest Questionnaire

The following questionnaire must be completed annually by all officers, employees, and representatives of ICARE. Answers to this questionnaire should relate to relationships that occurred from January 1, 2015, to December 31, 2015. Once you have completed this questionnaire, please sign and date in the space provided and return it to:

Contact Name _____

Contact Address _____

Contact Email _____

1. Are you an officer of an organization that conducts business or has a relationship with ICARE?
Yes _____ No _____

2. If yes, please define. _____

3. Do you have a family relationship with anyone who has a noted relationship with ICARE? Family connections include an individual's spouse, parent, child, grandparent, grandchild, great-grandchild, and sibling. The spouses of any children, grandchildren, great-grandchildren, and siblings are considered family relationships as well.
Yes _____ No _____

If yes, please define. _____

4. Have you participated, directly or indirectly, in any employment agreement, compensation relationship, or any other arrangement/investment opportunity with a third-party vendor doing business with ICARE that has resulted or could result in personal benefit to you?
Yes _____ No _____

If yes, please define. _____

5. Have you received, directly or indirectly, any salary payments, loans, or gifts of any kind or any free service, discounts, or other fees from any person/organization engaged in any transaction with ICARE?
Yes _____ No _____

If yes, please define. _____

6. Do you share ownership of a business that does business with ICARE? Ownership means voting power in a corporation, profits interest in a partnership, or beneficial interest in a trust.
Yes _____ No _____

If yes, please define. _____

Signature _____ Date _____

Print Name _____

Research and other projects conducted by ICARE in 2015(AMD)

	Received	Spent	Remaining	Notes
Agricultural Insurance in Armenia and Georgia	18,500 Euros	10,230,500	0	Data collection for the Country Risk Profile
Swiss Development Cooperation Office in Armenia	12,720,000	7,570,000	5,150,000	Identified prospective industries for investment, conducted financial calculations on payback period and profitability, and sent investment guide for design and printing.

Research and other projects conducted by ICARE in 2014 (AMD)

	Received	Spent	Remaining	Notes
Swiss Development Cooperation Office in Armenia	10,997,994	10,997,994	0	Invited international expert/lawyer to work on the new law on Agricultural cooperatives. Conducted public hearings, workshops.
UNDP Armenia	4,109,600	4,109,600	0	Training on climate change and mitigation activities for rural communities in Tavush and Vayots Dzor. Hired experts to conduct the training session. Organized coffee breaks, prepared training packages, etc.
SBFIC Germany	8,997,825	8,997,825	0	One expert working on financial literacy. SBFIC is our partner and ICARE supported their expert keeping her on ICARE's payroll for a year.
CISTRADE Project - EU	15,787,734	11,406,095	4,381,639	Researchers' salaries and travel to conferences. Before InnovATE, Anna's salary was paid from this project. Now there are other contracted researchers doing the work. ICARE's contribution is 50% (in kind or cash).
CARD	3,920,000	0	3,920,000	Grant for video clips, will be fully spent by May 2015. Outsourced to professional video clip producers.

Annex I: ICARE Research Projects Annual Summary

	Received	Spent	Remaining	Notes
GIZ	5,386,000	0	5,386,000	Down payment for Wine Academy - supporting project manager's salary (Zara Muradyan), local lecturers, classes, books, etc. No overhead allowed by GIZ. Fully budgeted for Wine Academy. Started in January 2015.
GIZ	6,643,000	6,643,000	0	Wine Baseline study. Surveys, interviews, trips to wineries. 2 experts were hired. Wine Academy.
GIZ	6,712,320	0	6,712,320	Down payment for Wine Lab - in process. All equipment money. ICARE should come up with cost-share money for lab renovation and furnishing.
Embassy of France	876,289	0	876,289	Support Embassy during one mission in April 2015. Students will work in the field with their experts and get paid.
Individual donations	458,913	0	458,913	Donate to ICARE - online platform

Research and other projects conducted by ICARE in 2013 (AMD)

	Received	Spent	Remaining	Notes
CARD	6,754,000	6,754,000	0	Baseline study for the Farm and Vet Center of CARD in Sarnakunk village. Students and faculty were involved as researchers.
Pragma Corporation, EDMC project (USAID project - stopped in 2014)	6,408,000	6,408,000	0	Training for loan officers on agro technological topics. Hired several trainers on agro topics.
SBFIC Germany	8,872,000	8,872,000	0	Trained 1000 farmers on financial literacy.
FAO	14,143,000	14,143,000	0	Value chain studies, MIS development, software development. Experts and software company outsourced.



International Center for Agribusiness Research and Education (ICARE)
Foundation



REPORT

Trip to the Wageningen University for the joined

AIAEE and ESEE conference

Anna Yeritsyan

ICARE Research Director
74, Teryan St., 0009 Yerevan, Armenia
Tel.: (+374 10) 52 28 39, ext. 11
www.icare.am

Yerevan, 2015

Background information:

The goals of the InnovATE/Armenia project are: increase the capacity of ICARE in its activities related to institutional advancement including development of the research and outreach division, empower ICARE to become a full partner in international research and development projects, assist ICARE in bringing the most innovative research and training for development of agriculture in Armenia, and engage local and international stakeholders interested in sustained development of agribusiness in Armenia.

One of the main goals of the Innovate-Armenia project is strengthening research and outreach division and building its capacity to establish long-term partnerships and conduct collaborative research. In April-May 2015 ICARE Research Director Anna Yeritsyan attended the 31st Association for International Agricultural and Extension Education (AIAEE) conference and the 22^d European Seminar on Extension and Education (ESEE) that were jointly held in Wageningen University in the Netherlands. The topic of the conference was “Competence and Excellence in Extension and Education”.

Goal and objectives of the visit:

Build the capacity of the research office in agricultural research and extension field, as well as getting to learn international experience in this field and establishing connections with researchers from around the globe.

Monday, April 27**Activities**

- Meeting Virginia Tech team
- Visiting open air museum in Arnhem

Outcomes

Visiting open air museum in Arnhem provided some insights on the development of the Netherlands from rural country towards industrial economy. The history and the economy of the country were presented starting from 17th century up to the early 21st century. The exhibition was a bright example of how agricultural and rural tourism combined with little history (and Armenia has a lot of history) can be turned into a profitable business.

It was also very interesting to find out that just as in Armenia there are certain professional vacancies in the Netherlands that are very hard to fill, and just as in Armenia those are the specialties taught in craftsmanship schools.

Later in the afternoon during the meeting with Virginia Tech and Innovate team the networking strategies were deliberated and conference agenda was discussed. Virginia Tech team was represented by Dr. Tom Hammett, Dr. Emily Van Houweling; Dr. Pavli Mykerezzi; and Dr. Kurt Richter.

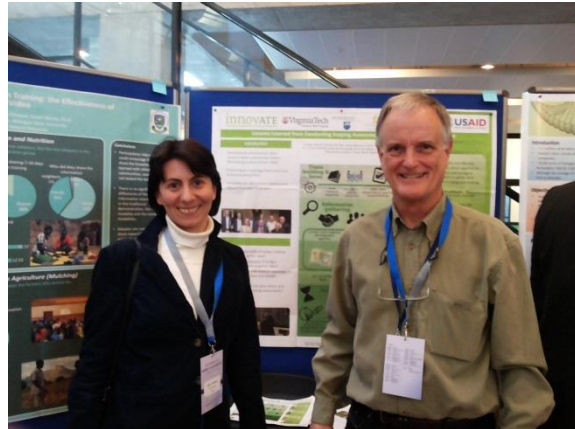
Tuesday, April 28

Activities

- Registering for the conference
- Attending the poster session at the Wageningen University

Outcomes

Conference was taking place in the Forum Building of the Wageningen University campus. It hosted more than 200 researchers from leading Universities and Research and Extension Centers from USA, Europe, Asia, Africa, Latin America and even Australia. During the poster session the contact was established with researchers from Malawi, Iran and the USA. Meeting Glenn Shinn and his wife, as well as Gary Briers from Texas A&M University was a big surprise – Dr. Shinn and Dr. Briers spent several years in Armenia and worked on USDA Marketing Assistance Program and had active participation in ICARE establishment.



Wednesday, April 29

Activities

- Attending conference sessions
- Networking during breaks and lunch

Outcomes

During the second day of the conference main topics of conference sessions visited were devoted to effective agricultural extension practices, including assessment of potential for online based teaching in agricultural extension, as well as empowering through agricultural extension and training. Particularly the session held by Naser Zamani- Miandashti devoted to use of mobile apps for entrepreneurial knowledge and information sharing agricultural students and entrepreneurs can be applied to the Armenian case. During the lunch break a connection was established with FAO

team who presented their new project - FAO's research and extension branch that is focused on providing technical assistance to rural extension services. The project can be interesting for the Armenian situation, because it creates enabling environment for family farming.



Thursday, April 30

Activities

- Attending conference sessions
- Networking during breaks and lunch

Outcomes

Useful contacts were established with Roger Hanagriff and Robert Strong from Texas A&M University, who are involved in wine marketing and branding analysis and were very interested in collaboration if the opportunity develops. Interesting discussion was held with Virginia Tech team around supporting TVET in Lesser Developed countries (on an example of Uzbekistan).

Friday, May 1

Activities

- Visiting tulip farm
- Trip to Keukenhoff gardens

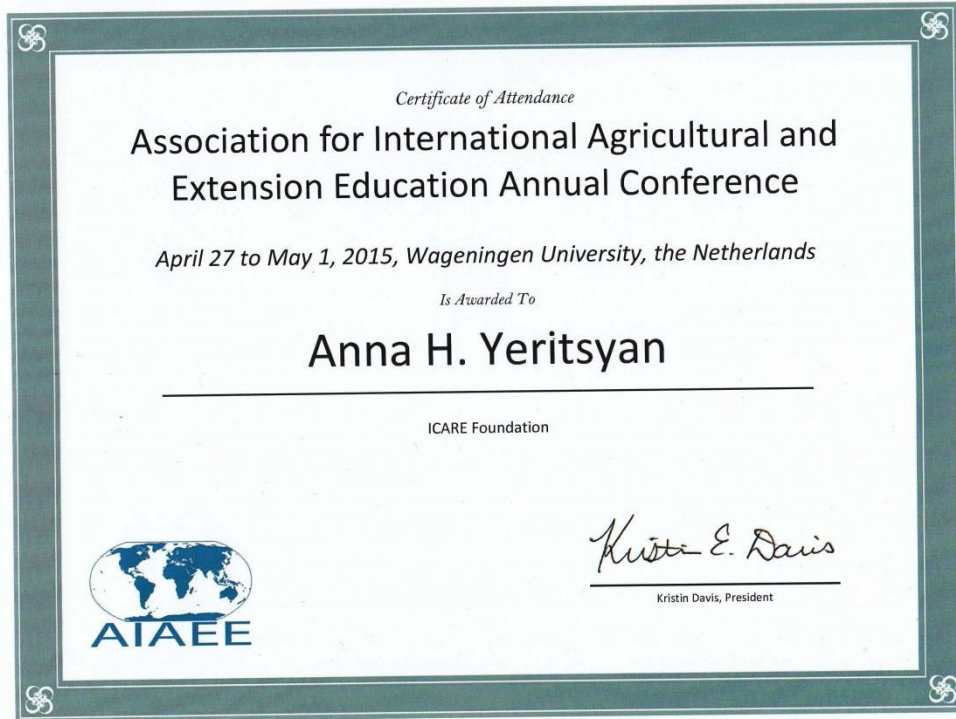
Outcomes

Visiting half hectare tulip farms at Hillegom, where you could walk and collect your own bouquet of flowers was a great cultural experience. The flower farm was managed by the successful farmer, who supplies flowers to different shops across the country. Not surprisingly, there were special events that attract a lot of tourists and boost the business, such as the flower decorated car parade. The practice of creating an event or a tradition around the main business in the area has been adopted by village Areni in Armenia where every year they host Areni wine festival.

After the farm visit, there was a lovely trip to the flower park Keukenhoff –the biggest attraction of the season in the Netherlands.

Spacious 32 hectares of flowers, surprising inspirational gardens, and pavilions with exotic flowers are presented to public from early April to late May. The highlight of this year was the flower bulb mosaic of a 'self-portrait' of Vincent van Gogh made up of thousands of tulips.







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
<http://www.oired.vt.edu/innovate/>

Trip Report: Fresno, CA

Dates: May 27-28, 2015

Traveler: Angela M. Neilan

Institution(s): Virginia Tech OIRED

Purpose: Connect with California State University, Fresno faculty and meet with newly appointed Honorary Armenian Consul and consular officers located in this city

Sites Visited: Cal State Fresno and downtown Fresno Consular offices

Description of Activities: While visiting relatives on my own budget, I met with faculty in the Agricultural Business Department of the Commerce School to discuss possible assistance with the fund raising needed to help ICARE/ATC become financially independent. These folks had sponsored projects, research and student/faculty exchanges over a 10 year period with USDA MAP funding from 1993-2003, prior to TAMU sponsorship of ATC. Cal State Fresno is the only primarily agricultural university which is not a land grant. They provide research and assistance to the many major growers in the Fresno Valley.

Also met with the Department Head to discuss dual degree for ATC. Both Dr. Bill Erysian and Dr. Barlow der Murgdechian hosted me and agreed to assist Vardan when he comes to the West Coast to do private sector and foundation fund raising among the Armenian Diaspora in Southern and Central California. There are many Armenian food based businesses in the Fresno Valley who might provide research opportunities, internships and scholarships for ATC students. They may also be willing to contribute to the ICARE Endowment fund.

This Fresno community raised \$800,000 in a very short time to erect a memorial to the Armenian Genocide on the main lawn of their campus. It is a replica of the original located in Yerevan. The eternal flame and the cascading water draw attention to the memorial and imported Armenian tuff benches give students a chance to sit and contemplate.

Department Head Dr. Annett-Levi agreed to consider the possibility of working with InnovATE Armenia project to offer dual degree for ATC students.

After a day of meetings at the University, I was able to stay over and visit with the new Armenian Consul. His office is located in Fulton Mall, the very first urban walking mall ever built in the USA. I met with the new Consul, Dr. Berj Apkarian and his consular staff Ms. Lusine Davtyan-Tanossian. Dr. Bill

Erysian and Dr. Apkarian have worked together on many projects and we reviewed the ATC promo video and new promo glossies in a very nice folder package designed by the new ATC Development Office. Dr. Apkarian promised to assist Vardan (Dr. Urutyan, Director of ICARE Foundation and Department Head of ATC, which is part of the Agrarian National University of Armenia). This new Consular office could be very helpful in raising funds in the Fresno Valley during Vardan's visit next fall.

Suggestions and Recommendations: Follow up with these faculty, department head and consul for contact info on potential Diaspora funding sources. Also involve the Consul in ANAU and ATC anniversary celebrations in October, 2015. Dr. Apkarian is taking a group of community health professionals to Yerevan from October 1-12 and has offered to give a guest lecture at ATC related to healthy life styles and the economics of negative health behaviors such as smoking.

List of Contacts Made:

Name	Title/Organization	Contact Info
Dr. William Erysian	Faculty of Agricultural Business in School of Commerce, University of California Fresno	307 Peters Building bille@csufresno.edu 559-278-5115 5241 N Maple Ave, Fresno, CA 93740 www.fresnostate.edu
Dr. Barlow der Murgdechian,	Director of Armenian Studies Program (established 1977), UC Fresno	Peters Building 5241 N Maple Ave, Fresno, CA 93740 barlowd@csufresno.edu 559-278-2669 www.fresnostate.edu/artshum/armenianstudies/
Dr. Burj Apkarian and Ms. Lusine Davtyan-Tanossian	Honorary Armenian Consul and staff	1060 Fulton Mall, suite 802, Fresno, CA 93721 www.facebook.com/TheHonoraryConsulateofArmeniaInFresno http://www.armenianchurchwd.com/news/berj-apkarian-named-honorary-consul-of-the-republic-of-armenia-in-fresno/ Fresno@armeniaconsulatela.org

Videoconference training on Systems Thinking Approaches for Change Management Projects**List of Participants**

N	Name	Position	Organization
1	Karine Simonyan	TIA Project Manager	GIZ GmbH EU Targeted Initiative for Armenia
2	Aram Babayan	Program Expert on Foreign Trade promotion	GIZ GmbH Private Sector Development in South Caucasus
3	Susanna Mezhlumyan	Deputy Director Academics	ICARE Foundation
4	Anna Yeritsyan	Research Director	ICARE Foundation
5	Arthur Grigoryan	Development Director	ICARE Foundation
6	Sos Avetisyan	PR & Communications Specialist	ICARE Foundation
7	Lusine Mnatsakanyan	CDCC Director	ICARE Foundation
8	Siranush Abrahamyan	Marketing Manager	IP Marketing
9	Lilit Grigoryan	Project Development Specialist	CARD Foundation
10	Arman Khojoyan	Agribusiness Development Project Manager	CARD Foundation
11	Ani Mkrtumyan	Teacher	Anania Shirakatsi Lyceum
12	Eric Bahgdasaryan	Advisor	Fund for Armenian Relief
13	Sona Khojoyan	Marketing and PR Manager	MAP
14	Zaruhi Mirzoyan	Receptionist	VivaCell-MTS
15	Lilit Hayrapetyan	HR Manager	Factory of Reinforced Bridge Concrete Structures
16	Sargis Aghayan	Director	NAS RA
17	Siran Yeganyan	TIA Project Assistant	GIZ GmbH EU Targeted Initiative for Armenia
18	Hayk Ter- Grigoryan	Country director	Sas Group



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innovateprogram@vt.edu
<http://www.oired.vt.edu/innovate/>

Trip Report: InnovATE/Armenia

Dates:

June 26 to July 11 for Joe Marcy

June 26 to July 19 for Angela Neilan

Institution(s): Virginia Tech, ICARE and ATC

Purpose:

Assessment of Food Safety Systems and Processing Plant Implementation of Best Food Science Based Practices in order to develop new Specialty for ATC students in Food Safety Management.

Sites Visited:

Yerevan-Ministry of Food Safety Systems and FAO Food Testing Laboratories, Armenian National Agrarian University Department of Food Stuffs and laboratory facilities

Visits to Food Production Facilities, farm and roadside food markets and CARD Farm and Vet Service Centers for Food Safety assessment:

North of Yerevan- Sevan, Vanadzor, Stepanavan, Tashir, Spitak (1 day)

South of Yerevan-Ararat, Yeghegnadzor Sissian, Goris, Khndzoresk (2 days)

Description of Activities:

Observed and assessed value chain for food products such as fruit, vegetables and dairy cheese from farm to fork.

Interviewed Food Processing industry owners and employees, government regulatory staff, Ministry of Food Safety Systems, CARD Farm and Vet center staff, CARD Food Safety staff,

Suggestions and Recommendations: (see trip log for further explanations)

ATC should collate and distribute the content and results of the July 1 Symposium on "Linkages between Industry and Academia" and follow up on action items

Ensuring animal health is one of the most important phases in the food safety process. We recommend that the village and regional veterinarians be involved in the Food Safety Management curriculum development. A series of interviews with the CARD vets and the state vets would be beneficial. It became clear that the veterinarians are the professionals who are trained in food safety. University programs focus on microbiology and scientific assessments, but the veterinarians deal directly with the farmers and the families in villages. They must be involved to improve sanitation behavior and to strengthen the linkage between animal health and human health. (Discuss with Dr. Valerie Ragan at VT Vet Med College and her work to prevent brucellosis in Armenia through the Ministry of Agriculture)

More international students would be an advantage to ATC program. Recommend that more out of country students be recruited to ATC at both Undergraduate (UAB) and masters (MAB) level. ATC could become the university agribusiness program of choice for the region. Increase in masters' tuition for out of country students is a part of the ICARE enterprise mix toward financial sustainability and long term sustainability. The ICARE/ATC and ANAU agreement in relation to % of tuition returned to ICARE/ATC should be determined for longer term than one year in order to provide steady and predictable income stream.

We recommend that Vahe Ghazaryan, General Manager and Owner of Euroterm Company which produces "Noyan" brand fruits and juices become the example of successful food safety implementation. With his best practices, continued path to success and his personal investment and commitment to safety of his products, he has obtained international certifications required to market his well-known products in Europe and the USA. He was very clear about the need for management of the food safety process. The more technical training for his staff was provided by the equipment and packaging vendors such as Tetra Pak. Mr. Ghazaryan is convinced of the positive return on investment he continues to receive based on his own experience. USDA MAP program got this factory started in the mid 1990's and in contrast to other companies we visited, Euroterm/Noyan has not relied on outside funding but rather invested their own resources into their company.

Recommend that the FAO Food Science Labs be considered for agronomy and soil testing purposes. Equipment is new and staff could do many more tests than they currently handle. They currently do 80% government ordered food testing and 20% testing by private contract.

Recommend that the Food Safety Systems Management specialty at ATC be called a name such as Administration of Food Safety Systems or another title without "specialty" because this word has many meanings in Armenia and does not actually clarify the content of the course certification/s. Most of the stakeholders interviewed said they wanted more of a manager who could work with teams and people not necessarily another scientist. Communication, Responsibility, Vision and Dedication were qualities that many of the factory owners and directors said they were looking for when hiring new employees. Most said they could get the technical training on the job, but wanted managers who were trained to manage people and processes at a higher level to make a contribution to moving company forward, not remain at status quo. Leading and working toward a culture of food safety behavior and lifelong learning was the highest challenge.

Recommend further exploration of food safety work being done by DTRA (US Defense Department) and potential linkages for education and research with ATC.

Recommend that a Curriculum Review Panel be established to include experts such as Deputy Minister of Agriculture for Food Safety Systems, Ms. Lusine Davtyan and Dr. Nune Darbinyan, Ecoglobe Director and USDA Organic certification authority both be included in panel of experts and possible guest lecturers to review and deliver curriculum for ATC Food Safety Systems Management.

Recommend that OSHA worker safety considerations be included in the curriculum for ATC. For example, personal hearing protection and potential injury areas need to be addressed at all levels.

Recommend that the economic considerations of Food Safety and comparison of vertically integrated industry such as Noyan and traditional industry with outside suppliers be included in curriculum. The

economic advantage of food safety along the value chain must be covered in the courses developed by VT and PSU.

Recommend that students be surveyed for interest in and knowledge of food safety to guide the curriculum development process. Because ATC can only accept students from ANAU business and economics (NOT food science or science in general), we anticipate that some basic food science will be needed in the series of courses developed by VT and PSU.

Recommendation-Armenian government budget does not provide funds for Ministry staff and scientists to attend trainings and workshops. They must be specifically invited and funding provided. If they are not specifically invited to trainings by other NGO's and organizations, these government staff and scientists will continue to fall behind current regulatory and technical capabilities.

Trip Log

June 26- 28, 2015 Travel to Yerevan via Dubai

June 29-Meeting at ATC with Center for Agricultural Research and Development (CARD)-Sergey Chakhmakhchyan, Training Coordinator, Food Safety Specialist and Veterinarian who provided a Review of Food Industry in Armenia and current situation with food safety training. Learned that their activities would end on June 30, 2015 due to termination of funding from USDA. Food Safety group would like to continue with Food Safety Training if funding is available through ATC. Reviewed proposed agenda for visits with food processing industries and key stakeholders.

June 30-Preparing for keynote presentations for Formal Symposium on Best Practices for linking industry and academia through research and training by ATC on Linking Industry with Academics in Agribusiness.

Prepared background information for ATC on various Food Safety System Schemes such as Training, Implementation and Auditing of Food Production Companies including ISO22000 and HACCP (Hazard Analysis Critical Control Point which is the foundation for all other schemes). Began discussion on course text books to place in ATC Library for use by 7 students enrolled in future Food Safety System courses. Discussed appropriate International certification programs in addition to potential VT and Penn State InnovATE Consortium University certifications. Became aware of the importance of the actual certificate and the value to both students and employers.

July 1- Participated in Symposium at Congress Hotel on "Linking Agribusiness and Industry with Academia." Welcomed all stakeholders on behalf of VT, presented two keynote addresses on overall best practices in VT university linkages and particular successes from VT Food Science and Technology. Met and interacted with a variety of key stakeholders in agribusiness and explained the goals of ATC Food Safety Management Specialty. Followed by roundtable discussions where participants engaged in agribusiness and food safety needs assessment.

Dinner with Aida Sijercic and Clemen Gehlhar of USDA FAS, discussed the coordination of Food Safety Programs in Armenia as shift occurs from USDA funding to potential private and USAID funding. Learned about the history of USDA programs in Armenia and rationale for past efforts and new initiatives in Caucasus Region. 7 Georgian students have arrived at ATC funded by USDA FAS. The regional representation will enrich the classroom discussion and the exposure of ATC Armenian students to a

broader Caucasus regional perspective. More international students would be an advantage to ATC program.

July 2-Euroterm, Noyan, Vahe Ghazaryan General Manager and owner-Tour of factory while in production. Excellent condition. They had identified the critical control points in his factory and employees were dressed in protective clothing and doing personal sanitation well. He said this was the most difficult part for him-getting the behavior in place and changing the culture of manufacturing. Discussed his pathway to success. He has achieved what everyone else wants to achieve in Food Safety. Already certified in ISO22000 and ISO9001 and looking to get ISO certification at farm level to complete full ISO certification for his supply chain. HACCP in place. Lengthy discussion of criteria for specialty in food safety management. His motivation for implementation was export to the US/EU market. Strong recommendation that he should be one of the people we consult with frequently about his pathway to success and should be asked to use him as success story. He said he wanted employees who were responsible, took initiative, willing to be part of his team and change behavior for the better. Didn't need a "specialist." He needed more managerial skills in his employees and he could train them on the job.

Went to CARD headquarters and met with Sergey Chakhmakhchyan, Vardan Danghya, Arman Badalyan and other Food Safety Technical staff. They provided comprehensive review of the individual course offerings that had been provided so far through USDA and how they had been implemented during the past 15 years. Types of trainings, who taught them and who the learner group consisted of were included in a slide presentation. Funding has terminated and the staff are looking for opportunities to continue food safety trainings. They are now working with DTRA defense department food safety.

July 3-Visited BACON Linda LLC. We were hosted by the plant manager and toured along with students and faculty of microbiology at Yerevan State University. Observed sausage production from start to finish from raw to smoked and processed meats and packaging. Saw labs and meat smoking areas. They are not yet HACCP certified and hope to be so soon. CARD was training their staff. Modern well-kept building. If they apply for ISO or HACCP they will most likely be successful. The physical plant was in very good condition. Training of staff would be the recommendation for BACON.

Met with Deputy Minister of Agriculture-Department of Food Safety Systems, Lusine Davtyan. She gave an overview of regulatory situation and importance of Food Safety Laws and Regulations. We learned that inspectors are separate from laboratory testing and they can only work within their authority. Testing is only done when authorized by government order. The labs do 80% government testing and 20% lab samples analyzed when contracted by commercial entities-but only if they pay. She discussed her thoughts about training needs and focused on the ability to read and understand regulations and laws. She has agreed to review the curriculum and provide suggestions.

July 4-Rode marshutka van to Bangladesh wholesale fruit, vegetables, herbs and spices market. Observed marketing techniques and available products. In spite of over 100 degree F heat, people were buying at the market, both inside the former factory building and outside under sun umbrellas in sweltering heat. These wholesale sales to consumers and to smaller vendors highlight an important link in the Yerevan food chain. We proceeded to a city super market where we observed the display, variety and price of food items. Shoppers had many choices of fruits, veggies, juices, milk and meat products as well as imported packaged goods from many countries. We discussed the importance of food inspection at the international borders and purchased several Armenian items including cognac and chocolates as gifts.

July 6-Took Intern, Kevin from Hunter College in NYC Food Science Program to meet Nune Darbinyan, PhD of Ecoglobe Organic Certification Body. She is facilitator and trainer to ensure that Armenian food companies can obtain international certifications. Her concerns about training included the importance of international language skills such as English for employability. Dr. Darbinyan can certify growers as USDA Organic which will be important as the consumer makes more demands for organic foods. She would also be a good member of curriculum review expert panel.

Met with Dr. Astghine Pasoyan, Executive Director, Foundation to Save Energy, www.esfarmeria.org who focused on environmental impacts on food supply. She was an ATC lecturer and explained that green food supply and organic foods were becoming more important but that many people do not trust the foods in the market. Labeling is often inaccurate and foods labeled as organic are not always organic. There is no oversight and the application of pesticides and herbicides and use of antibiotics and growth hormones are concerning to her. Also foods grown near dusty roadways with exposure to exhaust fumes need to be avoided. She explained that she trusted the food grown and canned or pickled from her mother's village and brought it back to Yerevan for her children rather than buy at the market.

July 7-Drove to Lori Marz and stopped at Lake Sevan to observe the food stands and visit local bakery. Met with CARD Farm and Vet Service Center at Stepanovan. Staff explained what they did to help keep local dairy herds healthy with vaccinations. We discussed veterinarians training in Food Science and realized that these village vets are the front line in protecting Armenia's food supply.

Visited "Duster Melania" Cheese Factory in Tashir. Met with the two brothers who own the factory. One is the business man and one is the PhD scientist. Toured the plant while in operation. They had achieved ISO22000 and were held up as a very trustworthy company with consistently good cheese product and trusted label. Brought three dairy farmers to talk with us as they were the milk producers who supply the company. These brothers also invested much of their own money into their business and the next generation were involved in the process.

July 7-Drive to Vayots Dzor Marz to Yeghegnadzor to tour Getnatun Winery. Met with owner and family, Narine Baghdasaryan and her father Aghasi. Toured their Winery and distillery plant and discussed how their path to success over the past 15 years. They showed us how they bottled labeled their wines and cognac and explained their distribution channels. We observed the delivery of raw product and glass bottles from Italy. Aghasi designed a special crusher stemmer machine and other tailor made equipment to mechanize the process. This is a well-run winery with laboratory and bottling plant. They are now making fruit based cognac such as pomegranate, apricot, peach and cherry. Narine was working towards ISO9001 on their distribution chain. They showed us tasting room, retail store on site, the labeling by grandmother and young daughter. They explained that they were spending their energy on expanding their production and would go further into marketing in the future. Marketing is a major expense and they plan to develop a marketing plan once they are certain they have reached capacity to meet demand. They recognized that tourism was an opportunity but takes much time away from production.

Visited Bariskova Cheese plant in Syunik Marz, Tsghuk village and talked with Myasnik Grigoryan owner and Director of Cheese Factory. They had a very small cheese factory making mozzarella and ricotta

cheese mostly exported to Russia. They had a young chemist employed for food safety quality assurance. They also made a small bit of camembert mold cheese. Typical Armenian cheese called Lori had been pressed and brined and wrapped and sold. Almost all their production went to Yerevan. Any export went to Russia. Export ambition was to sell to Russia. Felt no need to comply with European or American requirements. They were in the midst of a fairly significant plant expansion and hoped to complete by 2017 if cheese prices maintain value. He started out with original MAP loan which was very important for him getting started!

July 9- Overnight in Goris and then to Farm and Vet Service Center in Khndzoresk, near Swinging Bridge. Head Vet told us he had been the vet in that area for over 40 years and serviced thousands of animals on his own. His wife helped him and he didn't think farmers could pay for the services but the center was just new and he would wait to see if it could be profitable. He had not been paid for a long time. We realized how important the village vets are to food safety in Armenia. They are the most important link in the food safety of Armenia-providing for animal health. This is working very well and needs to be strengthened and continued for safety of animal based food supply. All of the vets we met were very committed and dedicated as evidenced by working for long periods with no regular pay. This is a good investment of US funds. All Vets were familiar with VT's Dr. Valerie Ragan and her work to prevent brucellosis (funded by USDA FAS through Ministry of Agriculture)

Drove onward to Sarnakunq Village and met with young staff at another CARD Farm and Vet Service Center. They shared their ideas about safe food and what they look for on labels and what they and their families feared. It was surprising that all three young college age youth ate at home with their mothers cooking the meals. The only part of a label they read is the date. One young man said he didn't cook very much when he went back to college in Yerevan. They were all concerned about the white spots inside tomatoes (which are caused by excess nitrogen application) and thought the spots were pesticide residue. They only trust the food from their village where they know who produced it and how it was grown or raised. When asked what their mothers worried about they said Botulism from canned foods, to our surprise. Apparently there were some local reports of deaths from eating home canned foods that should have been pressure canned or boiled before eating to kill the botulinum. The older girl actually knew that boiling would kill the harmful bacteria.

July 10-Visited Director of 2 FAO and Greek government supported food safety labs. Toured plant science lab and the toxicology lab. Discussed the requirement for the government order before any testing is done. We now understand their capabilities and the capacity for testing with their new modern equipment, updated in 2014. Their building was donated by FAO and equipment was donated by Greek Govt. University degree did not prepare these scientists to use the latest equipment and understand the test results. Equipment in university labs is outdated. Again we learned that training was provided by equipment manufacturers.

Neilan and Marcy debriefed before Marcy's departure after midnight on July 11. VT and PSU team will collaborate on initial course development with goal of implementation at ATC for fall semester, 2016.