



USAID
FROM THE AMERICAN PEOPLE

ARMENIA

Quarterly Report

July – September 2016

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



Management Entity Contacts:

Angela M. Neilan, Program Manager

InnovATE/Armenia

aneilan@vt.edu

Van Crowder, Executive Director

Office of International Research, Education and Development (OIREd)

vcrowder@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

This report was produced for review by the United States Agency for International Development. It was prepared by InnovATE/Armenia Project implemented by Virginia Polytechnic Institute and State University (Virginia Tech) and its USAID/InnovATE partners. This project was made possible by the support through the United States Agency for International Development Mission in Armenia in response to USAID/Armenia RFA-111-14-000001 through USAID Cooperative Agreement No. AID-OAA-L-12-00002.



USAID
FROM THE AMERICAN PEOPLE

innovATE
Innovation for Agricultural Training and Education



VirginiaTech
Invent the Future



TABLE OF CONTENTS

Activity 1. Design a Sustainability Plan for ICARE Foundation/ATC.....	1
Activity 2. Increase the Capacity of ICARE/ATC to Increase Revenue and Decrease Costs	2
Activity 3. Increase Linkages between ATC and the Armenian Agricultural System	4
Activity 4. Redefine ICARE/ATC.....	6
Annex A. Letter of Intent	12
Annex B. Certificate of Completion	15
Annex C. Urutyran Trip Report	16
Annex D. SFEWRA Trip Report.....	25
Annex E. Agenda - AGRICISTRIDE Consortium Meeting	41
Annex F. Sample - Confidence Survey Questions	44
Annex G. Agenda - Market Concentration and Market Power in Food Industries.....	45
Annex H. List of Participants - Market Concentration and Market Power in Food Industries..	47
Annex I. Agenda - Social Media Management	50
Annex J. List of Participants - Social Media Management	53

InnovATE/Armenia Quarterly 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 a Sustainability Plan for ICARE Foundation/ATC		
1.1 Incorporate Strategic, Marketing and Financial Plans into Sustainability Plan		
1.1.1 Implementing the sustainability plan		
1.1.1.1 Institutionalize TAMU certificate as a permanent award as opposed to a five year agreement	The wording of the upcoming MoU will be revised and the issue of Certification will be included in the MoU.	
1.1.1.2 Formalize new certificate in Food Safety Systems Management	On September 20, 2016, during the first phase of the visit, Rector Tarverdyan, Dr. Urutyan and Dr. Richard Rousch, the Dean of the College of Agriculture, Penn State, signed a Letter of Intent. It covers a wide range of cooperation including: curriculum development and reforms, student and faculty exchange, and joint research activities to benefit both universities. In particular, Penn State, ANAU, and ICARE agreed to launch a Food Safety Systems Management certificate program to be taught at the Agribusiness Teaching Center of ICARE starting in January 2017. ICARE views this as an unprecedented opportunity in the Armenian higher education system to finally provide informed solutions to many critical issues concerning food safety in the country. Food Safety certificate from Penn State will be the third international certificate program offered by ICARE.	Annex A – Letter of Intent
1.1.1.3 Activate the Financial Plan and Marketing/ Development Plans	ICARE is regularly reviewing other possibilities in the financial markets of Armenia. ICARE is applying salary buy-outs from both overhead as well as research funds.	
1.1.1.4 Institutionalize and sign formal 5 year agreements with Rector of ANAU on facilities, utilities, tuition	The agreement is in place.	
1.1.1.5 Internal Review of sustainability plan (staff and board)	The Board reviewed the Financial Sustainability Narrative and revealed that many of the recommendations ICARE is already doing. ICARE already has an investment fund currently working with 2 asset managers, it's been several years ICARE is thinking to establish an endowment fund and now more concrete actions are underway to establish "Friends of ICARE Armenia" 501.c.3. Foundation with the help of Virginia Tech experts. ICARE continues general fundraising actions.	

1.1.2 Stakeholder Sustainability Plan Engagement Event	The stakeholder event will take place in conjunction with the FSSM Certificate awards in Feb, 2017.	
1.1.3 Revise Sustainability Plan based on input and present to ICARE Board		
Activity 2. Increase the Capacity of ICARE/ATC to Increase Revenue and Decrease Costs		
2.1. Strengthen ICARE Office of Development		
2.1.1 Video Class to Strengthen Institutional Advancement Strategy	The Development Director, Arthur Grigoryan, completed training online "Fundraising for the Non Profit."	Annex B - Certificate for training course
2.2. Establish Endowment Fund		
2.2.1 Assessment of alternatives for establishment of Endowment Fund	<p>Hired Resource Mobilization Expert (David King), to partner with ICARE/ATC Development Officer and Director to accomplish the following tasks:</p> <ol style="list-style-type: none"> Foundation Capacity Building Grant Requests <ul style="list-style-type: none"> Develop a boilerplate letter of inquiry to foundations based on work of Walter Witschey with focus on uniqueness which sets ICARE apart from others seeking funds. Send packet to 15-20 foundations identified by initial research as having an interest or history of donations in Armenia. Follow up with initial phone calls to introduce ICARE/ATC and submit a funding proposal aligned with their goals. Request meetings with potential donors. Follow up visits to groups and individuals by Vardan and Arthur will be planned where potential for donations is greatest. Friends of ICARE Committee <ul style="list-style-type: none"> Compile a list of ICARE/ATC alumni, professors, and others in the U.S. Develop a Friends of ICARE Committee role description. Contact potential members with help from ICARE Foundation Board via letter and follow up phone call. Obtain other local referral prospects from these contacts. David King travels to meet with potential supporters (with Vardan when possible). Recommend to ICARE Foundation Board that they form a finance committee to institutionalize the fund raising function for ICARE/ATC. Solicitation Package 	<p>Letter crafted and new donor targeted brochure developed</p> <p>Sent to initial 40 top tier Foundations and individuals</p> <p>Developed and continually updated Friends of ICARE concept developed</p> <p>Planned Trip to TAMU in spring 2017</p>

	<ul style="list-style-type: none"> Develop a case for support using existing materials on ICARE/ATC. <ul style="list-style-type: none"> - Add details of the \$400,000 annual budget, testimonials of alumni and others, and giving information. Design and print for use in face-to-face calls. Develop lead letter asking for a meeting. Send letter; follow up with phone call. David travels to meet, coordinate with trips by Vardan when possible. 	<p>Solicitation Package developed and published in hard copy and on website</p> <p>David begins travel in Spring, 2017</p>
2.2.2 Identify and contact existing and potential donors	The raisin and fruit producers in California, whom the Director met during his April 2016 visit to the US, have been contacted by sending ICARE promotional materials and souvenirs.	Vardan visited Fresno area and re-contacted these potential donors.
2.2.3 Conduct institutional advancement campaigns	<ul style="list-style-type: none"> The Giving Opportunities "ICARE shopping list" file is updated. Works initiated for preparation of the ICARE Annual Report 2016. Publishing date spring, 2017 A mailing database with 2,500 industry representatives' emails is created to facilitate the promotion of ICARE educational programs and research. 	Giving Opportunities, ICARE Institutional Sustainability Campaign
2.2.4 Establish Endowment Fund mechanism in both US and Armenia	Expert advice indicates that this type of fund must be developed after initial donations are received and relationships are built with ICARE/ATC. Focus on Student Sponsorship funds for short term and develop endowment fund for long run.	
2.3. Continue ATC Alumni Engagement		
2.3.1 Engage ATC Alumni in ATC and ICARE activities	Alumni Reunion and Business Networking Event was organized and held on October 16, 2016 at ArmAs Vineyards. 80 registered attendees included CARE/ATC alumni, staff and faculty. Aim of event was to facilitate the engagement of alumni in ICARE/ATC activities, including fundraising activities, following the successful results of ATC-100 Campaign. Personal invitations and calls were made to each targeted participant.	Invitation to ICARE / ATC Alumni Reunion and Business Networking Event
2.3.2 Facilitate financial and in-kind contributions by alumni to ICARE	ICARE Foundation and Dasaran.am has been initiated to educate school aged children in agriculture and best practices in Armenia and globally. This project aims to raise the visibility and popularity of agribusiness and farming among youth through Dasaran's platform. Dasaran will establish an Agribusiness Education page on the platform and share agriculture and agribusiness-related posts to the web users.	

2.4. Increase Scholarship Fundraising		
2.4.1 Identify and contact existing and potential donors (in and outside Armenia)	<ul style="list-style-type: none"> The donor database for the US has been updated. Existing donors such as Hovnanian Foundation, Viva Cell, and some few individual donors are contacted to solicit for new donations. 	
2.4.2 Promote funding for student sponsorships		
2.4.3 Assess local investment strategies		
2.5. Increase Capacity of ICARE to Receive and Manage External Funds		
2.5.1 Begin discussion of NICRA for cost recovery and pre-award audit for USAID funding eligibility	Information for NICRA was requested but not received by VT.	
2.5.2 Develop fiscal reporting format for inclusion in ICARE prospectus		
2.5.3 Development of ICARE prospectus and annual report	2016 Annual Report will be completed Spring 2017.	
2.5.4 Establish a commercial organization	ICARE is working with its lawyers on these issues. Work in progress.	
Activity 3. Increase Linkages between ATC and the Armenian Agricultural System		
3.1. Strengthen ICARE Research and Outreach Development office		
3.1.1 Explore alternative research funding opportunities	Accounting Consultancy Services Proposal for training agricultural cooperatives accountants submitted to UNIDO.	23,751 Euros
3.1.2 Provide business development services to small and medium enterprises, male and female farmers as required by research grant deliverables	Accounting Consultancy Services provision to agricultural cooperatives accountants started.	14 accountants (6 female, 8 male) trained
3.2. Conduct Collaborative Research and Training		
3.2.1 Establish and conduct research and training programs	<ul style="list-style-type: none"> In collaboration with Caucasus Research Resource Center (CRRC) ICARE Research Division applied for the research grant to implement Assessment for Staff Appraisal System and Training Needs Analysis of the Ministry of Agriculture In collaboration with the Armenian Greenhouse Association ICARE Research Division applied for the research grant for Development of Training Program in Greenhouse Crops Production 	<p>ICARE part of the budget – 34,084 USD equivalent</p> <p>ICARE budget – 27,992 USD equivalent</p>

3.2.2 Generate gross revenue from research and training activities	<ul style="list-style-type: none"> Research Grant received for Development of Training Program in Greenhouse Crops Production Accounting Consultancy Services for training agricultural cooperatives accountants 	<p>ICARE budget – 27,992 USD equivalent</p> <p>ICARE budget -23,751</p>
3.2.3 Generate indirect costs from sponsored research and training	<ul style="list-style-type: none"> Research Grant received for Development of Training Program in Greenhouse Crops Production Accounting Consultancy Services for training agricultural cooperatives accountants 	<p>ICARE overhead - 2,799</p> <p>ICARE overhead – 2,375</p>
3.2.4 Publish research studies and give conference presentations	Workshop conducted by ICARE to identify needs of main stakeholder organic agriculture groups. ICARE brought together Ministry officials, extension services, farmers and processors, as well as NGO-s actively involved in Organic Agriculture promotion in Armenia.	
3.3. Mobilize Engagement of ANAU Faculty		
3.3.1 Involve Armenian agricultural experts in collaborative research and education projects	Development of Training Program in Greenhouse Crops Production with greenhouse association agronomy specialists and 1 ANAU instructor (male)	
3.4. Increase Number of Long-Term Partnerships		
3.4.1 Develop linkages with other universities, international organizations and businesses-internships funded and MOU's signed	<ul style="list-style-type: none"> Joint proposal submitted with the CRRC-Armenia to implement Assessment for Staff Appraisal System and Training Needs Analysis of the Ministry of Agriculture. On September 13-14 ICARE Director Vardan Urutyan and Deputy Director Susanna Mezhlumyan participated in the workshop organized within the "U.S. Study Abroad: Armenia" project, funded by the US Embassy and administered by American Councils for International Education: ACTR/ACCELS Yerevan. The workshop goal was to assist Armenian Higher Education Institutions (HEIs) and the Ministry of Education and Science (MoES) officials in connecting with U.S. audiences and establish new partnerships with U.S. HEIs. On September 18 - 23, 2016 ANAU Rector Arshaluys Tarverdyan and ICARE Director Vardan Urutyan visited Virginia Tech University and PennState University, USA. During the visit to PennState they signed a Memorandum of Understanding with Dr. Richard Roush, Dean of College of Agriculture, Penn State, which includes a wide range of cooperative efforts from curriculum development and student and faculty exchange to joint research activities which will benefit both universities. In particular, Penn State, ANAU, and ICARE agreed to launch a Food Safety Systems 	<p>Annex C – Trip report to USA</p> <p>MOU signed</p> <p>Article on meeting with VT President Sands</p>

	<p>Management certificate program with VT at ANAU to be launched in January 2017 and taught at ATC. Dr. Tarverdyan and Dr. Urutyan also met with the President of Virginia Tech Timothy Sands and other leaders at Virginia Tech on September 22 and 23 and discussed issues related to student and faculty exchange, possibilities of dual degree in some specialties, quality assurance, accreditation, students support services, etc. This visit will be followed up with a trip to Armenia by a VT Pamplin College of Business faculty and students exchange delegation June, 2017. VT and ANAU will continue to assess the feasibility of providing dual degrees.</p> <ul style="list-style-type: none"> • During September 11-17, 2016 within the scope of Sustainable Fisheries for Enhanced Water Resources in Armenia (SFEWRA) project under USAID PEER program the Project Manager Lusine Tadevosyan, Expert Natella Mirzoyan and Researcher Narek Avetisyan visited Virginia Tech Water Resources Research Center and visited neighboring fish farms in the state of Virginia to understand the most efficient methods of water usage by the fisheries in the area. Angela Neilan, Director of InnovATE/Armenia project organized the agenda and accompanied the ICARE research team members during some meetings and site visits. • On September 22 ICARE Research Director participated in AGRICISTRATE working group meeting in Kiev, Ukraine. During the meeting researchers from CIS countries discussed trends and development in trade of agricultural commodities in the region, as well as trying to access opportunities for improved collaboration with European countries. AGRICISTRATE is an international consortium of researchers funded by EU, where Armenia is represented by ICARE and received grant funds for their research and travel. 	<p>Annex D – Trip report to USA (SFEWRA)</p> <p>Annex E – Agenda AGRICISTRATE Consortium meeting</p>
Activity 4. Redefine ICARE/ATC		
4.1. Maintain Quality Education Program for Workforce and Enterprise Development		
4.1.1 Maintain quality of ICARE/ATC educational programs	<p>Undergraduate Programs</p> <ul style="list-style-type: none"> • 31 students, including 2 from the Republic of Georgia (Batumi Shota Rustaveli State University and University of Georgia), formed the 2016 undergraduate junior class based on the results of the two-month summer preparatory courses including Introduction to Agricultural Economics, Business English, Public Speaking and Computer Applications. 	

	<ul style="list-style-type: none"> • 3rd year undergraduate students and 1st year MAB students successfully completed their internships in agribusinesses, NGOs, Banks and other organizations in Armenia, such as Yerevan Beer CJSC, Pepsi-Cola Bottler Jermuk International, SIS Natural, Urban Logistics, Alliance to Save Energy , Nicola International LLC, Gourmet Dourme, Coca Cola HBC, Proshyan Brandy Factory, Natfood CJSC, Armenian Harvest Promotion Center, Armenia Wine LLC, Bacon LLC, Tamara LLC, Card Foundation, CARD Agroservice, Ararat Food , OASI, Viva Cell, Shirakamut LLC, Farm Credit Armenia UCO, Economic Development and Research Center, Save the Children, GIZ, EV Consulting, Central Depositary of Armenia, UMCOR, etc. Out of the mentioned companies CARD Foundation agreed to pay for 2 interns, Gourmet Dourme for 1, Urban Logistics for 1, Shirakamut LLC for 1, Vivacell MTS for 1, and Sis Natural for 2. • ATC annual internship conference was organized in September: juniors presented their internship reports and shared the knowledge and experiences gained during the internship period. Students presented their company background, roles they had in the company and recommendations that cover the logistics, marketing and export opportunities, business relationships with farmers and other clients, promotional efforts, and more. • Three of the seniors continue their education in European Universities through Erasmus-Mundus Program: 1 in University of Almeria, Spain, 1 in Vilnius University, Lithuania and 1 in Viana do Castelo Polytechnic University, Portugal. • Two undergraduate senior students successfully completed their 10 months' education in Thomas Bata University of Zlin, Czech Republic and Viana do Castelo Polytechnic University, Portugal (Erasmus Mundus program) and currently continue their studies in their 4th year. • Currently 30 senior and 31 (2 Georgians) junior students are involved in the ATC undergraduate program. • ATC continues to have professional orientation tours for high school students to introduce them to the educational opportunities of ATC. ATC hosted 84 high school students from Nor Hachn and Yeghvard, Kotayq marz and Oshakan, Aragatsotn Marz for professional 	<p>Companies agreed to pay the students for 9 internships:</p> <p><i>Shirakamut LLC – 1</i> <i>Urban Logistics -1</i> <i>CARD – 2</i> <i>Viva Cell MTS – 1</i> <i>Gourmet Dourme – 1</i> <i>SIS Natural LLC – 2</i> <i>Hyelandz LLC – 1</i></p>
--	---	---

	<p>orientation. Students were introduced to all the education opportunities that ATC has to offer, as well the international learning environment, teaching methods, the culture, values and the brand of ATC.</p> <p>Additional Class Modules</p> <ul style="list-style-type: none"> • ATC 4th year students started the Organic Agriculture module within the Agribusiness Case Studies course delivered by the Deputy Minister of Agriculture Armen Harutyunyan. Agricultural Finance and Credits module will be taught by Hrant Yeghiazaryan, Deputy CEO of Farm Credit Armenia UCO and Vardan Urutyan, ICARE Director and Agribusiness Value Chain Management module by the ICARE Research Director Anna Yeritsyan. Those professional seminars will be followed by investigative visits to agribusiness companies to analyze the management and marketing issues and strategies of those particular companies. <p>Field visits</p> <ul style="list-style-type: none"> • ATC junior students visited Nicola International canned food company, OMK meat processing company and Biga strawberry greenhouse and open production site in Kotayk marz. <p>Masters Programs</p> <ul style="list-style-type: none"> • 25 students, including 5 students from the Republic of Georgia, got enrolled in the first year of the MAB program based on the results of the two-month summer preparatory course in Business Statistics. • Three of the 2nd year MAB students successfully completed their education in European Universities through Erasmus-Mundus Program (Thomas Bata University of Zlin, Czech Republic, and Lodz University, Poland). However, out of these three only one student currently continues her studies in the MAB program. Total of 17 students are enrolled in the 2nd year of MAB. • One MAB 2nd year student received scholarships from Hirayr and Anna Hovnanian Foundation based on ICARE efforts and recommendations to cover one semester tuition fee. • 17 MAB students, including three students from Georgia, successfully completed their internships. The MAB Georgian students completed their 10-week internship with ICARE research team researching the potential export opportunities for Armenian Noyan juices (Euroterm CJSC) in Georgian market. 	<p>One additional module added to curriculum on Organic Agriculture</p>
--	---	---

	<p>Internship sites for MAB include: Mancho Group Ltd, CARD, Farm credit Armenia, EV Consulting, Central depository of Armenia, ACRA Credit Bureau, Fichtner Water & Transportation GmbH Armenian Branch, ICARE, GIZ, UMCOR, Ucom, LiteSoft LLC, and Save the Children.</p> <p>Seminars</p> <ul style="list-style-type: none"> On September 30 ATC hosted Silvia Schmid, DAAD Country Director, to guest lecture about studying in Germany and DAAD scholarship programs. Agricultural Cooperatives class ATC hosted Viktoria Ayvazyan who guest lectured on her international research experience related to Cooperative Development in Serbia and Spain. 	
4.1.2 Conduct Career Development Sessions		
4.1.3 Develop and test Confidence Survey for use to poll female ATC graduates	<p>Alumni Confidence Survey in September 2016, three months after graduation, to poll female ATC graduates. The survey shows that 21 UAB and the 5 MAB female graduates of 2016 responded that they feel confident (18), more than confident (4) or rather confident (4) that they can successfully perform tasks and overcome challenges. In addition to the skills mentioned in the questionnaire, several of the respondents stated that ATC provided them with unique knowledge, high confidence level, financial management skills, team building, leadership, multi-task performing skills, quick decision making skills, time management and organizational skills.</p>	Annex F- Sample Confidence Survey questions (UAB and MAB)
4.1.4 Establish new paid agribusiness internships opportunities	<ul style="list-style-type: none"> 7 Donors supported 9 paid internships: <ul style="list-style-type: none"> Shirakamut LLC Urban Logistics Services CARD Viva Cell MTS Gourmet Dourme SIS Natural LLC Hyelandz LLC 	
4.1.5 Supply and Demand for ICARE/ATC graduates in Armenia and the region		
4.2 Explore Options for Double Degree Programs		
4.2.1 Assess possibilities for double degree program and accreditation	<p>During their visit in the US in September ANAU Rector Arshaluys Tarverdyan and ICARE Director Vardan Urutyan met with the President of Virginia Tech Timothy Sands and other leaders at Virginia Tech and discussed possibilities of offering some type of dual degree program. VT Pamplin</p>	

	School of Business Dr. Lance Matheson evaluated the courses offered at ATC in comparison to those offered at VT. He will continue to assess the feasibility of providing dual degree on the basis of this comparison of course content.	
4.3. Establish ICARE/ATC Curriculum Advisory Committee		
4.3.1 Present proposal for Curriculum Advisory Committee to ICARE Board	Work in progress-discussions with ICARE Foundation Board Chair will be held in April, 2017. Recommendations will include the formation of a Finance Committee as well.	
4.4. Add Short Courses to ICARE/ATC Study Program		
4.4.1 Develop short courses based on Course Expansion Plan	Discussion with International Finance Corporation to explore cooperative short courses on Greenhouse Operations and Management.	
4.4.2 Increase hours of training in private sector productive capacity (through external funding)	<p>ICARE organized the following short courses:</p> <p>ICARE jointly with GIZ GmbH (funded by EU, under the EU Targeted Initiative for Armenia project) and in the scope of "Training for Industry Executives" program organized the following short courses:</p> <ul style="list-style-type: none"> On July 5-7 Dr. Vardges Hovhannisyan, former ATC instructor and Assistant Professor of Agricultural and Applied Economics, University of Wyoming Laramie, conducted a three-day training course on Market Concentration and Market Power in Food Industries. The major objective of this course is to establish the relationship between market concentration and firm market power in food industries. Total of 35 participants attended the training with gender distribution of 20 Female and 10 Male participants. On July 27-29 Dr. Tatevik Zohrabyan, a recent graduate of MBA Program of MIT, with PhD and M.S. in Applied Economics from Texas A&M University, an ATC graduate and a former ATC instructor, conducted a 3-day training course on Social Media Management. The main goal was to equip the participants with hands-on framework and best practices to maximize the business value of social media platforms. The training will help participants to develop social media strategy for their companies and for themselves. Completion certificates were handed over to active participants by Tatevik and ICARE Director Vardan Urutyan. Total of 34 participants attended the training with gender distribution of 28 Female and 6 Male participants. 	<p>Annex G- Agenda: Market Concentration and Market Power in Food Industries</p> <p>Annex H- List of Participants - Market Concentration and Market Power in Food Industries</p> <p>Annex I- Agenda: Social Media Management</p> <p>Annex J- List of Participants - Social Media Management</p>

4.4.3 Survey private sector firms to determine level of Improved Management Practices	This study will be done in Fall 2016.	
4.5. Leverage Short-Term Training Activities into Courses for Continuing Education		
4.5.1 Conduct short-term training on agriculture sector productivity or food safety conducted for agribusiness	Courses are being developed for FSSM Certification by VT and PSU.	
4.5.2 Create Joint Certificate Program	A Memorandum of Understanding is signed between PennState University, Armenian National Agrarian University, and ICARE Foundation particularly to launch a Food Safety Systems Management (FSSM) certificate program. The program is planned to start in January 2017. The course will be taught at ATC and is designed for the undergraduate senior students. Course will include separate modules in Introduction to Food Science, Sanitation, Food Microbiology, HACCP, Food Defense, Food Safety Policy, Regulation and Standards. Methods include specialist lectures, online learning, lab exercises, and field trips to food processing sites. Upon successful completion of all modules an FSSM Certificate will be awarded.	

LETTER OF INTENT

among

THE PENNSYLVANIA STATE UNIVERSITY
College of Agricultural Sciences
United States of America

and

ARMENIAN NATIONAL AGRARIAN UNIVERSITY
Armenia

and

INTERNATIONAL CENTER FOR AGRIBUSINESS
RESEARCH AND EDUCATION
Armenia

The Pennsylvania State University, through its College of Agricultural Sciences ("Penn State"), the Armenian National Agrarian University ("ANAU"), and the International Center for Agribusiness Research and Education ("ICARE") intend to establish ties of friendship and cooperation for the purpose of promoting mutual understanding and academic, cultural, and personnel exchange.

I. The institutions (hereinafter referred to collectively as "Parties") agree to consult on the possibilities of exchange of teaching and research personnel and on collaboration for the advancement of research, education and professional programs. Such potential exchanges may take place among Penn State, ANAU, and ICARE in the general field of food safety.

II. Nothing in this Letter of Intent shall be construed as creating any legal or financial relationships among or between the Parties. All consultations undertaken must conform to the policies and procedures in place at each institution, and to all applicable statutes, codes, or guidelines. This agreement will be construed as a statement of intent to foster genuine and mutually beneficial academic collaboration.

III. All Parties are committed to the policy that, subject to applicable laws, statutes, codes, or guidelines, all persons shall have equal access to programs, facilities, admission, and employment without regard to personal characteristics not related to ability, performance, or qualifications as determined by the respective policies of Penn State, ANAU, and ICARE, or by government authorities. No Party discriminates against any person on the basis of that person's age, race, color, ancestry, national origin, religion, creed, service in uniformed services, veteran status, sex, sexual orientation, marital or family status, pregnancy, pregnancy-related conditions, physical or mental disability, gender, perceived gender, gender identity, genetic information, or political ideas. All Parties shall abide by these principles in the course of its consultations, and no Party shall impose criteria on any scholars, faculty, students or staff which would violate these principles of nondiscrimination. Nothing herein shall be deemed to create any obligation for any Party to violate any applicable law, statute, code or guideline in order to provide such access.

IV. Prior to the commencement of any specific project, program or activity, the Parties shall enter into a separate written agreement outlining the terms and conditions of performance for such project, program or activity. All such specific projects, programs or activities to which this Letter of Intent may lead will be subject to joint and periodic evaluation by the appropriate authorities of all institutions.

V. This Letter of Intent will become effective on the date of final signature, and will be valid for a period of five (5) years. All Parties have the right to terminate consultations with at least thirty (30) days written notice. In the event that one Party opts to terminate consultations, such termination shall not affect the validity of this Letter of Intent between the other two remaining Parties.


VI. The Parties shall sign three (3) originals of this Letter of Intent in the English language. Each Party shall retain one (1) original.


Annex A: Letter of Intent

In witness whereof, this Letter of Intent has been executed by the Parties as of the last day written below:


**The Pennsylvania State
University**

**Armenian National Agrarian
University**

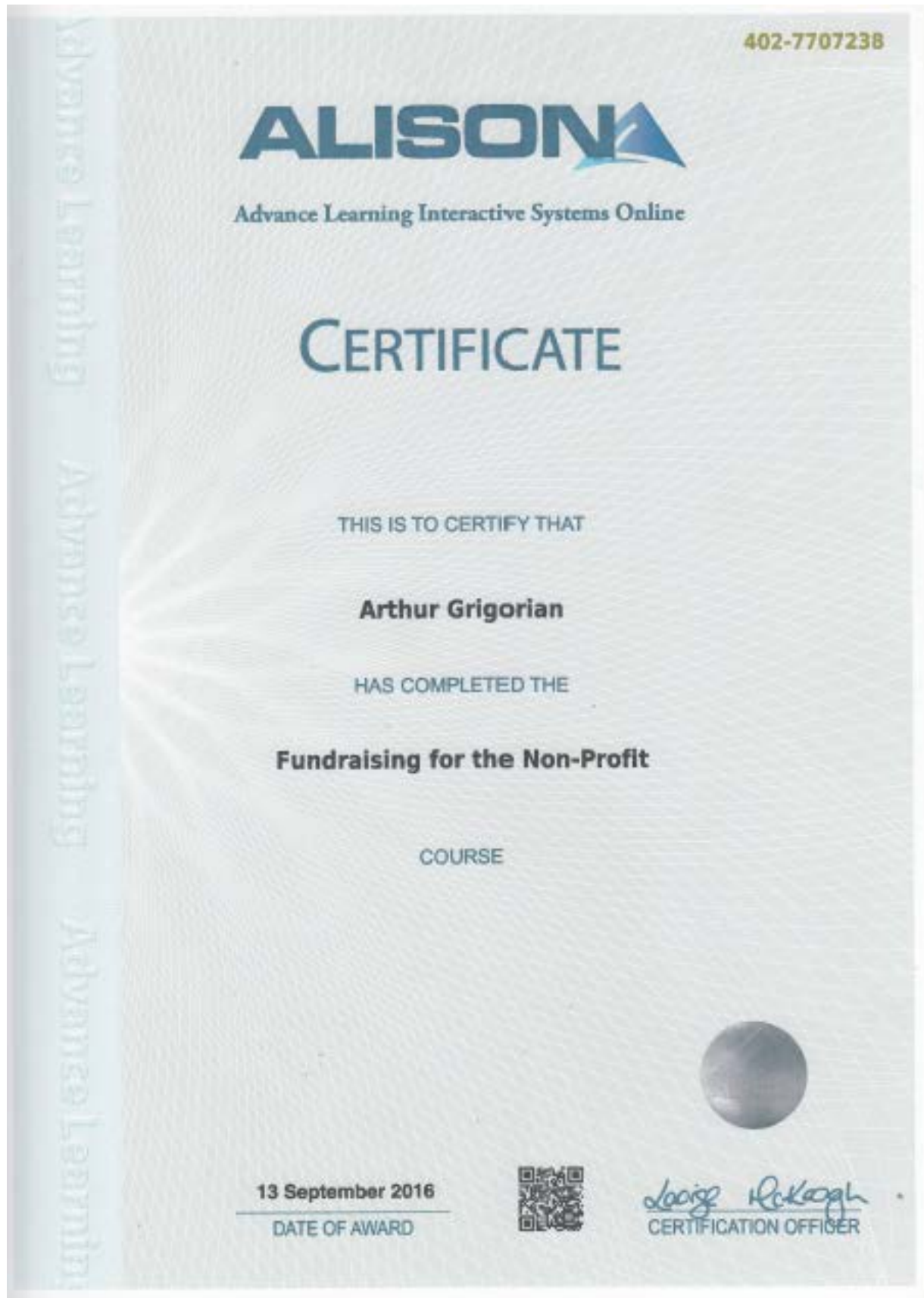
 14 Sept 16  09/19/2016
Richard T. Roush Date Arshaluys Farverdyan
Dean, College of Date
Agricultural Sciences Rector


Michael A. Adewumi Date
Vice Provost for Global
Programs

**International Center for
Agribusiness Research and
Education**

 09/19/2016
Vardan Urutyan Date
Director

Annex B: Certificate of Completion





International Center for Agribusiness Research and Education



REPORT

On trip to the USA for strengthening the relationships with partner universities, existing donors and supporters and establishing new relationships

Vardan Urutyanyan, PhD
ICARE Director

74, Teryan St., 0009 Yerevan, Armenia
Tel.: (+374 10) 52 28 39, ext. 21
www.icare.am

Yerevan
October 15, 2016

Annex C: Urutyán Trip Report

Background information

During the period of September 17 – October 6, 2016 the ICARE Director visited Penn State and Virginia Tech accompanying the Rector of the Armenian National Agrarian University Prof. Arshaluys Tarverdyan. The trip was planned in the scope of InnovATE Armenia project. The following work plan items were touched:

- 1.1.1.2 Formalize new certificate in Food Safety Systems Management
- 2.2.2 Identify and contact existing and potential donors
- 4.2 Explore Options for Double Degree Programs
- 2.4.2 Promote funding for student sponsorship

Goal of the visit

The objectives of the visit were to strengthen ICARE's institutional linkages and establish formal relationship with Penn State University, to formalize the upcoming professional certificate program on Food Safety Systems Management, to explore options for Double Degree programs with Virginia Tech.

September 18-21, 2016

State College, Pennsylvania

Penn State University

On September 20, 2016, during the first phase of the visit, Rector Tarverdyan, Dr. Urutyán and Dr. Richard Rousch, the Dean of the College of Agriculture, Penn State, signed a Letter of Intent. It covers a wide range of cooperation including: curriculum development and reforms, student and faculty exchange, and joint research activities to benefit both universities. In particular, Penn State, ANAU, and ICARE agreed to launch a Food Safety Systems Management certificate program to be taught at the Agribusiness Teaching Center of ICARE starting from January 2017. ICARE views this as an unprecedented opportunity in the Armenian higher education system to finally provide informed solutions to many critical issues concerning food safety in the country. Food Safety certificate from Penn State will be the second international certificate program suggested by ATC, with the third one suggested by another ICARE-run project EVN Wine Academy jointly with Geisenheim University.

Penn State is one of the consortium member US universities led by Virginia Tech and cooperating with ICARE and ANAU within USAID funded InnovATE/Armenia project. This Memorandum was preceded by efforts from Cathy Cutter, Professor of Food Science from Penn State University and Joseph Marcy, Head of the Food Science and Technology Department of Virginia Tech in designing a curriculum for the program.

Annex C: Urutyan Trip Report

Signing of MOU was preceded by a series of meetings and discussions with Tracy Hoover, Associate Dean for Undergraduate Education; Rama Radhakrishna, Assistant Dean of Graduate Education; William Kleiner, Associate Director of Penn State Extension; Jon Emigh, Associate Director of Business Operations; Bob Roberts, Head of Food Science and others (See Annex 1).



September 21-23, 2016
Blacksburg, Virginia
Virginia Tech

On September 21 Dr. Urutyan and Prof. Tarverdyan left Pennsylvania for Virginia to visit Virginia Tech University. They met with the President of Virginia Tech Tim Sands and other representatives of the university's top management and department heads, in particular, at the Center for Instructional Development and Educational Research (CIDER) and Office of International Research, Education, and Development (OIERD). Angela Neilan, Director of InnovATE/Armenia, made every effort to make the visit an absolute success for the ANAU rector and ICARE Director. This was a follow up on the MOU signed in Armenia between Virginia Tech, ANAU and ICARE in 2014.

The meeting with the Virginia Tech President Tim Sands took place on September 22. President Sands, Rector Tarverdyan and Dr. Urutyan agreed to go on with implementing the provisions of the mentioned MOU which covers quality assurance, accreditation, curriculum revisions, double

Annex C: Urutyan Trip Report

diplomas, faculty evaluation, financial management, and the roles/function of deans and department heads. As reported by Virginia Tech (<https://vtnews.vt.edu/articles/2016/10/outreach-armeniauniversity.html>), Rector Tarverdyan suggested to make ANAU a “partnership hub and a gateway” for Virginia Tech to the Caucasus and Central Asia regions. Thus, Virginia Tech can go far beyond its current role of a consortium leader helping Armenia to improve the quality of agricultural and agribusiness education and training and expand its mission in the larger region. Moreover, as stated by ICARE Director Vardan Urutyan, “there is nothing that could threaten” this well-established tripartite partnership to expand and develop even after the InnovATE/Armenia project ends in 2019.

Following the warm and friendly meeting with President Sands, Rector Tarverdyan and Dr. Urutyan met with other upper level Virginia Tech leaders including: Dr. Karl Markgraf, Associate Vice President for International Affairs; Dr. Peter Doolittle and staff at CIDER; Dr. Van Crowder, Executive Director of OIRED; Susan Sumner, Associate Dean and Director of Academic Programs; and others (See Annex 2).



Annex C: Urutyan Trip Report

September 24-26, 2016

Washington D.C

USDA Headquarters

The final chord of the visit was at the USDA headquarters in Washington, D.C. Rector Tarverdyan and Dr. Urutyan met with some of their old partners whose personal efforts have been instrumental during the last two decades in development of the Armenian agriculture, agricultural education, agribusiness, and extension. Fred Johnston, Lev Kushevski, Clemen Gehlhar, Alex Chinh and Mary Enschede from USDA Foreign Agricultural Service were impressed by the results of the visit and the agreements acquired. They, in particular, mentioned the importance of teaching Food Safety Systems Management at ATC and ANAU based on a world class curriculum and the intentions to work on double degree programs.



September 28 – October 4, 2016

LA and Fresno, California

During the trip to Fresno ICARE Director visited Dr. Annette Levi, Head of Agricultural Business Department at Fresno State University. It was agreed to explore opportunities for cooperation in the area of student and faculty exchange, study visits and joint research and publications. It was proposed to start with the signature of MoU. Fresno State was the very first

Annex C: Urutyan Trip Report

American partner university for ANAU (called Armenian Agricultural Academy during the years of partnership with Fresno State in mid 90s). It's been several years there is no partnership and ICARE/ATC initiated new partnership areas with Fresno State University.

Mr. Urutyan also visited Fowler Packing and met with the president Dennis Parnagian. Mr. Parnagian is planning to visit Armenia in May/June 2017 and would like to visit ICARE/ATC. This cooperation is promising. Mr. Parnagian expressed interest also supporting Armenian students to spend a few months at Fowler Packing as interns.

Mr. Urutyan also arranged a meeting with one of the BT members of George Ignatius Foundation, Mr. Michael Amerian. The link was established during the visit in April. The Ignatius Foundation is providing scholarships to Armenian students. Upon return ICARE Development Office provided all necessary documentation and information about the giving and naming opportunities.

Conclusion

Overall the recent trip to the United States was momentous in many ways. The LoI signed with Penn State and the collaboration arrangements made at Virginia Tech signify new milestones in students and faculty exchange, curriculum development, and other upcoming academic and cultural achievements under the USAID-funded InnovATE/Armenia project. In keeping its commitment as a locomotive of development and change, particularly, in the education system of Armenia, ICARE used this opportunity provided by InnovATE/Armenia to open a new phase of fruitful cooperation between the Armenian National Agrarian University and world class U.S. universities - Penn State and Virginia Tech.

Annex C: Urutyan Trip Report

Annex 1. Agenda at Penn State

SUNDAY September 18

2:00 pm Rector and Party arrive in State College
2:45 Check into Penn Stater Hotel
Free time to relax/explore

Night 1

MONDAY September 19

11:30 am Meeting with Tracy Hoover (30 mins)
Associate Dean for Undergraduate Education
101 Ag Admin Building
12:45 pm Lunch with Dean Roush at NLI (1 hour)
2:00 Meeting with Dr. Rama Radhakrishna (30 mins)
Assistant Dean of Graduate Education
217B Ag Admin Building
2:45 Meeting with Bill Kleiner (30 mins)
Associate Director of Penn State Extension
323 Ag Administration Building
3:30 Meeting with Dr. Jeff Hyde (30 mins)
Assistant to the Director for Special Program Initiatives
336 Ag Admin Building
4:15 Jon Emigh (30 mins)
Associate Director of Business Operations
228 Ag Admin Building
5:30 Dinner at with Henry Sahakian

Night 2

TUESDAY September 20

10:00 am Meeting with Mary Seaton (30 mins)
Assistant Director of College Relations and Communications
229 Ag Admin Building
11:00 Meeting with Dr. Bob Roberts (30 mins)
Head of Food Science
206 Rodney A. Erickson Food Science Building
11:30 Creamery Tour with Dr. Bob Roberts
12:45 pm Lunch at Blue Chip Bistro with Cathy Cutter (Business Building)
2:30 Meeting with Dr. Cathy Cutter and Dr. Siroj Pokharel (60 mins)
Assistant Director of Food Safety and Quality Programs
443 Rodney A. Erickson Food Science Building
4:30 pm Tour & Tasting at Happy Valley Winery (Cathy will drive)
6:00 Dinner

Night 3

WEDNESDAY September 21

9:00 am Cultured Dairy Products Short Course with Kerry Kaylegian
12:00 pm Check out of Penn Stater Hotel
1:30 pm Arrive at State College Airport for 2:40 pm flight to Roanoke

Annex C: Urutyan Trip Report

Annex 2. Agenda and VT

Wednesday, September 21-Welcome to Virginia!

- | | |
|---------|--|
| 6:56 pm | Arrive at Roanoke Airport and claim checked luggage |
| 7:00 pm | Angela will meet you at Roanoke Airport |
| 8:00 pm | Check into Main Street Inn, Blacksburg; Dinner on your own |

Thursday, September 22-Blacksburg, VT Campus

- | | |
|------------|---|
| 8:00 am | Light breakfast on your own |
| 8:30 am | Angela will pick you up at Main Street Inn |
| 9:00 am | Coffee and donuts with Dr. Van Crowder and Dr. Karl Markgraf
<i>Director of OIRED and Associate Vice President of International Affairs</i> |
| 9:45 am | Walk to President Sand's office/campus tour (<i>Weather permitting</i>) |
| 10:00 am- | Meeting with Dr. Timothy D. Sands |
| 10:30 am | <i>Virginia Tech President</i>
<i>210 Burruss Hall</i> |
| 11:00 am | Meeting with Dr. Karl Markgraf
<i>Associate Vice President for International Affairs</i>
<i>Gateway Center, Suite 120</i>
<i>902 Prices Fork Rd</i> |
| 12:00 noon | Lunch on your own at Owens Dining Hall- Farms & Fields locally sourced foods |
| 1:30 pm | Meeting with Dr. Peter Doolittle and staff
<i>Executive Director and Associate Provost for Teaching and Learning,</i>
<i>Center for Instructional Development and Educational Research (CIDER)-</i>
<i>sponsor of annual Conference on Higher Education</i>
<i>111 Hillcrest Hall</i> |
| 2:30 pm | Meeting with Dr. Rick Rudd
<i>Community Viability Chair of Excellence, Professor and Department</i>
<i>Head, Department of Agricultural, Leadership, and Community</i>
<i>Education</i>
<i>214 Litton-Reaves Hall</i> |
| 3:30 pm | "Meet and Greet" Reception with refreshments and brief visitor presentation
<i>OIRED Conference Room</i> |
| 5:00 pm | Return to Main Street Inn |
| 6:30 pm | Dinner at the Summit Restaurant hosted by Dr. Van Crowder with Valerie Ragan -Veterinary Medicine, Dr. Joe Marcy -Food Science and Technology, and OIRED Staff- Gene Ball, Jim Foreman, John Lipsey |

Annex C: Urutyan Trip Report

Friday, September 23-Blacksburg, VT Campus

7:45 am	Breakfast on your own
8:30 am	Check out of hotel; Angela will pick you up at Main Street Inn
9:00 am	Meeting with Dr. Lance Matheson and Dr. Khaled Hassouna <i>Associate Professor, Pamplin College of Business-Business Information Technology (BIT); Associate Director for Curricula Development, OIRED BIT Conference Room- 1007 Pamplin</i>
10:00 am	Meeting with Dr. Ken Smith <i>Vice Provost for Resource Management and Institutional Effectiveness (Accreditation) OIRED Conference Room</i>
12:00 noon	Dutch Treat Lunch in Owens Dining Hall with locally sourced foods
1:30 pm	Meeting with Dr. Susan Sumner <i>Associate Dean, Academic Programs College of Agriculture and Life Sciences 1070 Litton-Reaves Hall</i>
2:30 pm	Meet with Dr. Joe Marcy <i>Department Head, Food Science and Technology 22A Food Science and Technology Building</i>
4:30 pm	Leave for airport- 7:50 pm flight to DC Bon Voyage!



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/>

SUSTAINABLE FISHERIES FOR ENHANCED WATER RESOURCES IN ARMENIA (SFEWRA) PROJECT

USAID PEER Program



TRIP REPORT

Trip to Virginia (US state)

Annex D: SFEWRA Trip Report

Dates: 11th- 17th of September, 2016

Traveler(s):

Lusine Tadevosyan, Project coordinator, USAID PEER project

Natella Mirzoyan, Project expert, USAID PEER project

Narek Avetisyan, Project researcher, USAID PEER project

Institution(s): ICARE foundation, Armenia

Annex D: SFEWRA Trip Report

TABLE OF CONTENT

Introduction	28
Description of Activities.....	28
Suggestions and Recommendations.....	33
List of Contacts Made	34
Appendix:.....	38
Trip Log: (activities by day based on the trip Agenda).....	38

Annex D: SFEWRA Trip Report

Introduction

Recent increase in groundwater-based aquaculture coupled with traditional low efficiency water usage technologies in Ararat Valley, Armenia, resulted in substantial decrease in artesian water levels in the area. To address this issue, Sustainable Fisheries for Enhanced Water Resources in Armenia (SFEWRA/USAID PEER) project aims at the improvement of water quality and efficiency in Ararat Valley through development of new and advanced fish farming models which can potentially increase discharge water distribution efficiency and enhance discharged water quality.

In the scope of the project, project Manager Lusine Tadevosyan, Expert Natella Mirzoyan and Researcher Narek Avetisyan, had a series of meetings with key faculty and staff members at Virginia Polytechnic Institute and State University (VT) involved with fisheries and recirculating aquaculture systems, and conducted visits to several private and governmental fish farms and hatcheries in the territory of Virginia during a business trip in September 11-17, 2016. The main purpose of the trip was to explore the impact of large and small-scale recirculating fish production systems on water quality and quantity in the State of Virginia, as well as to study current aquaculture approaches for low income communities.

The business trip was organized and accompanied by Angela Neilan, Director of InnovATE/Armenia project.

Description of Activities

SFEWRA team members spent a total of 7 days in the State of Virginia. In-detail activities conducted during the trip are presented below.

Sunday, September 11, 2016

Activities:

- Arrival to Blacksburg, VA, and walk tour in VT Campus

Description:

PEER team members arrived at Blacksburg, VA, and toured the VT campus accompanied by Angela Neilan and Maggie Bassett. The VT history, student's life, graduate programs, research activities were presented to the PEER team.



Annex D: SFEWRA Trip Report

Monday, September 12, 2016

Activities:

- Meeting with Dr. Loy Van Crowder , Executive Director of Office of International Research, Education and Development (OIRE) and OIRE staff
- Meeting with the VT faculty



Description:

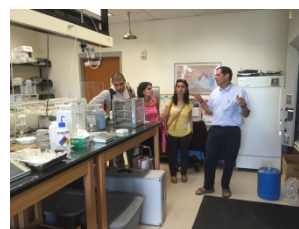
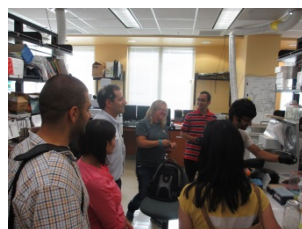
PEER team members met with Dr. Crowder, Executive Director of OIRE and discussed the PEER project, expectations from the US trip, and potential collaboration opportunities. Later, PEER team made a brief presentation about the project for faculty and staff.



Another meeting with several members of VT faculty, including Dr. Tom Hammett (Sustainable Biomaterials Department, PEER Project Sponsor), Dr. Stephen Schoenholtz (Virginia Water Resources Center, PEER Project Sponsor), Dr. Eric Hallerman and Dr. Brian Murphy (Department of Fish and Wildlife Conservation) was held in the afternoon.

The PEER project was presented during the meetings. Dr. Schoenholtz presented the current state of groundwater resources in Virginia State. Suggestions on the Projects' future works and directions were received. Current trends in water and environmental management were discussed with the VT faculty members.

Later, Dr. Schoenholtz accompanied the PEER team to the Water Resources Research Center laboratories and presented the research conducted under his supervision.



Tuesday, September 13, 2016

Activities:

- Tour to VT Conservation Aquaculture Facilities and Mussel Lab with Dr. Eric Hallerman, Dr. Jess Jones (Department of Fish and Wildlife Conservation), and Dr. David Kuhn (College of Agriculture and Life Sciences)

Annex D: SFEWRA Trip Report

- Visit to the Wytheville Fish Hatchery of the Department of Game and Inland Fisheries (DGIF)

Description:

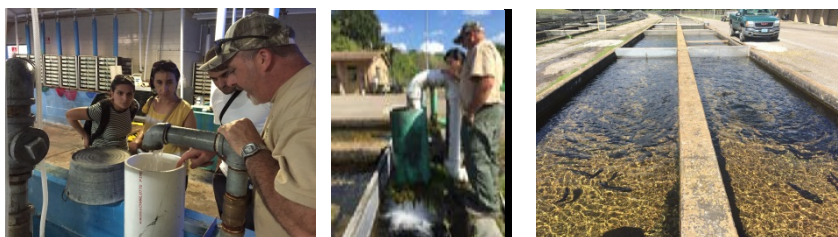
PEER project team had a trip to Freshwater Mollusk Conservation Center of the Department of Fish and Wildlife Conservation of VT. Along with the description of main research directions of the Center, aimed at the conservation of wild freshwater mollusk species, Dr. Hallerman and Dr. Jones described water recirculation system operating in the Center. Special attention was paid to the low-cost water aeration and nitrification units.



This tour was followed by a visit to the Population Genetics laboratory, where Dr. Hallerman described his research on laboratory bread fish varieties and use of population genetics methods for the conservation of wild aquatic species. PEER team members were also hosted by Dr. Kuhn at the Department of Food Science and Technology, where Dr. Kuhn presented the research of his laboratory on environmentally friendly and sustainable approaches of food fish production.



In the afternoon the PEER team made a visit to Wytheville Fish Hatchery, a subsidiary of the Department of Game and Inland Fisheries. The team was introduced to trout rearing techniques used to produce fish stocks for entertainment fishing. Mr. Tim Tilson explained the fish life cycle, incubation and growth stages, along with farm operational procedures. Specific attention was paid to the construction of low-investment packed reactor for water aeration, as well as solid waste utilization approaches.



Annex D: SFEWRA Trip Report

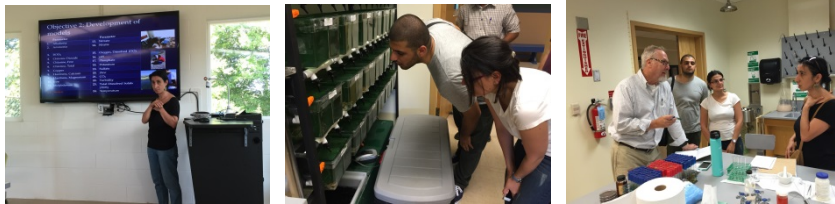
Wednesday, September 14, 2014

Activities:

- Visit to Longwood University
- Visit to labs in Chichester, Longwood Campus
- Visit to the Blackwood fish farm

Description:

PEER team was hosted by the faculty of Longwood University, where the PEER Projects' aims and achievements were presented to the faculty of Longwood University. Dr. Sujan Henkanaththegedara hosted the team members in his lab and described his research on invasive crayfish species.



In the afternoon the PEER team was hosted by the owners of Blackwood fish farm: Lynn and Lori Blackwood. The farm is engaged in breeding catfish, tilapia, and trout fingerlings in artificial pond and net-pen systems. Farm owners shared their experience on rearing and raising different fish species in freshwater systems, the market for fresh and ready-to-consume fish products, and their cooperation with VT faculty members to solve problems arising during fish farming.



Thursday, September 15, 2016

Activities:

- Visit to Virginia State University(VSU)
- Visit to VSU Extension Aquaculture Facilities
- Visit to Carter Plantation for freshwater shrimp harvest

Annex D: SFEWRA Trip Report

Description:

PEER team had a trip to Virginia State University and was hosted by Dr. Brian Nerrie, aquaculture extension specialist. The team made a short presentation about the project and later visited the VS Extension Aquaculture Facilities. Dr. Brian Nerrie introduced the team with the specifics of aquaculture for low-income communities, focusing in low investment fish production systems and aquaponics.

In the afternoon the team was hosted by Harris Carter of Shirley Plantation for freshwater shrimp harvesting. Here, Dr. Nerrie introduced freshwater shrimp production systems, a potentially suitable system for water reuse for Ararat Valley fish farms.



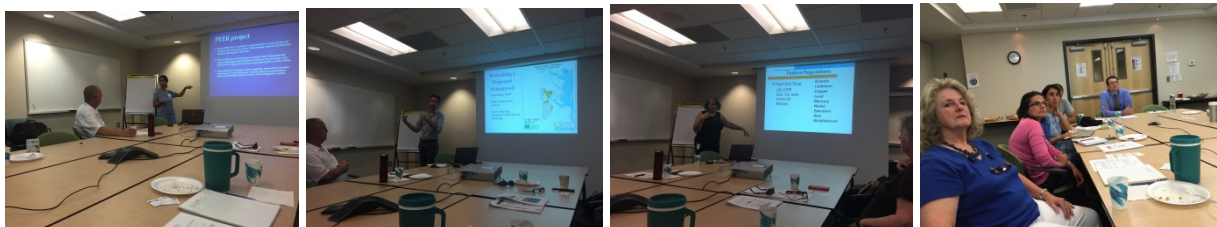
Friday, September 16, 2016

Activities:

- Meeting with Department of Environmental Quality experts
- Meeting with Department of Game and Inland Fisheries experts

Description:

PEER project had a meeting with the staff of the Department of Environmental Quality in Richmond, VA, hosted by Deborah DeBiasi. After the PEER presentation the DEQ officials made several presentations introducing the mission of the DEQ, water regulations in VA, as well as sharing their knowledge on water quality testing, environmental control, water permit granting procedures, etc.



Annex D: SFEWRA Trip Report

Later the team visited Virginia Department of Game and Inland Fisheries, hosted by Susan Gilley. The team learned about expertise of the institution, including fish and wildlife programs.



Suggestions and Recommendations

The US trip was highly productive and beneficial for both the PEER project and ICARE. The in-depth knowledge and experience gained during the trip was greatly practical in terms of optimal water efficient reuse techniques with the focus on low-cost water aeration, treatment and recirculation approaches. The discussed specifics of the selection of marketable aquaculture species both for primary production and water reuse and selection of potential market for the produce was specifically beneficial. Additionally, the obtained knowledge on water regulatory framework sets fruitful grounds for the development of the more detailed and environmentally friendly regulations for groundwater use in aquaculture in Armenia. The connections established with different experts and officials will be of great help in successful completion of the PEER Project. Overall the trip was immensely productive. Only shortcoming in this case would be the lack of time in terms of getting more in depth practical skills.

Annex D: SFEWRA Trip Report

List of Contacts Made

Name	Title/Organization	Contact Info
Van Crowder, PhD 	Executive director, OIRED/ Professor, Department of Agricultural, Leadership, and Community Education / Virginia Tech	526 Prices Fork Road (0378), Blacksburg, VA 540-231-9665 vcrowder@vt.edu
Stephen Schoenholtz, PhD 	Director, Water Center / Professor, Forest Hydrology and Soils, Department of Forest Resources and Environmental Conservation / Virginia Tech	210 Cheatham Hall, Virginia Tech, Blacksburg, VA 24061 540-231-0711 stephen.schoenholtz@vt.edu
Eric Hallerman, PhD 	Professor, Department of Fish and Wildlife Conservation / Virginia Tech	310 West Campus Drive, Virginia Tech, Cheatham Hall, Room 106 (MC 0321) Blacksburg, VA 24061 540-231-5573 ehallerm@vt.edu
Tom Hammett, PhD 	Professor of Sustainable Biomaterials; Director, InnovATE Project, OIRED; Associate Director, Conservation Management Institute / Virginia Tech	230 E Cheatham Hall, Virginia Tech, Blacksburg, VA 24061 540-231-2716 himal@vt.edu
Brian Murphy, PhD 	Diggs Teaching Scholar and CNRE Senior Faculty Fellow for Teaching & Learning / Virginia Tech	442 Latham Hall, Virginia Tech, Blacksburg, VA 24061 540-231-6959 murphybr@vt.edu


Annex D: SFEWRA Trip Report

Jess Jones, PhD 	Restoration Biologist, U.S. Fish & Wildlife Service Co-Director, FMCC / Virginia Tech	106A Cheatham Hall, Virginia Tech, Blacksburg, VA 24061 540-231-2266/8865 jess_jones@fws.gov
David Kuhn 	Research Assistant Professor, Department of Food Science and Technology/ Virginia Tech	402-E HABB1 (0924) Virginia Tech, Blacksburg, VA 24061 540-231-8643 davekuhn@vt.edu
Patricia Lust 	Professor; Voice, Music Education, Integrated Arts/Music Coordinator of Music Education and of the Graduate Program in Music / Longwood University	VSU, Petersburg, VA 23806 434-395-2049 lustpd@longwood.edu
Sujan M. Henkanaththegedara 	Assistant Professor, Biology / Longwood University	Chichester 202/lab 216, Longwood University, Farmville, VA 23909 434-395-2731 henkanaththegedarasm@longwood.edu
Mark L. Fink 	Assistant Professor, Biology, Department Chair Chichester Science Center / Longwood University	102B/204/lab 217, Longwood University, Farmville, VA 23909 434-395-2576 finkml@longwood.edu

Annex D: SFEWRA Trip Report

Lynn Blackwood		
	Blackwood Aquaculture	blackwoodla@longwood.edu
Lori Blackwood		
	Blackwood Aquaculture	blackwoodla@longwood.edu
Brian Nerrie		
	Assistant Professor, Aquaculture Extension Specialist / Virginia State	VSU, Petersburg, VA 23806 804-524-5903 bnerrie@vsu.edu
Deborah DeBiasi	Environmental Specialist II, Pretreatment Program; Toxics Management Program (TMP); Emerging Contaminants / DEQ	629 East Main Street, Richmond, VA 23219 804-698-4028 deborah.debiasi@deq.virginia.gov
Neil Zahradka	Manager, Office of Land Application Programs / DEQ	629 East Main Street, Richmond, VA 23219 804-698-4102 neil.zahradka@deq.virginia.gov
Ryan Green	Permit writer, Water Withdrawal Permitting / DEQ	629 East Main Street, Richmond, VA 23219 804-698-4258 tim.green@deq.virginia.gov

Annex D: SFEWRA Trip Report

Brian McGurk	Permit writer, Water Withdrawal Permitting; Water Resource modeller / DEQ	804-698-4180 Brian.mcgurk@deg.virginia.gov
Roger Stewart, II	Environmental Specialist II / DEQ	629 East Main Street, Richmond, VA 23219 804-698-4449 restewart@deg.virginia.gov
Suzie Gilley 	Project WILD coordinator / Game and Inland fisheries (Virginia department)	7870 Villa Park Dr #400, Henrico, VA 23228 804-367-1000 suzie.gilley@dgif.virginia.gov
Robert Walker, Jr.	Game and Inland fisheries (Virginia department)	7870 Villa Park Dr #400, Henrico, VA 23228 804-367-0488 lee.walker@dgif.virginia.gov
Mike Hill	Game and Inland fisheries (Virginia department)	7870 Villa Park Dr #400, Henrico, VA 23228 804-367-8704 mike.hill@dgif.virginia.gov
Tim Tilson	Wytheville Fish Hatchery	tim.tilson@dgif.virginia.gov

Annex D: SFEWRA Trip Report

Appendix:

TRIP LOG: (ACTIVITIES BY DAY BASED ON THE TRIP AGENDA)

The purpose of this visit is to meet with VA faculty and staff involved with fisheries and both semi-closed and closed recirculating water systems. More particularly to explore the impact of large and small scale recirculating fish production systems on water quality and quantity in Virginia

Sunday, Sept 11- Welcome to Virginia!

2:00 pm	Arrive at Roanoke airport-claim checked luggage; Meeting with Angela Neilan
3:30 pm	Check into Main Street Inn, Blacksburg VA
6:00 pm	Dutch Treat Dinner in Blacksburg and evening walking tour of VT Campus with Angela Neilan and Maggie Bassett
8:00 pm	Return to Main Street Inn

Monday, Sept 12- Blacksburg, VT Campus

8:30 am	Breakfast
9:00 am	Angela picked you up at Main Street Inn and drive you to the OIRED office
10:00 am	Meet with Director, Dr. Loy Van Crowder
11:00 am	“Meet and Greet” Reception at OIRED with brief visitor presentation and light refreshments
12:00 noon	Walk to lunch at Owens dining hall with locally sourced foods hosted by Johanna Cricenti
1:00 pm	Cheatham Hall Conference room 136B for afternoon with VT Experts hosted by Dr. Tom Hammett, Sustainable Biomaterials Department, PEER Project Sponsor Dr. Stephen Schoenholtz and staff, Virginia Water Resources Center, PEER Project Sponsor Dr. Eric Hallerman, Fish and Wildlife Conservation
5:00 pm	Return to Main Street Inn
6:00 pm	Dinner at Boudreaux’s with Tom Hammett and Angela Neilan

Tuesday, Sept 13-Blacksburg and Wytheville facilities tours

8:00 am	Angela picked up at Main Street Inn
---------	-------------------------------------

Annex D: SFEWRA Trip Report

8:20 am	Meet Eric Hallerman, Professor- Department of Fish and Wildlife Conservation <i>Cheatham parking lot</i>
8:30 am	Tour of VT Conservation Aquaculture Facilities and Mussel Lab with Dr. Eric Hallerman, Dr. Jess Jones-Department of Fish and Wildlife Conservation, and Dr. David Kuhn- College of Agriculture and Life Sciences
12:00 am	Lunch at Preston's at the Inn at VT hosted by OIRED Director, Dr. Van Crowder
1:00 pm	Depart for Wytheville Fish Hatchery tour by Department of Game and Inland Fisheries (DGIF) Host- Butch Bates, DGIF Hatchery Manager
6:00 pm	Dutch Treat Dinner en route
9:00 pm	Return to Main Street Inn

Wednesday, Sept 14—Longwood University, Farmville, VA

8:00 am	Check out of Main Street Inn hotel, drive to Farmville, VA
11:00 am	Arrive at Longwood University and check into Hampton Inn Farmville
12:30 pm	Lunch Dr. Patricia Lust – Professor Emerita, Dr. Mark Fink – Associate Professor of Biology, Dr. Sujana Henkanaththegedara – Assistant Professor of Biology
1:00 pm	Tour of Longwood fishery and water quality facilities
2:00 pm	Visiting labs in Chichester, Longwood Campus Dr. Sujana Henkanaththegedara and Dr. David Buckalew – Associate Professor of Biology
3:30 pm	Tour of the Blackwood aquaculture project Ms. Lori Blackwood – Manager of Space and Real Estate Management, Dr. Lynn Blackwood – Licensed Clinical Psychologist and the Director of Piedmont Psychological Services, Dr. Patricia Lust, Dr. Mark Fink, Katie Register
6:00/6:30 pm	Dinner
10:00 pm	Return to hotel

Thursday, Sept 15-Petersburg, VA, Virginia State University

8:00 am	Angela picked you up at Hampton Inn for drive to Petersburg, VA
10:00 am	Arrive at Virginia State University Host-Dr. Brian Nerrie, Extension Aquaculture Specialist, Extension Aquaculture program and PEER project Sponsor
12:00 noon	Lunch in Petersburg with Dr. Nerrie

Annex D: SFEWRA Trip Report

1:00 pm	Visit to Aquaculture field ponds and fresh water shrimp harvest
4:00 pm	Drive back to Farmville
6:00 pm	Dinner en route
8:00 pm	Return to Hampton Inn Farmville

Friday, Sept 16-Richmond, VA State Agency visits

8:00 am	Check out of hotel and drive to Richmond, VA State Capital
10:00 am	Meeting with Department of Environmental Quality Experts on VA water regulations - Host-Deborah DeBiasi
1:00 pm	Meeting with Department of Game and Inland Fisheries Experts on Fish and Wildlife programs- Host-Suzie Gilley
3:00 pm	Depart Richmond for Roanoke
6:00 pm	Dinner en route
9:00 pm	Arrive Roanoke and check into Hampton Inn Roanoke

Saturday, Sept 17-Bon Voyage!

10:00 am	Angela picked up at Hampton Inn Roanoke-Pack for departure, check out of hotel
10:30 am	Local shopping and visit to Roanoke sites
12:00 pm	Lunch in Roanoke
1:00 pm	To Roanoke airport
2:40 pm	Depart ROA on return flight to Yerevan



AGRICISTRATE – Consortium Meeting
Kiev, Ukraine
21-22 September 2016

Location:

International Institute of Management (MIM-Kyiv)
10/12B, Shulyavska St., Kyiv, Ukraine, 04116

www.mim.kiev.ua

Access map: <http://scientific.largefarm.management/en/venue>

Contact:

Oleg Nivievskiy

Phone (+380) 44235-7502, 278-6360

Mobile (+380) 97-937-6296

nivievskiy@ier.kiev.ua

www.ier.com.ua

Objectives of the meeting

- Follow-up on project activities in running WPs
- Interpret and discuss the results of scenarios analyses with country experts
- Prepare communication of the results towards stakeholders from the EU and the CIS region
- Plan other dissemination activities and reporting tasks

Annex E: Agenda - AGRICISTRade Consortium Meeting



Consortium Meeting Agenda

Wednesday, September 21st

17:00 – 18:00 Pre-meeting between WP and task leaders

19:30 Dinner (optional, own expense)

Thursday, September 22nd

09:00 – 09:45 Opening and project management

- Welcome by the host and the coordinators – IER, EQY, DLO (15 min)
- Project progress, deliverables, management issues and final reporting – EQY (30 min)

09:45 – 10:00 WP1 / Statistical database and inventory of policies

- Update of the project database and finalisation of WP1 – KIS, UL (15 min)

10:00 – 10:30 WP4 / Competitive chains in food & biomass on international markets

- T4.3 / Price formation and margins – IAMO (15 min)
- T4.4 / Institution and supply chain performance – IAMO (15 min)

10:30 – 10:50 Coffee break

10:50 – 12:30 WP5 and WP6 / Baseline assumptions and model projects

- Presentation by TI (20 min)
- *Are assumptions realistic, (all) policies correctly implemented, projection outcomes plausible?*
Review of assumptions and baseline results for each country and/or region by national experts (10 minutes each)

12:30 – 14:00 Lunch break

14:00 – 14:45 WP6 Trade Policy Scenario analyses

- Presentation of outcomes by the MAGNET model – DLO (20 min)
- Feedback from national experts on scenario assumptions and results (25 min)

14:45 – 15:30 WP6 Agricultural potentials: drivers of yield growth and area expansion

- Presentation by IIASA (20 min)
- Feedback from national experts on scenario assumptions and results

15:30 – 16:00 WP6 Lessons Trade Policy Scenario analyses

- Lessons learned from partners' feedback and implications for scenario definition (Discussion led by DLO)

16:00–16:20 Coffee break

16:20 – 17:15 WP7 Dissemination (EQY, IAMO)

- Preparation of stakeholder meeting in Moscow (20 min)
- Preparation of final meeting in Brussels (20 min)
- Other dissemination actions (15 min)

17:15–17:30 Concluding remarks

- Last milestones and deadlines, next meetings and teleconferences, closing remarks

19:30 Consortium meeting dinner

Annex E: Agenda - AGRICISTRATE Consortium Meeting



PARTICIPANTS

1	Euroquality	EQY	France	Sébastien Poulain Myriam Doghmi
2	Stichting Dienst Landbouwkundig Onderzoek	DLO	Netherlands	Siemen Van Berkum Andrzej Tabeau
3	Leibniz Institut Fuer Agrarentwicklung In Mittel- Und Osteuropa	IAMO	Germany	Axel Wolz Ivan Djuric Iryna Kulyk
4	Kmetijski Institut Slovenije - Agricultural Institute Of Slovenia	KIS	Slovenia	Maja Kozar Marjeta Pintar
5	Lietuvos Agrarines Ekonomikos Institutas	LAEI	Lithuania	Jolanta Drozd
6	Johann Heinrich Von Thuenen-Institut	TI	Germany	Martin Banse Verena Wolf
7	Internationales Institut Fuer Angewandte Systemanalyse	IIASA	Austria	Andre Deppermann
8	Jrc -Joint Research Centre-European Commission	JRC	Belgium	Guna Salputra
9	International Center For Agribusiness Research And Education Foundation	ICARE	Armenia	Anna Yeritsyan
10	Azerbaijan Scientific Research Institute Of Economy And Organization Of Agriculture	IEOA	Azerbaijan	Namig Shalbuzov Rofet Huseynaliyev
11	Research Center Of The Institute For Privatization And Management	IPM	Belarus	<i>To be confirmed</i>
12	The Fund Georgian Center For Agribusiness Development	GCAD	Georgia	Ketevan Gachechiladze
13	Analytical Center Of Economic Policy In Agricultural Sector	ACEPAS	Kazakhstan	Ruslan Syzdykov
14	Institutul National De Cercetari Economice	NIER	Moldova	Anatolie Ignat Eugenia Lucasenco
15	Institute For Agricultural Market Studies	IKAR	Russian Federation	Dmitry Rylko Daniil Khotko
16	Institute For Economic Research and policy Consulting Civic Organisation	IER	Ukraine	Oleg Nivievskyi Oleksa Stepaniuk
17	Univerza V Ljubljani	UL	Slovenia	Emil Erjavec Ilona Rac

Annex F: Sample - Confidence Survey Questions

MAB ☒ UAB ☐

1. Do you think ATC program equipped you with skills and knowledge necessary to succeed in the job market? Please, check one:

1 2 3 4 5
No rather no don't know rather yes Yes

2. What skills do you think did you obtain at ATC that provide you with advantage compared to other young people in your age group?

☒ Modern knowledge
☒ Self-esteem
☒ Communication skills
☒ Self-presentation skills
☐ Other(please, specify) _____

3. As an ATC graduate, do you feel confident that you can successfully perform tasks and overcome challenges? Please, check one:

1 2 3 4 5
No rather no don't know rather yes Yes

Annex G: Agenda- Market Concentration and Market Power in Food Industries



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

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

Market Concentration and Market Power in Food Industries

INSTRUCTOR

Dr. Vardges Hovhannisyan

Assistant Professor of Agricultural and Applied Economics, University of Wyoming Laramie, WY, United States, vhovhann@uwyo.edu

DATES & TIME

The 3-day training will take place on July 5, 6, and 7.

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

WORKING LANGUAGE

English

TRAINING DESCRIPTION

The major objective of this course is to establish the relationship between market concentration and firm market power (the ability to profitably set price above marginal cost) in food industries. In doing so it draws heavily on the existing empirical studies on Industrial Organization. This course will further briefly describe and compare the various techniques for estimating market power, and the effects of rising market concentration on food prices. Several example studies will be presented in each section to illustrate the use of the econometric techniques.

TARGET AUDIENCE

Business professionals, researchers, current students

TRAINING METHOD

Lectures and practice examples

EXPECTED OUTCOMES

At the end of the training, the trainees will have a basic understanding of firm market power and implications thereof in food industries. They will also be able to identify market power-related issues and problems and will be exposed to econometric techniques that can be used to analyze market power.

Annex G: Agenda- Market Concentration and Market Power in Food Industries

AGENDA

Day 1

- Training Overview, Learning Objectives, and Outcomes
- Market concentration and market power
- How to measure market concentration (Lerner Index)
- What is market power, and what proxies are used to measure market power
- Consequences of rising market power in food industries
- The relationship between market concentration and firm market power

Day 2

- Market structure, firm behavior and market power
- Example studies on measuring the effects of market structure on firm behavior and market power

Day 3

- Recent methods for analyzing market power
 - New Empirical Industrial Organization (NEIO), Example studies\
 - Most recent developments in estimating market power, Example studies
 - Panel data techniques for evaluating market power, Example studies

TRAINING FEE

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

REGISTRATION AND DEADLINES

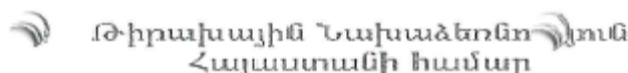
If interested, please register for the training by filling out the registration form (in English). Download at http://icare.am/uploaded_files/Registration%20Form,%20Market%20Concentration%20and%20Market%20Power%20in%20Food%20Industries%20-%20Vardges%20Hovhannisyan.doc

(the link is available in online versions of this announcement on ICARE Web and FB pages) and email it to the ICARE Administrative Assistant **Mrs. Arpine Arakelyan** at arparakelyan@gmail.com. Registration deadline is **July 3, 24:00**. Due to limited seating only shortlisted applicants will be notified for participation. A notification on screening results will be sent to all candidates by **July 4, 18:00**.

CONTACTS

If you have questions, please contact **Mrs. Arpine Arakelyan** at arparakelyan@gmail.com, or call at **098 106-105**.

Annex H: List of Participants - Market Concentration and Market Power in Food Industries



July 05- 07, 2016

Market Concentration and Market Power in Food Industries conducted by Vardges Hovhannisyan

International Center for Agribusiness Research and Education (ICARE)

Address: 74 Teryan Street, 0009 Yerevan.

List of participants

N	Name	Organization/position	Contacts E-Mail	Signature 05.07.2016	Signature 06.07.2017	Signature 07.07.2018
1	Sona Telents	CARD / Research & Develop. specialist	sona.telents@card.am			
2	Karen Derdzyan		derdzyan@yahoo.com			
3	Mary Melkongan	AMPL, Economist-Diagnost	melkonganmary@gmail.com			
4	Vaha Asatryan	UCOM, Purchasing Specialist	doctraho@gmail.com			
5	Tatvik Mkhitaryan	Das. am / Project coordinator	mkhitaryan.tatvik@yahoo.com			
6	Nelli Maharyan	Save the Children International Finance Assistant	noconalearyan@gmail.com			
7	Narine Sargsyan	Let's go H LLC SA specialist	narine.sargsyan@gmail.com			
8	Khatuna Kontselidze	ATC / MBA student	xatanakontselidze2512@gmail.com			
9	Koba Beridze	ATC / MBA student	KobaBeridze9@gmail.com			
10	Arman Asryan	Yerevan State University	arman.asryan@yahoo.com			
11	Sona Buloyan	Yerevan State University	sona.buloyan@gmail.com			
12	Tatvik Senokyan	Armenian State University of Economics	tatvik.senokyan@gmail.com			
13	Mariam Sukiasyan	Icare foundation / Project Assistant	sukiasyanmaria@icare.am			
14	Henrik Gasparyan	SCORPI ESHKhan CJSC	Head of Marketing department			

henry.gasparyan@sevantroub.com

Annex H: List of Participants - Market Concentration and Market Power in Food Industries

N	Name	Organization/position	Contacts E-Mail	Signature 05.07.2016	Signature 06.07.2017	Signature 07.07.2018
15	Marian Aghamalyan	ASUff	marianaghamalyan@gmail.com			
16	Haykavush Ayvazyan	YSU/AVA	haykavushayvazyan@gmail.com			
17	Maria Charyan	Tyco Company/Executive assistant	maria.charyan@tyco.com			
18	Lia Ayvazyan	ATC - Master student	lia_ayvazyan@yahoo.com			
19	Ruzanna Ayvazyan	Margasoftware/Research Associate	ruzanna_44@yahoo.com			
20	Sargis Shakhnazar	Gnats Tobacco sales consultant	sargisshakhnazar@yahoo.com			
21	Meri Muradyan	YSU	muradyanmary@gmail.com			
22	Aram Babayan	CIQ	aram.babayan@ciq.de			
23	Artak Gabrielyan	"Golden Grape Armli"/winemaker	artwine750@gmail.com			
24	Astghik Sahakyan	ICARE/researcher	astghiksahakyan@icare.am			
25	Anna Mkhitaryan	ATC student (Bachelor)	annamkhitaryan1994@gmail.com			
26	Gigi Chachava	ATC student	gigi.chachava@mail.ru			
27	Koba Beridze	ATC student (Master)	KobaBeridze@gmail.com			
28	Aram Petrosyan	ASUE student	aram.petrosyan@asue.am			
29	Armen					
30	Rati Phutkaradze	ATC MAB student	RatiPhutkaradze777@gmail.com			
31	Jumber Grigalashvili	ATC student	Jubo.grigalashvili@gmail.com			

6/7/3

Annex H: List of Participants - Market Concentration and Market Power in Food Industries

N	Name	Organization/position	Contacts E-Mail	Signature 05.07.2016	Signature 06.07.2017	Signature 07.07.2018
32	Lia Ayvazyan					
33	Lilit Papinyan	Akron Consulting	papinyan.lilit@gmail.com			
34	Hripsime Martirosyan	MBA student	hmartirosyan@yahoo.com			
35	Gigi Chachava	ATC student	gigi.chachava@mail.ru			
36	ACRI Foutkaradze	ATC student	Foutkaradze@mail.ru			
37	Vartges Harhanchyan	owner	vhharhann@uop.edu			
38	Robert Gerasimov	IRAL	robertgniga@yahoo.com			
39						
40						
41						
42						
43						
44						
45						
46						
47						
48						

493

Annex I: Agenda – Social Media Management



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

The ICARE - International Center for Agribusiness Research and Education

invites you to participate in a training on

Social Media Management

conducted by

Tatevik Zohrabyan, MBA, PhD

DATES

The 3-day interactive training will take place on July 27-29.

VENUE

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

TIME

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

WORKING LANGUAGE

The working language of the training will be Armenian and English; however, the PowerPoint slides will be in English.

LEVEL

All

TRAINING PARTICIPATION FEE

The training is free of charge. While similar hands-on trainings are quite expensive, ICARE fully covers the associated expenses for the participants, thus staying true to its charitable, social, scientific, and educational commitments. Upon successful completion of the training, the participants will be awarded a certificate of participation. To qualify for the certificate, participants must be present in all the sessions.

TRAINING DESCRIPTION

This training explores how organizations, leaders, and individuals can maximize the business value of social media. This hands-on training is designed to equip you with a framework and best practices to maximize the business value of social media platforms, enhance your understanding of strategic

Annex I: Agenda – Social Media Management

communication within the social media context, and develop and refine your personal social media communication skills. Particularly, the course will:

- Provide an overview of the social media industry; introduce the main framework
- Explore best practices in discovering, segmenting, and targeting audiences in social media
- Define differences among social media platforms; think strategically about channel choice
- Explore the development, extension, and management of brands on social media platforms
- Learn strategies and tools to create remarkable, shareable, and strategically sound social content
- Develop marketing and distribution strategies for social media initiatives
- Explore best practices to measure and communicate the performance of social media strategies
- Examine the role of social media communications in both igniting and diffusing a crisis
- Use social media to enhance communication, innovation, and productivity within your organization
- Strategically examine your online identity and how audiences perceive it
- Capitalize on social media communications tools to drive the double bottom line

TARGET AUDIENCE

The training is designed for people who are interested in creating business value through social media. The training consists of theory and action-learning components. All the participants are expected to read the assigned readings and have active involvement during the in-class exercises.

EXPECTED OUTCOMES

After completing the training, participants will be able to:

- Apply the framework to any social media related problem
- Develop their own and company social media strategy
- Create an effective social media presence to best serve the objective at hand

PRESENTATION METHODS

A combination of PowerPoint presentations and in-class exercises will be used. The participants will be provided with training material ahead of time. A dynamic discussion and exchange of ideas through interactive class participation will be strongly encouraged.

TRAINER

Tatevik Zohrabyan is an aspiring entrepreneur with extensive work experience in Armenia and the States. She is a recent graduate of Massachusetts Institute of Technology, from the MBA program. Additionally, she received her Ph.D. and M.S. in Applied Economics from Texas A&M University. She will be joining IMS Health, the world's largest international health care consulting company, and will concurrently work on her travel startup. Previously, she worked at the MIT's Finance and Policy Center, the Amundsen Group, Baker Tilly Armenia, American University of Armenia, ICARE Foundation and the Caucasus Research and Resource Center.

REGISTRATION PROCEDURE AND DEADLINE

If interested, please register for the training by filling out the attached registration form (in English) or at http://icare.am/uploaded_files/Registration-Form-Social-Media-Management-1.doc

(the link is available in online versions of this announcement on ICARE Web and FB pages) and email it to ICARE Administrative Assistant **Mrs. Arpine Arakelyan** at arparakelyan@gmail.com

Annex I: Agenda – Social Media Management

Registration deadline is **18:00 pm, July 24**. The seating is limited. **ONLY SHORTLISTED APPLICANTS WILL BE NOTIFIED FOR PARTICIPATION.**

CONTACTS

If you have questions, please contact Tatevik Zohrabyan by calling at **094 91 98 73**.

AGENDA

June 27	Time	Topics
Theory	18:30 - 19:30	Introduction to Social Media (what is it, why is it important, types); social media management framework
	19:30 - 19:45	Coffee break
Theory/Exercise	19:45 - 20:45	Audience analysis; action learning exercise
June 28	Time	Topics
Theory/Exercise	18:30 - 19:30	Strategic platform choice and brand strategy; action learning exercise
	19:30 - 19:45	Coffee break
Theory/Exercise	19:45 - 20:45	Content creation and social distribution strategy; action learning exercise
June 29	Time	Topics
Theory/Exercise	18:30 - 19:30	Measuring and communicating social media results; crisis communication through social media; action learning exercise
	19:30 - 19:45	Coffee break
Theory/Exercise	19:45 - 20:45	Use of social media internally and for social impact; your online identity; action learning exercise; wrap-up

Annex J: List of Participants - Social Media Management



This project is funded by the European Union

Թիրախային Նախագծերն ունենում են Հայաստանի համար



July 27- 29, 2016

Social Media Management conducted by Tatevik Zohrabyan
International Center for Agribusiness Research and Education (ICARE)
Address: 74 Teryan Street, 0009 Yerevan.

Tatevik

List of participants

N	Name	Organization/position	Contacts E-Mail	Signature 27.07.2016	Signature 28.07.2016	Signature 29.07.2016
1	Lusine Korekanyan	Director of Foundation ՀՀԳՀՀ	lusarpi@gmail.com	[Signature]	[Signature]	[Signature]
2	Anna Sarkisyan	CRRC- Armenia Senior Program Manager	anna@ercc.am	[Signature]		
3	Artek Badalyan	British Council Communications officer	artek.badalyan@britishcouncil.am	[Signature]		
4	Lusine Ghukasyan	Microsoft Innovation Center PR officer	lusine.ghukasyan@microsoft.am	[Signature]		
5	Sirvard Amatyani	content writer/translator	sirvard.amatyani@gmail.com	[Signature]	[Signature]	[Signature]
6	Narine Harutyunyan	Business Development ARMACAD	narine@armacad.info	[Signature]	[Signature]	[Signature]
7	Diana Ghahuzyan	Social media specialist, Editor-ARMACAD	dianaghahab@gmail.com	[Signature]	[Signature]	[Signature]
8	Albert Rubenyan	Benjamin Moore, manager	albertrubenyan@gmail.com	[Signature]	[Signature]	[Signature]
9	Narek Mirzoyan	"Observer" newspaper	narekmirzoyan@gmail.com	[Signature]	[Signature]	[Signature]
10	Vrej Sarkis	Polyclinic 2/Sonographer	Sarkis333@hotmail.com	[Signature]	[Signature]	[Signature]
11	Liana Hayrapetyan	Elites Armenia Elites Armenia	lianahayrapetyan85@gmail.com	[Signature]	[Signature]	[Signature]
12	Marianna Davtyan	Director of a Language center (quality language)	marianna.davtyan@gmail.ru	[Signature]	[Signature]	[Signature]
13	Marine Petrosyan	Armenia Renewable Resource and Energy Efficiency Fund	marinushkapeyakhovian@gmail.com	[Signature]	[Signature]	[Signature]
14	Shushan Shatikyan	Alt TV, journalist	sh.shatikyan@gmail.com	[Signature]	[Signature]	[Signature]

Syrio

Annex J: List of Participants - Social Media Management

N	Name	Organization/position	Contacts E-Mail	Signature 27.07.2016	Signature 28.07.2016	Signature 29.07.2016
15	Marika Asatryan	Atex LLC/Director	info@atex.am			
16	Hagkuhi Arzumanyan	Freelance	hikuh@gmail.com			
17	Lika Mkrtchyan	Git/PR & Communic. Expert	lika.mkrtchyan@gmail.com			
18	Ruzanna Balayan	Kelba Lab, UNDP Intern	balayan.ruzanna@gmail.com			
19	Anahit Khachadour	Kelam Erasmus	anahit.khach@gmail.com			
20	Ani Chakrabarty	Blog Writer "The Scientific Student"	ani.ashabekyan@gmail.com			
21	Lilit Simonyan	Speaking Slides/Director	lilit.simonyan93@gmail.com			
22	Hrayr Manukyan	U'com, G-soft	hrayrmanukyan@gmail.com			
23	Davit Mkrtchyan	CBA	davit.mkrtchyan@yahoo.com			
24	Karine Kocharyan	GDM/junior consultant	kocharyan.karine@gmail.com			
25	Arpine Arzumanyan	Public Journalism NGO	arpine.arzumanyan@gmail.com			
26	Susanna Mezhibayeva	ICARE	susanna.dicare.am			
27	Lusne Martukanyan	ICARE	Lusne.dicare.am			
28	Zaruhi Muradyan	ICARE/ENV	zaruhi.dicare.am			
29	Shaharuk Ashabekyan	Baker Tilly Armenia	sh.ashabekyan@gmail.com			
30	Narek Vardanyan	thecrowdfundingformula	narek@ftn.am			
31	Narek Avetisyan	ICARE foundation	avetisyan.narek@yahoo.com			

Annex J: List of Participants - Social Media Management

N	Name	Organization/position	Contacts E-Mail	27.07.2016	28.07.2016	29.07.2016
32	Garbis Chilaboshyan	Graphic Arts	garbis7788@gmail.com			
33	Haykuni Barsseghyan	ANQA	haykuni.b@gmail.com			
34	Nira Mirakyan	Rossyatsky gazeta correspondent in Italy	niramirakyan@gmail.com			
35	Mariam Loretsyan	Photjournalist	mariamloretsyan@gmail.com			
36	Narine Grigoryan	Vallex group / PR manager	nara2000usc@yahoo.com n.ishkhanyan@gmail.com			
37	Narine Ishkhanyan	CRRE-Armensia	is@crre.am			
38	Tatavik Minasyan	Mission Post/Unicef	ninasyan@yandex.com			
39	Marina Mirzabekyan	UA/Financial aid assist.	marinemirzabekyan@gmail.com			
40	Lilit Valalyan	ADC/Project Manager	lilitvalalyan@gmail.com			
41	Tatavik Zohrabyan	Smm Trainer	tatavik.zohrabyan@gmail.com			
42	Ruzanna Baldoyan	UNDP kelba Lab. Intern	baldoyan.ruzanna@gmail.com			
43	Azizel Azizumyan	Public journalism club	pppinc@rumanyan.am			
44	Narine Grigoryan	Barber Tilly Armenia	narinegrigoryan@gmail.com			
45	Haykuni Barsseghyan	UNDP, civil society	haykuni.b@gmail.com			
46	Haykuni Barsseghyan					
47	Lilit Valalyan					
48	Sirvard Amatsyan	logger	sirvard.amatsyan@gmail.com			

Syria