



**USAID**  
FROM THE AMERICAN PEOPLE

**ARMENIA**

# Quarterly Report

July – September 2017

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



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**innovATE**  
Innovation for Agricultural Training and Education



**VirginiaTech**  
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**FLORIDA**  
*The Foundation for The Gator Nation*


## 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.....	1
Activity 3. Increase Linkages between ATC and the Armenian Agricultural System.....	2
Activity 4. Redefine ICARE/ATC.....	4
Annex A. Greenhouse Crop Production and Management Handbook .....	10
Annex B. Organic Armenia Workshop Agenda .....	12
Annex C. Hovnanian Foundation List of Students Sponsored .....	16
Annex D. MAB Graduates' Employer Survey Analysis .....	17
Annex E. Project Management Training List of Participants .....	20
Annex F. Private Sector Survey Analysis .....	23

InnovATE-Armenia-Q1 Report from Virginia Tech/ICARE/ATC to USAID

Targeted Result – activity and task/subtask	Narrative Update on status indicators and activities - bulleted list of actions	Expected Output, Result or Impact – measured indicators
<b>Activity 1: Design a Sustainability Plan for ICARE Foundation/ATC</b>		
<b>1.1 Incorporate Strategic, Marketing and Financial Plans into Sustainability Plan</b>		
1.1.2 Launch of Friends of ICARE Armenia and updated sustainability plan implemented through work plan	Obtaining recommendations for Friends Board members. Plan to incorporate 501.c.3 in Texas where the TAMU Certificate has been awarded to ATC grads. ICARE Foundation Board is headquartered in Texas. The University regularly accepts and sponsors Armenian graduate students who responded positively to serving on Board and helping with fund raising.	
1.1.3 Sustainability plan presented to Friends of ICARE and ICARE Board	Updated portions of sustainability plan related to tuition and numbers of students in Academic Profit Center. Continue to wait for Armenian law on LLC's to be finalized, at which time ICARE/ATC will form profit company to market training services such as specialized certificates. Research Profit Center is thriving and has capacity to grow and contribute to the cost of running ICARE/ATC. Development Center is continuing to make contacts with potential donors. Fund Raising follow up campaign is organized for NYC in November.	
<b>Activity 2. Increase the Capacity of ICARE/ATC to Increase Revenue and Decrease Costs</b>		
<b>2.1. Strengthen ICARE Office of Development</b>		
2.1.1 Build development capacity through professional non-profit institutional advancement expert	Continued making contacts with potential donors and foundations on both East and West coasts. Submitted 3 grants to large corporations with Armenian interests.	
<b>2.2. Establish Endowment Fund</b>		
2.2.1 Documents prepared for Friends of ICARE	Endowment funding comes after the short and long term donation strategies are implemented. Relationships must be built with donors. Current funding opportunities include student sponsorships and naming options. Friends of ICARE Armenia organization will simplify and clarify the donation process and allow the initial establishment of long term endowment fund.	
2.2.2 Identify and contact existing and potential donors	Strong efforts to identify and contact potential high worth individuals, organizations and foundations in the US were made by non-profit resource mobilization expert David King, ICARE Board Chair, John Nichols and ICARE/ATC Director Vardan Urutyan in June. Follow up was conducted and several foundations will meet again with Development expert in November. Two major donors were approached again with hopes of receiving more donations in near future. ICARE students have been paired with donors and prepared thank you letters for their student sponsorships.	<a href="#">ICARE Student Letters</a>

2.2.3 Conduct institutional advancement campaigns	<ul style="list-style-type: none"> <li>Follow up with contacts made during Institutional Advancement Campaign and two more campaigns will be held on East Coast (November) and West Coast (April) of USA with Armenian Diaspora communities.</li> <li>Recognition of donors on new donor wall in lobby of ICARE/ATC.</li> <li>ICARE started a visibility campaign in the US-Armenian media. An article about an ICARE student story was published at <b>Mirror Spectator</b> and another one in <b>California Courier</b> (this article is printed in magazine hard copy). In total, 11 articles have been submitted to different publishers. The Armenian version of the article was published in the official newspaper of the Armenian National Agrarian University (ANAU).</li> </ul>	<a href="#">Mirror Spectator Article</a>  <a href="#">Article in the ANAU, page 5</a>
2.2.4 Establish Endowment Fund and Student Sponsorship mechanism	Initial efforts and expert advice indicate that the “Friends of ICARE/ATC” non-profit organization should be the originator of endowment fund and Texas should be the location. Non-profit expert is developing the guidelines that must be followed to incorporate in Texas.	
<b>2.3. Continue ATC Alumni Engagement</b>		
2.3.1 Engage ATC Alumni in ATC and ICARE activities	<ul style="list-style-type: none"> <li>Promotional items with ICARE/ATC logos are in use for events and PR.</li> <li>Evening Alumni class reunions have resumed where Development Director presents short request for donations.</li> <li>Guidelines for internships at ICARE Development Office have been developed (open to ICARE students, alumni and external interns).</li> </ul>	<a href="#">Internship Guidelines</a>
2.3.2 Facilitate financial and in-kind contributions by alumni to ICARE	<ul style="list-style-type: none"> <li>Alumni contributed in person and through on line donation platform.</li> <li>In Kind donation of time and talent was contributed by ATC MAB alumni and ICARE MAB instructor, project manager and coordinator of R&amp;D department at CARD Foundation Sona Telunts. Sona conducted a 2-day intensive training on Project Management for 30 business and agriculture professionals. Sona volunteered 6 hours for a total of 180 contact training hours.</li> </ul>	
<b>2.4. Increase Scholarship Fundraising</b>		
2.4.1 Identify and contact existing and potential donors (in and outside Armenia)	<ul style="list-style-type: none"> <li>ICARE/ATC staff and US Development expert continue to identify and contact donors.</li> <li>A meeting has been held with Ms. Karine Evoyan, Project Manager at Aznavour Foundation. Needs of ICARE and joint collaboration were discussed.</li> </ul>	
2.4.2 Promote funding for student sponsorships	<p>No announcement or decision has been received on three proposals:</p> <ul style="list-style-type: none"> <li>Nazarian family Foundation upon immediate gift of \$10,000 and pledge for additional \$10,000 per year for 4 more years, totaling \$50,000</li> </ul>	

	<ul style="list-style-type: none"> <li>• Tufenkian Foundation with a request of \$240,000</li> <li>• Coca Cola Foundation to support female students through sponsorship in agribusiness including water quality education. A two year grant for \$100,000 is requested</li> <li>• 3 industry scholarships were raised for EVN Wine Academy</li> <li>• Ceremony conducted for USAID student sponsorships to UAB and MAB students. Dr. Marina Vardanyan of USAID and Dr. Van Crowder of VT assisted Dr Vardan Urutyan in presenting the awards.</li> </ul> 	\$10,500
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## 2.5. Increase Capacity of ICARE to Receive and Manage External Funds

2.5.1 Finalize and submit NICRA for cost recovery and pre-award audit for USAID funding eligibility	USAID approved auditors BDO Armenia, who audited ICARE for USAID requirements, are continuing to develop ICARE's NICRA. Originally quoted rate was reduced by half in negotiation so decision was made to continue with current firm based on their familiarity with the ICARE financial records.	
2.5.2 Develop fiscal reporting format for inclusion in ICARE prospectus	2017 Annual ICARE Foundation Report will feature the new fiscal reporting format that is substantially improved for donor understanding and transparency.	
2.5.4 Establish a commercial organization	Forming of LLC is work in progress. Delayed due to changes in Armenian regulations.	

## 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	Proposals submitted: <ul style="list-style-type: none"> <li>• Proposal to UNDP for Agriculture and Management HelpLine for the cooperatives and producer groups</li> <li>• Proposal for evaluation of SKYE program of World Vision submitted</li> </ul>	29,938 USD  2,556,000 AMD
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	<ul style="list-style-type: none"> <li>Proposal for Outcome Monitoring Survey among Key Stakeholders of the Sustainable School Meals Project submitted to World Food Programme</li> <li>A research proposal to John Z. Duling Grant program was submitted on 30th of September, 2017. The project aims at establishing aquaculture/forestry network in arid degraded lands for afforestation of native poplar community forests and evaluating the feasibility of aquaculture wastewater as water and fertilizer source for the trees.</li> </ul>	13,885,300 AMD  24,700 USD
3.1.2 Provide business development services to small and medium enterprises, male and female farmers as required by research grant deliverables	<p>On 22nd of September 2017, training for project fish farmers and other interested parties was organized. Total of 16 participants took part in the two part training.</p> <p>First session was a visit to a unique aquaponics greenhouse of Green Age Aquaponics NGO (located in Apaga village, Armavir marz) where participants were introduced to producing organic greens along with fish production.</p> <p>Second training part was a visit to CARD Foundation's Agricultural and Veterinary Service center (located in Darakert village, Armavir marz), where participants were introduced to Best Management Practices of Recirculating Aquaculture Systems (RAS) as a water-efficient farming practice.</p>	
<b>3.2. Conduct Collaborative Research and Training</b>		
3.2.1 Establish and conduct research and training programs	In collaboration with the International Finance Corporation and Armenian Greenhouse Association, ICARE completed «Greenhouse crop production and management» manual for a 10 months training program for greenhouse specialists. The manual presentation took place at the ICARE office. The manual includes 10 modules to be taught at ATC during the next quarter	24,700 USD Annex A – Greenhouse Crop Production and Management Agenda (ICARE newsletter-pg.1 <a href="https://icare.am/wp-content/uploads/2017/08/7_17.pdf">https://icare.am/wp-content/uploads/2017/08/7_17.pdf</a> )
3.2.2 Generate gross revenue from research and training activities	Proposal to National Academy of Sciences as a PEER supplemental grant was awarded to ICARE in August, 2017. This supplemental grant provided for intensification of one of the fisheries included in SFEWRA project. Farm modification for application of semi-closed Recirculating Aquaculture System (RAS), including re-construction of ponds, construction of aeration and bio-filtration units, solid removal system are expected.	24,685 USD
3.2.3 Generate indirect costs from sponsored research and training	Overhead generated from PEER supplemental grant	Overhead 2,468 USD
3.2.4 Publish research studies and give conference presentations	<b>Conference presentations</b> <ul style="list-style-type: none"> <li>ICARE research team members organized workshop to present employment opportunities for Syrian-Armenians in creative sectors in Armenia within the study funded by GIZ.</li> </ul>	ICARE newsletter pg. 3 <a href="https://icare.am/wp-content/uploads/2017/10/9_17.pdf">https://icare.am/wp-content/uploads/2017/10/9_17.pdf</a>

	<b>Publications</b> <ul style="list-style-type: none"> <li>• ICARE Research Division in collaboration with IFOAM Organics International published the stakeholder needs assessment and national action plan for organic agriculture sector development in Armenia</li> <li>• Armenian version Manuscript by ICARE PEER team entitled “How to efficiently utilize water resources in Ararat artesian basin while simultaneously increasing fish production volumes” has been accepted by the Bulletin of National University of Architecture and Construction of Armenia for publication.</li> <li>• English version manuscript by ICARE PEER team entitled “Groundwater use and efficiency of small- and medium-sized aquaculture farms in Ararat Valley, Armenia” has been accepted by Groundwater for Sustainable Development (ELSEVIER) journal for publication.</li> <li>• English version manuscript by ICARE PEER team entitled “Feasibility Analysis of Basil and Lettuce Production in Aquaponics System in Terms of Efficient Water Use” has been accepted by the bulletin of Armenian National Agrarian University for publication.</li> </ul>	<a href="https://www.ifoam.bio/en/news/2017/08/29/capacity-development-strategy-and-plan-organic-agriculture-sector-armenia">https://www.ifoam.bio/en/news/2017/08/29/capacity-development-strategy-and-plan-organic-agriculture-sector-armenia</a>  <a href="http://www.sciencedirect.com/science/article/pii/S2352801X17301029?via%3Dihub">http://www.sciencedirect.com/science/article/pii/S2352801X17301029?via%3Dihub</a>
<b>3.3. Mobilize Engagement of ANAU Faculty</b>		
3.3.1 Involve Armenian agricultural experts in collaborative research and education projects	The organic agriculture Masters program curriculum development group held meetings with ICARE, BOAA research members, ANAU instructors, organic agriculture sector stakeholders. They also participated in an OASI 2-day training and field visit and the annual Rural life and Traditions festival.	Annex B –Organic Armenia Workshop Agenda
<b>3.4. Increase Number of Long-Term Partnerships</b>		
3.4.1 Develop linkages with other universities, international organizations and businesses-internships funded and MOU’s signed	With APPEAR funding for ANAU from Austrian Development Agency, ICARE research center created networking and collaboration opportunities for 9 members of curriculum development committee (farmers, NGO-s, international organizations, education sector) for establishing the organic Masters program at the Agrarian University	139,337 Euros (162,000 USD)
<b>Activity 4. Redefine ICARE/ATC</b>		
<b>4.1. Maintain Quality Education Program for Workforce and Enterprise Development</b>		
4.1.1 Maintain quality of ICARE/ATC educational programs	<b>Academic Programs</b> <b>2017-2018 academic year admission</b> <b>Undergraduate</b> The UAB two-month summer preparatory course of Introduction to Agricultural Economics, Business English, Public Speaking and Computer Applications was successfully completed. Based on the final results of those courses twenty seven students were admitted to study in ATC’s undergraduate junior year.	



	<p><b>Graduate</b> Sixteen students were selected to continue their studies in the MAB core program after successful completion of two-month summer Business Statistics course.</p> <p><b>Scholarships</b> One MAB 2nd year and 6 UAB senior students received sponsorships from Hirayr and Anna Hovnanian Foundation, based on ICARE efforts and recommendations, to cover the tuition fee for fall 2017 semester.</p> <p><b>2017 Internship Conference</b> Third year undergraduate students and first year MAB students successfully completed their internships in agribusinesses, NGOs, Banks and other organizations in Armenia. 11 paid internships were funded. All students submitted reports on their internship experiences and were graded by their internship supervisors.</p> <p>In addition, the undergraduate juniors shared their internship experiences and knowledge during the annual Internship Conference. 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.</p> <p>Several of the students received part time job offers from their internships:</p> <ul style="list-style-type: none"> <li>• MAB Georgian student Nino Chanturia- RegNest LLC,</li> <li>• UAB students Zaruhi Danielyan – CARD Foundation,</li> <li>• Lilit Karapetyan – ArmAs Winery,</li> <li>• Astghk Avchyan – SEF International</li> </ul> <p><b>Students Exchange Program</b> Through Erasmus+ student exchange program one undergraduate junior and one senior student currently continue their education in Varna Management University, Bulgaria and Vidzeme Applied Sciences University, Latvia.</p> <p>Also through Erasmus program, two senior undergraduate students joined their class in ATC after successful completion of their 10 months education in Vianna Do Kashtelo Polytechnic University in Portugal and Vilnius University in Lithuania.</p> <p><b>Field visits</b> ATC junior students had an introductory visit to Daughter Melania LLC (dairy factory) in Tashir.</p>	<p>Total student sponsorships received 1,780,000 AMD (almost \$4,000 USD)</p> <p>Annex C – List of students sponsored</p> <p>Companies paying students for internships:</p> <p>Global Am LLC (2 intern) RegNest LLC (2 interns) ArmAs (1 intern) STDev (1 intern) Shirakamut (1 intern) Sis Natural (1 intern) ICARE (3 interns)</p>
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	<p><b>Seminars</b></p> <ul style="list-style-type: none"> <li>• The Business English course for ATC juniors hosted Sarah Rombouts, Belgian Interior Industrial Designer, who delivered a lecture on design in Armenia, pros and cons. The course also hosted Assel Mussagaliyeva, Business Development Leader from the Singapore National University, who delivered a lecture on Prosperous education for youth and professionals in Armenia.</li> <li>• The Entrepreneurship course for MAB second year class hosted Anahit Markosian, the founder of Nairian brand. Students learned about the unique experiences involved in creation of the first all-natural cosmetics brand in Armenia.</li> <li>• The Marketing Management class for MAB second year students hosted Stepan Azaryan, the founder and owner of Backbone Branding company and its representatives.</li> </ul> <p><b>During this quarter ICARE hosted:</b></p> <ul style="list-style-type: none"> <li>• Van Crowder, PhD, Executive Director, OIRED from Virginia Tech who participated in several review team interviews</li> <li>• Angela Neilan, Director of InnovATE/Armenia project, who also provided support to the review team.</li> <li>• Judith Saryan and Viktor Zarougian from Boston, Massachusetts, the great supporters of ICARE and EVN.</li> <li>• Representatives of the GIZ's Private Sector Development and Technical Vocational Education in South Caucasus project team to gain a better insight into the activities of ICARE.</li> <li>• A group of Armenian National Statistical Service senior officers and USDA NASS experts to discuss priority topics for factsheets, to be published as part of the Agricultural Census data dissemination plan, with ICARE and CARD researchers.</li> <li>• Barbara Chmielowska from International Relations Office of Jagiellonian University in Krakow, Poland to learn about ICARE's programs and activities for future cooperation between her University and ICARE.</li> </ul> <p><b>Conferences and Events:</b></p> <ul style="list-style-type: none"> <li>• On September 13 ICARE Research Associate Astghik Sahakyan participated in a conference featuring export opportunities for the Armenian business community through Generalized System of Preferences (GSP) program. The conference was hosted by the American Chamber of Commerce and the U.S. Embassy in Yerevan.</li> <li>• ICARE Director Vardan Urutyan and major donors Judith Saryan and Viktor Zarougian visited the fourth Artsakh Wine Fest held in Togh village of Hadrut region. EVN Wine Academy presented its study program at the Festival as a recruiting initiative.</li> </ul>	
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4.1.2 Conduct Career Development Sessions	Individual student career assistance with resume writing, interviewing techniques and job searching is provided continuously.		
4.1.3 Develop Exit Survey	Completed		
4.1.4 Conduct Alumni Survey	Completed		
4.1.5 Conduct Employer Survey	The Employer Survey analysis was conducted and results presented.	Annex D – MAB Graduates Employer Survey Analysis	
4.1.6 Establish new paid agribusiness internships opportunities	11 paid Internship placements were finalized	Global Am LLC (2 intern) RegNest LLC (2 interns) ArmAs (1 intern) STDev (1 intern) Shirakamut (1 intern) Sis Natural (1 intern) ICARE (3 interns)	
4.1.7 Conduct external review on academic programs of the ATC	<p><b>MAB External Review</b></p> <p>On September 28 – October 3 ICARE hosted Victoria Salin, Chair of the Intercollegiate Faculty of Agribusiness, Department of Agricultural Economics, Texas A&amp;M University and Annette Levi, PhD, Head of Agricultural Business Department, California State University Fresno. These specially selected faculty conducted an external review of ICARE's Master of Agribusiness (MAB) program. The review team met with groups of stakeholders, including ANAU Rector, ICARE Director, the MAB faculty, staff, students, alumni and industry representatives that employ MAB graduates, to identify the core competences of the alumni employees and to assess the strengths and weaknesses of the course work and experiential preparation of students. The review team made a presentation of their preliminary findings for ICARE, USAID and VT representatives. Along with the ICARE Self Study, the review team will submit their final report and recommendations during quarter two of this project year 4.</p>		
4.1.8 Supply and Demand study on need for ICARE/ATC graduates	Study currently being researched by VT faculty		
<b>4.2 Explore Options for Double Degree Programs</b>			
4.2.1 Assess possibilities for double degree program and accreditation	Discussions held during the academic program review with VT, Fresno and TAMU. VT OIRED will explore the potential of Double degree with Pamplin College of Business and explore potential collaboration with analytics degree program at VT India.		
<b>4.3. Establish ICARE/ATC Curriculum Advisory Committee</b>			

4.3.1 Present proposal for Advisory Committee to ICARE Board	ICARE Advisory Board consisting of 15 Members formed	NEED NAMES and AFFILIATIONS
<b>4.4. Add Short Courses to ICARE/ATC Study Program</b>		
4.4.1 Develop short courses based on Course Expansion Plan	ICARE is reviewing the potential establishment of Hospitality and Tourism Management Certificate program jointly with VT.	
4.4.2 Increase hours of training in private sector productive capacity (through external funding)	<p>During the reporting period ICARE organized the following trainings:</p> <ul style="list-style-type: none"> <li>On July 6 - 7, ATC MAB graduate and ICARE MAB instructor, project manager and coordinator of R&amp;D department at CARD Foundation Sona Telunts, conducted a 2-day intensive training on Project Management. The participants, who were mainly from business and development projects, were introduced to the internationally accepted management practices, particularly those needed for PMP certification. 30 persons participated.</li> </ul>	<p>Agenda - <a href="https://icare.am/archive/s/news/project-management">https://icare.am/archive/s/news/project-management</a></p> <p>120 hours of private sector training</p> <p>Annex E – Project Management Training List of Participants</p>
4.4.3 Survey private sector firms to determine level of Improved Management Practices	Survey of private sector firms to determine level of improved management practices was conducted and results analyzed	Annex F - Private Sector Survey Analysis
<b>4.5. Leverage Short-Term Training Activities into Courses for Continuing Education</b>		
4.5.1 Conduct short-term training on agriculture sector productivity or food safety conducted for agribusiness	Greenhouse Crop Production and Management Program will be launched in February 2018. It will consist of 10 modules.	
4.5.2 Create Joint Certificate Program	ICARE is reviewing the potential establishment of Hospitality and Tourism Management Certificate program jointly with VT.	

**Ջերմատնային մշակաբույսերի արտադրություն և կառավարում կրթական ծրագրի ներկայացում**

*Հուլիսի 7-ին, ժամը 10:00-ին*

*Ագրոբիզնեսի և կրթության միջազգային կենտրոն, 5-րդ հարկ,*

*Հասցե՝ Տերյան, 74*

**Օրակարգ**

10:00-10:10	Գրանցում
10:10-10:25	Ներածական խոսք <ul style="list-style-type: none"><li>Վարդան Ուռուտյան, Ագրոբիզնեսի հետազոտությունների և կրթության միջազգային կենտրոն</li><li>Վահագն Լալայան, ՀՀ տնտեսական զարգացման և ներդրումների նախարարության ներդրումային քաղաքականության վարչության պետ</li><li>Արսեն Նազարյան, Միջազգային ֆինանսական կորպորացիա</li></ul>
10:25-11:00	Կատարված աշխատանքների ներկայացում <ul style="list-style-type: none"><li>Աննա Երիցյան, Ագրոբիզնեսի հետազոտությունների և կրթության միջազգային կենտրոն</li></ul>
11:00-11:10	Հարց ու պատասխան, առաջարկություններ, հանդիպման ամփոփում
11:10- 11:20	Հետագա քայլեր <ul style="list-style-type: none"><li>Վարդան Ուռուտյան, Ագրոբիզնեսի հետազոտությունների և կրթության միջազգային կենտրոն</li></ul>
11:20-12:00	Սուրճի հյուրասիրություն

## **Grenhouse Crop Production and Management study program introduction**

*7 July at 10:00*

*International Center for Agribusiness, Research and Education, 5th floor*

*Address: Teryan 74*

### **Agenda**

10:00-10:10	Registration
10:10-10:25	Program Introduction <ul style="list-style-type: none"><li>• Vardan Urutyan, International Center for Agribusiness Research and Education</li><li>• Vahagn Lalayan, Head of Investment Policy Department at the Ministry of Economic Development and Investment of the Republic of Armenia</li><li>• Arsen Nazaryan, International Finance Corporation</li></ul>
10:25-11:00	Discussion on inplemented work <ul style="list-style-type: none"><li>• Anna Yeritsyan, International Center for Agribusiness Research and Education</li></ul>
11:00-11:10	Questions and answers, participants' suggestions, closing remarks
11:10-11:20	Next Steps <ul style="list-style-type: none"><li>• Vardan Urutyan, International Center for Agribusiness Research and Education</li></ul>
11:15-12:00	Coffee Break



## WORKSHOP AGENDA

EU/ EaP GREEN and EU/ADA OASI projects

### **“Discovering Opportunities: EU-Armenia Organic Partnership”**

7/8 September 2017

DOUBLETREE BY HILTON YEREVAN CITY CENTRE

4/2 Grigor Lusavorich, Yerevan 0015, Armenia

#### **Workshop objectives:**

The EU funded "Greening Economies in the European Union's Eastern Neighbourhood" (EaP GREEN) project, jointly implemented by OECD, UNECE, UN Environment and UNIDO, assists six countries of the European Union's Eastern Neighbourhood Partnership, namely Armenia, Azerbaijan, Belarus, Georgia, Republic of Moldova and Ukraine, in progressing towards a green economy. UN Environment is supporting these countries in establishing and expanding their organic agricultural sector by providing information on market opportunities and trade barriers for organic produce, conducting capacity building and needs assessments, and engaging various stakeholders (including governments, farmers associations, certification bodies, civil society, academia and think tanks) at regional and national levels.

The Organic Agriculture Support Initiative (OASI), a project funded by the European Union and co-funded and implemented by the Austrian Development Agency (ADA), aims at further developing organic agriculture in Armenia. The initial success of the organic products on domestic and international markets will be enhanced by improving the policy and regulatory framework, developing local capacities and providing financial and comprehensive marketing support to organic producers and processors. The total budget is EUR 3.3 Million.

Jointly organised by UN Environment and ADA under the above mentioned projects, the workshop will discuss opportunities and challenges for organic producers when exporting to international markets, with a particular focus on the EU. The workshop will introduce success stories from exporters in Eastern Europe, discuss management and organization issues that arise specifically for small-scale businesses, which are the main group of OASI beneficiaries, and inform about how to access the EU market.

Expected outcome of the workshop: Farmers and producers are aware of the market demand within the EU, have an improved understanding of the different options for their organization, of marketing/packaging solutions, market requirements, and of how to access the EU market, and have discussed these topics in the framework of specific cases during site visits.

### **Day 1 – Field trip to organic production facilities**

Under the guidance of organic business experts, these field trips will lead the group of participants to selected production facilities/farms that are either in conversion or already converted to organic production and that are planning to export or are exporting to the EU or other international markets.

The idea is to share the experiences of organic producers with the help of concrete examples. On Day 2, these experiences will be embedded in thematic sessions.

	<b>Group 1: Honey and herbs</b> <i>Led by Sergiy Galashevskyy</i>	<b>Group 2: Fruits and berries</b> <i>Led by Waldemar Fortuna</i>
<b>09:00 - 12:00</b>	Visit to Geghashen: Beekeepers Vardan Kocharyan and Samvel Avagyan/ production/processing of organic honey	Visit to Shenik: Tsirani Aygi/ production of organic apricots and establishing a cooperative
<b>12:30-13:30</b>	<i>Lunch at the Green Lane Training Centre (Dzoraghbyur)</i>	<i>Lunch at “Tieni Pandok” (Vaghashapat)</i>
<b>14:00-16:00</b>	Visit to Geghard: Ritea/Processing of Wild Herbs	Visit to Lukashin Agricultural association: organic fruits/drying
<b>17:00</b>	<i>Return to Yerevan</i>	

### **Day 2 – Workshop**

**Trainers:** Bo van Elzakker, Waldemar Fortuna, Sergiy Galashevskyy

**08:30 – 09:00**    **Registration of participants**

**09:00 – 09:30**    **Introduction of the event and welcoming speeches**  
 Khachik Hakobyan, Deputy Minister of Nature Protection (5 min, tbc)  
 Armen Harutyunyan, Deputy Minister of Agriculture (5 min, tbc)  
 Gregory Tsouris, EU Delegation to Armenia (5 min, tbc)  
 Claudia Assmann, EaP GREEN project, UN Environment (5 min)  
 David Muckenhuber, OASI project, ADA (5 min)



## Annex B. Organic Armenia Workshop Agenda

- 09:30 – 10:10**    **Presentation of EaP GREEN success stories from Moldova and Armenia, including Q&A**  
Ion Cuhal, *Nova Nut* (Moldova) and  
Ruzanna Navasardyan, *SIS Natural* (Armenia)
- 10:10 – 10:30**    *Coffee break*
- 10:30 – 12:30**    **Management of small-scale organic businesses**  
This session will focus on issues of importance for small-scale businesses when beginning their conversion to organic products. It will present different forms of organization and markets that the different businesses can opt for, including (1) individual business, and (2) producer associations and grower-processor set ups, both for exports and the local market. The session will also touch upon topics such as certification, product range and selection for export, and product pricing. It will also help to better understand EU market demand and discuss product and export requirements.
- 12:30 – 13:15**    *Lunch break*  
*Time for networking among participants*
- 13:15 – 14:45**    **Management of organic exports in small-scale businesses: Group work and presentation in plenary**  
Interactive working groups will discuss different possibilities of organizing organic small-scale businesses, based on specific case studies.
- 14:45 – 16:00**    **Market access to the EU**  
This session focusses on issues that are of importance for more advanced organic producers that are about to export, or are already exporting, to the EU. However, the information provided in this session will also be relevant for new organic businesses. The session will discuss market access and how to establish and maintain reliable contacts with producers, exporters, and potential buyers.
- 16:00 – 16:15**    *Coffee Break*

**16:15 – 17:30    Market access to the EU: Group work and presentation in plenary**

Interactive working groups on specific case studies, addressing issues like (1) management, (2) market requirements, (3) market access, (4) and business relations.

**17:30 – 18:00    Closing remarks and Q&A**

**18:30 – 20:00    Farewell Dinner for registered participants**

• *Armenian/English translation will be provided.*

**CONTACTS**

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## Annex C. Hovnanian Foundation List of Students Sponsored

### Scholarships from Hirair and Anna Hovnanian Foundation

ATC UAB and MAB students received total of **1,780,000 AMD**

#### Fall 2017 semester

##### UAB

1	Albert Muradyan	185,000
2	Marat Zakaryan	185,000
3	Hrachya Hayrapetyan	250,000
4	Elvina Asatryan	250,000
5	Khanum Nikoghosyan	250,000
6	Zhanna Nikoghosyan	250,000

<b>Total UAB received</b>	<b>1,370,000</b>
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##### MAB

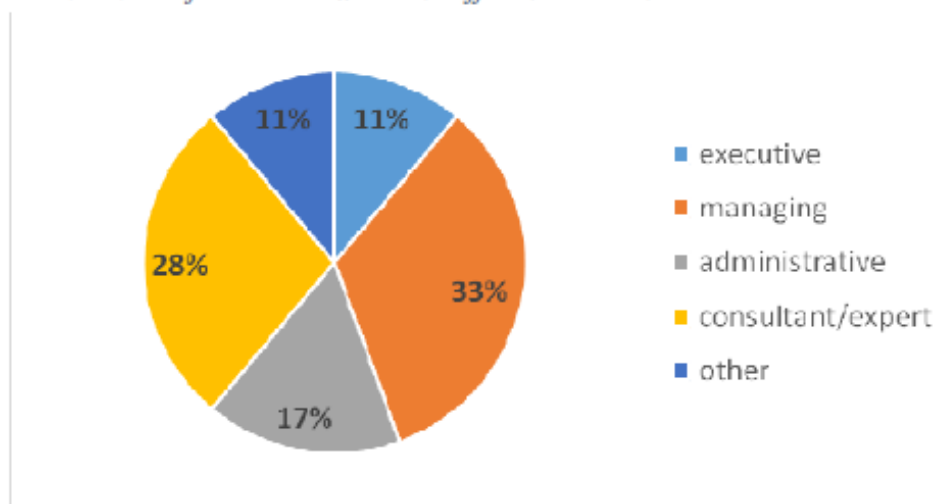
1	Anahit Khachatryan	410,000
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<b>Total UAB received</b>	<b>410,000</b>
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<b>Total UAB and MAB received</b>	<b>1,780,000</b>
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## MAB Program Graduates' Employer Survey, 2017

*Figure 1: The Share of MAB Graduates in Different Positions*



According to the pie-chart, 33% of MAB graduates work at the managing position, followed by 28% as consultants/experts, 17% at the administrative positions and as executives (11%).

*Figure 2: The Share of Satisfied Employers with the Theoretical Readiness of ATC Graduates*

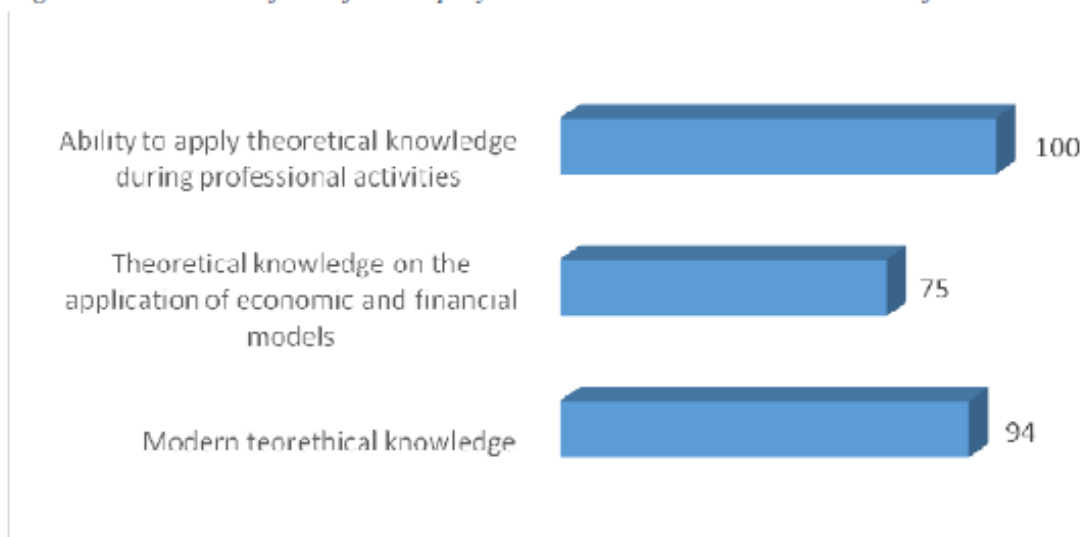
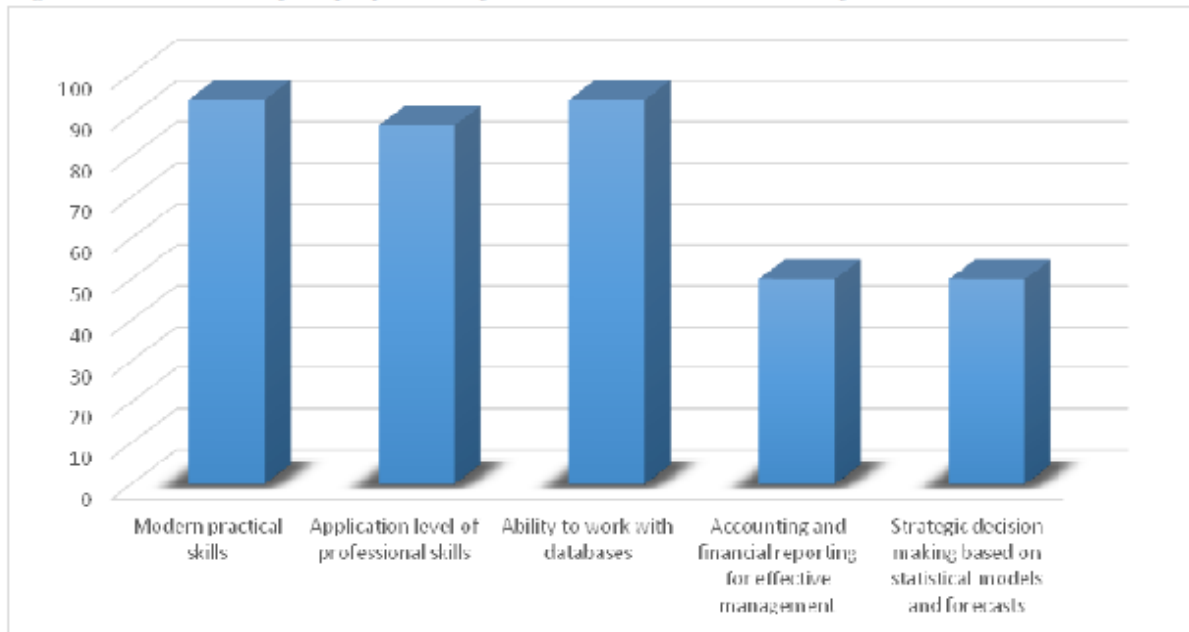


Figure 2 presents the share of satisfied employers with the theoretical readiness of MAB graduates. 100% of employer-respondents are satisfied with the MAB graduates' ability to apply theoretical knowledge during the professional activities. 94% of the employers think that MAB graduates have modern theoretical knowledge, and 75% are satisfied with the theoretical knowledge related to application of economic and financial models.

*Figure 3: The Portion of Employers Satisfied with Practical Readiness of ATC Graduates*



The histogram above presents the percentage share of employers which are satisfied with the practical skills of MAB graduates. According to the Figure 3, 94% of the respondents mentioned that they are satisfied with the modern practical skills of MAB graduates and with their ability to work with databases. These are followed by the application level of professional skills (88%). However, only the half of the respondents mentioned about satisfaction with the accounting and financial reporting and strategic decision making skills.

*Figure 4: The Ranking of ATC Graduates' Skills*

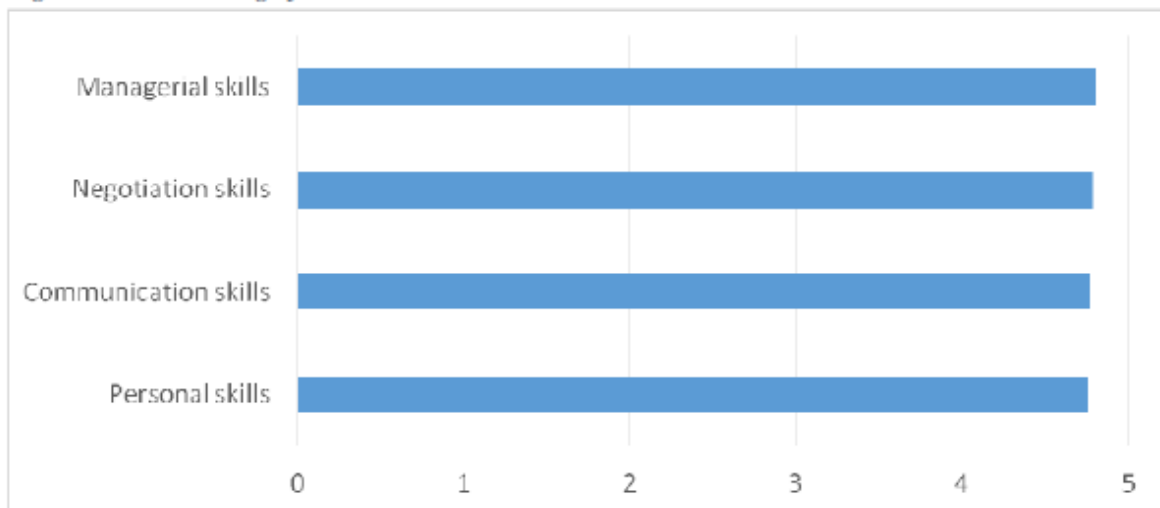
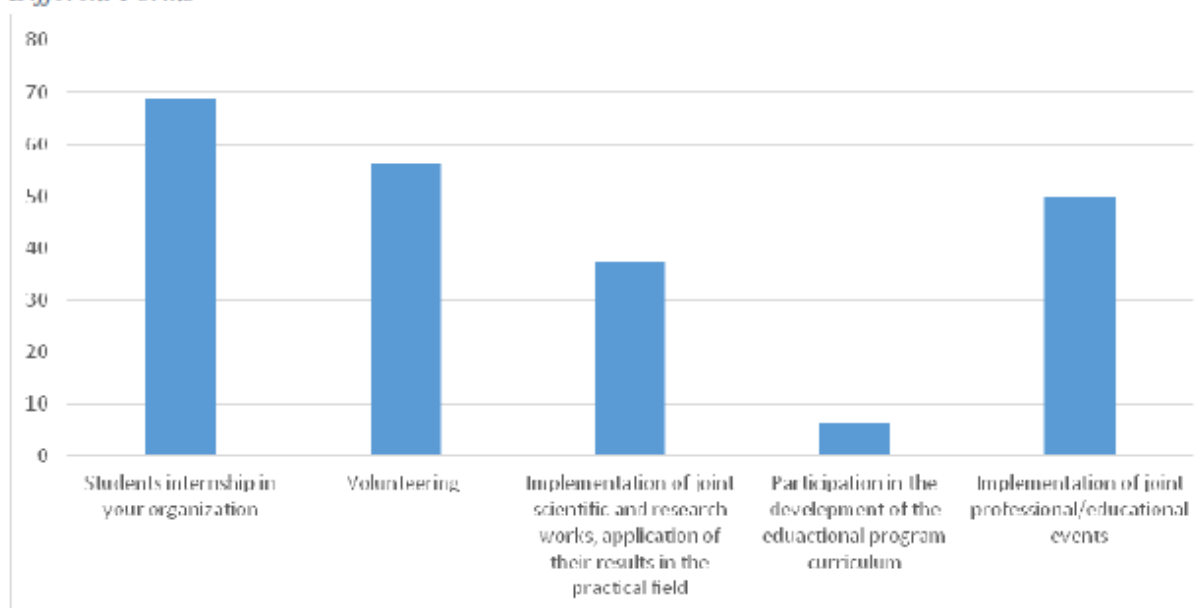


Figure 4 depicts the ranking of skills of MAB graduates, according to which all four types of skills got higher ranks, particularly, the managerial skills received the highest rank (4.80), followed by negotiation skills (4.78), communication skills (4.77) and personal skills (4.75).

*Figure 5: The Percentage Share of Employers Which are Eager to Cooperate with ATC in Different Forms*



According to Figure 5, the majority of employers (69%) mentioned that they will accept MAB students as interns in their organizations, while 56% of the respondents would like to have students as volunteers in their organizations. Exactly the half of the respondents are eager to implement joint professional and or educational events with ATC while 38% are ready to implement joint scientific and research works.

# Annex E. Project Management List of Participants

N	Full name	Education	University	Current Workplace	Position	Email	Telephone
1	Grigor Voskerchyan	Economics and Management of Enterprises /by branches/	ASUE	Financial-Economical College of Armenian State University of Economics	Educational Inspector	grigvoskerchyan@gmail.com	(+374)96191717 (+374)77666672
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3	Tatevik Senokyan	Bachelor program of Management	ASUE	Customer service specialist,	ARMBUSINESSBANK CJSC	<a href="mailto:tatevik.senokyan@gmail.com">tatevik.senokyan@gmail.com</a>	(+374 98) 050 762
4	Susanna Avetisyan	Finance- Master’s degree	Yerevan State University	Loan specialist	"Garni Invest" UCO	<a href="mailto:susannaavetisyan93@gmail.com">susannaavetisyan93@gmail.com</a>	37493-63-75-40
5	Emma Shahbazyan	PhD in Environmental Sciences/GIS	Wageningen University, the Netherlands	Freelance researcher in Environmental Sciences	Armenian Academy of Sciences	Shahbazyan@yahoo.com	+374 55571380
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8	Ruzanna Sakanyan	MASTER DEGREE OF PEDAGOGY IN THE FIELD OF FOREIGN LANGUAGE AND LITERATURE	Yerevan State Linguistic University after V. Brusov	DEVELOPMENT MANAGER	Fuller Center for Housing Armenia (FCHA)	r.sakanian@gmail.com	+374 77 073739
9	Tatevik	MA of Economics	ASUE	Office Specialist	Financial System Mediator Office,	tatevikhovhannisian@gmail.com	+374 93 18 19 38
10	Mary Zakaryan	Master of Science	Yerevan State University Faculty of Mathematics and Mechanics	Ayb/DCS Libraries Former Manager	Ayb Learning Hub Foundation	mery.zakaryan@gmail.com	091 08 18 22

# Annex E. Project Management List of Participants

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14	Tatevik Harutyunyan	Master of Political Science and International Affairs	American University of Armenia,	Responsible for commercial data coordination and analysis	Veolia Jur CJSC	tati-84@hotmail.com	(+374) 91 461251
15	Nona Hayrapetyan	Master of Marketing and Business Management, Marketing research	ASUE	Front-end Developer	"Exyzett" LLC	hayrapetyannona@gmail.com	37494-31-71-31
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17	Satenik Barseghyan	Master's degree in International Relations,	Yerevan Brusov State University of Languages and Social Sciences	Project Specialist	"Armenian-Indian Center for Excellence in ICT	atenikbarseghyan92@gmail.com	(+374) 77 42 39 94
18	Marianna Amirkhanyan	Master's degree in International Relations	International Relations,	Trainee (PR and Communication)	Armenian Progressive Youth,	marriiaanee@gmail.com	(+37493) 28 27 26
19	Gohar Harutyunyan	MA Degree on Political Science,	Faculty of International Relations, Yerevan State University,	ELT (English Language Teaching) Projects Assistant	British Council Armenian Branch	goharharutyunyan7@gmail.com	+374 55 88 01 87
20	Davit Khudaverdyan	Master's Degree in Finance and Control	French University in Armenia	Senior Analyst, Analysts' team lead, Factoring Division	"ARMSWISSBANK" CJSC	davit_khudaverdyan@yahoo.com	(+37499) 683-638
21	Ashkhen Grigoryan	MS, International Relations	Yerevan State Linguistic University after V. Brusov	Website Manager, Liner Director, Translator, International Project Manager	"Public Diplomacy" Charitable NGO	grigoryanashkhen@gmail.com	(+374) 98 381 581



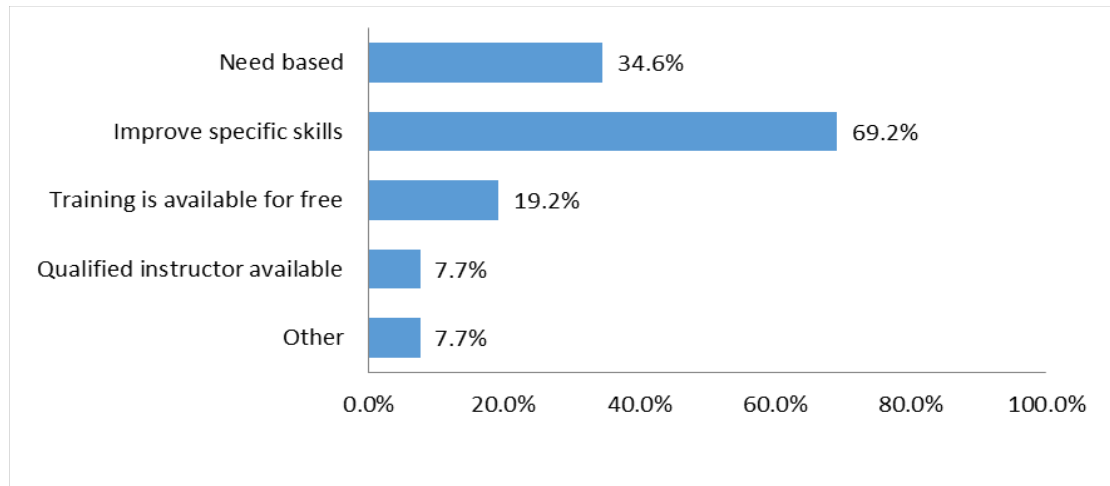
# Annex E. Project Management List of Participants

22	Mariam Yevdokimova	B.A. in Sociology and Pedagogy	Armenian State Pedagogical University named after Kh. Abovyan	Student-Expert	Institutional accreditation of Northern university - Armenian	mary.yevdokimova@gmail.com	+374 95 68 22 12
23	Mariam Zalumyan	Master of Business Administration	American University of Armenia	Financial analys	"Sevani Ishkhan" CJSC	mariam_zalumyan@edu.aua.am	(+374) 94225684
24	Mihran Babayan	Master in economics	Academy of Finance,	Senior Financial Specialist	Ucom LLC,	mihran.babayan@gmail.com	37493500192
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26	Anna Mikayelyan	Bachelor in Management	ASUE			<a href="mailto:annamikayelyan95@gmail.com">annamikayelyan95@gmail.com</a>	98336747
27	Aza Baghdasaryan	Master's degree in economics	Armenian State Agrarian University	Technical procedure controller	"Ucom" LLC	<a href="mailto:azabaghdasaryan@yahoo.com">azabaghdasaryan@yahoo.com</a>	374 95 99 09 95
28	Haykanush Sahakyan	Master's Degree, Faculty of Sociology,	Sociology, Yerevan State University	Sociologist (Expert Interviewing),	Education and Science NGO	<a href="mailto:haikuhisahakyan@gmail.com">haikuhisahakyan@gmail.com</a>	+374 94 72 15 85
29	Armine Toroyan	Master of Economics	Yerevan State University			<a href="mailto:armine.toroyan7@gmail.com">armine.toroyan7@gmail.com</a>	+374 77 33 85 77
30	Mariam Khachatryan	Մոդելավորումը ֆինանսատնտեսական համակարգերում	Երևանի պետական համալսարան			<a href="mailto:mariamkhachatryan@mail.ru">mariamkhachatryan@mail.ru</a>	94171720

## Private Sector Survey Analysis

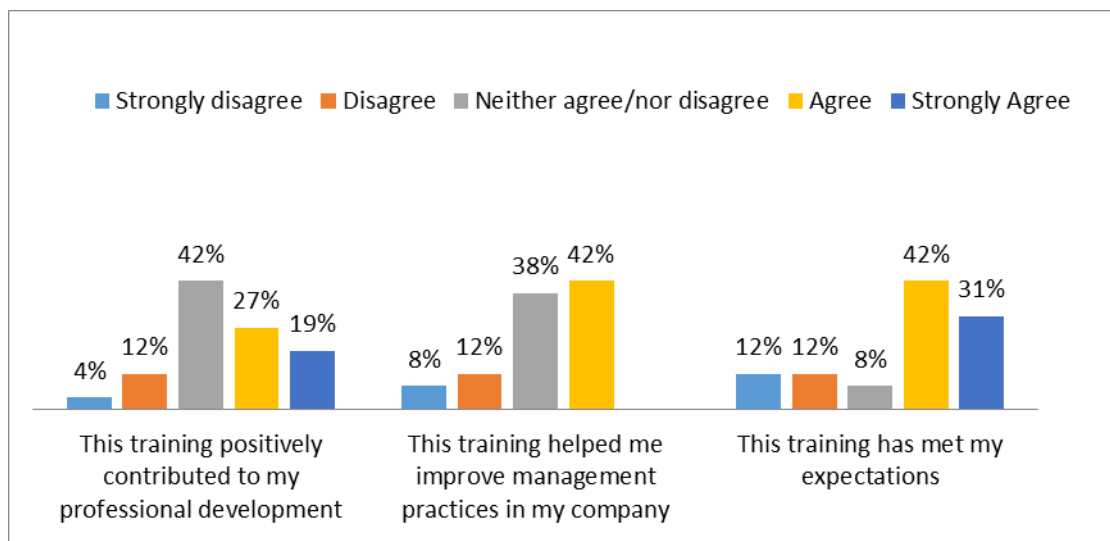
The survey was conducted with 26 employees from private sector firms to determine the level of Improved Management Practices. The respondents participated in courses on Operations Management Using SOLVER and Project Management conducted by Rafael Bakhtavoryan and Sona Telunts correspondingly.

Figure 1. The purpose of participation in the training



According to survey analysis, 69.2% of respondents mentioned that the reason for participating in the training was to improve some specific skills, 34.6% think that their participation was need based. 69 % of need based participants agreed that the training helped them in specific professional solutions.

Figure 2. To what extent do you agree with the following statements?

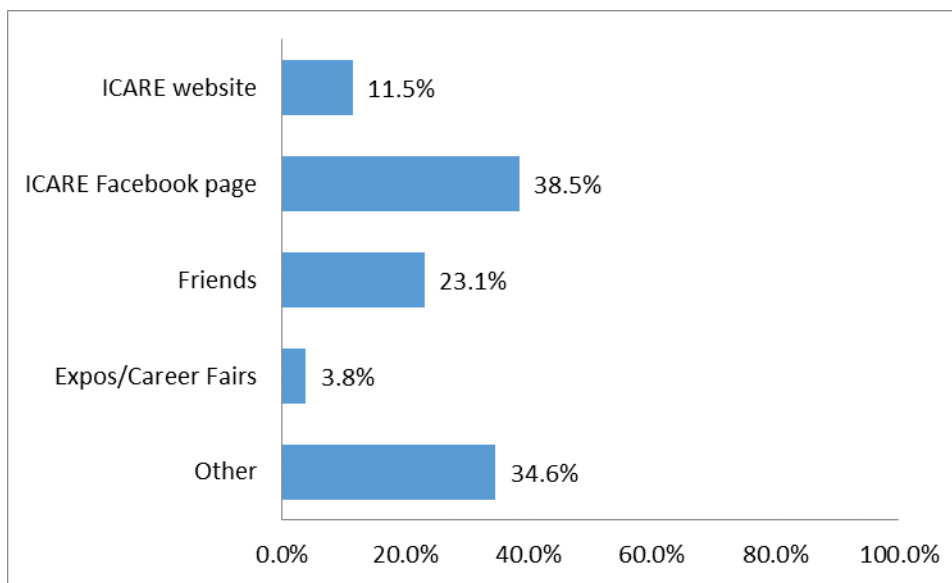


## Annex F. Private Sector Survey Analysis

Figure 2 illustrates that 27% of respondents agreed and 19% strongly agreed that the training positively contributed to their professional development. When asked whether the training helped them improve management practices in their companies, 42% of respondents agreed and 38% neither agreed /nor disagreed with the statement. 42% of respondents agreed and 31% strongly agreed that the training met their expectations.

The survey analysis shows that 76.9% of respondents are willing to participate in similar fee-based trainings.

Figure 3. How did you learn about ICARE and its services?



According to Figure 3, 38.5% of respondents learned about ICARE and its services from ICARE Facebook page, 34.6% from other sources, mentioning ARMACAD as a major source, and 23.1% from Friends.