



USAID | **ARMENIA**
FROM THE AMERICAN PEOPLE

Quarter 2 Report

October – December 2014

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



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Innovation for Agricultural Training and Education



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Targeted Result – activity and task/subtask	Narrative Update on status indicators and activities – bulleted list of actions	Expected Output, Result or Impact – measured indicators
Activity 1: Design and Implement an ICARE/ATC Comprehensive Business Plan		
1.1 Incorporate Strategic, Marketing and Financial Plans into Fully Functioning Business Plan	<p>ICARE strategic plan 2020 reviewed and Situation Analysis Action Research interviews completed</p> <p>Development of ATC Marketing Plan-promotional video begun and brochures completed (as listed in Activity 2.4)</p>	
1.2. Revise Organization Chart and Job Descriptions	<p>Created Draft of Functional Organizational Chart</p> <p>Collected and analyzed Labor and Service contracts and current position descriptions , updated responsibilities to reflect InnovATE work in Research/Outreach and Development positions</p>	<p>Draft ICARE/ATC organizational chart (See Annex A)</p> <p>Three position descriptions for new responsibilities of ICARE/ATC Research/Outreach Director, Development Director and Project Accountant positions (See Annex B)</p>

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 2. Increase the Capacity of ICARE/ATC to Increase Revenue and Decrease Costs.		
2.1. Strengthen ICARE Office of Development	<ul style="list-style-type: none"> • The ICARE/ATC Development Office has been established and the Development Director has been hired. The main aim of the development office is defined as strengthening the financial sustainability of ICARE. • The Development Director participated in a 2-week exchange visit designed and implemented by OIRED in Virginia Tech. Visited other small colleges in the state of Virginia and attended meetings with development and institutional advancement experts, which aimed to increase the capacity of the ICARE development office and consolidate other ICARE staff members for the overall fundraising effort. • The ICARE/ATC Development Office has elaborated the draft development plan for inclusion in strategic plan, describing the stages of donor-engagement, adapting the donor-database forms, clarifying role of the ICARE staff in cultivating potential donors and coordinating activities with the development office. 	<p>Trip Report from Development Director's visit to Virginia (See Annex C)</p> <p>Draft ICARE/ATC Development Strategy Diagram (See Annex D)</p>
2.2. Establish Endowment Fund	No action this quarter	
2.3. Establish and Expand ATC Alumni Network	<ul style="list-style-type: none"> • Efforts started to consolidate the ATC alumni in European Union and establish the "EU Chapter ATC Alumni & Friends". 	

Targeted Result – activity and task/subtask	Narrative Update on status indicators and activities – bulleted list of actions	Expected Output, Result or Impact – measured indicators
2.4. Increase Scholarship Fundraising	<ul style="list-style-type: none"> • The online donation platform has been established. At beta test stage, small scholarship donations in total amount of \$1,200 have been made both from Armenia and abroad. • Preparation of promotional materials has been started • Visibility on social media (Facebook) is maintained on daily basis • Overall update of the ICARE website is in process. • Booklet featuring the MAB program has been produced. • Booklet featuring EVN Wine Academy has been produced. • Holiday cards featuring ATC students and encouraging engagement of potential donors have been created. • Preparation of ICARE promotional video is in process. • Prepared wall sized lobby display to introduce InnovATE project to stakeholders • A total number of 12 potential donor organizations and individuals were contacted and relationships are developing 	<p>Banner with all collaborators created for use at major events</p> <p>InnovATE VT website linked to ICARE Website and Facebook pages</p>

Targeted Result – activity and task/subtask	Narrative Update on status indicators and activities – bulleted list of actions	Expected Output, Result or Impact – measured indicators
2.5. Increase Capacity of ICARE to Receive and Manage External Funds	<p>The Innovate financial coordinator (Denise Hudson) visited ICARE and worked with ICARE accountant and project accountant on financial policies and procedures (POP), conflict of interest policy (COI), analysis of indirect costs to compute a NICRA rate for submission to USAID, and together they completed pre-award financial management survey</p> <p>COI policy drafted and ready for presentation to ICARE Board for approval at January Board meeting</p>	<p>COI policy draft (See Annex E)</p> <p>Trip report including VT Financial Coordinator visit to ICARE (See Annex F)</p> <p>NICRA criteria requested from USAID</p>
Activity 3. Increase Linkages between ATC and the Armenian Agricultural System		
3.1. Strengthen ICARE Research and Outreach Development office	<ul style="list-style-type: none"> Four students were involved in the RODC on-going activities during this period on two research projects: “Agro Insurance in Armenia and Georgia”, and “Baseline Study of the Armenian Wine Sector”. 	

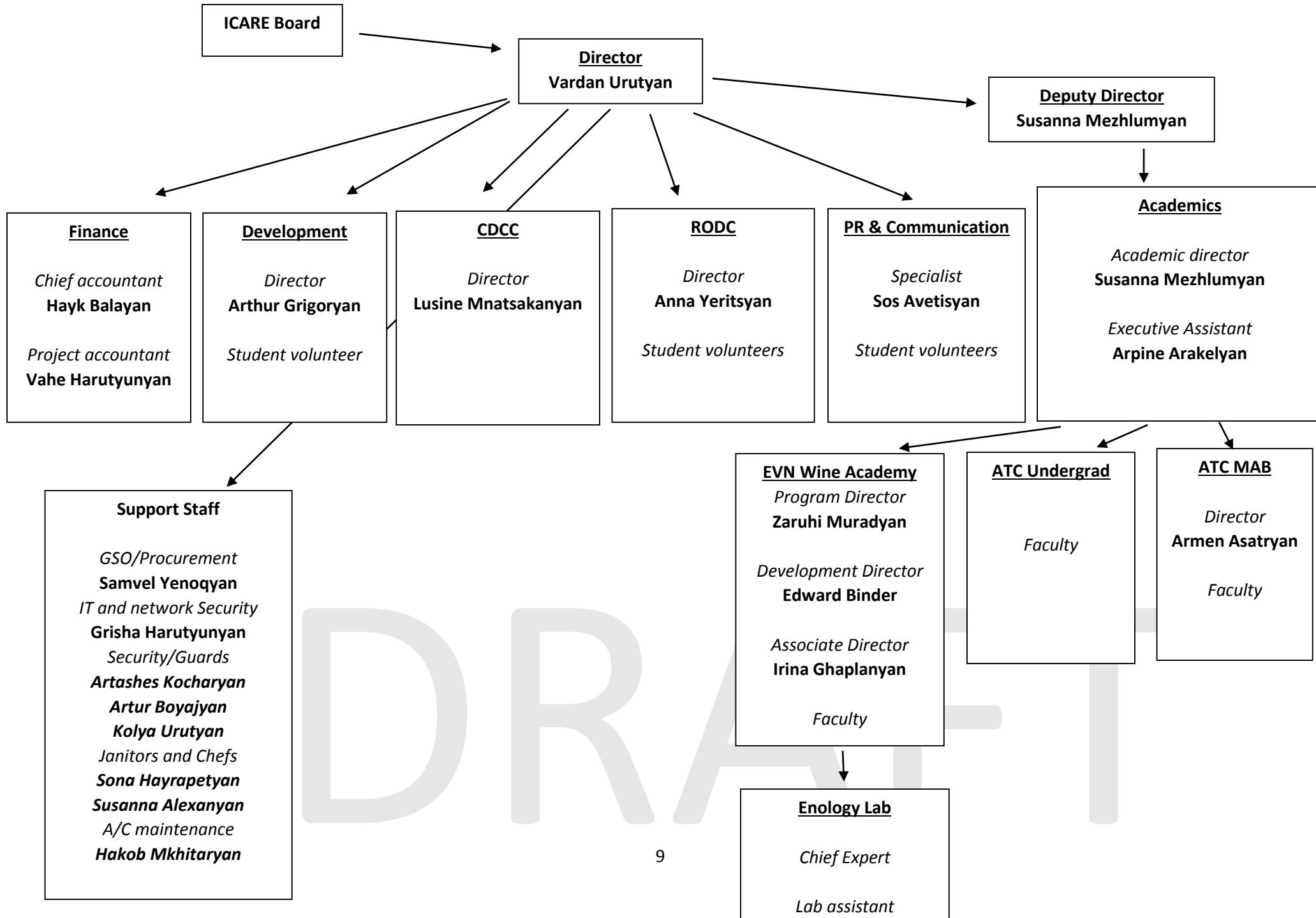
Targeted Result – activity and task/subtask	Narrative Update on status indicators and activities – bulleted list of actions	Expected Output, Result or Impact – measured indicators
3.2. Conduct Collaborative Research and Training	<ul style="list-style-type: none"> • Started a collaborative (with Business & Finance Consulting GmbH, Switzerland) research project “Agro Insurance in Armenia and Georgia” with participation of an expert from the ArmHydroMeteorology Center of the Ministry of Emergency Situations. (\$22,500) • Completed a research project “Baseline Study of the Armenian Wine Sector”. (\$14,000) • Submitted a joint pre-proposal for PEER project titled “Sustainable Fisheries for Enhanced Water Resources in Armenia”. (\$235,800 estimated) • Joint proposal elaborations for Horizon2020 project titled “Sustainable Agriculture for Rural Areas Development”. (budget estimates in progress) • Joint proposal elaborations for Erasmus+ project titled “RESTORE: strategic partnership promoting precision irrigation principles to agro-entrepreneurs and farmers through dynamic training”. (budget estimates in progress) • Joint proposal elaborations for Erasmus+ project titled “Footprints to the future”. (\$32,000) • Joint proposal elaborations for Erasmus+ project titled “Open your mind”. (budget estimates in progress) 	Peer Proposal on line Web Application screen shot (See Annex G)
3.3. Mobilize Engagement of ANAU Faculty	<ul style="list-style-type: none"> • ANAU faculty member (agronomy expert) engaged in a research project on Agricultural Insurance. • Elaborated a grant proposal for financing a wine laboratory for EVN Wine Academy with participation of an instructor (biochemist) from the ANAU. 	List of ANAU administration, faculty and Deans who attended the MOU signing ceremony (See Annex H)

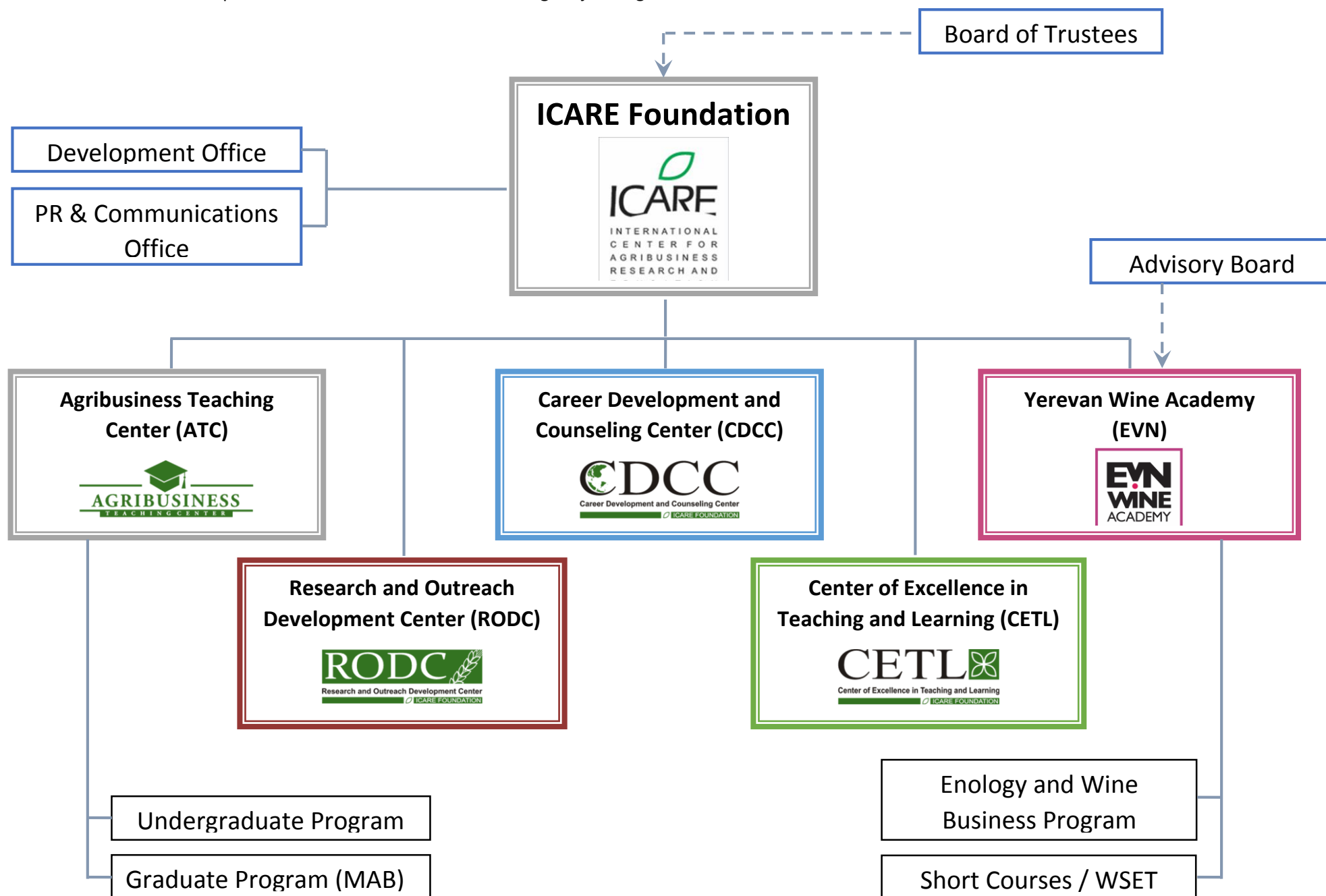
Targeted Result – activity and task/subtask	Narrative Update on status indicators and activities – bulleted list of actions	Expected Output, Result or Impact – measured indicators
3.4. Increase Number of Long-Term Partnerships	<ul style="list-style-type: none"> • A Memorandum of Understanding is signed on December 15 at ANAU to facilitate academic exchange, joint research and improvement of curriculum in selected agribusiness areas. The agreement was signed by Vice Rector of the ANAU, Director of InnovATE program, Provost of Virginia Tech, ICARE/ATC Director and Program Manager, InnovATE Armenia. • An agreement with GIZ has been created for funding and establishment of “Enology and Wine Business” educational program. (\$50,600) • An agreement with GIZ has been created for funding and establishment of a professional enological laboratory for “Enology and Wine Business” educational program. (\$125,000) • A Memorandum of Understanding is signed with Hochschule Geisenheim University (Germany) to contribute to the overall development of enological education, research and scientific procedures and programs in Armenia and Germany. • A Memorandum of Understanding is signed with Neustadt Wine Campus, the DLR (Service Center for Rural Areas) Rheinpfalz, and ANAU to promote academic, cultural, and personnel exchange. • Field trips aimed to create linkages with local extension services in Aragatsotn and Armavir Marzes of the RA were implemented by the RODC Director, who together with a USDA expert participated in an observation of the first Agricultural Census in Armenia. • ICARE was represented by the RODC Director on the Global Forum on Food Security and Nutrition organized in FAO headquarters in Rome, Italy • “One Step from the University to the Job Market” job fair was held in the Yerevan State University by CDCC Director to engage agribusiness and other companies in long-term cooperation with ANAU and ATC. • The EVN Wine Academy, represented by CDCC Director, participated in The Diaspora Job Fair in Frankfurt (Germany) to establish long-term partnerships with potential stakeholders. 	<p>Trip Report from visit of InnovATE Director and Program Manager Armenia to ICARE (See Annex F)</p> <p>MOU signed with ICARE, Virginia Tech, and ANAU in both English and Armenian (See Annex I)</p>

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 4. Redefine ICARE/ATC		
4.1. Maintain Quality Education Program for Workforce and Enterprise Development	No action this quarter	
4.2 Explore Options for Double Degree Programs	Met with Veterinary Medicine program at Virginia Tech to explore to linking animal health, human health and agribusiness for exchange of students, faculty and collaborative grant applications	
4.3. Establish ICARE/ATC Curriculum Advisory Committee	No action this quarter	
4.4. Add Short Courses to ICARE/ATC Study Program	<ul style="list-style-type: none"> English language class with six months duration started in October 2014. 	18 participants (female-10, male-8)
	<ul style="list-style-type: none"> A 3-day short course/training on “Models for Point (Deterministic) and Interval (Stochastic) Forecasting” was conducted by an instructor from Texas A&M University via videoconferencing facility. 	36 participants (female-22, male-14)
	<ul style="list-style-type: none"> A 3-day short course/training was conducted by a professor from Wine University in in Suze la Rousse (France) for Armenian practicing winemakers, MS degree students of the ANAU and the listeners of the EVN Wine Academy. 	30 participants (female-16, male-14)

Targeted Result – activity and task/subtask	Narrative Update on status indicators and activities – bulleted list of actions	Expected Output, Result or Impact – measured indicators
4.4. Add Short Courses to ICARE/ATC Study Program	<ul style="list-style-type: none"> A 3-day short course/training was conducted by a professor from Wine University in in Suze la Rousse (France) for Armenian practicing winemakers, MS degree students of the ANAU and the listeners of the EVN Wine Academy. 	30 participants (female-16, male-14)
	<ul style="list-style-type: none"> The EVN Wine Academy organized WINE FUNDAMENTALS: LEVEL 1 short 12-hour course aimed to provide very basic and essential knowledge on what wine is all about. 	13 participants (female-8, male-5)
	<ul style="list-style-type: none"> A seminar on “Advances in Winery Equipment” was conducted by a winery engineering and design expert from Argentina for a group of EVN students and representatives of the Armenian wine industry. 	14 participants (female-4, male-10)
	<ul style="list-style-type: none"> 1-day short course/training was conducted by RODC Director Anna Yeritsyan for MAB senior students on “Development of Business Plan”. 	16 participants (female-13, male-3)
	<ul style="list-style-type: none"> 1-day short course/training was conducted by RODC Director Anna Yeritsyan for MAB senior students on “How to Write a Research Plan”. 	16 participants (female-13, male-3)
4.5. Leverage Short-Term Training Activities into Courses for Continuing Education	<ul style="list-style-type: none"> A full class is enrolled for “Enology and Wine Business” certificate program, based on the collaborative agreement with Hochschule Geisenheim University (Germany). 	18 participants (female-11, male-7)

Annex A to Q2 Report: ICARE Draft Functional and Existing Project Organization Charts





Annex B to Q2 Report: Position descriptions for the three Innovate-Armenia funded positions

ANNEX # 01 TO THE LABOR AGREEMENT # LC 248

Yerevan

01 October, 2014

International Center for Agribusiness Research and Education Foundation (hereinafter referred to as "Employer"), represented by its Director and carrying out its activities in accordance with its charter, on one hand, and, (hereinafter referred to as "Employee"), on the other hand, have signed this annex on the following:

1. To formulate the point 2.1 of the Employment Agreement in the following way:

2.1 The Employee is assigned to the position of the "Agribusiness Education Development Initiative(InnovATE Armenia)" Researcher Director at the Employer's office located at 74 Teryan St., 0009, Yerevan, Republic of Armenia.

2. To formulate the point 2.3 of the Employment Agreement in the following way:

2.3 Activities stipulated by the present Agreement comprise the Employee's not main occupation.

3. To formulate the point 4.1 of the Employment Agreement in the following way:

- ✓ Promote and facilitate leading-edge research, including collaborative and interdisciplinary research;
- ✓ Enhance research capacity of the ICARE and increase internal and external research opportunities for faculty members;
- ✓ Develop networks between the RODC and researchers in the field in the public and private sectors, locally and internationally;
- ✓ Develop mutually beneficial linkages with industry in order to develop partnerships and collaborative research;
- ✓ Create database of experts and possible partner companies, as well as possible funders to follow research calls;
- ✓ Compile and submit research proposals;
- ✓ Supervise the research staff and promote professional growth opportunities for staff;
- ✓ Ensure adherence to professional standards and ethics of prospect research;
- ✓ Transfer knowledge to society through outreach (e.g. collaborative research, seminars, workshops, lectures, publications);
- ✓ Submit quarterly reports on Innovate Armenia activities to USAID;
- ✓ Perform other duties as assigned.

4. To formulate the point 6.2 of the Employment Agreement in the following way:

6.2 The duration of the Employee's working day will make 8 hours, from 09:00 till 18:00, of which one hour will be envisaged for lunch.

5. To formulate the point 7.1 of the Employment Agreement in the following way:

- 7.1 The Employer assigns a gross salary to the Employee for the works completed in accordance with this Agreement:**
- a monthly pay of 748,000 AMD.

This change shall come into force from the 01 October 2014.

Signatures & addresses of the parties For Employer

Vardan Urutyan, Director

International Center For Agribusiness Research and Education

Address: Yerevan 375009, 74 Terian str.

Telephone: 52-52-34

TPIN- 02577018

Bank Account: 193000 401 441 00 100

Converse Bank

<p style="text-align: center;">Հավելված առ ՀՀԷԴՊԾՄԵՍ ԶՄԾՄՊԾԹ # LC 250</p> <p>Աշխատանքի նկարագիր</p> <p>ձեռնարկ - §2. նմուշի մասին ԻնՆովԱՏԵ ՄԻՆՈՒՄՅԱՆ ԵՐԵՎԱՆԻ ԳՆԱՀԱՆՈՒՄՆԵՐԻ ԻՆՆՈՎԱՏԵ (InnovATE ՓԲԸ) ԻնՆ. ՆՇ ՆԵՐՈՒՄՆԵՐԻ</p> <p>ՄԻՆՈՒՄՅԱՆ – ԻՆՆ» ԶՄՆՈՒՄՆԵՐԻ ՄԻՆՈՒՄՅԱՆ</p> <ul style="list-style-type: none"> • ԻնՆ. ՆՇ Հաշվապահական և այլ ֆինանսական փաստաթղթերի ուսումնասիրություն նախքան կատարելը • Կանխիկ և բանկային հաշիվների վճարումների ուսումնասիրված և կատարված հաշվապահական փաստաթղթերի վերահսկում և հաշվեգրում • Աշխատավարձի հաշվարկ և վճարումների իրականացում • Աջակցություն հերթական և հատուկ հաշվետվությունների պատրաստման ընթացքում • Ֆինանսական տվյալների մուտքագրում հաշվապահական համակարգ և դրանց ուղղորդումը պատշաճ հաշիվներին • Ղեկավարի կողմից հանձնարարված այլ պարտականությունների իրականացում 	<p style="text-align: center;">Attachment to LABOR AGREEMENT # LC 250</p> <p>Job Description</p> <p>Position – <u>“Agribusiness Education Development Initiative(InnovATE Armenia)” Project Accountant</u></p> <p>Name –</p> <ul style="list-style-type: none"> • Examines vouchers and other expense documentation before certification. • Oversees and certifies disbursement of examined and certified vouchers from petty cash and bank accounts. • Processes payroll. • Assists in preparation of periodic and special reports. • Performs data entry of financial activities into the 1 C+ accounting system allocating them to the proper accounts. • Maintains department’s correspondence and filing. • Other duties as may be required by the supervisor.
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Annex B to Q2 Report: Position descriptions for the three Innovate-Armenia funded positions

ANNEX # 02 TO THE LABOR AGREEMENT # LC 245

Yerevan

01 October, 2014

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1. To formulate the point 2.1 of the Employment Agreement in the following way:

2.1 The Employee is assigned to the position of the "Agribusiness Education Development Initiative(InnovATE Armenia)" Project Development Director at the Employer's office located at 74 Teryan St., 375009, Yerevan, Republic of Armenia.

2. To formulate the point 4.1 of the Employment Agreement in the following way:

- ✓ *Contributing to financial need assessment with regards to the overall budget needs of the institution and needs of the specific divisions and offices of the ICARE (ATC, CDCC, RODC, CETL, EVN, office for Public Relations and Marketing, office for Development).*
- ✓ *Development and update of the ICARE Institutional Advancement Strategy.*
- ✓ *Identification of potential funding sources for the institution and facilitation of channeling of those funds to the ICARE.*
- ✓ *Assist the administration of the ICARE in restructuring of the institution with regards to the ICARE's better accessibility to funding sources.*
- ✓ *Active contacting with potential and current donors and other contributors to expand the contributions of the current donors and to encourage involvement of the new ones.*
- ✓ *Networking, cooperation, and elaboration for development grant proposals, where the ICARE will be represented either as an applicant or a partner institution.*

3. To formulate the point 7.1 of the Employment Agreement in the following way:

7.1 The Employer assigns a gross salary to the Employee for the works completed in accordance with this Agreement:

- *a monthly pay of 748,000 AMD.*

This change shall come into force from the 01 October 2014.

Signatures & addresses of the parties
For Employer



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



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

Trip Report:

Location(s) visited:

- ✓ Blacksburg, VA
- ✓ Farmville, VA
- ✓ Wytheville, VA
- ✓ Radford, VA
- ✓ Charlottesville, VA

Dates: November 7-22, 2014

Authors: Artur Grigoryan

Institution(s): International Center for Agribusiness Research and Education (ICARE)

Purpose:

Build the capacity of the development office to raise funds and ensure the long-term sustainability for the ICARE/ATC.

Objectives for the study visit include:

- Build a strategy for non-profit (non-government) fundraising that is appropriate for ICARE/ATC;
- Develop methods to implement that strategy that are appropriate for the funders (donors, etc.) and program of ICARE/ATC;
- Visit development offices at colleges and universities that offer examples relevant to ICARE/ATC;
- Develop messaging and presentations for successful fundraising;
- Develop awareness of estate planning, legacy funding, and endowment funding;
- Increase understanding of the potential role of outreach centers;
- Create opportunities to work one to one with fundraisers; and
- Develop a strategy to network with and gain support from Diaspora Armenians living in the US.

Sites Visited:

- Office of International Research, Education, and Development (OIRE), Blacksburg, VA
- Farmers Market, Blacksburg, VA
- College of Agriculture and Life Sciences at VT, Blacksburg, VA
- Urban Horticulture Center, Blacksburg, VA
- Kentland - Virginia Agricultural Experiment Station, VA
- Hahn Horticulture Gardens and University Greenhouses at VT, Blacksburg, VA

Annex C to Q2 report: Development Director Trip Report

- Entrepreneurship Conference at the Inn at VT, Blacksburg, VA
- Attimo Winery in Christiansburg, VA
- Agricultural Research and Extension Center at Raphine, VA
- McCormic Historic Center, Raphine, VA
- Longwood University, Farmville, VA
- Radford Small Business Development Center, Radford, VA
- Wytheville Community College, Wytheville, VA
- Morrisette Winery, Floyd, VA
- Meetings at IORED office, Blacksburg, VA

Description of Activities:

The main goal of all meetings was to pass hands-on experience to ICARE Development Director on fundraising and institutional advancement techniques. Majority of the meetings had a format of office meetings and discussion, each of which last for about 1-2 hours. Site visits have been organized where seeing the facility was the key aspect of learning.

Suggestions and Recommendations:

- ✓ For the forthcoming series of ICARE staff visits to the United States it would be beneficial to organize appointments with potential donors.

List of Contacts Made:

Name	Title/Organization	Contact Info (address, phone, email)
Kurt Richter	Associate Director, Technical Assistance and Special Initiatives	Phone: 540-231-2762 Email: richterk@vt.edu
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Michael Bertelsen	Executive Director, OIRED	Phone: 540-231-6338 Email: bertel@vt.edu
Anne Millett	Administrative Specialist at OIRED	Phone: 540-231-6338 Email: debra56@vt.edu
Laina Schneider	Program and Research Assistant at OIRED	Phone: 540-231-7917 Email: lainas5@vt.edu
Miriam Rich	Director of Communications for OIRED	Phone: 540-231-4153 Email: mrich@vt.edu
Jim Foreman	Associate Director, Finance and Administration at OIRED	Phone: 540-231-4654 Email: foremanj@vt.edu
Khaled Hassouna	Associate Director for Middle East & North Africa Initiatives at OIRED	Phone: 540-556-8558 Email: hassouna@vt.edu
Maggie Bassett	Associate Professor, Radford University School of Nursing	Phone: (540) 831-7648 Email: mbassett@radford.edu
Penelope Moseley	Adjunct Faculty at Wytheville Community College	Phone: 276-733-9704 Email: paw@penelopesart.com
Benjamin Groove	Associate Director of Development, College of Agriculture and Life Sciences, VT	Phone: (540) 231-7640 Email: begrove@vt.edu
Douglas McAlister	Director of Development and Strategic Partnership	Phone: 540-231-6913 Email: mcallist@vt.edu
Jennie Schwanke	Community Garden Coordinator YMCA	
Katherine Albright	Fundraiser for Blacksburg farmers market	
Ellen Steward	Fundraiser for Blacksburg farmers market	
Ryan Martin		
Ann Regn	Director of Public Information and Outreach, Foundation for Virginia's natural Resources	
John Dooley	CEO, VT Foundation	Phone: 540-231-2265 Email: jdooley@vt.edu
Sheri McGuire	Director, Economic Development, Longwood University	Phone: 434-395-2360 Email: mcguirest@longwood.edu

Annex C to Q2 report: Development Director Trip Report

Patricia Lust	Professor of Music Director of Liberal Studies Longwood University	Phone: 434.395.2049 Email: lustpd@longwood.edu
Louise Waller		
Petra Visscher	Executive Director, International Affairs, Longwood University	Phone: 434-395-2182 Email: visscherpm@longwood.edu
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Kenneth Hurley	Chemist, VT Enology Laboratory	Phone: 540-231-8690 Email: hops@vt.edu
Ozzie Abaye	Professor, Crop and Soil Environmental Sciences, VT	Phone: 540-231-9737 Email: cotton@vt.edu

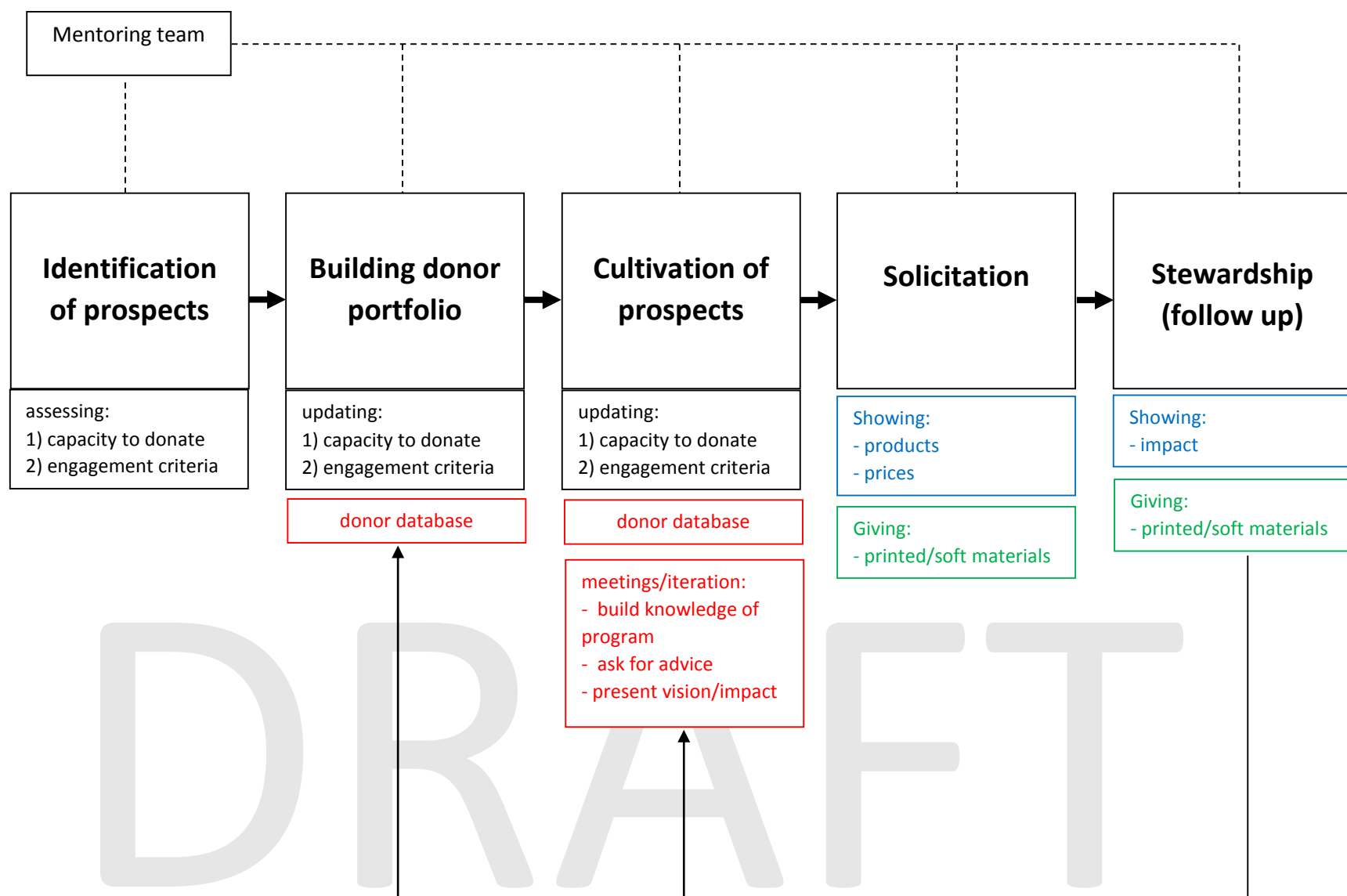
Appendix:

Trip Log, November, 2014

Friday, November 7	✓ arrived in Blacksburg
Saturday, November 8	<ul style="list-style-type: none"> ✓ visiting the VT campus in Blacksburg, ✓ visiting farmers market in Blacksburg ✓ visiting YMCA cradt fares ✓ networking dinner at Kurt Richter's home
Sunday, November 9	<ul style="list-style-type: none"> ✓ visiting Brian Murphy's farm, ✓ visiting Pandapas Pond
Monday, November 10	<ul style="list-style-type: none"> ✓ discussion with in OIRED office with the colleagues ✓ meeting Michael Bertelsen, OIRED Director

Annex C to Q2 report: Development Director Trip Report

	<ul style="list-style-type: none"> ✓ meeting the staff responsible for communication - Laina Schneider and Miriam Rich ✓ meeting Maggie Bassett and Penelope Moseley (institutional advancement and fundraising experts)
Tuesday, November 11	<ul style="list-style-type: none"> ✓ meeting with Benjamin Groove, Associate Director of Development, College of Agriculture and Life Sciences, VT ✓ meeting with Douglas McAlister, Director of Development and Strategic Partnership, VT ✓ working on ICARE presentation with Anne Millett in OIRED office.
Wednesday, November 12	<ul style="list-style-type: none"> ✓ ICARE presentation in OIRED office ✓ visiting Urban Horticulture Center and Kentland Farm Research projects ✓ visiting Community Gardens and meeting Jennie Schwanke (fundraiser) ✓ meeting Katherine Albright and Ellen Steward (fundraising experts) in Blacksburg farmers market
Thursday, November 13	<ul style="list-style-type: none"> ✓ meeting Ryan Martin, from YMCA Development Unit ✓ visiting Hahn Horticultural Gardens and meeting its staff responsible for business advancement ✓ visiting VT Enology Services Lab
Friday, November 14	✓ Participating at Entrepreneurship Conference Tech 2014 at VT
Saturday, November 15	✓ Participating at Entrepreneurship Conference Tech 2014 at VT
Sunday, November 16	✓ visiting to Attimo Winery and networking with outreach events staff
Monday, November 17	<ul style="list-style-type: none"> ✓ visiting Agriculture and Research Center (AREC) at Raphine, ✓ visiting McCormic Historic Center at Raphine ✓ meeting Ann Regn from Virginia Department of Environmental Quality.
Tuesday, November 18	<ul style="list-style-type: none"> ✓ meeting Sheri McGuire, Louise Waller, and Petra Visscher (fundraising experts) in Longwood University, ✓ meeting Walter Witschey (fundraising expert) in Farmville, ✓ meeting Ken Copeland, Vice President for Administration and Finance at Longwood University, ✓ meeting Courtney Hodges (fundraising expert) in Longwood University,
Wednesday, November 19	<ul style="list-style-type: none"> ✓ meeting Anthony Byrd from Radford Small Business Development Center ✓ meeting Laura Turk, the Director of Radford Alumni Association
Thursday, November 20	<ul style="list-style-type: none"> ✓ meeting Rhonda Catron-Wood in Wytheville Community College ✓ meeting Penelope Moseley
Friday, November 21	<ul style="list-style-type: none"> ✓ meeting with Elisabeth Flanagan from VT development office ✓ working in OIRED office with Keith Moore and Tom Hammet
Saturday, November 22	✓ departing from Blacksburg



Draft ICARE Conflict of Interest Policy

Implementation Date _____

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

Definitions Pertaining to Personal Conflict of Interest (PCOI)

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

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

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

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

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

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

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

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

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

Disclosure – In connection with any actual or possible conflict of interest, all officers, employees, and representatives of ICARE must disclose the existence of any conflicts of interest and be given the opportunity to disclose all material facts. In an effort to aid such disclosure, each officer, employee, and representative of ICARE shall complete a conflict of interest questionnaire on an annual basis. Copies of completed questionnaires should remain on file for audit purposes in a secured location determined by the Board.

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

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

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

This policy is hereby approved:

Chair, ICARE Board of Directors

Date

Conflict of Interest Questionnaire

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

Contact Name: _____

Contact Address: _____

Contact Email: _____

1. Are you an officer of an organization that conducts business or has a relationship with ICARE?
Yes _____ No _____
If yes, please define. _____
2. Do you have a family relationship with anyone who has a noted relationship with ICARE?
Family connections include an individual's spouse, parent, child, grandparent, grandchild, great-grandchild, and sibling. The spouses of any children, grandchildren, great-grandchildren, and siblings are considered family relationships as well.
Yes _____ No _____
If yes, please define. _____
3. Have you participated, directly or indirectly, in any employment agreement, compensation relationship, or any other arrangement/investment opportunity with a third-party vendor doing business with ICARE that has resulted or could result in personal benefit to you?
Yes _____ No _____
If yes, please define. _____
4. Have you received, directly or indirectly, any salary payments, loans, or gifts of any kind or any free service, discounts, or other fees from any person/organization engaged in any transaction with ICARE?
Yes _____ No _____
If yes, please define. _____
5. Do you share ownership of a business that does business with ICARE? Ownership means voting power in a corporation, profits interest in a partnership, or beneficial interest in a trust.
Yes _____ No _____
If yes, please define. _____

Signature _____ Date _____

Print Name _____



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



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

Trip Report: **ARMENIA Trip II**

Dates:

December 5, 2014 through December 20, 2014

Authors:

Angela M. Neilan, Denise Hudson, Tom Hammett

Institution(s): Virginia Tech, Office of International Research, Education and Development

Purpose:

To continue work plan tasks, facilitate signing of joint MOU with Armenia National Agrarian University and ICARE/ATC, finalize the Year one Work Plan and the PMEP, meet with USAID, discuss plans to submit concept paper as first step in for PEER funding, and mentor ICARE/ATC staff and faculty, especially the new project accountant, and use a participatory approach to establish procedures for InnovATE/Armenia.

Sites Visited: Armenian National Agrarian University, Hyelands Ecovillage Resort, Garni Temple historical site, Guymri Regional Agriculture Center (ASC), Guymri Private School #31, IGIT Dairy Factory, Shirak Marz, and the Arevik Farm and Veterinary Center, a CARD outreach center

Description of Activities: Project Roll Out and MOU signing with ANAU, begin discussions on NICRA and overhead rates, pre-award survey, Conflict of Interest policy, invoicing procedures, briefing for USAID mission, work plan revisions, development office plan, LOE and timekeeping/recordkeeping on projects

Suggestions and Recommendations: In reviewing LOE forms, we found that each full time USAID funded ICARE staff member is recording 40 hours worked per week. We need to explore how to accurately divide staff time and allocate funding from other research projects according to actual time expended. Also, we recommend developing labor contract annexes to ensure staff members receive full salary in light of declining value of Armenian Dram against the US Dollar.

List of Contacts Made:

Name	Title/Organization	Contact Info (address, phone, email)
Yuri G. Marmaryan	Vice Rector of Education, ANAU	mamaryan@armenia.com
Pam	English Teacher ATC	374-933-12503

Annex F to Q2 Report: Trip II Report

Gagik Santrosyan	Associate Professor, Dean of Dept. of Agronomy	Santros_Gagik@mail.ru
Caroline and Arthur Zakarian	Owners, HyeLands Ecovillage Resort	Hyelands.com, 098-333322 Glendale 626-926-2360
Mr. Andranik Igityan, Director	Son/Owner, "IGIT" Ltd. Dairy Factory	Arevik, www.igitak.am , 374-312-60006
Mr. Vardan	Director, CARD Farm and Vet Center	Arevik, Shirak Marz
Jivan Aslanyan	Director, Shirak Regional Marz Ag Support Center	Guymri, Shirak Marz shasc@rambler.ru , aafb@nm.ru
	Head of School, Public School #31	Guymri, Shirak Marz
Marmaryan Yuri	Armenian National Agrarian University; Vice-rector of education	marmaryan@armenia.com
Gagik Santrosyan	Armenian National Agrarian University; Dean of Dept. of Agronomy	santros-gagik@mail.ru
Dr. Samvel S. Avetisyan	Armenian National Agrarian University, Research Center of Agrarian Policy and Economics; Director	samvelser@gmail.com
Lusine Mnatsakanyan	ICARE; Director of Career Development and Counseling Center	lusntag@yahoo.com
Sos Avetisyan	ICARE; PR & Communication Specialist	sos@icare.am
Ashot Aghababyan	Armenian National Agrarian University; Dean of Foodstuff Technology Dept.	ashotaghab@mail.ru
Eduard Ghazaryan	Armenian National Agrarian University; Dean of Economics Dept.	eduard_ghazaryan@yahoo.com

Anna Yeritsyan	ICARE; Research Officer	anna@icare.am
Hovik Sayadyan	Armenian National Agrarian University; Head of International Relations Department	hovik.sayadyan71@gmail.com
Susanna Mezhlumyan	ICARE; Deputy Director	susanna@icare.am
Dr. Vardan Urutyan	ICARE Director; National Agrarian University of Armenia, Head Docent	vurutyan@yahoo.com
Dr. Marina Vardanyan	USAID Armenia; Energy and Water Advisor/Environmental Officer	mvardanyan@usaid.gov
Arthur Grigoryan	ICARE; Development Director	arthur@icare.am

Appendix:

Trip Log (activities by day)

2014

December 5-7-Travel to Armenia (Neilan and Hudson)

December 8- initial meetings with ICARE-ATC director; introduce Hudson to ICARE/ATC staff; lay out goals for the visit, set up in ATC offices

December 9 - Worked with Arthur on Development Approaches for ICARE/ATC; work with ICARE finance staff (Vahe and Hayk) to complete the USAID pre-award survey and to develop invoicing procedures.

December 10 - Worked with ICARE finance staff to determine differences between labor contracts and service contracts, chart of accounts shared, administrative accounts, discussed scholarships and how to manage and report funds; obtained financial reports from ICARE to begin NICRA calculations. Neilan and Hudson attended MAB class lecture by Armenian TedX director on marketing.

December 11- Meetings with ICARE/ATC staff; discussed issues related to the establishment of the ICARE/ATC endowment fund, follow-up discussion on possibilities of having TIAA-CREF manage the endowment fund and is this possible under Armenian regulations; also discussed the use of VT Foundation to manage these funds; worked with ICARE staff, ensure that accounting system includes balanced budget each year with audit report as required by USAID; discussed posting annual audit report on website to increase transparency and understanding of rationale for fund raising efforts.

December 12 -Update strategic plan and obtain position descriptions and labor or service contracts. Learned about the spiraling exchange rate with the Armenian dram, addressing issue in labor contracts with annex to balance salaries at end of year.

December 13 – Participated with ICARE/ATC staff and faculty in the traditional “khash” gathering with ATC Director and staff; visited hotel near Garni to assess possibility of fundraising and hosting meetings/visitors at the location; visit Garni Temple historical site with ICARE/ATC Development Director; visit vernisage market to learn more about products that are made at home by women and marketed at the permanent marketplace in Yerevan. Homemade dolls from ethnic groups made by a former history teacher were most impressive and marketable.

December 13-15-Travel to Armenia (Hammett)

December 14-Meetings with Pam, ATC English Teacher’s program for learning language through holiday songs. Participated in mulled wine outreach tasting at historic church conducted by Edward, EVN Wine Academy faculty.

December 15- (Hammett arrives early AM) AM Meetings with ICARE Director to discuss logistics. Participate in roll out ceremony for InnovATE Armenia , MOU Signing by ANAU and ICARE and VT, organized reception with “American Brownies” for ANAU faculty and administrators. Meeting to discuss and get approval for New Year One Work Plan with USAID Mission representative Marina Vardanyan. Shared information on and goals for ICARE/VT submission of PEER pre-proposal for water and fisheries. PM traveled with Director to North of Armenia to Guymri, Shirak Marz

December 16- The team visited in the Shirak Marz: the Guymri Private School #31, Farmers Market, Regional Extension Center (ASC), CARD managed Farm Veterinary Center, and the IGIT company, a private cheese manufacturing plant. Dinner in home of local orchardist and family in Maralik en route back to Yerevan.

December 17-18-Return Travel to Virginia (Neilan) Hudson/Hammett work at ICARE ATC offices
Work with Development Director on Development Office Strategy and approaches. Reviewed web based video and fund raising pages on ICARE website. Work with accountant on procedures; work with ICARE staff to finalize the draft conflict of interest policy, and begin revision of the PMEP based on comments from USAID.

December 18- Hudson/Hammett: Work with ICARE Director and ICARE Development Director to (1) revise the PMEP to reduce number of deliverables and indicators to manageable level according to feedback from USAID, (2) revise Year One Work Plan so that it reflects the revised PMEP, and (3) submitted finalized PMEP and Year One Work Plan to USAID (PM). Hammett participated in MAB class on agriculture policy.

December 19- Return Travel to Virginia (Hudson)

Hammett: Meetings with: ICARE Director and the Rector of ANAU, reviewed plans for Year One; ATC faculty member Mr. Arem Harutyunyan Deputy Minister, Ministry of Agriculture (ATC grad) to discuss Year One Work Plan and collaboration with the Ministry; ICARE PR director to discuss outreach centers; ICARE Development Director organize the draft development office strategy; Wine Academy director to discuss continuing education program; and ICARE director to discuss results of field trip to Shirak Marz and strategy for establishing outreach centers.

December 20- Return Travel to Virginia (Hammett)

International Center for Agribusiness Research and Education (ICARE)

Vardan Urutyan

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Contact Information

Dr Vardan Urutyan PhD
74 Teryan Street
Executive Suite 202, ICARE Building
Yerevan, Yerevan 0009 Armenia

vardan@icare.am

If your organization information does not appear correct, please contact the funder. Thank you.

Organization:

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

www.icare.am

Sustainable Fisheries for Enhanced Water Resources in Armenia (SFEWRA)

Process: PEER Cycle 4

LOI

Submitted

01/09/2015

[View LOI](#)

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Memorandum of Understanding Monday December 15, 2015

Tom Hammet - Director, InnovATE
Angela Neilan - Program Manager, InnovATE Armenia
Denise Hudson - Financial Coordinator, InnovATE Armenia

Vardan Urutyan - Director, ICARE
Susanna Mezhlumyan - Deputy Director, ICARE
Sos Avetisyan - PR and Communications Specialist, ICARE
Arthur Grigoryan - Development Director, ICARE
Arpine Arakelyan - Executive Assistant, ICARE
Lusine Mnatsakanyan - CDCC Director, ICARE

Marina Vardanyan - Mission Environmental Officer at USAID/Armenia

Yuri Marmaryan - Vice Rector Academic Affairs, ANAU
Hovik Sayadyan - Head of Foreign Affairs Department, ANAU
Hrachik Javadyan - Dean, Agribusiness & Marketing Department, ANAU
Gagik Santrosyan - Dean, Agronomy Department, ANAU
Eduard Ghazaryan - Dean, Economics Department, ANAU
Ashot Aghababyan - Dean, Food Technology Department, ANAU

Ani Khudaverdyan - Editor in Chief, "Hask" newspaper, ANAU
Anahit Poghosyan - ANAU website management



MEMORANDUM OF UNDERSTANDING (MOU)

AMONG

VIRGINIA POLYTECHNIC INSTITUTE AND STATE UNIVERSITY

BLACKSBURG, VIRGINIA, USA

AND

ARMENIAN NATIONAL AGRARIAN UNIVERSITY

YEREVAN, ARMENIA

AND

INTERNATIONAL CENTER FOR AGRIBUSINESS RESEARCH AND EDUCATION FOUNDATION

YEREVAN, ARMENIA

Virginia Polytechnic Institute and State University (Virginia Tech), the Armenian National Agrarian University (ANAU) and the International Center for Agribusiness Research and Education Foundation (ICARE) affirm their intent to establish ties of cooperation and friendship for the purpose of promoting mutual understanding and academic, cultural and personnel exchange. All parties agree to implement this memorandum of understanding effective as of December 15, 2014 and shall remain in effect for five years.

This agreement is based on the principle of reciprocity and expresses the interest of all parties in exchanging scholars, students, academic information and materials in the belief that the research and educational process at both the institutions will be enhanced and that mutual understanding between their respective scholars and students will be increased by the establishment of such exchange programs.

1. The parties agree to encourage the development of exchange programs and activities, based on their respective academic and educational needs and availability of funds, such as:
 - Exchange/study abroad programs
 - Exchange of personnel for the purposes of teaching, research and outreach

- Exchange activities which foster and strengthen the relationship among partners and further excellence in education both in the USA and Republic of Armenia
 - Exchange of academic information, materials, video courses and presentations
 - Exchange of periodicals and other publications
 - Organization of joint research programs and conferences
 - Organization of joint conferences, video conferences and outreach efforts
 - Organization of other exchanges agreeable to both parties
 - Development and strengthening of curricula and course support in selected agribusiness areas such as food science and technology, soil science and fertility, water supply and use
2. The parties recognize that the implementation of any exchange program will depend upon the academic interests and expertise of individual faculty members and upon the availability of financial resources. Accordingly, the implementation of each exchange program based on this agreement shall be separately negotiated.
3. This agreement is not intended to be a legally binding document. It is meant to describe the nature and to suggest the guidelines of the collaboration described above. Nothing therefore shall diminish the full autonomy of any partner institution, nor will any constraints be imposed by any partner institution in carrying out the agreement.
4. The agreement shall become effective on the day representatives of all partner institutions affix their signatures and seals, will be in force for a period of 5 years, and is subject to revision or modification by written agreement. It is also understood that any partner institution may terminate the MOU at any time, although it is assumed that such action would only be taken after consultation by all institutions in order to avoid any possible inconvenience to the other institutions.
5. The following signatories to this MOU shall serve as Liaison Officers:
- a. For Virginia Tech, Dr. Mark G. McNamee, Sr. Vice President and Provost
 - b. For the Armenian National Agrarian University (ANAU), Professor Dr. Arshaluys Tarverdyan, University Rector
 - c. For Virginia Tech, Dr. A. L. Hammett, innovATE, Office of International Research, Education and Development, Director
 - d. For the International Center for Agribusiness Research and Education (ICARE), Dr. Vardan Urutyan, Director
 - e. For Virginia Tech, innovATE/Armenia, Angela M. Neilan, Program Manager

IN WITNESS THEREOF, we sign this Memorandum of Understanding in recognition of our intent to foster genuine and mutually beneficial academic collaboration.

University Rector, ANAU

Sr. Vice President and Provost
Virginia Tech

Date

Date

Director, ICARE

Director, innovATE
Office of International Research,
Education and Development
Virginia Tech

Date

Date

Program Manager, InnovATE Armenia

Date

Date

- Կադրերի փոխանակում՝ դասավանդման, հետազոտական և հանրայնացման աշխատանքների նպատակներով
- Այնպիսի գործունեության փոխանակում, որը նպաստում և ամրապնդում է գործընկերների միջև եղած կապերը, ինչպես նաև կրթության գերազանցության հետագա ապահովումը թե ԱՄՆ-ում և թե Հայաստանի Հանրապետությունում
- Ակադեմիական տեղեկատվության, մյուսների, տեսադասընթացների և ներկայացումների փոխանակում
- Պարբերականների և այլ հրապարակումների փոխանակում
- Համատեղ հետազոտական մախագծերի և գիտաժողովների կազմակերպում
- Խորհրդաժողովների, տեսակոնֆերանսների և հանրայնացման աշխատանքների կազմակերպում
- Կողմերի համար ընդունելի այլ փոխանակումների կազմակերպում
- Ագրոբիզնեսի առանձին ոլորտների, ինչպես օրինակ՝ սննդագիտության և տեխնոլոգիայի, հողագիտության և բերրության, ջրամատակարարման և ջրօգտագործման ոլորտներում ուսումնական պլանների ու առարկայական դասընթացների մշակում և բարեփոխում

2. Կողմերն ընդունում են, որ փոխանակման որևէ ծրագրի իրականացումը կախված է պրոֆեսորադասախոսական կազմի անհատ անդամների ակադեմիական հետաքրքրություններից և գիտելիքներից ու փորձառությունից, ինչպես նաև՝ ֆինանսական ռեսուրսների առկայությունից: Ուստի, սույն համաձայնագրի վրա հիմնված փոխանակման յուրաքանչյուր ծրագրի իրականացման շուրջ վարվում են առանձին բանակցություններ:
3. Սույն համաձայնագիրը իրավաբանորեն պարտավորեցնող փաստաթուղթ չէ: Այն կոչված է նկարագրել վերոնշյալ գործակցության բնույթը և առաջարկել դրա հիմնական ուղղությունները: Հետևաբար, որևիցե հանգամանք չի կարող նվազեցնել գործընկեր հաստատություններից յուրաքանչյուրի ինքնավարությունը, ինչպես նաև որևիցե գործընկեր հաստատություն խոչընդոտներ չի առաջացնի համաձայնագրի իրականացման գործում:
4. Համաձայնագիրը ուժի մեջ է մտնում բոլոր գործընկեր հաստատությունների ներկայացուցիչների կողմից իրենց ստորագրությամբ և կնիքով այն հաստատելու օրը և ուժի մեջ է մնալու 5 տարի ժամկետով, ընդ որում ենթակա է վերանայման և փոփոխման՝ գրավոր համաձայնությամբ: Կողմերը նաև հասկանում են, որ կողմերից յուրաքանչյուրը ցանկացած ժամանակ կարող է դադարեցնել Փոխընթերցման հուշագիրը, թեև ենթադրվում է, որ, մյուս հաստատությունների համար անհարմարություններ առաջացնելուց խուսափելու նպատակով, մնալ գործողության կարելի է դիմել միայն բոլոր հաստատությունների հետ խորհրդակցությունից հետո:



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Hrutyan

5. Ներքոստորագրյալ անձինք հանդես են գալիս որպես Փոխըմբռնման հուշագրի շրջանակում հաստատությունների միջև կապի պատասխանատուներ.

ա. Վիրջինիա թերի կողմից՝ դոկտ. Մարկ Գ. ՍքՆամի, ավագ փոխնախագահ և պրոռեկտոր
բ. Հայաստանի ազգային ագրարային համալսարանի (ՀԱԱՀ) կողմից՝
պրոֆեսոր Արշալույս Թարվերդյան, համալսարանի ռեկտոր
գ. Վիրջինիա թերի կողմից՝ դոկտ. Ա. Լ. Համեր, ԻննովեՅԹ, միջազգային
հետազոտությունների, կրթության և զարգացման գրասենյակ, տնօրեն
դ. Ագրոբիզնեսի հետազոտությունների և կրթության միջազգային կենտրոնի (ԱՀԿՄԿ)
կողմից՝ դոկտ. Վարդան Ռոուտյան, տնօրեն
ե. Վիրջինիա թերի և ԻննովեՅԹ Հայաստանի կողմից՝ դոկտ. Անջելա Մ. Նիլդը, Ծրագրի
ղեկավար

Ի ՎԿԱՅՈՒԹՅՈՒՆ ՎԵՐՈՆՇՅԱԼԻ, մենք ստորագրում ենք Փոխըմբռնման սույն հուշագիրը՝
դրանով իսկ ճանաչելով իրական և փոխշահավետ ակադեմիական գործակցությանը նպաստելու
մեր մտադրությունը:

Համալսարանի ռեկտոր, ՀԱԱՀ	Ավագ փոխնախագահ և պրոռեկտոր, Վիրջինիա թեր
Ամսաթիվ	Ամսաթիվ
Տնօրեն, ԱՀԿՄԿ	Տնօրեն, ԻննովեՅԹ, միջազգային հետազոտությունների, կրթության և զարգացման գրասենյակ Վիրջինիա թեր
Ամսաթիվ	Ամսաթիվ
	Ծրագրի ղեկավար, ԻննովեՅԹ Հայաստան
Ամսաթիվ	Ամսաթիվ



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accurate representation of
English document*

V. Vutyana