



USAID
FROM THE AMERICAN PEOPLE

ARMENIA

Quarterly Report

January – March 2017

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



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Innovation for Agricultural Training and Education



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

Targeted Result – activity and task/subtask	Narrative Update on status indicators and activities - bulleted list of actions	Expected Output, Result or Impact – measured indicators
Activity 1: Design a Sustainability Plan for ICARE Foundation/ATC		
1.1 Incorporate Strategic, Marketing and Financial Plans into Sustainability Plan		
1.1.1 Implementing the sustainability plan	Continuous efforts throughout the year	Profit centers and ICARE incorporation in USA will be discussed with Board Chair in April 2017
1.1.2 Stakeholder Sustainability Plan Engagement Event	An industry stakeholder event was organized on February 3, 2017, on the occasion of the first graduating class of Food Safety Systems Management program. The event was attended by key management staff of Armenian food and agribusiness companies, as well as officials, including the Minister of Agriculture. Along with featuring the FSSM program and its graduates, ICARE also presented its other industry driven academic programs.	
Activity 2. Increase the Capacity of ICARE/ATC to Increase Revenue and Decrease Costs		
2.1. Strengthen ICARE Office of Development		
2.1.1 Engage US Institutional Advancement Expert	Hired David King LLC from Richmond, VA.	
2.1.2 Video Class to Strengthen Institutional Advancement Strategy	In process of taking an online course " Fundraising: How to Connect with Donors" at Philanthropy University	
2.2. Establish Endowment Fund		
2.2.1 Assessment of alternatives for establishment of Endowment Fund	Meeting planned with ICARE Board Chair, Dr. John Nichols, April, 2017 to discuss ICARE Foundation incorporation in US and founding of "Friends of ICARE."	
2.2.2 Identify and contact existing and potential donors	<ul style="list-style-type: none"> In cooperation with the US resource mobilization expert, a number of prospective donor focused materials were developed and those donors contacted. Prospective donors' database is being continuously updated. The US resource mobilization expert conducted a trip to Boston and New York to meet and connect with potential Armenian Diaspora donors. A total of \$5,000 USD was raised. This number breaks down into a \$500 from Armenian Agribusiness Education Fund, \$4,000 from Vahan Sarkisian, and \$500 from Rita Balian. The checks have been sent to TEEF, TX for processing. 	David King Trip to Boston and NY, report

2.2.3 Conduct institutional advancement campaigns	<ul style="list-style-type: none"> The Endowment campaign (endowment fund) and the Annual Fund campaign (student sponsorships) is in progress. The Development Office facilitates visibility on website, social media and other channels. In addition, the promo materials for ICARE stakeholders have been developed. The Regional Post magazine featured ICARE. 	US resource mobilization activity overview Article about ICARE FSSM program promo brochure promo www.icare.am
2.2.4 Establish Endowment Fund mechanism in both US and Armenia	Meeting planned with TEEF, ICARE Board Chair, Resource Mobilization Expert at TAMU in April, 2017.	
2.3. Continue ATC Alumni Engagement		
2.3.1 Engage ATC Alumni in ATC and ICARE activities as part of Friends of ICARE Armenia	The alumni who visit ICARE, including those visiting for Alumni Seminar Series, are presented with institution's resource mobilization needs and are asked to pass the word at the companies where they work.	
2.3.2 Facilitate financial and in-kind contributions by alumni to ICARE	More alumni participate at ICARE Alumni Seminar Series - Give Back to ICARE / ATC by Teaching. These seminars for ICARE undergraduate students are in-kind contributions of alumni. ICARE / ATC graduates, following prior approval of processional topics, conduct a 2 hour seminar. In January - March period, 4 graduates conducted seminars - Arman Khojoyan "Understanding Leadership", Gayane Sargsyan "Developing Networking Skills", Tatevik Torosyan "Advertising Sector in Armenia", and Anna Hovhannisyan "What is YPARD?" (Value of time estimated at \$100 per hour, which is half of what GIZ pays to seminar leaders)	Alumni teaching hours in-kind value of \$1,600
2.4. Increase Scholarship Fundraising		
2.4.1 Identify and contact existing and potential donors (in and outside Armenia)	<ul style="list-style-type: none"> Within 2.2.2. the Development Office, together with US resource mobilization expert, as offering the prospective endowment donors consider scholarship support for short term funding needs or endowment support for long term. In cooperation with the US resource mobilization expert, a number of prospective donor sheets are developed and those donors have been contacted. The US resource mobilization expert conducted a trip to Boston and New York to meet and connect with potential donors. Stepan Gishyan Charity Foundation, Tufenkian Foundation and Gulbenkian Foundation were contacted. 	David King Trip to Boston and NY, report
2.4.2 Promote funding for student sponsorships	A donor wall in the 1st floor of the ICARE building is in finalization stage as of March. Considering similar practice of universities globally, featuring sponsors on the donor wall is one of the benefits and honors provided to donors.	Donor wall works in progress

2.4.3 Assess local investment strategies	Vardan and ICARE Foundation Board continue to evaluate best investment opportunities locally. Will discuss with Dr. John Nichols during meeting in TX.	
2.5. Increase Capacity of ICARE to Receive and Manage External Funds		
2.5.1 Begin discussion of NICRA for cost recovery and pre-award audit for USAID funding eligibility	VT is currently working on NICRA.	
2.5.2 Develop fiscal reporting format for inclusion in ICARE prospectus	The format of the fiscal reporting for ICARE Annual Report has been finalized.	Annex A – Financial Model for 2016 Annual Report
2.5.3 Development of ICARE prospectus and annual report	The ICARE Annual Report 2016 is being finalized.	Annex B- DRAFT ICARE 2016 Annual Report
2.5.4 Establish a commercial organization	This is delayed due to changes in Armenian regulation of LLCs.	
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	<ul style="list-style-type: none"> Proposal submitted to USAID for Partnerships for Enhanced Engagement in Research (PEER) Evidence-to-Action Supplements. Proposal submitted to Swiss for ReSource Award - Entrepreneurial solutions for resilience in water management. Proposal submitted to GIZ for conducting baseline study for opportunities in creative industry for Syrian refugees in Armenia. 	<p>Proposal budget \$25,000 USD</p> <p>Proposal budget \$30,000 USD</p> <p>Proposal budget 24,000 Euros</p>
3.1.2 Provide business development services to small and medium enterprises, male and female farmers as required by research grant deliverables	None this quarter	
3.2. Conduct Collaborative Research and Training		
3.2.1 Establish and conduct research and training programs	<ul style="list-style-type: none"> In collaboration with the Armenian Greenhouse Association ICARE Research Division applied for the research grant for Development of Training Program in Greenhouse Crops Production (ongoing). Proposal submitted to the World Bank on "Armenia forestry - poverty - energy linkages: Survey & Analysis". 	<p>Proposed Budget not reported</p> <p>Proposal budget \$80,000 USD</p>
3.2.2 Generate gross revenue from research and training activities	No additional revenue generated this quarter. (Working on projects from the past reporting period and proposals for future funding.)	

3.2.3 Generate indirect costs from sponsored research and training	No additional revenue generated this quarter. (Working on projects from the past reporting period and proposals for future funding.)	
3.2.4 Publish research studies and give conference presentations	<ul style="list-style-type: none"> The publication «Promoting investments into Agricultural sector of Armenia, Policy Recommendations» co-authored published by ICARE Director published on the ICARE website. ICARE research paper on international trade patterns of agricultural goods in Armenia after inclusion into European Economic Union is accepted to be presented at IAMO forum in Germany. 	https://icare.am/wp-content/uploads/2017/02/Investment-Study_ICARE-ENG-FINAL.pdf
3.3. Mobilize Engagement of ANAU Faculty		
3.3.1 Involve Armenian agricultural experts in collaborative research and education projects	2 male and one female specialists from ANAU involved in APPEAR grant for developing Organic Agriculture Master's program curriculum for ANAU (ongoing).	3 male and 2 female
3.4. Increase Number of Long-Term Partnerships		
3.4.1 Develop linkages with other universities, international organizations and businesses-internships funded and MOU's signed	<ul style="list-style-type: none"> Consortiums with organizations and research centers in EU and CIS countries created to apply to three proposals within the scope of the Black Sea and Horizon 2020 calls. Three members of ICARE research team participated in 2-day proposal writing training conducted by EPF professional at the Caucasus Research Resource Center-Armenia office. ICARE Research Director participated in the full-day training on Marie Curie scientific grants writing. ICARE research Director participated in working group discussion organized by Organic Agriculture Support Initiative (OASI) to support agricultural education on VET level in Armenia. The agreement was achieved to coordinate activities of OASI and ICARE APPEAR projects. ICARE Research Director and PR officer took part in the expert meeting organized by the National Statistical Services aimed at revealing topics for additional data tables to be composed within the visibility of Agricultural Census activities. On February 22-23, 2017 Deputy Director and Career Advisor participated in a two-day training on Negotiation: the Art of Agreement. The training was organized by USAID/Armenia and conducted by the Mission staff and their partners. The training aimed at introducing negotiation concepts and providing hands on tools for effective negotiations. 	<p>Annex C – ANAU Memorandum of Understanding with California State University Fresno</p> <p>Annex D - Agenda: Marie Skłodowska-Curie Actions MSCA: From Association to Participation</p> <p>Annex E - Agenda: GCP/ARM/006/EC - Technical Assistance to the Ministry of Agriculture</p> <p>Annex F - Agenda: Negotiation: the Art of Agreement</p>

Activity 4. Redefine ICARE/ATC		
4.1. Maintain Quality Education Program for Workforce and Enterprise Development		
4.1.1 Maintain quality of ICARE/ATC educational programs	<p>Academic Programs</p> <ul style="list-style-type: none"> 38 Master of Agribusiness students (22 1st year and 16 2nd year), including 10 from the Republic of Georgia (5 1st year and 3 2nd year), continue their education at ATC. Second year MAB students are working on their thesis projects to be defended on May 19, 2017. One 1st year student dropped his classes in MAB program and one 2nd year student is on academic probation. 59 undergraduate students (30 juniors and 29 seniors), including 2 from the Republic of Georgia, continue their education at ATC. One undergraduate senior and one junior continue their education at European Universities, respectively in Minho University, Portugal and Varna Management University, Bulgaria. <p>Scholarships</p> <ul style="list-style-type: none"> Total of 40 MAB and UAB students (16 seniors, 13 juniors, 4 MAB 2nd year and 7 MAB 1st year) received sponsorships from Hirayr and Anna Hovnanian Foundation, based on ICARE efforts and recommendations, to cover the tuition fee for spring 2017 semester. Total sponsorship donations amount 10,865,000 AMD (\$23,000 USD) <p>Open Doors</p> <ul style="list-style-type: none"> The Undergraduate Agribusiness Program (UAB) of the Agribusiness Teaching Center announced the beginning of admissions for academic year 2017-2018. To recruit students, ATC organized an Open Doors event on March 24 and hosted more than 40 first, second and third year students from all specialties of the Agrarian University Economics and Agribusiness and Marketing departments. Those potential ATC applicants learned about the ATC, admission procedures, curriculum, learning environment, teaching methods, graduate employment indicators, tuition, scholarship issues, and advantages of studying at ATC. <p>Seminars</p> <p>During the reporting period ICARE held weekly seminars conducted by ATC graduates (Giving back to ICARE/ATC by Teaching):</p> <ul style="list-style-type: none"> ATC graduate of 2008, Wine Project Manager at the Center for Agribusiness and Rural Development (CARD) Arman Khojoyan conducted a lecture on Understanding Leadership. The MAB alumni, Deputy Director of Media Group Tatevik Torosyan conducted a seminar on "Advertising sector in Armenia. Practical skills on how to cope with unwritten laws that guide the sector" for the senior UAB students. 	Annex G – List of donations \$23,000 USD

	<ul style="list-style-type: none"> • ATC graduate of 2013 Anna Hovhannisyan, one of more than 10,000 members of YPARD (Young Professionals for Agricultural Development), introduced YPARD's main mission to the junior UAB students, which is enabling young professionals to realize their potential and contribute to innovative and sustainable agricultural development. • MAB graduate of 2015, Gayane Sargsyan (MS degree in Financial Economics from Ohio University), conducted a seminar on Networking Skills, sharing her ideas and experience with current ATC undergraduate senior students. • 11 ANAU first and second year students continue attending the six-month Advanced English course started in October. This program prepares students for admission to the ATC undergraduate program. • ATC offered orientation to introduce the high school students to the educational opportunities including the international learning environment, teaching methods, culture, values and the distinctive western based curriculum and brand of ATC. The ANAU administration's initiative of introducing rural school children of educational opportunities of ANAU as a whole, and particularly ATC, now also engages schoolchildren from schools of Yerevan. During this reporting period ATC hosted around 150 senior high school students from Yerevan High Schools #170, #182, and #119, and from Kotayk marz High Schools #4 in Abovyan and Kanakeravan, and Parakar High School in Armavir. <p>Additional Class Modules</p> <ul style="list-style-type: none"> • Agribusiness Case Studies course Agribusiness Project Management module was delivered by the ATC graduate and Deputy Minister of Agriculture Armen Harutyunyan from February 14 – 28, covering topics including Project Management Introductory Concepts, Management Framework and Processes, Initiating the Project, Planning the Project, Executing the Project, Monitoring and Controlling the Project, Closing the Project. • Food Law and quality control module started on March 7 taught by the Director of Informational Analytical Center for Risk Assessment of Food Chain of the RA National Academy of Sciences Davit Pipoyan, covering topics of Sources of Food Law, Food Legislation in Armenia, Risk based Food Safety Inspection and Quality control and Food Audit. • Investigative visits during the Agribusiness Case Study course included a dairy farm in Aragatsavan, Aragatsotn marz. <p>Two more field visits will follow the seminars in April. Students submit reports for each company visit, including the company description, the competitive environment, analysis of management issues and marketing and branding strategies.</p>	
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	<p>Certificate Course</p> <p>The first group of ATC students successfully completed the Food Safety Systems Management (FSSM) intensive professional certificate course on food safety practices and procedures. On February 3, 2017 30 students received certificates from Penn State and Virginia Tech universities for successful completion of the course. The program aims to improve the safety of Armenia’s food supply chain from crop production and processing to packaging, handling, marketing, and consumption. This is an unprecedented opportunity in the Armenian higher education system to provide informed solutions to many critical issues concerning food safety in the country. ICARE plans to continue providing this course as part of the official approved curriculum of ATC. The pilot course lasted four weeks and included six modules: introduction to food science, food microbiology, sanitation, thermal processing and acidification of foods, hazard analysis and critical control point (HACCP), and food defense.</p> <p>These topics were taught through lectures, laboratory work, food science experiments and tastings. Each module of the course was followed by a field visit to agribusinesses to observe food safety concepts in practice in the local food production facilities. The students visited Armenia Wine, Noyan Juice, Marianna Dairy, and NatFood meat processing facilities. The field trips demonstrated proper safety measures for food processing from production to canning, boxing and packaging of foods and beverages.</p> <p>This course curriculum was specially designed for ATC by innovATE consortium university partners, Dr. Joe Marcy from VT and Dr. Catherine Cutter from PSU. They visited Armenian food processing facilities and targeted the particular situation of Armenian food system as they developed the individual training modules.</p> <p>Local food safety experts Zaruhi Davtyan and Sergey Chakhmakhchyan from the Food Safety department of CARD, and Davit Pipoyan from the Armenian National Academy of Sciences and also an instructor at the EVN Wine Academy, were participating and assisting with the course. They will assume teaching responsibilities next year. Angela Neilan, Director of the InnovATE/Armenia project, led the establishment of the course at ICARE and provided day-to-day management.</p> <p>All participants earned certificates for completion of each module and received an overall FSSM certification upon finishing the full program.</p>	<p>FSSM brochure https://icare.am/wp-content/uploads/2017/04/FSSM-FINAL.pdf</p>
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4.1.2 Conduct Career Development Sessions	The University Tour project was launched on March 15 by the Global Media Lab and skill.am platform. The 1 st student forum was held in ANAU with 85 attendees of senior students from all specialties. The aim of the project is to provide useful skills to students that will contribute to a successful career growth.	
4.1.3 Develop Exit Survey	Will be conducted in May 2017.	
4.1.4 Conduct Alumni Survey	The questionnaire has been developed and distributed to the alumni through google drive. The results are expected to be ready in April-May 2017.	Annex H: Alumni Survey Questionnaire
4.1.5 Conduct Employer Survey	The Employer Survey questionnaire has been developed and the survey will be conducted in April 2017.	Annex I: Employer Survey Questionnaire (Translation requested)
4.1.6 Establish new paid agribusiness internships opportunities	Internship placement and paid opportunities will be finalized in May 2017.	
4.1.7 Conduct external review of ATC's UAB and MAB academic programs	Planned for Spring, 2017 but postponed until Fall, 2017. InnovATE Armenia Director, Angela Neilan, will visit Texas A&M to discuss the external review with Dr. John Nichols and other TAMU faculty.	
4.1.8 Supply and Demand for ICARE/ATC graduates in Armenia and the region	Under discussion.	
4.2 Explore Options for Double Degree Programs		
4.2.1 Assess possibilities for double degree program and accreditation	Masters curriculum was assessed by Dr. Lance Matheson, at request of Dr. Vardan Urutyan as a result of his visit to ATC in November on his own funding. He is currently Associate Professor and International Studies Director at Pamplin College of Business, Virginia Tech. He suggested that student and faculty exchanges begin building the reciprocal relationship between ATC and the Business School. Exchanges are planned for spring semester, 2018. The potential MAB would be listed as "Analytics and Entrepreneurship."	Annex J - DRAFT for Discussion-ATC and VT Course Comparison
4.3. Establish ICARE/ATC Curriculum Advisory Committee		
4.3.1 Present proposal for Curriculum Advisory Committee to ICARE Board	ICARE Advisory Board proposal has been developed and presented to ICARE Board of Trustees for approval. Invitation letters will be extended to the candidates to join the Board. Proposal for Financial Advisory Committee will be prepared by Resource Mobilization expert with input from ICARE Foundation Chair Dr. John Nichols during visit to TAMU.	Annex K- ICARE Advisory Board Proposal
4.4. Add Short Courses to ICARE/ATC Study Program		
4.4.1 Develop short courses based on Course Expansion Plan	Fee based training courses will be developed for food processing industry when ICARE/ATC launches LLC for profit entity. This is delayed due to changes in regulation of LLCs.	

4.4.2 Increase hours of training in private sector productive capacity (through external funding)	On March 1-3, 2017, ATC MAB graduate, ICARE Graduate Research and Teaching Assistant Lena Mamikonyan, conducted an intensive 3-day training on "Forecasting for Agribusiness Executives". Total of 33 applicants were selected to participate in the training. The purpose of this training was to equip participants with practical skills to assist them in making educated economic decisions in a business context.	792 hours of private sector training- Target 2800 hours for year Annex L- Agenda: Forecasting for Agribusiness Executives Annex M- List of Participants
4.4.3 Survey private sector firms to determine level of Improved Management Practices	Remaining firms to be surveyed Summer 2017.	Target 25, already surveyed 17
4.5. Leverage Short-Term Training Activities into Courses for Continuing Education		
4.5.1 Conduct short-term training on agriculture sector productivity or food safety conducted for agribusiness	Planned for Summer 2017.	Target 30 individuals and 7 short trainings
4.5.2 Formalize and Launch Joint Certificate Program in Food Safety Systems Management	Materials and supplies located and purchased, computer lab updated for use as food lab, and food products cooking and tasting with scientific investigation. Certificate Course launched at ATC during inter-term, completed in January, 2017. Supplies inventoried and stored for use with next FSSM course. Evaluations underway and publications being written.	FSSM Course successfully completed by 30 ATC seniors- official VT and PSU certificates awarded

2016 ICARE Financial Report

Sources of Support to ICARE



United States Agency for International Development (USAID) - InnovATE project	\$ 267,486
Projects Financed by International Organizations	\$ 212,334
United States Agency for International Development (USAID) - PEER project	\$ 76,123
United States Department of Agriculture (USDA)	\$ 33,294
Donor Support	\$ 17,126
European Union	\$ 15,850
ICARE Investment Income	\$ 11,995
TOTAL	\$634,169

Annex A: Financial Model for 2016 Annual Report

Programs and Operating Expenditures
(core activities)



	USD	% of total
Agribusiness Teaching Center	\$ 228,088	30%
Agribusiness Research Center	\$ 167,372	22%
EVN Wine Academy	\$ 48,568	6%
Administration & Finance	\$ 127,631	17%
Development Office	\$ 43,821	6%
Special Projects	\$ 138,414	18%
TOTAL	\$753,896	100%

Cover Photo, Astghine or Steven talking to 2-3 students
(Vahe)



(photo: ICARE logo)

ANNUAL REPORT 2016

Annex B: DRAFT ICARE 2016 Annual Report

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ICARE ANNUAL REPORT 2016

Chairman of the Board of Trustees

John P. Nichols

Trustees

Armen Asatryan

Aleksan Shanoyan

Dora Rumsey (honorary)

Verne House (honorary)

Director

Vardan Urutyun

Vision

Develop a Sustainable Knowledge Capacity for Food and Agribusiness Sectors in Armenia

Mission

Serve as an International Center of Excellence to Develop Food and Agribusiness Leaders through State-Of-The-Art Education Programs Coupled with Cutting-Edge Research

Annex B: DRAFT ICARE 2016 Annual Report

JOHN P. NICHOLS, PhD

CHAIRMAN, ICARE FOUNDATION BOARD OF TRUSTEES

PROFESSOR EMERITUS TEXAS A&M UNIVERSITY



(photo:John Nichols)

Across the globe the concept of cooperation through partnerships has taken on a new level of interest. Opportunities in agribusiness and food value chains are being recognized where the technical strengths of one partner match well with the market presence or financial strength of another, leading to greater production, increased value, and improved societal benefits across the sector.

Agribusiness education is no exception to this trend. The International Center for Agribusiness Research and Education (ICARE) was created for the purpose of fostering a new kind of educational and research environment with a focus on studies of business and applied economics. For ICARE it is exciting to fulfill that purpose through several new entrepreneurial ventures including both private businesses and public entities. Our EVN Wine Academy is benefiting from partnerships with the Armenian wine industry and benefactors Judith Saryan and Victor Zarougian to complete a state-of-the-art wine laboratory, providing ultra-modern analytical capabilities and technical assistance to this fast-growing sector. Another partnership agreement was signed with Penn State University to design a curriculum with a series of courses leading to certificate in food safety systems management.

ICARE has always emphasized student internships which could not exist without an active partnership program with agribusiness firms, government agencies and non-governmental organizations (NGOs). Internships continue to be key for student success. Theory is not very useful without opportunities to experience it in action. As you review this annual report, I am sure you will see how our students are working in partnership with others, both in the classroom and in the field. Our graduates exemplify the value of teamwork as well as the benefits of establishing links with industry and academic cooperation.

We very much appreciate the support provided by our funding partners, others in government and the private sector. Our pledge is that we will use these resources and partnerships to help the agribusiness and food sectors of the region and throughout Armenia to grow. We invite you to join with us in carrying out this important mission.

Agribusiness Teaching Center

ICARE students win Central Bank's "My Finance Month" Competition

Nine senior undergraduate students from ICARE won the "My Finance Month" project competition which was sponsored by the Central Bank of Armenia in cooperation with the European Youth Parliament (EYP) Armenia. The jury's unanimous assessment was that among 80 students from 6 universities (American University of Armenia, French University in Armenia, Russian-Armenian (Slavonic) University, Yerevan State University, Armenian State University of Economics, and the Armenian National Agrarian University represented by the ICARE team), the ICARE team was the winner with the topic of "Access to Finance in Rural Communities". The judges cited ICARE students' comprehensive answers to all questions within the topic in the limited timeframe; proper knowledge and contemporary experience in rural finance and finance in general; excellent knowledge of English and communication skills; while thoroughly addressing the core objective of the forum - generation of new ideas. Two ICARE students, Veronica Jaghinyan and Magda Kondaridze received special attention from both the organizers and jury. The two competitors were recognized and recommended for further collaboration with the EYP.



(photo: Winning Central Bank)



(photo: Magda)

In Agribusiness Teaching Center excellence is not an act but a habit

For over 16 years the Agribusiness Teaching Center (ATC) of ICARE has educated students to become entrepreneurs and leaders in agribusiness and related sectors.

In 2016, the number of ATC Undergraduate Agribusiness Program (UAB) graduates reached 419 (15 graduate classes), including 53 graduates from the Republic of Georgia. The number of Master of Agribusiness Program (MAB) graduates reached 76 in 2016, representing 5 graduate classes starting from 2012. More than 80% of MAB graduates were working while being students. Another 5 MAB graduates are currently pursuing Ph.D degrees in the U.S. (Texas A&M University, Michigan State University), Germany (Friedrich Schiller University Jena), China (South China University of Technology) and at the Armenian National Agrarian University.

ATC Demographics

- **ATC Graduates Gender Composition as of 2016: 178 male, 317 female - 495 total (419 UAB +71 MAB)**
- **Overall ATC employment is 92%, from which UAB has a 91% and MAB 100%**
- **ATC Graduates Employment by Country: Armenia - 70%, Georgia - 13%, Other countries - 17%.**

INFOGRAPHICS - Aram The Designer.

Annex B: DRAFT ICARE 2016 Annual Report

The ATC equips its students with strong quantitative, management, and decision-making skills providing them the tools to develop successful career paths in international organizations, agribusiness, NGOs, academia, non-agricultural fields, finance and banking systems. The most common job titles among ATC graduates include: Marketing and Sales Director, Country Director, Category Manager, Finance Officer, Financial Analyst, Bank Branch Manager, Corporate Relationship Manager, Marketing Manager, Project Coordinator, Consultant, Senior Accountant, Credit Specialist, Account Manager, Production Manager and Executive Manager. On average, MAB program graduates who ultimately establish employment in either Armenia or other countries tend to have salaries greater than the local norm.

Photo - ATC students in classroom process, Vahe

Graduation 2016

The graduation ceremony honoring 30 UAB, 10 MAB and 14 EVN Wine Academy graduates took place on June 1, 2016. The Armenian Minister of Education and Science and other dignitaries joined students, faculty and parents to celebrate the achievements of the 2015/16 classes of ATC and EVN. Addressing EVN graduates, Minister Mkrtchyan said EVN is preparing specialists who meet modern international standards and they will definitely return to the Armenian people their millennia-old wine drinking memory and culture. The graduates were also warmly welcomed by Deputy Minister of Agriculture Robert Makaryan, Ambassador of Germany to Armenia Matthias Kiesler, US Embassy Deputy Chief of Mission Clark Price, President of Armenian National Agrarian University Board of Trustees Samvel Sargsyan, Texas A&M Prof. John Nichols, Geisenheim University Prof. Jon Hanf, ICARE/ATC Director Vardan Urutyan, representatives of undergraduate and MAB graduating classes Vahe Keshishyan and Gayane Petrosyan, as well as graduate of EVN Wine Academy Mariam Saghatelyan.



(photo: FOLDER: Graduation 16)

“Having specialists who meet modern standards means you are returning to the Armenian people their millennia-old memory, because wine is not just a product but, first and foremost, it is a culture and a world view.”

Levon Mkrtchyan- Armenian Minister of Education and Science

Annex B: DRAFT ICARE 2016 Annual Report

“With their professional knowledge, ATC graduates are demanded not only in Armenia and the regions but also in the CIS countries and Europe,”

Arshaluys Tarverdyan- ANAU Rector

My story of success starts in ATC

Gayane Sargsyan

ATC MAB graduate 2015

Instructor in Microeconomics at ICARE / ATC

If you are serious about being successful in life, I think you can do nothing better than educating yourself to get inspired with the stories of successful people. That is what I did, and it worked! Being a graduate of both bachelor's and master's degrees in agribusiness/economics from ATC, Master's in finance exchange program from the University of Minho in Portugal and, afterwards, CFA-endorsed Master's degree in financial economics from the Ohio University in the U.S., I am certain that my character was shaped and the solid basis of my academic background was obtained in ATC. It was not just about the knowledge - what makes ATC special is the huge network of people and big ATC family created since 2000. Besides mastering our English language in line with public speaking and technical writing skills, and profound education in various economics and finance courses, I obtained valuable mentoring from my professors that continuously inspired and believed in me. Over the course of the recent 5 years, I have worked with top research and consulting companies and financial institutions to gain practical industry experience: Grant Thornton, Baker Tilly, International Center for Agribusiness Research and Education, Akron consulting and Idram payment system, just to mention a few. After 8 years since my admission to ATC, here I am, back from the US and ready to share all of my knowledge and background in the institution that invested in my success and in the stories of many other ATC graduates spread all over the world. Besides teaching, I have recently joined KPMG Armenia Deal Advisory team to invest all of my skills and strong background in finance for the long-term cooperation with the firm. As a Fulbright Alumni, sponsored by the U.S. government to pursue master's studies and Erasmus Mundus scholarship holder financed by the European Commission to study in Portugal, my key advice is to stay focused and always follow your dreams. Winston Churchill once said, “Success consists of going from one failure to failure without losing the enthusiasm”. So, do not wait for a miracle to happen, make one!



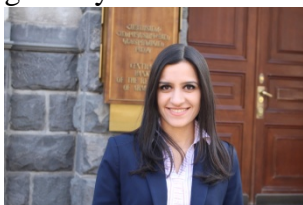
(photo: Gayane)

ATC in my heart

Mariam Meloyan, ATC MAB graduate 2013

Internal Auditor, Central Bank of Armenia

For me success means possessing the capability to understand who you are, what you want to do in life, and then confidently take steps toward your dreams. Currently I work as an Internal Auditor in the Central Bank of Armenia – a job full of everyday challenges while juggling schedules. This job requires working with clients that have complex problems, which requires the ability to collaborate and communicate effectively, as well as having a proactive approach toward self-development. I am able to be effective at this position due to my knowledge, soft skills, and team-working ability that I was taught and developed at ATC. ATC opened new doors to knowledge and professional experience for me and helped convert my weaknesses into strengths which makes me more competitive globally.



(photo: Mariam Meloyan)

The outstanding hands-on experience

The internship program is an integral part of each students education at ATC. It provides students with real-world applications to their growing knowledge in the field of agribusiness. Internships encourage students to utilize concepts and principles in practice. ICARE greatly appreciates the leadership and mentorship efforts of companies which host ATC students! The list of 2016 sponsoring companies includes: Yerevan Beer CJSC, Pepsi-Cola Bottler Jermuk International, SIS Natural, Urban Logistics, Alliance to Save Energy, Nicola International LLC, Gourmet Dourme, Coca Cola HBC, Proshyan Brandy Factory, Natfood CJSC, Armenian Harvest Promotion Center, Armenia Wine LLC, Bacon LLC, Tamara LLC, Card Foundation, CARD Agroservice, Ararat Food, Organic Agriculture Support Initiative, VivaCell MTS, Shirakamut LLC, Farm Credit Armenia UCO, Economic Development and Research Center, Save the Children, GIZ, EV Consulting, Central Depository of Armenia, UMCOR, and others. ATC juniors shared their internship experiences and knowledge during the annual internship conference organized in Tsaghkadzor. They presented the roles they had in their respective company, their view of the business, as well as suggested recommendations that cover logistics, marketing, export opportunities, business relationships with farmers,, promotional efforts, and more.

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(photo: Hayk Internship)

"Hayk Karapetyan participating at quality control at Natfood LLC".



(photo: Rati Internship)

"Rati Phutkaradze participating at production process at Euroterm CJSC - Noyan Juices".



(photo: Narine Internship)

"Narine Daveyan participating in a project at Organic Agriculture Support Initiative".

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Agribusiness research is what I belong to

Anna Mkhitarian, ATC senior student

I completed my internship at home - the Agribusiness Research Center of ICARE. I worked for Organic Stakeholders Initiative project and assisted the research team conduct surveys and interviews among employees of the Ministry of Agriculture, Agriculture Support Centers, farmers, agriculture experts, and the throughout the education sector. This internship helped me learn survey design, conduct field studies, data coding, and how to analyze data.

PHOTO - Vahe

My internship experience made me a more confident person

Hasmik Hayrapetyan, ATC senior student

I completed my internship at Gourmet Dourme chocolate company. It was an 8-week internship full of hard work and new experiences in various stages of the chocolate business. During the first part of my internship I was involved with all the sales manager's activities. I took part in CHOCO FEST which is the 2016 festival of chocolate held in Yerevan, as a Gourmet Dourme's representative. The second half of my internship was market research which aimed to analyze the consumer market for chocolate. Today I am confident that I can work effectively in any agribusiness sector upon graduation.



(photo: Hasmik H.)

"Hasmik Hayrapetyan participating in marketing and sales at Dourme Dourme ".

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The Georgian spice of ATC

During academic year 2016, we enrolled our highest number of Georgian students, thus it can truly be designated "The Year of the Georgian" at ATC. Over the past 16 years, 53 Georgian students have graduated from the undergraduate agribusiness program of ATC, which is 12 percent of our overall number of graduates. The academic year with the record number of students from Georgia being registered was 2016-2017. There are 10 Georgians currently enrolled in the undergraduate (UAB) and graduate (MAB) programs. Similar to Armenian graduates, Georgians are "setting the tone" in their jobs and industries. They are hired into key managerial positions in Georgia in agribusiness development, finance, banking, international agencies, education, etc. Twenty-three percent of ATC Georgian graduates continued their education and have earned graduate degrees from leading U.S. and European universities. US Department of Agriculture (USDA) has been providing financial assistance to Georgian students for their studies at ATC. Georgian students, together with exchange students from other countries, create an international learning environment at ATC in addition to making ATC home for forging a firm friendship between Georgian and Armenian students. These personal relationships often develop into lifelong business partnerships following graduation.

PHOTOS - Vahe, Georgian students with Georgian flag

Engaging next generation

ATC is encouraging and motivating the next generation of young Armenians to become leaders in Armenia's agribusiness sector. We have partnered with a number of secondary schools to bring young students to ATC and explain to them what agribusiness is and how important the sector is to economic growth in Armenia. These students are mainly from rural regions of the country, but the number of schoolchildren from Yerevan is also growing. The students are able to tour the facilities, speak with students and professors at ATC, and become familiarized with the international learning environment. These frequent field trips are spreading awareness of the program and getting high school students interested in their future careers. Almost 1000 schoolkids have visited ATC in 2016 from all regions of Armenia and the city of Yerevan.



(photo: Next Generation)

"Daniel Dunn and Lusine Mnatsakanyan at orientation tour for schoolkids".

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Global education opportunities at ATC

Inessa Avagyan, ATC senior student

I spent 10 month of studies at Tomas Bata University, Czech Republic, as an Erasmus+ exchange student. In addition to theoretical skills, I developed practical skills which I believe will help in my future career growth. Above all, I preferred the International and B2B Marketing classes which enhanced my understanding of doing business globally. This knowledge, in addition to modern education at ATC, will provide me with a solid foundation to begin my career in agribusiness and marketing. This program also helped me make many new friends, as well as share my culture and knowledge.



(photo: Inessa)

ICARE together

This year the ICARE alumni reunion was held at Armas Winery. On a beautiful Sunday in October our alumni and faculty enjoyed Armenian wine and food while participating in networking forums. Our alumni were updated on current events at ICARE including our many research projects, development and fundraising initiatives, and professional workshops. Both the cofounder of Karas National Food Chain, Tigran Yuzbashian, and Armas Winery CEO, Victoria Aslanian, gave presentations at the reunion. Each highlighted their interesting perspectives of the agribusiness sector as top industry professionals and answered questions asked by our alumni.

About 70 alumni attended the event. Families of alumni were also in attendance this year, which enhanced the event by adding a neighborly and sociable quality. Because of the added elements brought by our two speakers and presence of family members, this year's alumni reunion exceeded expectations. Our alumni were able to make connections with each other and network with some of Armenia's agribusiness leaders. Through connecting our alumni back to ICARE, we are able to create and maintain both new and enduring partnerships with the agribusiness industry in Armenia.

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(photo: FOLDER REUNION)

Training the industry

Tatevik Zohrabyan, a graduate of MBA Program of MIT, with Ph.D and M.S. in Applied Economics from Texas A&M University, an ATC graduate and a former ATC instructor, conducted a 3-day unique training course on Social Media Management in the scope of joint GIZ and ICARE "Training for Industry Executives" with funding from European Union (EU) Targeted Initiative for Armenia project. Dr. Zohrabyan achieved her main goal of equipping the participants with a hands-on framework and best practices to maximize the business value of social media platforms. The training helped the participants develop social media strategies for their companies.



(photo:Tatevik Zohrabyan)

Giving back by teaching –Alumni Seminar Series

The ICARE alumni initiated a series of seminars to help current students develop their professional knowledge. Karen Hovhannisyan, graduate of 2006 and President of the National Golf Federation of Armenia was the first with his topic “Golf Sport Marketing”. Alumni seminars are held on a weekly basis. The following alumni guest lectures covered banking card security, value chains including primary and secondary level cooperatives, factors influencing tax decisions for development of business, and others. All returning alumni have senior positions in their

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respective agencies and businesses. The alumni seminar series will continue in 2017, promising a supplementary source of precious real-life experience for current ATC students.



(photo:Arman Khojoyan)

"Arman Khojoyan, ATC graduate 2008, answering students' questions after his seminar on Understanding Leadership"

Working in Homeland - Birthright volunteer in ICARE

In July we welcomed our first Birthright Armenia volunteer, Anna Derian. Birthright Armenia is an organization dedicated to the development of Armenia through the sponsorship of Diaspora Armenians to return and work as interns in their fields. Anna is an American-Armenian and a recent graduate of the University of South Carolina, where she studied International Relations and Spanish. During her time at ICARE, Anna worked in our Research and Development Departments. Through her internship at ICARE Anna has honed and developed her writing and research skills, and will be ready to begin her master's degree in January. Anna will be using her experience in the Armenian Agribusiness Sector as a student in the Master of Science of Food Policy and Applied Nutrition program at Tufts University. We hope to continue working with Birthright Armenia to facilitate the connection between young diasporans and Armenian agriculture.



(photo:Anna Derian)

EVN Wine Academy

First EVN graduating class

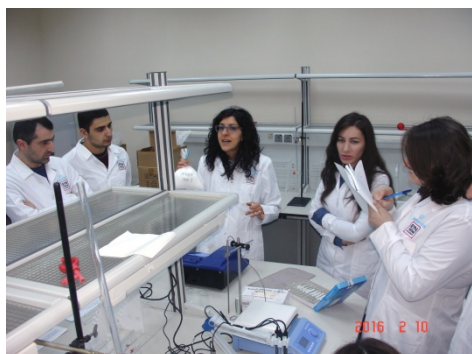
The EVN Wine Academy's inaugural class made the tremendous achievement of graduating this past June. The graduation ceremony was held at the Armenian National Agrarian University and the entire class of 14 students were offered quality employment or are now pursuing graduate degrees. Four of the students from this first graduating class have moved to Germany to attend Geisenheim University and further expand their winemaking and wine business knowledge, while others are now working in the wine industry.



(photo:EVN Graduation)

Student Wine Lab

EVN Wine academy opened its Student Wine Lab on May 6, 2016. The lab consists of a Wine Chemistry Lab and a Wine Tasting Room. As a student lab, this is a unique setting in Armenia and in the region. It is equipped with the latest international standards and technical equipment. The students learn to perform chemical analyses in accordance with the International Organization Vine and Wine (OIV) standards. The lab was made possible thanks to the technical and financial assistance from ICARE, GIZ, and US Armenian benefactors Judith Saryan and Victor Zarougian. The lab is currently used by EVN students; in the near future it will also serve as a training center for specialists from cooperating Armenian wineries. In addition, the experiences of the first few months in the Student Wine Lab's activities indicate that it has all the prerequisites to become one of the unique wine tourism sites in Armenia.



(photo: FOLDER: student wine lab)

Silva Atoyan- EVN Wine Academy

The Armenian Wine Industry began rapidly developing over the past five years, with a general lack of local specialists in this particular field. The EVN Wine Academy is providing students and wine enthusiasts the opportunity to gain professional knowledge and fill gaps that this rapid development in the industry has created. Historically, Armenians are a wine-making people, this program allows us to learn current technologies and to bring Armenian wine into the 21st century.

Our instructors at the EVN Wine Academy are all top industry professionals and specialists from abroad. Along with sharing their real world knowledge, these instructors teach exclusively in English providing students with a strong base for doing business around the globe. The program is unique in that it offers a wide variety of courses, so students are well qualified to work in whichever field suits them, from production to business marketing.

EVN practical learning- pruning & lab

ICARE is committed to providing its students with a hands-on approach to education. EVN Wine Academy is continuing this tradition and places a great importance on the practical side of learning. Early in the calendar year, EVN students visited a vineyard in Aygehovit, a village located near the Armenian-Azerbaijani border. The cold and snowy weather didn't stop the students from spending 2 days pruning 2.5 hectares of grape vines. These types of field trips are fundamental to the learning process of EVN Wine Academy students. To further enhance our comprehensive approach to education at EVN, the academy opened the Student Wine Lab in May, 2016. Students are able to experience first-hand how to use enological analytical procedures. Through these teaching methods, students are able to understand the industry more fully, from grape-growing to wine-marketing.

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Ani Mouradian

Student, EVN Wine Academy

Director of Communications and Marketing, Van Ardi Wines, Armenia

My passion, goals, and efforts are directed toward the winemaking field in Armenia. Having repatriated to Armenia from the United States in 2012, I am now participating in my family's boutique winery business. I enrolled in EVN Wine Academy in order to learn the necessary skills and knowledge, with the mission that I will also help the development of the Armenian wine industry in general. The EVN Wine Academy provides a truly international and high-class education.\



(photo: Ani M.)

Tamara Ohanjanyan- EVN Wine Academy

The EVN Wine Academy is preparing its students for a tangible path into the Armenian Wine Industry. The academy not only makes us part of this growth industry but it also contributes to the preservation of traditional Armenian winemaking. Through our hands-on coursework, we are learning state of the art processes and becoming involved with the industry through field trips. The EVN Wine Academy is facilitating the forward motion of my personal career through this unique teaching process.

First internship for EVN student

At ICARE, we are dedicated to providing all of our students with practical knowledge and experience. To properly prepare for a lifelong career in the wine industry, EVN Wine Academy students must complete a one-month internship as a part of their coursework. This year three students were sent to spend their month in Artsakh, working at the Kataro Winery, while others completed their internships in other regions across Armenia. The students focus on the harvest and cultivation of grapes to gain practical experience working in wine production.

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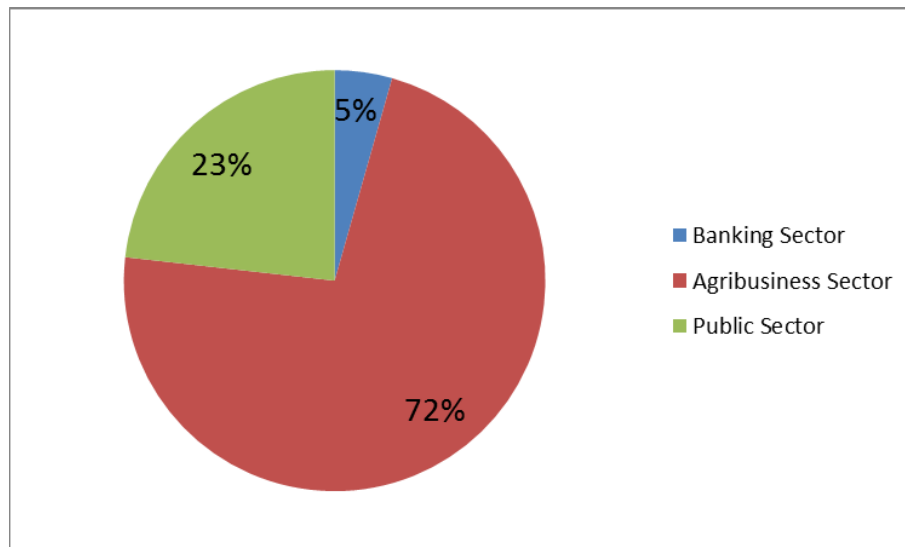


(photo: students pruning)

Agribusiness Research Center

The Agribusiness Research Center (ARC) has experienced a remarkable year, with many ongoing projects, new partnerships and achievements. Within the scope of various research projects, the center collaborated with **15 institutions** from the US, Germany, Armenia, Austria, and Switzerland. In addition to **13 highly qualified external experts**, the research team also involved **3 student employees** and **4 student volunteers**.

Distribution of ARC 2016 Projects by Sector



Enhancing Water Resources in Armenia - SFEWRA Project

I am highly confident that the application of water recirculation system developed by SFEWRA project team will help substantially cut costs and increase profit margins at my fish farm.

Makich Muradyan

Fish producer, Armavir Region

Through a partnership with Virginia Polytechnic Institute and State University (V T), the Sustainable Fisheries for Enhanced Water Resources in Armenia (SFEWRA) project of the USAID Partnerships for Enhanced Engagement in Research (PEER) program, is working to enhance sustainable water usage on fish farms in the Ararat Valley, Armenia, through conducting water quality analysis, developing water-efficient reuse mechanisms and providing consultancy to targeted fish farms.

Based on water use permits (up to 150 liters per second), 15 small-to-medium scale fish farms were selected and examined by the SFEWRA team. Operations at these fish farms solely rely on shrinking groundwater resources of the Ararat Valley. On each farm, comprehensive data on stocking densities, water exploitation volumes, and other relevant information was collected for qualitative analysis in the Recirculating Aquaculture System (RAS) model.

To bring the best aquaculture practices to Armenia, the SFEWRA team visited modern privately- and government-run pisciculture facilities around the Commonwealth of Virginia. Meetings were held with VT faculty and staff members involved with fisheries and recirculating aquaculture systems. The team became acquainted with assorted models for water-efficient reuse practices on fish farms. They discussed major challenges these small fish farms face and examined which models used would best fit fish farmers in Armenia. In addition, the team also analyzed the water regulatory framework in the Commonwealth of Virginia which, in turn, can provide a firm basis to further elaborate more detailed and environmentally friendly regulations for groundwater exploitation in the Armenian aquaculture sector. The trip helped the SFEWRA team develop specific water usage approaches for Armenia.

Apart from providing consultancy, SFEWRA team has been regularly conducting inlet and outlet water quality analysis from project fish farms. Overall, 24 physical, chemical and geologic parameters (e.g. oxygen saturation, levels of ammonia, nitrates, nitrites, heavy

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metals, etc.) for the inflow and outflow water are periodically analyzed and recorded. The parameters will ultimately serve for the elaboration of water-efficient fish farming models for each targeted fishery in the form of closed or semi-closed aquaculture systems, integrated aquaculture-agriculture systems and/or aquaponics.

For the next two project years SFEWRA team will develop customized models for each targeted fish farm and will be introducing all necessary models, strategies and tools towards achieving the desired sustainability.

INFOGRAPHICS, Aram The Designer, 15 models for efficient water usage are in the development process. Inlet and outlet water quality analyses for 24 parameters.

- PHOTO - Vahe (Lusine, Narek, and Natella in the Lab doing some water test with instruments)

Supporting organic agriculture development

Another major project implemented by ARC was Organic Agriculture Support Initiative (OASI) Stakeholders' Needs Assessment. Over the past year, ARC has examined the need for capacity development in the organic agriculture sector and is composing a capacity development strategy. The research team has administered fifty interviews with the primary stakeholders of the Armenian agriculture sector including the Ministry of Agriculture, NGOs, educators, farmers, and processors. Based on skills gaps and the needs of specific actors in the market, OASI adjusted its sector support activities. The result was that Armenia acquired its **first Organic Agriculture Development Action Plan**. The activities included in the action plan will increase consumer awareness of organic agriculture and producers' knowledge of organic production principles as well as help donor organizations to implement more targeted support for the sector.

This project was made possible by the support of the Austrian Development Agency and the European Union.

Greenhouse Crop Production and Management (GCPM) curriculum development

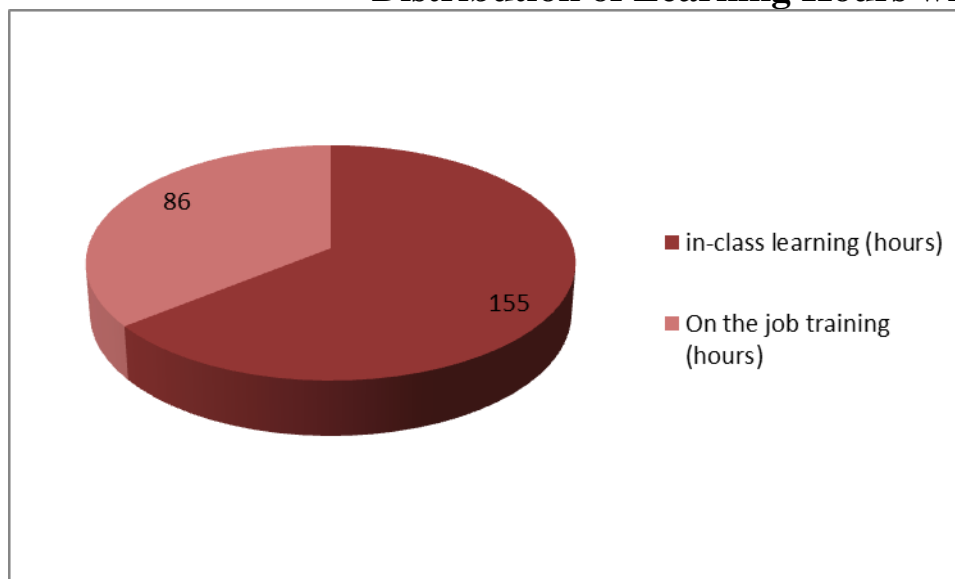
ICARE's educational models are based on providing its students with a hands-on learning process. In cooperation with the International Finance Corporation and Greenhouse Association NGO, ARC is using ICARE's experience with this type of educational modeling to create a curriculum for greenhouse management. ARC will develop an educational program based on international best practices that will meet the needs of the Armenian greenhouse sector. The **8-month long study program** paired with industry experience will close gaps in expertise the greenhouse sector is currently facing.

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(photo: Greenhouse)

Distribution of Learning Hours within GCPM Curriculum



Introducing new Personnel Appraisal System in the Ministry of Agriculture

ARC is working on creation of a human resource training and development system for the Ministry of Agriculture and related agencies. In order to assess the appraisal system currently in place, the team at ARC had meetings with over **50 employees** from the public sector and implemented over **130 surveys**. ARC developed a **demand-based** training plan for the upcoming year for these employees and suggested an improved appraisal system to enhance employee motivation in the Ministry and associated agencies. Following the training plan developed by ARC, agriculture extension services will be able to deliver higher quality advisory services to farmers, and the Ministry of Agriculture will be able to enhance policy procedures for further development of agriculture in Armenia.

PHOTO - Vahe,. Anna Y., Astghik, Anna M., and David B., having a round table discussion with papers around)

ICARE Global Section

Visit to Virginia Tech by ANAU Rector and ICARE Director

Armenian National Agrarian University (ANAU) Rector Arshaluys Tarverdyan and ICARE Director Vardan Urutyanyan visited Virginia Tech in September 2016. They met with the President of Virginia Tech, Tim Sands, and others from Virginia Tech's top management and department heads, including the Office of International Research, Education, and Development (OIRE). This was a follow up to a Memorandum of Understanding (MOU) signed in Armenia between Virginia Tech, ANAU and ICARE in 2014. President Sands, Rector Tarverdyan and Dr. Urutyanyan agreed to go on with implementing the provisions of the MoU which covers quality assurance, accreditation, curriculum revisions, double diplomas, faculty evaluation, financial management, and the roles/functions of deans and department heads. Virginia Tech leads the consortium of U.S. universities implementing InnovATE/Armenia project, which helps Armenia improve the quality of agricultural and agribusiness education and training, in particular by supporting the institutional strengthening of ICARE/ATC.



(photo: Rector VT)

MoU with Fresno State University

California State University, Fresno and ANAU signed an MoU in October which was the last one from a series of MoUs signed during 2016. As a matter of fact, this MoU was a rehabilitation of old cooperation links between the two universities. It contains plans to develop and carry out collaborative research and education activities and includes exchanges of faculty and students. The MoU has a 5-year lifespan with renewal options at 5-year intervals. The MoU is mutually promising from the institutional development standpoint, especially when considering the strong connections of Fresno State with the California Armenian Diaspora.

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FSSM to be launched in 2017

According to the MoU signed by ANAU Rector Arshaluys Tarverdyan, Penn State Dean of Agriculture Richard Roush and ICARE Director Vardan Urutyan on September 20, 2016, ATC will launch a Food Safety Systems Management (FSSM) program in January 2017. The MoU also covers a wide range of cooperation from curriculum development and student and faculty exchanges up to joint research activities that will benefit both universities. This pioneering FSSM certificate program will consist of 6 modules and will be taught to senior undergraduate students of ATC equipping them with the latest knowledge and skills in food science and food safety. Lectures and lab exercises will be coupled with field trips to Armenian food processing plants. The innovative program will allow future graduates to suggest solutions to many critical food safety issues in Armenia. Penn State is one of the members of a consortium of U.S. universities led by Virginia Tech implementing the USAID-funded InnovATE/Armenia project. The MoU was preceded by efforts from Joseph Marcy, Head of the Food Science and Technology Department of Virginia Tech and Cathy Cutter, Professor of Food Science from Penn State in designing a curriculum for the FSSM program.



(photo: Rector VT)

MoU with Geisenheim University

On May 31, 2016, an MoU was signed between Geisenheim University, ANAU and ICARE, represented by Prof. Jon Hanf, Rector Arshaluys Tarverdyan and Director Vardan Urutyan, respectively. The purpose of the MoU is to promote a mutual understanding and academic, cultural, and personnel exchanges. It will promote developing curricula for Enology and Wine Business; exchange of faculty and staff; exchange, study abroad and internship programs for students; joint research and development activities; etc. Geisenheim University has been instrumental, through its world-class faculty members, in launching and operating the educational program of the EVN Wine Academy since its establishment in 2014.

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(photo: Geisenheim)

MoU with Dasaran and page on Dasaran.am

The main goal of the MoU signed between the Dasaran Educational Program, ArmAs winemaking company and ICARE in October 2016, is to promote dissemination of knowledge about viticulture and general agriculture for raising awareness among Armenian high school students and thus to ensure a sustainable future for them. According to the memorandum, ICARE creates a relevant content to be provided for schoolchildren throughout Armenia through Dasaran's online platform. ArmAs support encourages mastering the educational information by using its vineyards, fruit orchards, wine production capacities and agritourism opportunities. This cooperation allows rural youth, in particular, to have access to modern agricultural education through distance learning, regardless of their social status and location. The result is the combining of theory with practical knowledge be acquired in the best possible agribusiness environment. ATC junior students provide the content for the online page. The founder and director of Dasaran.am platform is an ATC graduate. Established in 2009, Dasaran now connects all general education schools in Armenia and Artsakh. By accomplishing this connection Dasaran is encouraging equal online opportunities for all students.



(photo: Dasaran)

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2016 Budget Presentation

ATC-100 Supporters

In 2016 the ATC-100 campaign was completed. The Goal of the campaign was to engage ATC alumni, faculty, and staff in contributing to refurbishment of the Comp Lab. The ATC-100 Campaign fully achieved its goal and the comp lab will be equipped with new computers in 2017!

ATC Alumni

Anahit Sargsyan	Liana Aharonyan	Tigran Hakhnazaryan
Armen Gasparyan	Lusine Machyan	Vahan Papyan
Arthur Galoyan	Lusine Mnatsakanyan	Vruyr Boyajyan
Arthur Muradyan	Marina Safaryan	Varsenik Khloyan
Christine Urutyan	Marine Galstyan	Vahe Asatryan
Diana Seyranyan	Mikayel Halebyan	Vardan Adamyan
Gohar Nahapetyan	Narine Ter-Hovhannisyan	Armen Harutyunyan
Hasmik Khachatryan	Natali Nazaryan	Albert Hovakimyan
Karen Dovlatyan	Ruzan Voskanyan	Alexan Shanoyan
Karen Sargsyan	Stella Khocharyan	Anna Karapetyan

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Anush Khojoyan	Valentina Enokyan	Liana Avagyan
Armen Tsaturyan	Vardan Mkrtchyan	Lilit Zakaryan
Armenak Markosyan	Viktor Ghazaryan	Lusine Ghazaryan
Armine Hovsepyan	Vaghtang Kurtanidze	Naira Tvarchrelidze
Christ Melkonyan	Irakli Toloraya	Olga Harutyunyan
Davit Badalyan	Anush Abgaryan	Sofya Babayan
Edgar Vardanyan	Arthur Grigoryan	Susanna Harutyunyan
Gayane Pirverdyan	Arthur Rshtuni	Svetlana Babayan
Gevorg Mkrtchyan	David Sirunyan	Vardan Vardanyan
Hayk Davtyan	David Ubilava	Suren Aloyan
Hayk Khachatryan	David Nersisyan	Ani Muqoyan
Karapet Khachatryan	Demna Dzirkvadze	Ani Kirakosyan
Karen Gabrielyan	Garnik Sevoyan	Ani Movsisyan
Liana Abajyan	Gayane Matevosyan	Ani Zakaryan
Lilit Arakelyan	Gnel Gabrielyan	Anna Grigoryan
Lusine Adamyan	Gohar Darbinyan	Ashot Vardanyan
Marianne Khachatryan	Hakob Chobanyan	Hayk Ghazaryan
Monika Hovhannisyan	Hripsime Kirakosyan	Kamo Mkhitaryan
Sos Eghyan	Irakli Khakhva	Karen Hovhannisyan
Stella Hovhannisyan	Julieta Harutyunyan	Karen Mikayelyan
Tatevik Zohrabyan	Levon Ayvazyan	Karine Stepanyan

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Lidia Baroyan	Naira Zakaryan	Shavarsh Sahakyan
Lilit Sargsyan	Narek Vardanyan	Sona Hayrapetyan
Lusine Vardikyan	Nino Olgesashvili	Suren Hayrapetyan
Margarita Hambardzumyan	Nune Manasyan	Tatevik Gevorgyan
Marianna Gharibyan	Paata Brekashvili	Vahe Grigoryan
Marine Alaberkyan	Roza Gevorgyan	
SUB TOTAL 2006		
Sona Babayants	Lilit Tatunts	Gocha Shainidze
Astghk Baghdasarova	Narine Karapetyan	Gaga Nikabadze
Nune Dadoyan	Olya Kudoyan	Anahit Hayrapetyan
Hasmik Gevorgyan	Lilit Meloyan	Ani Khachatryan
Stella Gabrielyan	Haykanush Mikayelyan	Ani Manasseryan
Lusine Atabekyan	Armine Eghiazaryan	Ararat Mkrtchyan
Andrey Apresov	Mery Yenokyan	Anna Mnatsakanyan
Shushan Arabajyan	Hasmik Shanoyan	Arpineh Arakelyan
Narek Petrosyan	Lilit Navasardyan	Armine Harutyunyan
Maria Poghosyan	Gia Lominadze	Armine Gabrielyan
Hovik Harutyunyan	Aleksandre Maisashvilli	Christina Beglaryan
Knarik Hovsepyan	Georgi Ivanashvili	Davit Babayan
Hakob Hovhannisyen	Nodari Putkaradze	Emma Movsesyan

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Gohar Badalyan	Nana Olgesashvili	LUSINE PIVAZYAN
Haykaz Danielyan	Mirian Bazali	MARIAM PETROSYAN
Larisa Dadamyan	Ani Bezhanishvili	MARIAM YENGIBARYAN
Lilit Manukyan	AHARON SAGHATELYAN	NAZELY GRIGORYAN
Levon Khachatryan	ANI SIMONYAN	NELLY MELIK-SHAHNAZARYAN
Lusine Tadevosyan	ANNA KHACHATRYAN	SARGIS SHAKHKYAN
Martiros Yeghiazaryan	ARMAN KHOJOYAN	SHOGHIK MOVSISYAN
Mariam Hovhannisyan	ARPINE VARDANYAN	SOFIA MAKARYAN
Mariam Gevorgyan	ARPINE MASHURYAN	SUZANNA VANETSYAN
Mikheyil Gevorgyan	ARTHUR BADALYAN	TATEV ABRAHAMYAN
Raphael Nikoghosyan	ASANET ALOYAN	TEA MAKHARADZE
Ruzan Poghosyan	EDUARD ARAKELYAN	TIGRAN GEVORGYAN
Sargis Mkrtchyan	ELZA JITCHARADZE	YEVGENIA GRIGORYAN
Sona Harutyunyan	GOHAR SANOYAN	Anna Mkhitarian
Tatevik Adamyan	GRIGOR NAZARYAN	Anna Mkrdumyan
Tigran Ghulinyan	ILIA GOGICHAISHVILI	Anna Piruzyan
Zhanna Grigoryan	IRAKLI UBILAVA	Araks Karapetyan
Tsolak Malkhasyan	JABA PHUTKARADZE	Arevik Aleksanyan
Davit Parulava	KAREN VARDANYAN	Armenuhi Burnazyan
Guladi Tkhilaishvili	LEVON KARAPETYAN	Armine Gevorgyan
Nana Sulamanidze	LILIT GRIGORYAN	Arpine Papyan

Annex B: DRAFT ICARE 2016 Annual Report

Garnik Mamikonyan	Tatevik Avetisyan	Temur Gusharashvili
Gohar Beglaryan	Vahan Melkumyan	Susanna Sarukhanyan
Gohar Yeritsyan	Anahit Papikyan	Ani Darbinyan
Karine Davtyan	Julietta Nickoghosyan	Ani Hovhannisyan
Karmen Khachatryan	Armine Margaryan	Arman Khachatryan
Khachik Shekikyan	Ashot Sahakyan	Arpine Khachatryan
Lilit Ohanyan	Khachatur Martirosyan	Davit Manukyan
Nvard Grigoryan	Anahit Nazaretsyan	Edita Nazaryan
Suren Vardanyan	Arman Poghosyan	Gayane Dovlatyan
Tamara Barseghyan	Tatev Khachatryan	Haykuhi Aleksanyan
Tatevik Baldaryan	Vardan Karapetyan	Hrach Khachatryan
Vagharshak Muqoyan	Lianna Davtyan	Hranush Papyan
Vahan Sargsyan	Sona Bunatyan	Knarik Avetisyan
Vahe Hovhannisyan	Marine Poghosyan	Lena Mamikonyan
Vahe Petrosyan	Manuchar Zoidze	Lilit Aloyan
Viktoria Ayvazyan	Albert Hunanyan	Lilit Petrosyan
Levani Kamarauli	Irina Mkrtchyan	Mariam Meloyan
Vakhtang Bacho Gogokhia	Luiza Baldaryan	Markos Yeghiazaryan
Teona Gogitidze	Lusine Tonoyan	Meline Arshakyan
Arusyak Rubenyan	Mery Arakelyan	Narek Muradyan
Hrant Hovhannisyan	Shushanik Poghosyan	Raya Yesayan

Annex B: DRAFT ICARE 2016 Annual Report

Robert Israyelyan	Nazani Shakhkryan	Armen Ghazaryan
Shoghik Hayrapetyan	Ruzanna Petrosyan	Armenuhi Avetisyan
Siranush Abrahamyan	Shushanik Aghabekyan	Artak Meloyan
Tatevik Chalikyan	Sona Telunts	Astghik Sahakyan
Varduhi Arsenyan	Suren Movsisyan	Gayane Avetisyan
Varduhi Papikyan	Tatevik Fljyan	Gayane Sargsyan
Goderdzi Pataridze	Vahe Manucharyan	Gevorg Mesropyan
Inga Abashidze	Victoria Papikyan	Hayk Harutyunyan
Salome Guntaishvili	Yelena Hakobyan	Henry Ghukasyan
Hrayr Baghdasaryan	Zori Mkrtchyan	Mariam Vardanyan
Sargis Harutyunyan	Mariam Tchkonja	Narek Avetisyan
Arusyak Hovhannisyan	Teona Kobalava	Nikoghos Ayvazyan
Davit Poghosyan	Natalia Chernina	Ruzanna Ayvazyan
Hasmik Muradyan	Ketevan Noghaidei	Sahak Zakaryan
Hayk Ter-Grigoryan	Tamuna Shvangiradze	Silva Harutyunyan
Levon Mkrtchyan	Oksana Khizanishvili	Sona Aramyan
Margarita Kotolyan	Archil Jaiani	Susan Galstyan
Melanya Arakelyan	Davit Gogilashvili	Tatevik Azizyan
Milena Dilanyan	Anahit Tonyan	Tereza Kirakosyan
Mushegh Terteryan	Anna Hovhannisyan	Vardges Bokhyan
Naira Mikoyan	Anush Gharibyan	Giorgi Makalatia

Annex B: DRAFT ICARE 2016 Annual Report

Kakha Shainidze	Ghazar Mkhitarian	Vahe Avetyan
Ketevan Gachechiladze	Gor Karapetyan	Varantsov Gevorgyan
Lela Matiashvili	Hayk Vardanyan	Vostanik Shishmanyanyan
Marine Papunidze	Khachatur Tspnetyan	Natia Beradze
Marita Tsintsadze	Liana Galstyan	Teona Jincharadze
Nato Kldiashvili	Lusine Grigoryan	Medea Shamilishvili
Arevik Grigoryan	Mariam Muradyan	Guram Samnidze
Arsen Khachatryan	Ofelya Gevorgyan	Giorgi Tchkonja
Artashes Aleksanyan	Sergey Kocharyan	Aydinyan Marieta
Gayane Petrosyan	Sevilya Martirosyan	
Gevorg Babayan	Tatevik Grigoryan	
SUB TOTAL 2014		
Alla Vardanyan	Anna Gharibyan	Alvina Kostanyan
Andranik Khachatryan	Christina Avdalyan	Lusine Tadevosyan
Ani Abrahamyan	David Hovhannisyan	Shushanik Aghabekyan
Ani Aleksanyan	Edgar Zalibegyan	Gevorg Mesrobyan
Ani Azaryan	Heghnar Gasparyan	Hayk Harutyunyan
Anna Dalaryan	Hovhannes Mnatsakanyan	Henry Ghukasyan

Annex B: DRAFT ICARE 2016 Annual Report

STAFF

Hayk Balanyan	Grigor Harutyunyan	Samvel Enoqyan
Vardan Urutyan	Arthur Boyajyan	Narek Avetisyan
Arpine Arakelyan	Artashes Kocharyan	Sona Ohanjanyan
Arthur Grigorian	Sos Avetisyan	Hovhannes Mnatsakanyan
Susanna Mezhlumyan	Vahe Harutyunyan	Kolya Urutyan
Susanna Alexanyan	Zaruhi Muradyan	Kristina Harutyunyan
Sona Hairapetyan	Edward Binder	Lusine Tadevosyan
Lusine Mnatsakanyan	Anna Yeritsyan	

FACULTY and TAs

Ruzanna Movsesyan	Hakob Martirosyan	Leslie Diaz
David Bequette	Anna Hambardzumyan	Heghine Manasyan
Artyom Zakaryan	Margarita Kirakosyan	Areg Khojoyan
Astghine Pasoyan	Karine Zurabyan	Rafael Bakhtavoryan
Agassy Manoukian	Habet Madoyan	Gayane Avagyan
Davit Sargsyan	Marianna Amirbekyan	David Pipoyan
Andranik Khachatryan	Artashes Kazakhetsyan	Alexei Sapsai
Anonymous	Sona Telunts	Mikayel Nshanyan
Ara Chalabyan	Lena Mamikonyan	Pamela Karg



MEMORANDUM OF UNDERSTANDING

BETWEEN

Armenian National Agrarian University

AND

CALIFORNIA STATE UNIVERSITY, FRESNO, USA

This memorandum of understanding is dated November 9, 2016, and is between the Armenian National Agrarian University (hereinafter referred to as "ANAU"), located in Yerevan, Armenia, and California State University, Fresno (hereinafter referred to as "Fresno State"), located in Fresno, California. When signed by the parties, this memorandum of understanding will evidence the mutual intent of ANAU and Fresno State to pursue cooperation in such areas as cooperative programmes of education and research, and to promote exchange among their faculty and students.

1. Objective

The objective of this Memorandum of Understanding is to outline the possible ways in which ANAU and Fresno State could develop and carry out collaborative research and education activities that are desirable, mutually beneficial, and contribute to fostering a cooperative relationship between the two institutions.

2. Scope of Activities

The collaboration shall be carried out, subject to availability of funds and the approval of each institution, through such programs or activities as:

- a) Joint research activities (including exchange of faculty members and research students)
- b) Education Abroad on the part of undergraduate and graduate students, including exchanges, internships, electives and practicum
- c) Exchange of academic materials and other information
- d) Collaborative academic programmes which may involve cultural activities and a strong field visit component
- e) Joint collaborative Grant Proposals

Annex C: Memorandum of Understanding ANAU and Cal State Fresno

- b) Any other activities viewed to be potentially beneficial.

3. General Principles

3.1 Regulations. Implementation of this Memorandum of Understanding will be in accordance with the Regulations of both institutions.

3.2 Costs. Except as otherwise agreed by the parties in writing, all costs incurred by each of them in connection with the preparation and negotiation of this memorandum of understanding, the definitive agreements contemplated herein, and all actions undertaken in accordance herewith, will be borne by the party incurring such costs.

3.3 Effect. This agreement is a non-binding expression of mutual intent only and is contingent on, among other things: (i) negotiating definitive project agreements, such agreements to contain mutually satisfactory terms and conditions, (ii) the receipt of any necessary governmental consents or approvals or any material third-party consents, (iii) approval of the research initiative by the respective governing boards of the parties, as required, and (iv) securing the required public and participant funding support. Each institution will designate a coordinator to develop and implement specific activities or programs.

4. Effective Date and Length of Agreement. This Memorandum of Understanding will remain in force for a period of 5 years, subject to the availability of funds, and may be amended through the mutual agreement of both institutions. After the initial 5 (five) year period, this Agreement may be reviewed and renewed by mutual consent every 5 (five) years.

5. Liaison Officers. The following representatives of the parties shall serve as Liaison Officers:

- For California State University, Fresno, Dr. Annette E. Levi, Chair, Department of Agricultural Business.
- For ANAU, Dr. Vardan Urutyan, Head, Agribusiness Department/Agribusiness Teaching Center.

6. Termination. Either party reserves the right to terminate this MOU upon six months' written notice to the other.

This Memorandum of Understanding shall take effect when signed by both Universities:

For: Armenian National Agrarian University

For: California State University,
Fresno



Dr. Arshaluys Tarverdyan,
Rector



Dr. Joseph I. Castro,
President

Date: 15.12.2016

Date: November 22, 2016

Annex D: Agenda - “Marie Skłodowska-Curie Actions MSCA: From Association to Participation”

GENERAL INFORMATION ON MEETING

Dear Anna YERITSYAN,

We have already confirmed your participation in the conference “**Marie Skłodowska-Curie Actions MSCA: From Association to Participation**” which will be held on 3 March 2017, in Yerevan, Armenia.

Please let us know if you are prevented from participating in the event. You are welcome to send a colleague.

Networking opportunity:

You will have the opportunity to network with other organisations interested in participating in the Marie Skłodowska-Curie Actions after the presentations. Please bring your business card.

Please find below some general information:

1) **CONFERENCE VENUE**

National Academy of Sciences of Armenia
Conference hall, 2nd floor
Marshal Baghramyan avenue 24
Yerevan 0019

[Location of the venue in Yerevan:](#)



Annex D: Agenda - “Marie Skłodowska-Curie Actions MSCA: From Association to Participation”

2) TIME SCHEDULE

09:00 - 09:30 **Coffee / Registrations**

09:30 - 09:45 **Welcome and overview of IncoNet EaP Plus project and Armenia's participation in Horizon 2020**
Tigran Arzumanyan, National Academy of Science, National NCP coordinator

09:45 - 10:30 **Opportunities for funding within the Marie Skłodowska-Curie actions**
Nathalie Pasquier, Policy Officer, European Commission, Directorate-General for Education, Youth, Sport and Culture –Marie Skłodowska-Curie Actions

10:30- 11:00 **Individual Fellowships – Success Story**
Mikayel Aznauryan, MSCA fellow (G4invivo), Postdoctoral Researcher, Interdisciplinary Nanoscience Center (iNANO), Aarhus University, Denmark

11:00 – 12:45 **Proposal Writing for MSCA: Evaluation Procedure in Brief and ‘Hints-&-Tips’ from Successes & Failures and Prescreening Experiences**
Pierantonios Papazoglou, Independent Expert on European Research Programmes, Mobility & Research Careers

12:45– 13:00 **Individual Fellowships – Success Story**
Susanna Saroyan, MSCA fellow, FINancial and REAL Sector NETworks in Europe (IF project), University of Zurich, Department of Banking and Finance, Switzerland (via Skype)

13:00– 14:00 **Networking Lunch**

14:00 – 14:45 **H2020 success stories - MSCA –RISE INTELUM, Project, FP7 IRSES projects**
Aram Papoyan, Institute for Physical Research of NAS RA, Director

14:45 – 15:15 **Enterprise Europe Network**
Anahit Khachikyan, National Academy of Science, MSCA, SME & ARF NCP

15:15 – 15:30 **What the Armenian MSCA National Contact Point can do for you?**
Anahit Khachikyan, National Academy of Science, MSCA, SME & ARF NCP

15:30 – 16:00 **Erasmus+**
Lana Karlova, National Erasmus+ Office in Armenia, Programme Coordinator

16:00 **Closing Remarks**
Anahit Khachikyan, National Academy of Science, MSCA, SME & ARF NCP

Annex D: Agenda - “Marie Skłodowska-Curie Actions MSCA: From Association to Participation”

3) CATERING

A coffee break and a Networking lunch will be kindly offered by the Directorate General for Education and Culture.

4) CONTACT PERSONS:

In Yerevan during the conference: **Carole Boyer:** +33 6 37 65 83 58

For more information, including the programme, please visit the website: <https://msca-association.teamwork.fr/en/registration>

For more information on **Marie Skłodowska-Curie Actions:**

Mrs. Anahit Khachikyan - anip@sci.am

The web site of the European Commission: <http://ec.europa.eu/research/mariecurieactions/>

Please feel free to contact us if you have any further question.

On behalf of the European Commission, we look forward to welcoming you in Yerevan.

Sincerely,

Fiona Andriamampandry

AGENDA

WORKSHOP

Selecting the thematic spheres and conducting their in-depth analytical studies

23.03.2017

**GCP/ARM/006/EC-Technical Assistance to the Ministry of Agriculture of RA
within the framework of The European Neighborhood Programme for
Agriculture and Rural Development (ENPARD).**

Congress Hotel, Yerevan

09:30-10:00	Registration of participants
10:00-10:20	Welcome Speech: <ul style="list-style-type: none">• RA Deputy Minister of Agriculture• Gagik Ananyan, Member of RA State Council of Statistics• Giorgi Kvinikadze, FAO European and Central Asian regional office, statistician• Vahan Amirkhanyan, ENPARD Project manager
10:20-10:30	Presentation of the members
10:30-11:00	Selecting the thematic spheres and conducting their in-depth analytical studies Giorgi Kvinikadze, FAO Crina Turtoi, FAO ENPARD project international consultant
11:00-12:00	Discussions
12:00-12:20	Summarizing the discussions and selecting appropriate thematic sphere
12:20-12:40	Coffee Break

Annex F: Workshop Agenda - Negotiations: the Art of Agreement



Negotiations: the Art of Agreement

Opera Suit Hotel, Yerevan

February 22-23, 2017

DAY 1		
Opening	9:30 - 9:45	Deborah Grieser
Introduction	9:45 - 10:00	Lusine Hakobyan
Negotiation Concepts	10:00 - 11:15	Lusine Hakobyan
Coffee Break	11:15 - 11:30	
Negotiation Styles	11:30 - 12:45	Astghik Grigoryan
Lunch	12:45 - 13:45	
Positions vs Interest	13:45 - 15:00	Lusine Hakobyan
Coffee Break	15:00 - 15:15	
Power and needs	15:15 - 16:30	Astghik Grigoryan
DAY 2		
Negotiation strategies and tactics	09:30 - 11:00	Astghik Grigoryan
Coffee Break	11:00- 11:15	
Negotiation game	11:15 - 12:30	Anna Avetisyan
Lunch	12:30 - 13:30	
Conflict Management	13:30 - 15:00	Varuzhan Avanesyan
Coffee Break	15:00 - 15:15	
Conflict Management (cont.)	15:15 - 16:45	Varuzhan Avanesyan
Evaluation and Wrap up	16:45-17:00	Lusine Hakobyan

Annex G: List of Donations

ATC UAB and MAB students received total of **10,865,000 AMD** scholarships from Hirair and Anna Hovnanian Foundation for spring 2017 semester

Seniors			Juniors		
1	Anna Mkhitaryan	200,000	1	Arthur Harutyunyan	250,000
2	Nadezhda Mkrtchyan	185,000	2	Hovhannes Mkrtchyan	250,000
3	Inessa Avagyan	185,000	3	Knarik Babayan	250,000
4	Marine Hakobyan	200,000	4	Shahen Miraqyan	250,000
5	Berta Balyan	200,000	5	Vahag Hovhannisyan	250,000
6	Tatev Khachatryan	200,000	6	Zaruhi Danielyan	250,000
7	Stepan Ivanyan	200,000	7	Miqael Darbinyan	250,000
8	Armen Asatryan	200,000	8	Lilit Musinyan	250,000
9	Astghik Harutyunyan	200,000	9	Merri Khachatryan	250,000
10	Suren Adamyan	200,000	10	Gevorg Ter-Grigoryan	185,000
11	Vladimir Manukyan	200,000	11	Elen Araqelyan	250,000
12	Gagik Khachatryan	200,000	12	Astghik Avchyan	250,000
13	Varduhi Engibaryan	200,000	13	Lilit Karapetyan	250,000
14	Hasmik Hayrapetyan	200,000			3,185,000
15	Anna Tsaturyan	200,000			
16	Ani Saribekyan	200,000			
		3,170,000			
MAB2			MAB1		
1	Hasmik Badalyan	410,000	1	Armine Poghosyan	410,000
2	Nelli Makaryan	410,000	2	Olga Shakhsuvaryan	410,000
3	Ruzanna Kartashyan	410,000	3	Telaman Saroyan	410,000
4	Mariam Suqiasyan	410,000	4	Hayk Martirosyan	410,000
		1,640,000	5	Nikolay Manucharyan	410,000
			6	Lilit Nazaryan	410,000
			7	Hayk Gevorgyan	410,000
					2,870,000
			Total UAB and MAB received		
			10,865,000		

Annex H: UAB/MAB Alumni Feedback Survey Questionnaire

Agribusiness Teaching Center
ATC UAB ALUMNI FEEDBACK SURVEY

Graduation Year: ☐ 2012 ☐ 2013 ☐ 2014 ☐ 2015 ☐ 2016

Gender: ☐ Female ☐ Male

Institution or study program prior to ATC:

☐ ANAU ☐ Other (please specify) _____

1. Did you continue your education after graduation from ATC?

☐ YES ☐ NO

If you continued your education, please specify the degree you earned (will earn), the name of the institution you attend(ed) and the place.

2. Are you currently employed?

☐ YES, full time ☐ YES, part time ☐ NO

3. If you are employed, what is the field of employment?

- Food and agribusiness industry
- Rural development programs and international projects (non-governmental)
- Finance and Banking
- Academia
- Government
- Entrepreneur (self-employed)
- Other, please specify _____

4. How fast did you find a job after graduation?

- I was employed prior to graduation
- Within 1-6 months
- Within 7-12 months
- I am still looking for a job
- I was not seeking a job

Annex H: UAB/MAB Alumni Feedback Survey Questionnaire

5. What is your net salary range, at a full-time rate (if you work part time, multiply your rate by 2)?

<100,000 AMD
 100,001 – 200,000
 200,001 – 300,000
 300,001 – 500,000
 500,001 – 700,000
 700,001 – 1,000,000
 1,000,001 >

6. How satisfied are you with your current position?

Very Satisfied	Satisfied	Neither satisfied nor dissatisfied	Unsatisfied	Very unsatisfied

7. Please rank the following questions according to your satisfaction level. Add comments, if any, under each question.

	Very Satisfied	Satisfied	Neither satisfied nor dissatisfied	Unsatisfied	Very unsatisfied
How satisfied are you with the overall education experience in ATC?					
How satisfied are you with the overall fairness of the student evaluation/grading process?					
How satisfied are you with the administrative support that you received over the course of your study process?					
How satisfied are you with the overall study environment?					

	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree

Annex H: UAB/MAB Alumni Feedback Survey Questionnaire

The professional abilities of faculty members were sufficient for your effective academic process?					
The study materials (books, handouts, PowerPoint slides, etc) were sufficient for your effective academic process?					
The technical capacity (classrooms, computers, etc...) was sufficient for your effective academic process?					

8. Please list 3 courses which MOST positively impacted your professional career?

-
-
-

9. Please list 3 courses which LEAST positively impacted your professional career?

-
-
-

10. Based on your study experience in ATC, what are the main strengths of the ATC undergraduate program?

-
-

11. Based on your study experience in ATC, what are the main weaknesses of the ATC undergraduate program?

-
-

12. What are the main areas for improvement for the ATC undergraduate program?

- Curriculum_____
- Faculty professionalism_____
- Internship program_____
- Daily timing of the classes and exams_____
- Other_____

13. Overall, would you recommend the ATC to others?

☐ YES ☐ NO

Annex H: UAB/MAB Alumni Feedback Survey Questionnaire

14. Please rank the following questions according your satisfaction level. Add comments, if any, under each question.

	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree
Interpersonal and social skills developed had lasting impact on your life and professional career					
You have benefited from the personal connections/social networks (instructors and assistants, students, etc) acquired while studying at ATC					

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

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

16. What services alumni would like to receive from ATC?

- Networking events
- Volunteering opportunities
- Career services
- Other

Annex H: UAB/MAB Alumni Feedback Survey Questionnaire

Agribusiness Teaching Center
ATC MAB ALUMNI FEEDBACK SURVEY

Graduation Year: ☐ 2012 ☐ 2013 ☐ 2014 ☐ 2015 ☐ 2016

Gender: ☐ Female ☐ Male

Institution or study program prior to MAB Program:

☐ ATC Undergraduate ☐ ANAU ☐ Other (please specify) _____

1. Did you continue your education after graduation from MAB?

☐ YES ☐ NO

If you continued your education, please specify the degree you earned (will earn), the name of the institution you attend(ed) and the place.

2. Are you currently employed?

☐ YES, full time ☐ YES, part time ☐ NO

3. If you are employed, what is the field of employment?

- Food and agribusiness industry
- Rural development programs and international projects (non-governmental)
- Finance and Banking
- Academia
- Government
- Entrepreneur (self-employed)
- Other, please specify _____

4. How fast did you find a job after graduation?

- I was employed prior to graduation
- Within 1-6 months
- Within 7-12 months
- I am still looking for a job
- I was not seeking a job

Annex H: UAB/MAB Alumni Feedback Survey Questionnaire

5. What is your net salary range, at a full-time rate (if you work part time, multiply your rate by 2)?

- <100,000 AMD
- 100,001 – 200,000
- 200,001 – 300,000
- 300,001 – 500,000
- 500,001 – 700,000
- 700,001 – 1,000,000
- 1,000,001 >

6. How satisfied are you with your current position?

Very Satisfied	Satisfied	Neither satisfied nor dissatisfied	Unsatisfied	Very unsatisfied

7. Please rank the following questions according your satisfaction level. Add comments, if any, under each question.

	Very Satisfied	Satisfied	Neither satisfied nor dissatisfied	Unsatisfied	Very unsatisfied
How satisfied are you with the overall education experience in MAB Program?					
How satisfied are you with the overall fairness of the student evaluation/grading process?					
How satisfied are you with the administrative support that you received over the course of your study process?					
How satisfied are you with the support provided by your Thesis supervisor?					
How satisfied are you with the overall study environment?					

Annex H: UAB/MAB Alumni Feedback Survey Questionnaire

	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree
The professional abilities of faculty members were sufficient for your effective academic process?					
The study materials (books, handouts, PowerPoint slides, etc) were sufficient for your effective academic process?					
The technical capacity (classrooms, computers, etc...) was sufficient for your effective academic process?					

8. Please list 3 courses which MOST positively impacted your professional career?

-
-
-

9. Please list 3 courses which LEAST positively impacted your professional career?

-
-
-

10. Based on your study experience in ATC, what are the main strengths of the MAB program?

-
-

11. Based on your study experience in ATC, what are the main weaknesses of the MAB program?

-
-

12. What are the main areas for improvement for the MAB program?

- Curriculum_____
- Faculty professionalism_____
- Internship program_____
- Daily timing of the classes and exams_____

- Ratio of online classes versus in-person classes_____
- Other_____

Annex H: UAB/MAB Alumni Feedback Survey Questionnaire

13. Overall, would you recommend the MAB Program to others?

☐ YES ☐ NO

14. If you paid a tuition fee, do you think it was corresponding to the benefits of the MAB Program?

☐ High level of education – low fee ☐ Level of education = fee ☐ Low level of education – high fee

15. Please rank the following questions according your satisfaction level. Add comments, if any, under each question.

	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree
Interpersonal and social skills developed had lasting impact on your life and professional career					
You have benefited from the personal connections/social networks (instructors and assistants, students, etc) acquired while studying at MAB Program					

16. How much did your education at MAB contribute to your development in the following areas?

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

17. What services alumni would like to receive from ATC?

- Networking events
- Career services
- Volunteering opportunities
- Other

Annex I: Employer Satisfaction Survey Questionnaire

ՀԱԱՀ Ագրոբիզնեսի ուսուցման կենտրոնի շրջանավարտների պատրաստվածության որակից գործատուների բավարարվածության գնահատման հարցաթերթ

Հարգելի գործատու, ՀԱԱՀ Ագրոբիզնեսի ուսուցման կենտրոնը (ATC) իրականացնում է հետազոտություն՝ պարզելու համար, թե որքանով են գործատուները բավարարված շրջանավարտների պատրաստվածության որակից: Ձեր անկեղծ և օբյեկտիվ պատասխանները մեզ կօգնեն բարձրացնել կրթական գործընթացների կազմակերպման արդյունավետությունը: Կանխավ շնորհակալություն տրամադրած ժամանակի համար:

Հարցաթերթը լրացնելու ամսաթիվը՝ _____ . _____ . 201 թ.:

Հարցաթերթը լրացնողի պաշտոնը՝ _____:

Կազմակերպությունը՝ _____:

Հեռախոսահամարը՝ _____:

Պատասխանների համար օգտագործեք 1-5-բալանոց սանդղակը, որտեղ 1-ը կնշանակի ընդհանրապես բավարարված չեք, իսկ 5-ը՝ շատ բավարարված եք: Հարցաթերթը լրացնելու ընթացքում համապատասխան գնահատականը վերցրեք շրջանակի մեջ:

1. Տեղեկացվա՞ծ եք Ագրոբիզնեսի ուսուցման կենտրոնի գործունեության մասին

☐ Այո

☐ Ոչ

☐ Մասամբ

2. Ի՞նչ պաշտոն է զբաղեցնում շրջանավարտը Ձեր ընկերությունում

Գործադիր	
Կառավարչական	
Վարչական	
Խորհրդատու/փորձագետ	
Այլ	

3. Որքանո՞վ եք բավարարված ATC-ի շրջանավարտների տեսական պատրաստվածության մակարդակից և որքանո՞վ է այն կարևոր Ձեզ համար:

Կարևորության մակարդակը					Տեսական գիտելիքներ	Բավարարվածության մակարդակը				
1	2	3	4	5	Տեսական գիտելիքների արդիականություն	1	2	3	4	5
					Տեսական գիտելիքների՝ որակավորմանը համապատասխանություն					
					Մասնագիտական գործունեության ժամանակ տեսական գիտելիքների կիրառման ունակություն					

4. Որքանո՞վ եք բավարարված ATC-ի շրջանավարտների գործնական պատրաստվածության մակարդակից և որքանո՞վ է այն կարևոր Ձեզ համար՝

Կարևորության	Գործնական հմտություններ	Բավարարվածության
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Annex I: Employer Satisfaction Survey Questionnaire

մակարդակը						մակարդակը				
1	2	3	4	5		1	2	3	4	5
					Գործնական հմտությունների արդիականություն					
					Գործնական հմտությունների կիրառման մակարդակ					
					Ոչ ստանդարտ իրավիճակներում գործնական հմտությունների կիրառման կարողություն					

5. Որքանո՞վ եք բավարարված ATC-ի շրջանավարտների հետևյալ հմտությունների մակարդակից և որքանո՞վ են դրանք կարևոր Ձեզ համար:

Կարևորության մակարդակը					Ընդհանուր հմտություններ	Բավարարվածության մակարդակը				
1	2	3	4	5		1	2	3	4	5
					Գրավոր հաղորդակցության հմտություններ					
					Բանավոր հաղորդակցության հմտություններ					
					Բանակցելու կարողություն					
					Նոր գիտելիքներ ինքնուրույն յուրացնելու կարողություն					
					Նորարարական մեթոդների և տեխնոլոգիաների իմացություն					
					Տեղեկատվական տեխնոլոգիաների տիրապետում					
					Անգլերենի իմացություն					
					Ղեկավարման ունակությունների դրսևորում լարված իրավիճակներում					
					Որոշումներ կայացնելու ունակություն					
					Թիմային աշխատանք և միջանձնային հարաբերություններ					
					Խնդիրների բացահայտման, հնարավոր լուծումներ տալու և առաջարկներ անելու կարողություն					
					Քննադատական մտածողություն					
					Վերլուծական կարողություններ					
					Կազմակերպչական ունակություններ					
					Ժամանակի կառավարման հմտություններ					

Annex I: Employer Satisfaction Survey Questionnaire

					Լարված իրավիճակներում արդյունավետ աշխատանքի հմտություն					
					Մտեղծագործական կարողություն					
					Շահակիցների հետ հետադարձ կապ ստեղծելու կարողություն					

6. Հիմնվելով Ձեր փորձի և դիտարկման վրա, խնդրում ենք նշել շրջանավարտների ուժեղ կողմերը

7. Հիմնվելով Ձեր փորձի և դիտարկման վրա, խնդրում ենք նշել այն ոլորտները, որտեղ մեր կենտրոնը ունի բարելավման կամ լրացուցիչ հմտությունների/առարկաների/ծրագրերի ներդրման կարիք

Հարցերի հաջորդ խմբին կարող եք պատասխանել՝ ընտրելով նշված պատասխաններից որևէ մեկը:

8. Կցանկանայի՞ք ներկայումս և (կամ) ապագայում աշխատանքի ընդունել ATC-ի շրջանավարտներին:

- ☐ Այո, անշուշտ
☐ Այո, կցանկանայի, սակայն որոշակի պայմանների դեպքում
☐ /Թվել/
☐ Ոչ, մտադրված չեմ

9. Դուք մտադիր եք զարգացնել գործնական հարաբերություններ և համագործակցել ATC-ի հետ՝

- ☐ Այո
☐ Ոչ /անցում 8-րդ հարցին/

10. Ընտրեք խնդրեմ համագործակցության մեկ կամ մի քանի ձև՝

- ☐ Ուսանողների պրակտիկայի իրականացում Ձեր հաստատությունում
☐ Կամավորական աշխատանքների կազմակերպում
☐ Համատեղ գիտագործնական, հետազոտական աշխատանքների իրականացում, գործնական դաշտում դրանց արդյունքների կիրառում
☐ Մասնակցություն ուսումնական ծրագրի մշակման գործընթացին
☐ Մասնագիտական/ուսուցողական համատեղ միջոցառումների իրականացում
☐ Այլ /Թվել/

11. Կերաշխավորե՞ք արդյոք ATC-ի շրջանավարտներին այլ գործատուների

- ☐ Այո
☐ Այո, բայց որոշ վերապահումով

Annex I: Employer Satisfaction Survey Questionnaire

_____ Ոչ /նշել պատճառը/ _____

Առաջարկներ

Ծնոթականություն՝

Annex J: DRAFT for Discussion - ATC and VT Course Comparison

Masters of Agribusiness: Typical Schedule

CURRENT SCHEDULE

Fall semester September-December 15 weeks		Spring semester January – May 15 weeks		Summer semester 10 weeks
VT - AGBU 501 Business Statistics		AGEC 621 Econometrics		AGEC 684 Professional internship
AGBU 502 Analytical Writing		VT - AGBU 505 Marketing Management		
VT - ACCT 640 Accounting Concepts & Procedures		VT - ACCT 620 Managerial accounting		
AGEC 619 Managerial Econ in Agribusiness				
Fall semester 15 weeks		Spring semester 12 weeks		
VT - FIN 635 Financial Management		VT - AGBU 515 Agribusiness project management		Thesis project defense (20 credits)
VT - MGMT 637 Entrepreneurship		AGBU 518 Agribusiness Management apps.		
AGEC 622 Agribusiness Analysis & Forecasting		AGEC 630 Financial analysis for Agribusiness firms		

Business Courses

Accounting Concepts and Procedures
Managerial Accounting
Financial Management
Financial Analysis
Marketing Management

Managerial Economics
Entrepreneurship
Project Management
Analytical Writing

Quantitative Courses

Business Statistics
Econometrics
Risk Analysis and Forecasting
Business management Applications

Annex J: DRAFT for Discussion - ATC and VT Course Comparison

DUAL DEGREE SCHEDULE WITH VT CLASSES

Fall semester September-December 15 weeks		Spring semester January – May 15 weeks		Summer semester 10 weeks
VT - AGBU 501 Business Statistics		AGEC 621 Econometrics		AGEC 684 Professional internship
VT - AGBU 505 Marketing Management				
VT - ACCT 640 Accounting Concepts & Procedures		VT - ACCT 620 Managerial accounting		
VT - FIN 635 Financial Management		AGBU 502 Analytical Writing		
Fall semester 15 weeks		Spring semester 12 weeks		
AGEC 619 Managerial Econ in Agribusiness		VT - AGBU 515 Agribusiness project management		Thesis project defense (20 credits)
VT - MGMT 637 Entrepreneurship		AGBU 518 Agribusiness Management apps.		
AGEC 622 Agribusiness Analysis & Forecasting		AGEC 630 Financial analysis for Agribusiness firms		

Minimize VT Tuition – out-of-state rate

Pay for 9 cr - take 9 or more	13,882	12 credits in first semester
Pay for 3 – take 3	4,674	3 credits in one remaining semester
TOTAL	18,556	

TUITION BY SEMESTER (yet to be resolved is the issue of cost/tuition)

Fall semester September-December 15 weeks		Spring semester January – May 15 weeks		Summer semester 10 weeks
VT 13,882		ATC 4,000		?????
Fall semester 15 weeks		Spring semester 12 weeks		
VT 4,674				?????
ATC 4,000		ATC 4,000		

Annex K: ICARE Advisory Board Proposal

ICARE Advisory Board

Mission, Roles and Expectations

The ICARE Foundation and its partners recognize the value and importance of involving external stakeholders from business, industry and academia in the development and promotion of its research, education and development programs. These groups provide a critical link between educators, students, and practitioners in the field in order to achieve program quality and relevance.

It is expected that the Advisory Board should provide advice, guidance and support to ICARE in the overall development of its programs. It will enable the ICARE administration to have independent views and opinions on various issues of major significance. It is expected that Board members will serve as ambassadors of ICARE providing an ongoing exchange of information and ideas with members of a broader society.

Advisory Board Mission:

Support the mission of ICARE and provide advice in ICARE's efforts to achieve its strategic objectives and contribute in continuous improvement of the quality of its research, education and development programs.

Roles and Expectations:

- Provide an independent source of information and advice to ICARE on its strategic issues, academic programs, as well as risks confronting its activities.
- Assist in establishing and strengthening links between ICARE and the industry to ensure significance of the ICARE's academic and research programs to industry.
- Develop an understanding of the business, market, and industry needs. Provide feedback and advice on academic and research programs.
- Share knowledge and experience. Share new developments and trends in the fields of ICARE programs. Assist in identifying best fit practices for ICARE.
- Encourage and support the exploration of new initiatives.
- Encourage the development of a governance framework that enables continued growth.
- Act as Ambassadors of ICARE and advocate ICARE when possible.
- Support fundraising/development endeavors and campaigns of ICARE.
- Assist in identification and acquisition of external funding and resources to support the students and the ICARE general programs.
- Assist in marketing and promoting ICARE programs.
- Provide guidance in the process of program reviews and assessments.
- Provide internship and training opportunities for students, employment opportunities for graduates and support the graduates in achieving their post-graduate perspectives.

Annex K: ICARE Advisory Board Proposal

Membership

Advisory board members are representatives of business, industry and academia with diverse perspectives and experiences. Advisory board composed of 15-17 members will serve two-year terms with the possibility for renewal based on their interest and involvement.

ICARE Director will facilitate the communication with the support of program and unit directors and take follow-up action as required. Communication will be mostly electronic, distance technologies will be used when necessary and available. In person meetings will be held when possible and needed. ICARE Administration will approach to the Board for advice and feedback on major issues and development directions.

It is expected that Advisory board communication and discussions support the ongoing growth, development and enhancement of ICARE's research and academic programs. Typical communication items include general program updates, reports, updates from the field and primary discussions and decisions to ensure input from members.

The Advisory Board members will receive ICARE monthly newsletters, quarterly operational reports and annual reports on a regular basis.

The advisory board is non-voting and does not engage in decision-making related to program personnel, budget or internal policy development.

There will be no formal compensation for advisory board members. ICARE will cover costs associated with in person meetings, such as space rental, technology costs, and food services.

Forecasting for Agribusiness Executives

The ICARE – International Center for Agribusiness Research and Education

invites you to participate in a training on

Forecasting for Agribusiness Executives conducted by **Lena Mamikonyan**

Dates

The 3-day intensive training will take place on March 1-3, 2017.

Venue

International Center for Agribusiness Research and Education (ICARE).

Address: 74 Teryan Street, 0009 Yerevan.

Time

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

Working language

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

Level

Intermediate. Participants are not expected to be intimately familiar with forecasting; however, it is recommended that they have a basic background in statistics (regression analysis) and Microsoft Excel.

Training participation fee

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

Training description

Forecasting is an important tool at the disposal of executives at small and large agribusiness companies for successful decision-making. In this hands-on training, the participants will familiarize themselves with different quantitative models used to generate forecasts of the objects of interest (for example, GDP, prices, quantity sold, sales, costs, interest rates, exchange rates etc.). The distinctive feature of this training is that it will focus on different quantitative models for developing both *deterministic or point* (without risk) and *interval or stochastic* (risk included) forecasts. The forecasting models include regression-based models to capture linear and non-linear trends, structural variation, seasonality, cyclical variation, and random variation.

Annex L: Agenda - Forecasting for Agribusiness Executives

Target audience

The purpose of this training is to equip participants with practical skills to assist them in making educated economic decisions in a business context. This training extensively uses regression-based forecasting techniques applied to various sample datasets and is intended for business executives, business consultants, business analysts, economists, policy makers, senior level economics and business students, and other interested parties that do forecasting and risk analysis in any type of production or service industry (agribusiness, banking, consulting, food industry, production, wholesaling/retailing, tourism etc.).

Expected outcomes

After completing this training, participants will be able to:

- Recognize the patterns (trend, seasonality, cyclical variation, and random variation) displayed by the data.
- Develop various appropriate regression-based forecasting models.
- Estimate the model (or models), decide on the best model, and interpret the results.
- Produce both point and interval forecasts.
- Make recommendations to business managers to facilitate their decision making process.
- Be proficient in using Simetar (Excel add-in) for forecasting purposes.

Software

An Excel add-in Simetar© will be used. The trial copy of the complete Simetar© with all the functionality and capabilities of the single user license will be installed on your notebook by the training organizers before the start of the training **free of charge** which will operate for 30 days.

Presentation methods

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

Trainer

Ms. Mamikonyan received her Master's degree in Agribusiness and Marketing from Armenian National Agrarian University. Currently, she works as an instructor and graduate research and teaching assistant in the Master of Agribusiness (MAB) program at the Armenian National Agrarian University. She assists in teaching graduate courses such as Econometrics and Managerial Economics, and teaches Agribusiness Analysis and Forecasting in the MAB program. Also, she works as a manager of programs at the Union of Credit Organizations of RA (UCORA).

Registration procedure and deadline

If interested, please register for the training by filling out the registration form (in English) and emailing it to the training coordinator, Lena Mamikonyan at lenamamikonyan@gmail.com. Registration deadline is **18:00 pm, February 25th**. The seating is limited. **ONLY SHORTLISTED APPLICANTS WILL BE NOTIFIED FOR PARTICIPATION.**

Annex L: Agenda - Forecasting for Agribusiness Executives

Agenda

March 1

Time	Topics
18:30 – 19:30	Introduction to the concept of risk and forecasting
19:30 – 19:45	Coffee break
19:45 – 20:45	Trend (linear and non-linear) regression forecasts

March 2

Time	Topics
18:30 – 19:30	Structural variation model
19:30 – 19:45	Coffee break
19:45 – 20:45	Seasonal forecasts using dummy variables Moving average forecasts

March 3

Time	Topics
18:30 – 19:30	Seasonal forecasts using harmonic regressions Cyclical forecasts using harmonic regressions
19:30 – 19:45	Coffee break
19:45 – 20:45	Time-series analysis

Annex M: List of Participants - Forecasting for Agribusiness Executives

Forecasting for Agribusiness Executives										
№	Name	Highest level	University	Specialization	Current year	Computer	Workplace	Position	Phone	Email
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Annex M: List of Participants - Forecasting for Agribusiness Executives

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