



Annual Report 20

Transforming Agribusiness in Armenia



ANNUAL REPORT
2020



Why Agribusiness?

Agriculture is one of the top priorities of the Armenian economy, and it accounts for about one-third of the workforce. A significant

portion of the country's gross domestic income (GDI) falls to agriculture, and its development is vital for the economy. Of course, the sector has faced significant challenges. To address these challenges and tap into opportunities in agriculture, effective and efficient agribusiness models should be in place.

For 15 years, the International Center for Agribusiness Research and Education (ICARE) has been offering education-based solution mechanisms to improve skills development in agriculture. Pursuing the Farm-to-Fork strategy, we prepare agribusiness specialists ready to tackle all the sector's challenges in Armenia.

We believe in people's power, focusing on youth and women's engagement in various agribusiness opportunities. If one wants to change his or her life for the better and enjoy working the land but thinks that agriculture is not a promising field, we invite them to ICARE. Come, get a high-quality education, break the stereotypes and learn to make the right decisions at ICARE. Afterward, you will carve out a successful career in agriculture, become an innovative and creative changemaker ready to develop and transform the sector based on an export-oriented growth model.

Our doors are also open to those who want to invest in Armenia's agriculture. ICARE's team is ready to guide and support all agricultural development enthusiasts.

Vision

Develop a sustainable knowledge capacity for the food and agribusiness sector 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.







Moving toward ICARE's innovative and creative platform

The year 2020 was all about our first practical steps toward ICARE's most culminating initiative. Our whole team was thrilled to be involved in infrastructure development activities. We acquired a plot with buildings and an orchard in the Proshyan community of Kotayk region in late 2019 to establish an agribusiness campus. Over 2020 we organized weekend retreats to design the landscape and prepare the area for future upgrades. We have also involved the community, closely cooperating with them to align with community development plans. It takes only a few minutes to drive from downtown Yerevan to reach our campus, where education, research, startup incubation and acceleration, product and service commercialization opportunities are combined.



Today, we are moving forward towards our goal with a clear strategy in our mind and consistent actions. Over the past 20 years, ICARE, including its flagship ICARE/ATC program, has offered mainly classroom education, combined with hands-on internships at agribusiness companies in Armenian and the region. Now it is time to evolve into a new business model and provide a platform for ICARE students and all youth of Armenia and Artsakh to put their business ideas into practice and help propel their agribusiness startups.

Greenhouse Crop Production and Management (GCPM)

The 2nd cohort of the Greenhouse Crop Production and Management (GCPM) academic program was a remarkable success and showed the increasing demand for the specialization in 2019, which is why ICARE kicked off the 3rd admission round in January 2020. Our 10-month program is a unique opportunity for students of any age to receive a complete A-to-Z professional education on greenhouse construction, greenhouse production of crops such as tomatoes, cucumbers, flowers, and strawberries, as well as greenhouse business planning.

During those months, our students visit and work at greenhouses around Armenia, receive hands-on experience, and mastering greenhouse crop production and management.





EVN Wine Academy students in Voskehat

There are more than a thousand types of grapes that are used for winemaking. And quality control is essential to make consumers happy when the crop is on its way to becoming a bottle of wine. These skills are vital for wine industry professionals. To learn all the secrets of quality management on the spot, EVN Wine Academy students often make field trips to vineyards during their studies.

One of these regular trips took place in February. Armenian National Agrarian University's (ANAU) Voskehat Educational and Research Center of Enology hosted a workshop within the course of Viticulture. The workshop covered two main topics: spraying and topping. Our students were divided into groups, and each group was given a particular pearl for the task. Artak Gabrielyan, who teaches the course Viticulture, was curating the process. As a result, the students mastered the nuances of growing quality grapes and ensuring quality stability over time.



The project

FRUITENIA



ICARE and its partners officially launched the Fruit Production Sector Development Project in Armenia (FRUITENIA) project. This project aims to increase the competitiveness of the fruit production sector, promote environmentally friendly, sustainable, and climate-smart agriculture, and ensure social inclusion and gender balance in the fruit production sector. The project, funded by the Austrian Development Cooperation and implemented by ICARE Foundation, will modernize the ANAU curricula, which cover fruit production, develop new courses, and train ANAU instructors. Within the project, a professional short-term certificate course in fruit production at the ANAU will be launched. The project will also contribute to the capacity building of technical vocational education and training (TVET) instructors in modern fruit production, communicating fruit production methods and techniques through videos in Armenian via an online e-learning platform.

In the scope of the project, ICARE is also establishing a demonstration intensive, environmentally friendly, and climate-smart 1.5 hectares orchard with drip irrigation and anti-hail system as a hands-on experience platform, as well as is organizing a summer youth camp for students of ANAU and TVET institutions to generate interest in the climate-smart fruit production and rural development, retain youth within rural Armenia, and reduce gender-specific barriers in the agricultural education.

ICARE conducted an in-depth assessment to study the need gaps of the fruit production sector in Armenia and elaborate a package of suggestions to implement FRUITENIA's objectives successfully.



EVN Wine Academy students in Areni

March



Pruning is an integral part of a long-term maintenance strategy in grape production to obtain good yields of high-quality grapes and regulate vegetative growth. There are several techniques to prune grapevines. And the



Viticulture course is an opportunity for the EVN Wine Academy students to visit vineyards and apply their theoretical knowledge in the field. In spring, Areni Wine Factory hosted our students to prune grapevines using two traditional methods that have been used in Armenia - Cordon and Guyot.



Remote wine-tasting

Our EVN Wine Academy students are unstoppable enthusiasts even in times of the COVID-19 lockdown. Our students initiated remote wine-tasting as there was no opportunity to do it at the Academy's professional wine-tasting facility in April.

It is all about sensory experience, and mastering the art of tasting is essential to get the most out of the art of winemaking. Students hear, touch, see, smell, and taste to describe the range of perceived flavors, aromas, and general characteristics of wines.

However, tasting wines is not as simple as it may seem. It is a skill to be honed gradually - how to grip with the liquid in the glass, fix its character, and judge the quality. There is always room for improvement, and regular tasting of new wines allows honing the skills needed for becoming a wine expert.



UAB and MAB graduation

“The road to graduation is challenging but rewarding at the same time, and I made it. I want to thank ICARE for taking my learning experience to another level, broadening my perspective, and filling my life with people who have already played a crucial role in my professional and personal life”.

Mariam Grigoryan

UAB program graduate:

Mariam and her friends enter agribusiness with in-depth knowledge and practical experience after graduating from ICARE's Agribusiness Teaching Center, a one-of-a-kind program in Armenia. Starting from 2000, we have been trying to create an environment for out-of-box thinking where our students can develop innovative and creative ideas. We strive to attract top professionals from the field because we prioritize practical knowledge and the importance of social responsibility. We prepare professionals in Agribusiness and Agricultural Economics at undergraduate and graduate levels, armed with broad economic, marketing, managerial skills, up-to-date communication abilities, and excellent knowledge of English.

These skills make ICARE graduates competitive in the growing regional agribusiness sector. Over 90% of our graduates find a job in their field in half a year.

ICARE's 2-year Undergraduate Agribusiness (UAB) program curriculum is based on the undergraduate Agricultural Economics curriculum of Texas A&M University. We aim to educate competitive specialists for the growing agribusiness sector and related job markets with this program. The program focuses on student-centered instruction, instructional design, and delivery strategies. Our students participate in a multifaceted learning environment where classroom instruction, internships, and field visits on agribusiness, economics, marketing, finance, and management are combined. The UAB program graduates receive a Diploma from Armenian National Agrarian University and a Certificate from Texas A&M University.

Since 2010 our Master of Agribusiness (MAB) program has offered a professional business degree in partnership with Texas A&M University and ANAU. The MAB program provides an 18-month internationally competitive business education taught in English, which equips future finance and marketing specialists and entrepreneurs with solid quantitative, management, and decision-making skills.

Graduation is a significant milestone for everyone. However, life has changed amid COVID-19, and last year the graduation did not look the way any of us planned. Though the 2020 graduates of the Undergraduate Agribusiness (UAB) program and Master of Agribusiness (MAB) program did not celebrate the graduation in a usual way, they are determined to do their best to develop the agribusiness sector in Armenia.



ICARE/ATC graduate as RA Deputy Minister of Economy



We were excited that our ICARE/ATC graduate **Arman Khojoyan** was appointed Deputy Minister of Economy of the Republic of Armenia. He completed the Undergraduate Agribusiness Program at ICARE/ATC in 2008.

Arman Khojoyan has participated in various international academic and training programs organized by world-famous universities and organizations.

The connection between ICARE and Mr. Khojoyan has become stronger during these years as he teaches Macroeconomics at ICARE's Agribusiness Teaching Center.



Jei Partenadze

MAB graduate, Georgia

I have been familiar with the activities of the International Center for Agribusiness Research and Education since 2015. That year I had an opportunity to attend ICARE's summer school and be involved in the bachelor program. After graduating from Batumi Shota Rustaveli State University, being an Erasmus+ program participant in Spain, I worked as a Human Resources Manager. However, I was ready for more challenges. So, in 2019, I applied for a government-funded program to study in Armenia. When I saw the Armenian universities and faculties list, I was excited to find ICARE's MAB program. I had heard a lot of positive feedback from MAB graduates and made my final decision in its favor.

Participating in a government-funded program was the best decision that I could make in 2019. The MAB program lasted for three semesters, and over that period, we managed to cover many exciting subjects. I had an opportunity to learn from lecturers who were passionate about their profession. Even during the COVID-19, they maintained the quality of studies via online classes by making it even more interactive, full of exciting tasks to take all the knowledge.

It is also worth mentioning that the administration was always ready to hear our problems or questions and consider our recommendations. Their flexibility with students' needs and suggestions is an excellent example of how universities can raise independent and educated professionals.

I graduated in 2020 and already have some plans for using the knowledge and skills received from ICARE in my career. I hope the language barrier will not be a problem to find a relevant job in Armenia. Currently, I am searching for a job, and I plan to have my business in agriculture in the future.



AGRI CAMP

Innovative Agriculture
Training and Learning Camp

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The AGRI CAMP Program

We launched the 3-year Innovative Agriculture Training and Learning Camp (AGRI CAMP) project to promote innovative agriculture in Armenia, involve beneficiaries in meeting the market demand and becoming more competitive. The United States Agency funds AGRI CAMP for International Development (USAID). ANAU is the key partner and beneficiary of AGRI CAMP.

The project goals are ambitious, and ICARE will achieve them by developing a triangular partnership between the industry sector, students, and young professionals through hands-on and innovative agriculture training and capacity-building.

AGRI CAMP is aimed to create the practical learning center (Agricultural Camp) in Aghavnadzor, Kotayk region; enhance the capacity of at least 200 students/graduates and faculty members; provide technical assistance to 20 agribusinesses to upgrade and improve their businesses; strengthen up at least 300 cooperatives, SMEs and farmers; ensure up to 1,000 female farmers' access to agricultural innovation and award research grants and mentorship to 15 female students; organize "Agrithons" for generating and scaling-up innovative products and services mentoring at least 80 start-up ideas; provide grants to 6 start-up ideas as well as develop the AgriHUB platform and production workshop at ICARE's site in Proshyan Community.

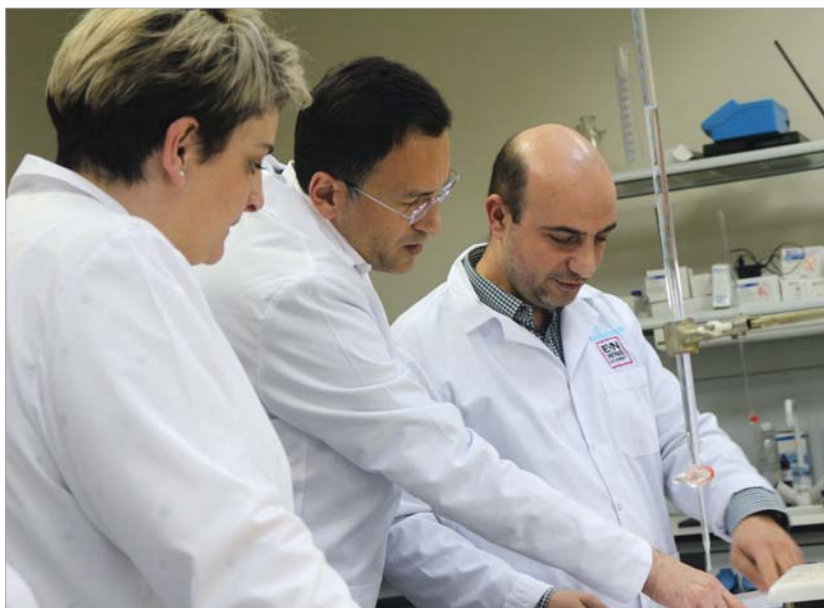


EVN Wine Laboratory achievements

After three months of work, in June, the EVN Wine Laboratory completed research on three Armenian grape varieties to explore grape growth stages and understand the resulting wines' aging potential. The grape samples were selected from the 2019 harvest, then the wines and samples were prepared. The University of Milan will be supporting the completion of the research process. The team will re-examine the duplicates of the initial best results of the study. Later, the obtained outcomes will be grouped and published in an international journal. The research is carried out within the GIZ-funded DeveloPPP project.

The involvement in such research is a massive achievement for our laboratory. Over the years, EVN's wine laboratory began providing services through wine quality assessments for individual winemakers and wineries. Each year, the lab team works with more partners and conducts more analyses. Since 2020, wineries from all over Armenia have been sending samples for double testing, considering EVN's wine laboratory as a reference laboratory.

June



The AGREEN Project

Yet another achievement marked the beginning of summer: ICARE launched the Cross-Border Alliance for Climate-Smart and Green Agriculture in the Black Sea Basin (AGREEN, BSB-1135) project.

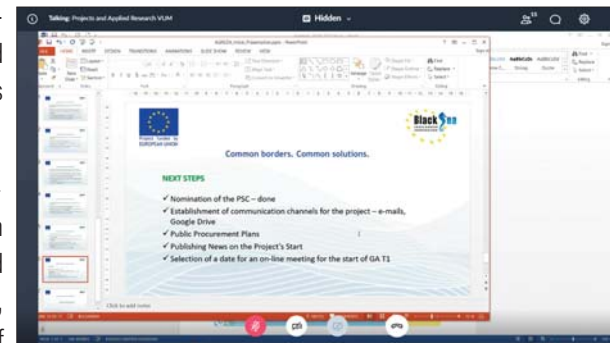
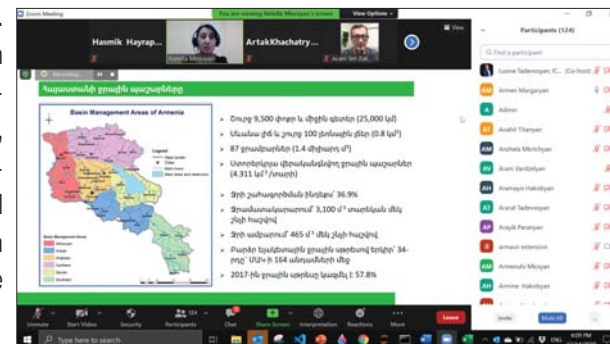
The increase of cross-border links for trade and modernization of agricultural and connected sectors in the Black Sea Basin will be the project's primary focus. Farmers and the enterprises in agriculture, young farmers, and professionals, particularly business sector organizations, interest groups (NGOs), higher education, and research institutions, are the direct beneficiaries.

The project includes a wide range of activities. AGREEN will help form a community of practice and an alliance of organizations for regional branding, internet connectivity, and learning in climate-smart agriculture. A regional brand for agricultural products originating in the Black Sea Basin and produced in a climate-smart way will be developed. Moreover, an interactive map of logistic centers for wholesale and retail trade in sustain-

ably delivered agricultural produce from the Black Sea Basin will be shaped, experimental plots during the project will be sustained, and climate-smart crop models will be disseminated free of charge. Finally, an internet platform for liaising sustainable producers will be established, and blended mobility training and three international business conferences on climate-smart agriculture will be organized.

The project is funded by the Joint Operational Program for Cross-Border Cooperation under the European Neighborhood Instrument "Black Sea Basin 2014-2020", under Priority 1.2 "Increasing cross-border opportunities for trade and modernization of agriculture and related sectors" and lasts 30 months.

The project is implemented in cooperation with Dobrudzha Agrarian and Business School (BG), Ovidius University of Constanta (RO), Tekirdag Namik Kemal University (TR), Biological Farming Association Elkana (GE) and Education (AM) and Development Agency of Eastern Thessaloniki Local Authorities (EL).



At the end of the year, we organized a national awareness-raising event within the AGREEN (Cross-Border Alliance for Climate-Smart and Green Agriculture in the Black Sea Basin) project. Our virtual event brought together 49 specialists, remarkable representatives of the field. The team also started working on the feasibility study to explore the preconditions developing climate-smart and green agriculture in six countries.

ICARE short-term training

In 2020 we continued organizing short-term training to build the knowledge capacity of students and farmers working in the sector of agriculture.

- Greenhouse roses cultivation and technology,
- Greenhouse mutisieae cultivation and technology,
- Construction of vertical farms and their utilization,
- Management of the microclimate inside the greenhouse,
- Digital marketing,
- Project management,
- Econometrics and its applications.

Virtual trip to Bad Dürkheim

EVN Wine Academy students conducted a virtual trip to Bad Dürkheim, Germany, as part of their Wine Marketing course. They visited Medienagenten Stange & Ziegler, one of the leading wine marketing agencies in the country, focused on the wine brand's visual presence, story, and message. Our students got an exclusive insight into how the agency develops unique, impactful, and successful marketing for wineries. Medienagenten Stange & Ziegler CEO Jochen Stange discussed very functional approaches to inspire Armenia's future wine industry representatives.



Launch of the Sea of Wine project

In July, we launched another pivotal project to help wine and travel sector businesses and stakeholders in the four participant countries develop common approaches for presenting and promoting their products and services. The Sea of Wine (TheSeaOfWine, BSB-1034) is a 26-month project implemented within the Joint Operational Programme Black Sea Basin 2014-2020 funded by the European

Neighbourhood Instrument in close collaboration with the Joint Technical Secretariat. While ICARE is the Lead Applicant, the project involves partners of the Black Sea region, Aristotle University of Thessaloniki, Georgian Center for Agribusiness Development, and Odessa National Academy of Food Technologies.



A key activity of the project is developing country-level wine routes and incorporating them into a single Black Sea Wine Route. The country-level wine route and the Black Sea Wine Route will be available at an ICT platform with a mobile application. Travelers and businesses worldwide can get all the necessary information about the wine routes, countries, and offerings and how they can visit and enjoy

one of the oldest and most unique wine regions globally. Moreover, the Black Sea Wine Glass Member label will unite the countries and bring more recognition to the region as a wine tourism destination.

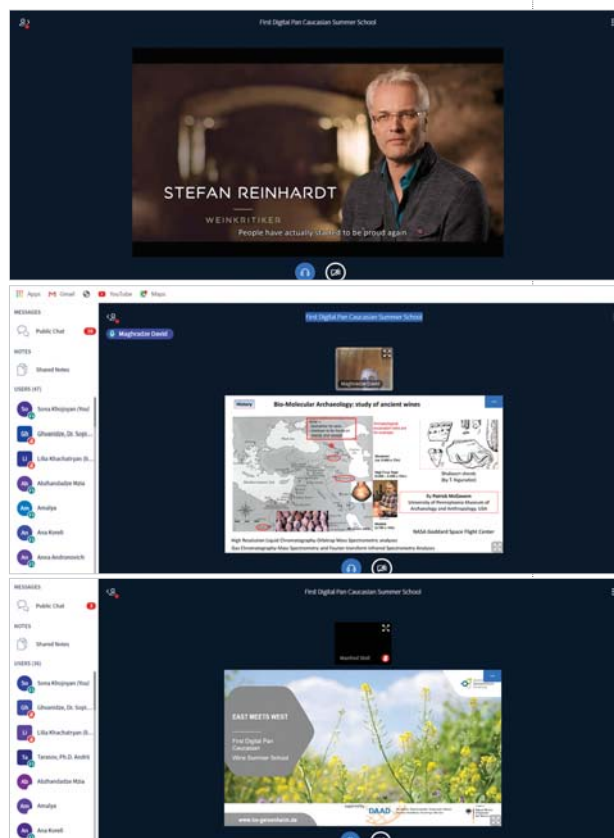
Series of events entitled **Let's Talk about Wine** and **The Wines of the Black Sea** will be organized to dive into the beautiful world of wine, allowing to enhance the recognition of the Black Sea region as the Historical Cradle of Wine.



When East met West

The last month of summer provided a fantastic opportunity for wine business students and professionals to meet during the First Digital Pan-Caucasian Wine Summer School and talk about viticulture, enology, and wine markets. The "East

Meets West" was organized by Geisenheim University and supported by the German Academic Exchange Service (DAAD). EVN Wine Academy students were also part of the 5-day online event. The professors and lecturers of Geisenheim University, the Armenian National Agrarian University, and the Agricultural University of Georgia and industry experts provided deep insights on wine industry development in Armenia, Georgia, and Germany, wine business and marketing, and various wine-making practices.



Establishment of Small and Medium Greenhouses

By the end of summer, ICARE completed the 2nd round of the 10-day courses within the "Establishment of Small and Medium Greenhouses," implemented in partnership with the Ministry of Economy of the Republic of Armenia. Five courses, organized for 84 participants, were an excellent chance to support farmers and entrepreneurs in constructing and running small and medium greenhouses with state funds and ensure modern technological applications to help the individuals be involved in agricultural activities, increase productivity, competitiveness, and profitability of the greenhouses.

The theoretical part was conducted at ICARE, while field trips were organized to several Armenian greenhouses to acquire the relevant practical experience. The courses were taught by high-level professionals who shared their comprehensive knowledge on greenhouse construction, management, operations, and plant management and protection.



Ani Sahakyan

10-day greenhouses course participant

Our family settled in Canada in 2017, but our hearts and thoughts are always in the Armenian highlands. I have been thinking of returning to my homeland to set up a business in the greenhouse industry. However, before moving to Armenia, I needed to have proper education and be ready for the technical challenges that I might encounter in the agribusiness sector. Having this goal in mind, I decided to participate in the "Establishment of Small and Medium Greenhouses" state-funded program to enhance my knowledge and get support from the Armenian Government. Armenia is a great market, and now is the right time to return to Armenia and initiate something on your own. I have been thinking a lot about how to begin and what product to grow in the greenhouse. After thinking it over, I decided to start with growing tomatoes and extend the business to cucumber and strawberry production in the future. The 10-day course organized by ICARE was precisely what I needed because it covered the basics of producing vegetables in the greenhouse. We have discussed the characteristics and features of the greenhouse establishment with instructors, classmates, and experts in the field. They all were very supportive and happy to share their experience, creating room for future collaboration and friendship.

EVN Wine Academy students in Van Ardi Winery



Junior students of the EVN Wine Academy presented their final projects within the scope of the Wine Marketing course. However, the presentations were not held online or in the classrooms but at Van Ardi Winery. Here the students and Wine Marketing lecturer Mrs. Ani Mouradyan were hosted. The latter is also an EVN Wine Academy alumna and the Marketing and Communications Director at Van Ardi.



The course that Mrs. Mouradyan teaches is in the core curriculum of the "Enology and Wine Business Program" of the EVN Wine Academy to introduce the best ways of presenting Armenian quality wines to the international market and positioning them globally on the wine map.





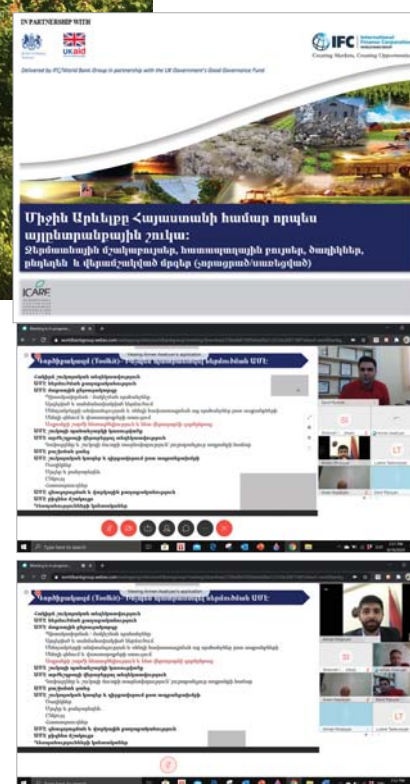
The “Armenian Economic Growth” Program

After four months of analytical work, ICARE's research team presented the outcomes within the "Armenian Economic Growth" consulting program implemented by the International Finance Corporation, a member of the World Bank Group.

The three-year (2019-2021) program, implemented by closely collaborating with the UK Good Management Fund, aims to improve Armenia's capacity to attract export-oriented foreign direct investment in high value-added segments and promote exports of specific agricultural products.

ment in high value-added segments and promote exports of specific agricultural products.

The comprehensive and in-depth research study conducted by ICARE included three main components. The survey and market analysis of 5 Middle Eastern markets for horticultural products identified the specific markets as key for the Armenian products. Within the program, tools for exporters were developed to help them organize the process smoothly, and a monitoring plan for the Armenian Ministry of Economy was presented to review the impact of the study over the years regularly.



Latest technologies at ANAU greenhouse

In 2019, the Ambassador of Japan to Armenia, Jun Yamada, and ICARE Director Arthur Grigoryan signed the "Project for Reconstruction of a Greenhouse for Training High-skilled Agronomists" grant agreement. The fall of 2020 was already the time to reap the results. Through the efforts of the ICARE team, the long-used and exhausted greenhouse at the Armenian National Agrarian University (ANAU) is already completed and equipped with the latest technologies.

The greenhouse has an area of 420 square meters, and it will be a crucial research unit, the doors of which are open to individuals engaged in the greenhouse business. Students, experts, and farmers of family-owned greenhouses will be among the direct beneficiaries of the initiative.

The official opening ceremony was followed by a tour inside the four separate sectors of the greenhouse - the FarmBot (Farming Robot) and sectors with different plants: roses, cucumbers, and tomatoes.

Loyal friends of ANAU and the ICARE Foundation, Boston-Armenian couple Judith Saryan and Victor Zarougian, also financially supported the technological equipment of the greenhouse.



EVN Wine Academy internship

EVN Wine Academy's "Enology and Wine Business" program combines both theoretical and practical education. The 4-week internship is a must for our students to work at a winemaking company and enhance their knowledge through practice. As always, various wineries opened their doors and shared many secrets with our 18 students. All of them were very thrilled to be involved in the harvest and cellar duties: racking, yeast and fermentation control, and cap management. The internship enables our students to develop their professional aptitude, strengthen personal character, and open new doors to career opportunities.

Hasmik Melqonyan

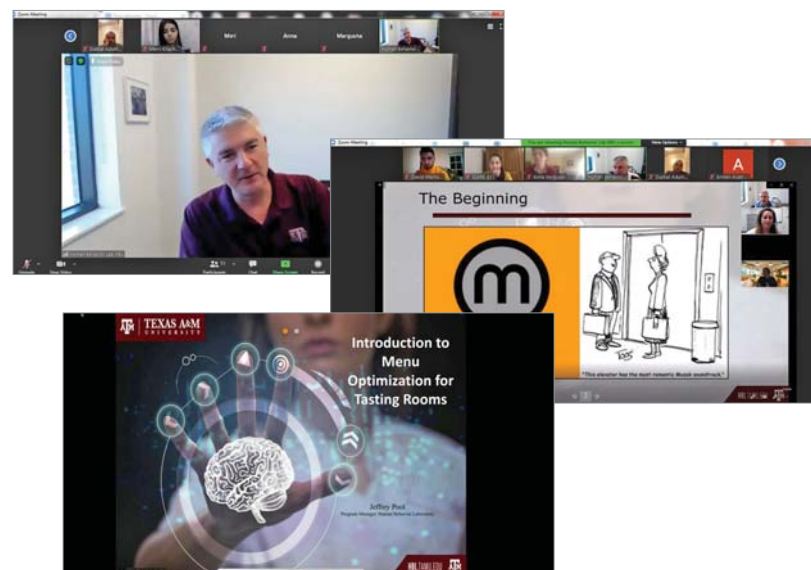
Tour Manager/Marketing specialist

Golden Grape ArmAs

EVN Wine Academy is a cradle of knowledge for those who are willing to take it. It provides a vast opportunity to interact with a professional network and opens many opportunities for future employment in the field. I am thrilled to be part of this beautiful journey with my classmates, and I strongly suggest that everyone interested in winemaking apply for the program.

Guest lecture on Behavioral Economics

More than six months later, in November 2020, we again hosted Jeff Pool as our guest lecturer. This time the Master of Agribusiness (MAB) program students welcomed our colleague from Texas A&M University for a 2-day lecture. Professor Pool presented the recent experiments made by the Human Behavior Lab and shared modern marketing and behavioral tactics to boost their sales and brand awareness. He also shared important tips and tricks on how to make better decisions as consumers.





EVN Wine Academy graduation

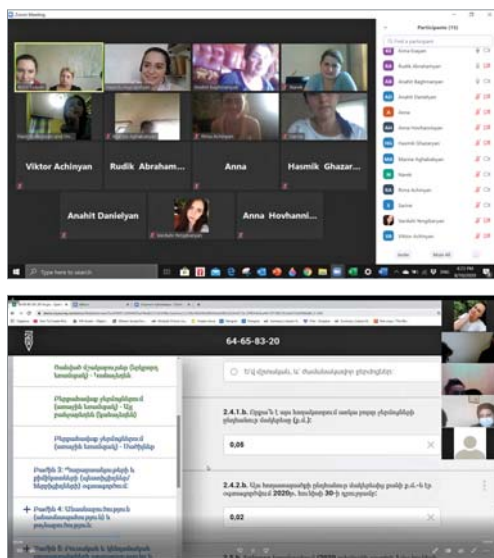
Ten graduates of EVN Wine Academy entered the winemaking world with a broad spectrum of knowledge and network in autumn, receiving certificates from EVN Wine Academy, Geisenheim University, and Armenian National Agrarian University. The 6th generation of the Enology and Wine Business program alumni discovered everything about winemaking and the wine business from grape to glass over the 18 months. As our practice shows, the graduates will quickly get jobs on the market.

In 2020, 18 new freshmen joined us to contribute to the development of winemaking in Armenia.

The Enology and Wine Business program of the EVN Wine Academy is the first of its kind in Armenia. Since 2015 the program has provided in-depth knowledge of winemaking from scratch, welcoming newcomers and those already involved in the industry. The curriculum combines theoretical knowledge with practical learning and includes thirteen modules and an internship to prepare for a professional career in the wine industry. EVN Wine Academy students have already made three wines from Areni and Voskehat grapes at the ANAU's winery in Voskehat village.

The AGRISurvey Project

ICARE supported the Statistical Committee of Armenia to develop an integrated and cost-efficient approach to generate a regular flow of relevant and up-to-date agricultural statistics in response to national needs and priorities. The availability and use of these data allow identifying production, productivity, and resilience challenges and provides a strong base for designing, monitoring, and evaluating any agricultural and rural policy or investment. In December 2020, the quarterly and semi-annual questionnaires and their manuals on agricultural holdings in the "Implementation of AGRISurvey in Armenia" project were completed.



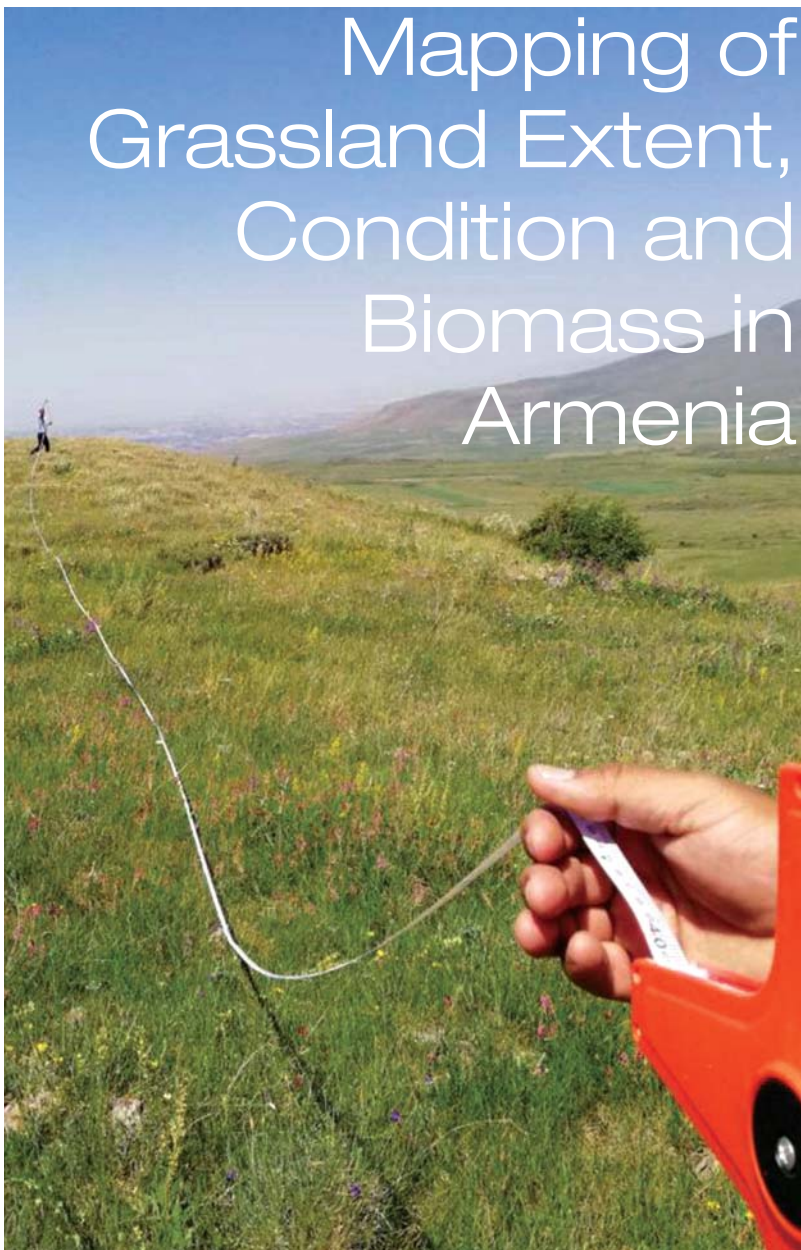
The scope of the project included training, data collection, and analysis. The analyses based on the data were conducted at the beginning of 2021. The "Implementation of AGRISurvey in Armenia" project is funded by the Food and Agriculture Organization (FAO) and was launched in 2018.

Aygi.am is launched!

The beneficiaries of the fruit production sector, especially the farmers and students, can from now on benefit from an online e-learning platform Aygi.am website launched within the FRUITENIA project is an open resource for videos about modern fruit production methods and techniques. It also provides information about the whole fruit production value chain and details about forthcoming training and the programs implemented by various organizations and the Government of Armenia.



Mapping of Grassland Extent, Condition and Biomass in Armenia



Natural fodder areas are an essential value for biodiversity and ecosystem services; at the same time, they are at risk of advancing soil erosion and degradation caused by overgrazing. However, Armenia lacks holistic approaches to the sustainable and biodiversity-friendly use of natural resources.

In this regard, the setup of an integrated management approach for decision-making processes becomes vital, emphasizing the need for robust spatial data. In this context, the "Mapping of Grassland Extent, Condition, and Biomass in Armenia" project was launched by ICARE with Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) local subsidy fund in July 2020.

By the end of the year, the first out of three main work packages was completed, including determining the sampling set, developing and finalizing the methodology and tool-

it, compiling the action plan and schedule, the actual field visits, data development, and quality assurance.

During the field visits, information was collected, particularly on the state and geographical location of land sites of



different operational significance, ecological state and biomass productivity in pastures and hay meadows of functional importance, GPS coordinates of the geographical location sampled representative homogeneous areas.



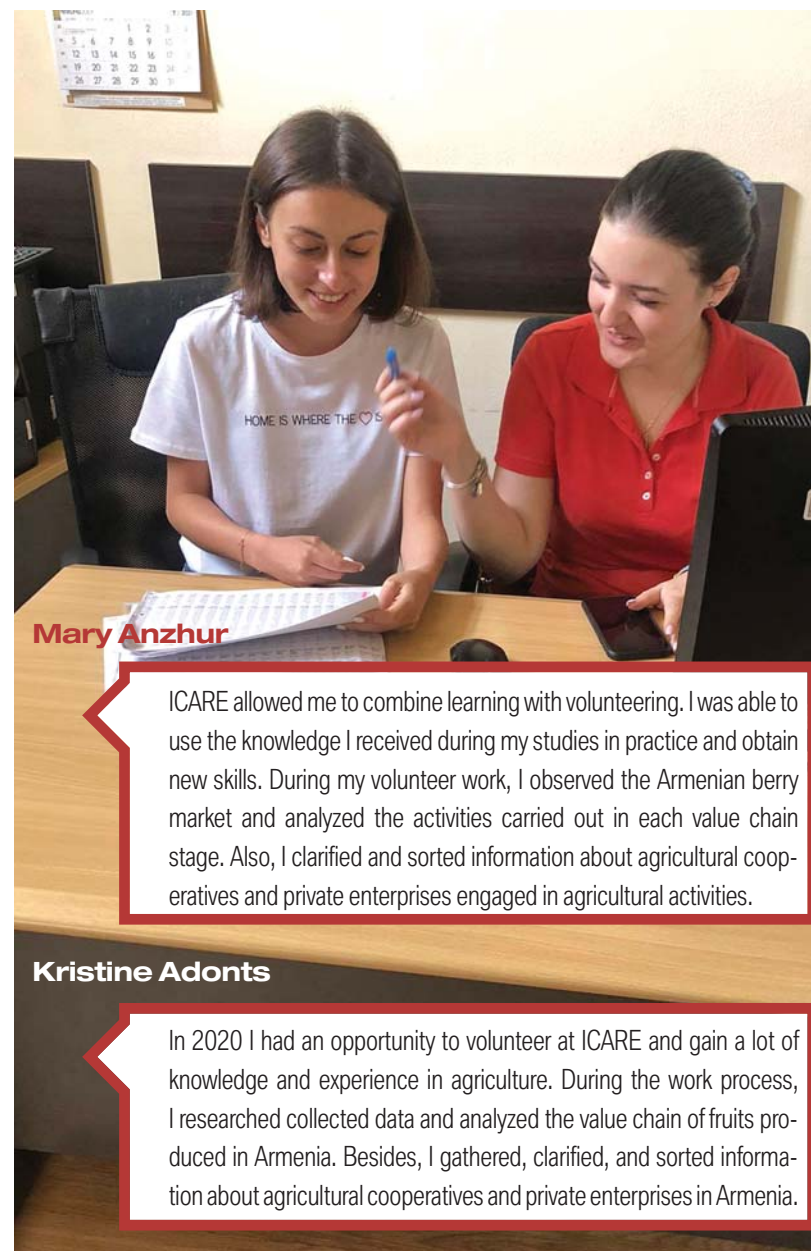
The data obtained can later serve as comprehensive and complete material for classifying and mapping lands with different operational significance and providing thorough information for developing and launching efficient and sustainable procedures for managing grass-covered areas, pastures, and hay meadows.

Internship at ICARE



Seda Janazyan

While studying at the university, I had an opportunity to volunteer at ICARE for two months. I was enjoying the time because I was helping with translations which I like the most. During that period, I have improved my skills both in the Armenian and English languages.



Mary Anzhur

ICARE allowed me to combine learning with volunteering. I was able to use the knowledge I received during my studies in practice and obtain new skills. During my volunteer work, I observed the Armenian berry market and analyzed the activities carried out in each value chain stage. Also, I clarified and sorted information about agricultural cooperatives and private enterprises engaged in agricultural activities.

Kristine Adonts

In 2020 I had an opportunity to volunteer at ICARE and gain a lot of knowledge and experience in agriculture. During the work process, I researched collected data and analyzed the value chain of fruits produced in Armenia. Besides, I gathered, clarified, and sorted information about agricultural cooperatives and private enterprises in Armenia.

We remember our fallen soldiers

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Vagharshak Grigoryan

Student of Greenhouse Crop Production and Management (GCPM)



Hayk Vardanyan

ICARE/ATC Graduate, 2004



Aharon Arsenyan

ICARE/ATC Student, 2020



JOHN P. NICHOLS

Professor Emeritus, Texas A&M University
Chairman, ICARE Board of Directors

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Resilience: In difficult times, it is human nature to look for stability and hope for the future. Resilience is the optimistic side of all the conditions the world faced in 2020, that challenging year with pandemic lockdowns and economies in recession. It applies even more when I consider the challenges of the Armenian people as they faced a state of war and military call-up. Every family and every institution in Armenia was significantly impacted. ICARE was no different. However, the resilient response of the Armenian people, businesses, schools, government agencies, and NGOs give me much hope for the future.

This year, our Annual Report provides a tour through the many ICARE activities as they unfolded month by month. Our faculty and students adapted to new learning technologies and engagement methods just as their counterparts across the world did. We are excited about the purchase and development of ICARE's unique urban agriculture teaching and learning center, named after Zabel Yessayan. This will become the hub of many of our newest agriculture projects. You will see it grow very shortly. Our collaboration with the Armenian National Agrarian University and USAID continues, not just in

academic work but also in the development of AGRI CAMP, a practical learning center in the Kotayk region.

Despite the global economic challenges, ICARE has continued to increase funded projects and staffing supported by various government, NGO, and private sources. A several-year fruit production sector development project funded by the Austrian Development Agency and a cross-border project to develop climate-smart and green agriculture in the Black Sea Basin are two examples of significant new collaborative efforts being led by ICARE. We are grateful for private donations to support unique new initiatives and sponsorships for our students on the philanthropic side.

The effort of the faculty, staff, and students during these turbulent times is clear evidence that ICARE is on a solid and positive trajectory. I invite you to take a few minutes to review our 2020 Annual Report and would welcome your thoughts and comments. We hope that you will join with so many others in supporting ICARE to achieve its vision as a sustainable knowledge-based organization for the food and agribusiness sector in Armenia.



ARTHUR GRIGORIAN

Director
ICARE Foundation

2020 was a year like no other for us. We underwent an unprecedented combination of challenges. However, at ICARE, we did not let the COVID-19 and 2020 Artsakh War define us. There were many unexpected turns, but we never stopped working and contributing to the development of Armenia's food and agriculture sector. We remained steadfastly committed to our mission.

In 2020 we learned a new way of living, learning, and inspiring. At the beginning of the year, ICARE turned to a remote working environment yet still provided the same high-quality education and smooth implementation of our programs and projects. Half a year later, however, we felt the need for human interaction, which is irreplaceable. We made every effort to return to the office in the fall, ensuring compliance with the anti-pandemic rules.

2020 was a prominent year for us. While we could not have the event we were planning, we had four anniversaries: ICARE - 15; Agribusiness Teaching center - 20;

MAB program - 10; and EVN Wine Academy - 5. In 2020 we faced a time of uncertainty, yet, time and time again, we won the battles we took on only through the strength of our community. I am proud of my passionate team for their unwavering devotion to our mission even when facing the harsh realities of the pandemic and the war. I am moved by their dedication, especially during these challenging times. In 2020 we also made a success as we have donors and supporters who believe in us, continue contributing to our work and act on the issues we are devoted to. They make us more powerful than we could ever be on our own. As we turn our eyes to the future, we are ready to keep working with their help. With them by our side, in 2021, we will make even more tremendous strides.

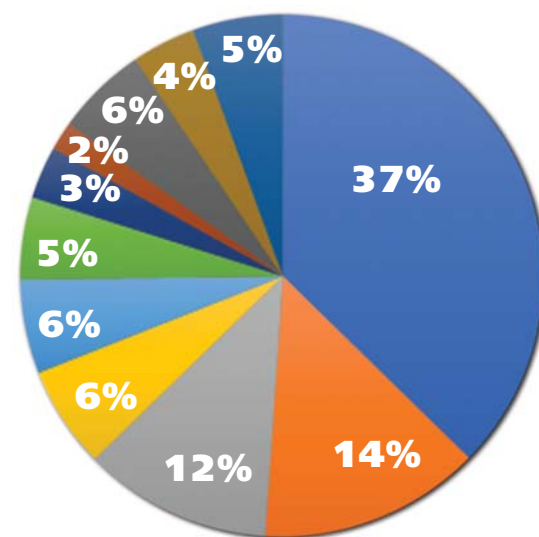
Thank you.

Financial highlights

Sources of income in 2020

USD

European Union	\$ 263,266
Food and Agriculture Organisation of the United Nations (FAO UN)	\$ 96,975
German Agency for International Cooperation (GIZ)	\$ 82,019
World Bank	\$ 44,285
United States Agency for International Development (USAID)	\$ 40,938
International Finance Corporation (IFC)	\$ 35,810
United Nations Development Programme (UNDP)	\$ 22,840
Austrian Development Agency (ADA)	\$ 12,574
Donations from Individuals and Institutions	\$ 39,545
Training Programs	\$ 27,862
Other sources	\$ 39,147
Total	\$ 705,262





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