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# **Center for Agribusiness and Rural Development (CARD)**

## **Strategic Plan**

**2006- 2009**

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## **INTRODUCTION**

This Strategic Plan for the time period of 2006-2007 presents the priorities, development directions, and specific programs of the Center for Agribusiness and Rural Development (CARD).

CARD is an independent local Armenian foundation committed to becoming a prime agricultural service provider in the Caucasus that will lead to sustainable agricultural and agribusiness development in Armenia and in the Caucasus. CARD has developed three (3) strategic goals in conjunction with fourteen (14) strategic objectives to accomplish its mission.

Being a new organization established in April 2005, CARD is also the successor of the United States Department of Agriculture's Marketing Assistance Project (USDA/MAP) in Armenia. USDA/MAP operated between 1992 and 2005 and provided assistance to more than 60 agribusinesses, 25 production and marketing cooperatives, 50 credit clubs, and thousands of farmers in all 10 regions of Armenia. During its 13 years of operation, USDA/MAP was a key player in the area of agribusiness and food processing development.

As the successor of USDA/MAP, CARD continues most of the USDA projects undertaken by MAP. In addition, it pursues its own goals and activities to contribute to rural development in Armenia, and improve the competitiveness of agribusinesses in local and foreign markets, while simultaneously ensuring CARD is a financially sound and sustainable organization.

Currently, CARD continues to be funded primarily by the USDA Foreign Agricultural Service (FAS). In the future CARD is committed to securing alternative sources of funding.

This document represents CARD's Strategic Plan with a detailed annual Activity Plan for July 2006 – July 2009. This Strategic Plan is based on analyzing previous experiences and information gathered during earlier program implementations as well as various surveys and research. The management and the staff will employ key indicators and research during the next year to track trends and determine how consistently CARD objectives detailed in this strategic plan contribute to its established goals. Moreover, CARD will evaluate how its objectives should be changed for the next strategic plan to reflect new priorities and experience gained during the targeted period.

## CARD' s ORGANIZATIONAL STRUCTURE

CARD is an Armenian local independent foundation NGO governed by a Board of Trustees and managed by an Executive Director. Reorganization of USDA/MAP into CARD in 2005 resulted in the successful transition from a USDA public sector Agribusiness development funded project into a local private sector foundation. CARD is composed of five (5) Departments: 1) Agribusiness and Marketing; 2) Rural Development; 3) Program Development and Monitoring & Evaluation; 4) Administrative Services; and 5) Financial Services.

A new Program Development and Monitoring & Evaluation Department is to be developed and integrated into the organizational structure to advance CARD's approaches towards developing and implementing ongoing and new projects, as well as conducting monitoring and evaluation for the CARD programmatic activities.

The specific functional responsibilities of each Department is detailed as follows.

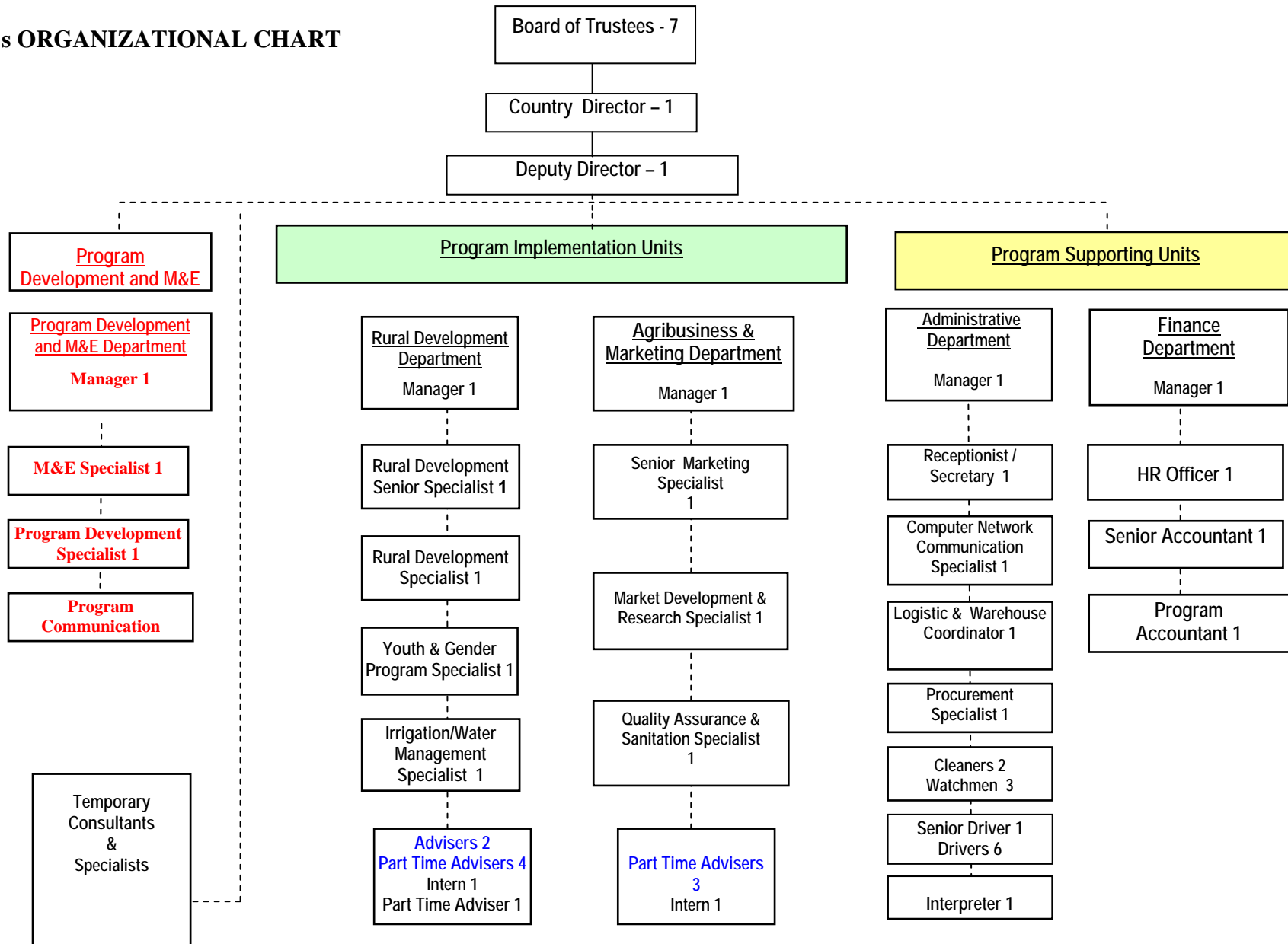
***Agribusiness and Marketing:*** Provides a comprehensive set of integrated technical and marketing services to clients, including but not limited to business development; market development; market-intelligence projects; commodity sector analysis; and sales assistance in domestic and export markets.

***Rural Development:*** Implements advisory, educational, research and technical assistance activities for farm enterprises; agribusinesses; and related companies; women and youth groups; and irrigation projects. All are aimed at improving food production, quality assurance, increased value-added agricultural production, and development of food products that are competitive in the local marketplace.

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***Program Development and M&E Department:*** Program design, monitoring and evaluation, as well as developing and implementing CARD Public Relations and fund raising strategies.

# CARD' s ORGANIZATIONAL CHART



## **CARD'S VISION, MISSION STATEMENT, AND VALUES**

### **Vision Statement**

CARD is the prime service provider in the region to advance sustainable agriculture and agribusinesses.

### **Mission Statement**

To assist farmers and agribusinesses in the production and marketing of food and related products to increase incomes and create jobs leading to sustainable livelihoods for rural populations.

### **CARD Values**

The CARD staff firmly believes rural and agricultural development is an essential ingredient for the economic development of Armenia and it is dedicated to helping farmers and agribusinesses overcome the challenges they face.

In implementing its activities, CARD will be guided by the following set of values:

- **Mission Driven**  
Our staff, stakeholders and customers will know the mission of our organization. Our mission will focus and direct all actions of the organization with to enhance rural livelihoods.
- **Collaboration and Teamwork**  
The strength and effectiveness of an organization is tremendously enhanced when it supports and encourages its staff to work in teams and with clients who respect individuals' roles, diversity, and viewpoints.
- **Productivity and Efficiency**  
CARD works in a highly efficient and productive manner with farmers and agribusinesses with the ultimate goal of impact-measurable projects.
- **Commitment to Continuous Improvement**  
CARD thrives on new initiatives. Being the best requires never being satisfied with today's accomplishments.
- **Openness and Integrity**  
CARD is open and transparent in its communications and decision making, and demonstrates integrity in its working relationships.

## STRATEGIC GOALS AND OBJECTIVES

This strategic plan details CARD's three (3) goals for accomplishing its mission:

1. *Better Livelihoods in Rural Armenia*
2. *Competitive Armenian Products in the Marketplace*
3. *Financially Sound and Administratively Efficient Organization*

These goals represent the focus of CARD activities over the next three years. Multiple objectives are developed for each goal, leading to the achievement of specific results. For each specific result, a series of supporting activities have been developed that further specify and clarify actions that will be undertaken until July 2007. Activities are further listed that clearly define the steps as to how each objective will be achieved: a specific individual, team, or Department is responsible for each task. CARD has also conducted a resource analysis and developed timeframes and benchmarks for the completion of activities to assure accountability of results, provide feedback to improve CARD operations, and make modifications in the next strategic plan.

### STRATEGIC GOAL 1: BETTER LIVELIHOODS IN RURAL ARMENIA

#### *Objective 1.1: Empowerment of Rural Women and Youth*

- Specific Result 1.1.1: Women Owned Businesses Established and Strengthened
- Specific Result 1.1.2: Youth Club Capacity Increased

#### *Objective # 1.2: Optimal Use of Water Resources*

- Specific Result 1.2.1: Improved Water Management by Users
- Specific Result 1.2.2: Water Access Increased

#### *Objective # 1.3: Farm Level Production improved (e.g. yields, quality, diversity)*

- Specific Result 1.3.1: Genetic Improvement of Fruit Varieties and Animal Breeds
- Specific Result 1.3.2: Livestock and Poultry Farm Enterprise Development
- Specific Result 1.3.3: Milk Quality and Milk Sanitation Conditions Improved

#### *Objective # 1.4: Increased Capacity of Clients (farmers, agribusinesses and other related businesses and organizations)*

- Specific Result 1.4.1: Enhancement of Agricultural Processing Facilities
- Specific Result 1.4.2: Agrotourism Capacity Developed in Rural Areas
- Specific Result 1.4.3: Milk Collection Centers and Milk Marketing Cooperatives Established and Developed
- Specific Result 1.4.4: New Technologies and Methods Applied through Research, Extension and Education projects

Specific Result 1.4.5: Increased Capacity of Local Rural Development Organizations

## **STRATEGIC GOAL 2: COMPETITIVE ARMENIAN PRODUCTS IN THE MARKETPLACE**

***Objective # 2.1 Provide high quality marketing and technical services to Clients (farmers, agribusinesses, and others)***

Specific Result 2.1.1: Increased Capacity of Agribusinesses

***Objective # 2.2 Improve Value-Added Production***

Specific Result 2.2.1: Products Developed and Market Tested

Specific result 2.2.2: Quality Measures Adapted/Applied

***Objective # 2.3: Develop Domestic and International Markets for Armenian Products***

Specific Result 2.3.1: Image of Armenian Products Improved

Specific Result 2.3.2: New Markets Entered and Existing Markets Expanded

## **STRATEGIC GOAL 3: FINANCIALLY SOUND AND ADMINSTRATIVELY EFFICIENT ORGANIZATION**

***Objective # 3.1: Efficient CARD Administration and Management***

Specific Result 3.1.1: CARD Administration Developed and Operational

Specific Result 3.1.2: Strategic Human Resources Plan Developed and Implemented

***Objective # 3.2: Information Management System in place and operational***

Specific Result 3.2.1: Improve CARD's communication

Specific Result 3.2.2: Program Operational Procedures Developed and Implemented

***Objective # 3.3: Sustainability for CARD established***

Specific Result 3.3.1: Program Development and Evaluation & Monitoring Department and Implement Cost Recovery Procedures

***Objective # 3.4: CARD effective accounting and financial systems***



- Specific Result 3.4.1 Financial Accounting System Development and Implementation.
- Specific Result 3.4.2 CARD Tax Accounting Developed and Implemented
- Specific Result 3.4.3 CARD Management (cost) Accounting Developed and Implemented

***Objective # 3.5. Effective CARD Financial Management Capacity***

- Specific Result 3.5.1 CARD Financial Capacity Developed
- Specific Result 3.5.2 Donor (current and potential) Reporting System in Place
- Specific Result 3.5.3 Financial Analysis Capacity Built (sustainability , efficiency, and development)

## **STRATEGIES TO ACHIEVE STRATEGIC GOALS AND OBJECTIVES**

CARD has three major goals: (1) improve rural and agricultural development; (2) enhance the competitiveness of Armenian agricultural and food products in local and foreign markets, develop new export markets, and (3) establish an efficient management system for CARD and its administration.

Below are the detailed strategies to accomplish CARD's strategic goals and objectives. For each objective, a number of activities are conducted. Appendix 1 provides a detailed Action Plan with time tables and benchmarks to accomplish each task, as well as specifically identifies CARD staff members responsible for these tasks.

### **GOAL 1: BETTER LIVELIHOODS IN RURAL ARMENIA**

The development of rural areas of Armenia was one of the main focuses of the USDA/MAP project and it will remain the central focus of CARD. CARD will continue to provide technical and marketing assistance services to its clients.

Some of the most important projects and initiatives that will be implemented to accomplish this objective are:

#### ***Objective # 1.1: Empowerment of Rural Women and Youth:***

- Mini grant programs and trainings for rural women
- Organize and develop animal raising youth clubs
- Implement small business, agricultural production and handicrafts skills development mini-grant program
- Young Farmer Clubs (17 - 25 age)
- Design and deliver Life-Skills Training Program
- Publish educational materials for Rural Youth
- Establish an Umbrella Youth Club NGO Foundation

#### ***Objective # 1.2: Optimal Use of Water Resources:***

- Irrigation Demonstration and Research Projects with Small Farm Water Management Research Center (SFWMRC)
- Well and pipeline construction and rehabilitation

#### ***Objective # 1.3: Farm Level Production improved (e.g. yields, quality, diversity):***

- Introduction of new varieties of grapes
- Genetic improvement of breeds and cattle reproduction
- Implement Cattle Farm Enterprise Development Program
- Feed production and pasture management
- Implement Sheep Farm Enterprise Development Program

- Implement Goat Farm Enterprise Development Program
- Implement Poultry Farm Enterprise Development Program
- Production of high-quality milk

***Objective # 1.4: Increased Capacity of Clients (farmers, agribusinesses and other related businesses and organizations):***

- Development of a mobile-cheese making plant concept
- Support to meat processing companies
- Development of slaughterhouses and fresh meat marketing
- Dairy processing improvement in rural areas
- Dissemination of information on dairy production and new technologies
- Introduction and importation of high quality input supplies to increase product quality to meet international standards
- Fruit processing
- Post-harvest handling projects
- Dissemination of information on basics of making high quality wine
- Development and promotion of Boutique Winery Project in Tavush marz
- Agrotourism Initiative Development in rural Armenia
- Assist in the establishment and strengthening of milk marketing cooperatives
- Assist in the establishment and strengthening of milk collection centers
- Assist in the establishment and strengthening of cooperation between milk producers, supply chain, and processors
- Implementation of Extension demonstration projects
- Implementation of Armenian State Agrarian University scientific educational projects
- Empowerment of local rural development organizations
- Rural SME Development Mini Grant Project

**GOAL #2: COMPETITIVE ARMENIAN PRODUCTS IN THE MARKETPLACE**

Armenian agribusiness accounts for more than 39% of the economy. The development of this industry depends not only on the production of high quality products but also the existence and expansion of local and export markets. Due to several factors, Armenian agricultural and food products in foreign markets are inadequate and ineffective. CARD believes that Armenian agricultural and food products have tremendous potential in foreign markets and, hence, provides technical and marketing assistance to farmers and agribusinesses to improve the quality of products and their design, reduce costs through improved efficiency, as well as for identifying new export markets and efficient distribution channels.

***Objective # 2.1: Provide high quality marketing and technical services to Clients (farmers, agribusinesses and others):***

- Participate on trainings for A&M staff
- Consult on marketing, management and food quality issues
- Organize industry educational programs for micro and SMEs
- Conduct marketing research to position products in new markets
- Develop and disseminate relevant technical materials for target sectors as clients require

***Objective # 2.2: Improve Value-Added Production:***

- Conduct market research to identify new products with potential demand in Armenia (*e.g.* crumbled cheese, spreadable Cheddar, wheat yoghurt)
- Identify appropriate technology and producers for new product development
- Provide input supplies for new product development
- Support the design and/or manufacturing and registration of new products
- Test market new products
- Feta cheese development and export market promotion
- Improve sanitation of selected agribusinesses
- Upgrade in-house laboratories in selected agribusinesses
- Arrange laboratory analysis of food product samples

***Objective # 2.3: Develop Domestic and International Markets for Armenian Products:***

- Develop printed promotional materials
- Create film about CARD activities and projects
- Develop CARD website link to e-CARD food product Catalog
- In-store promotion of Armenian products in Armenia
- Organize tasting events and festivals
- Organize agribusiness related contest
- Organize/attend exhibitions, trade shows, forums, conferences and other events in domestic and foreign markets
- Assist in exporting food products

**GOAL 3: TO HAVE A FINANCIALLY SOUND AND ADMINISTRATIVELY EFFICIENT ORGANIZATION**

The third goal of this strategic plan includes strategies that are specifically aimed at ensuring that CARD is a financially sound and administratively efficient organization. To this end, the management of CARD will produce manuals and policies for administrative/operational activities, accounting and financial services, personnel procedures, information management, and make certain that all projects are consistent with the mission of the organization as a whole.

***Objective # 3.1: Efficient CARD Administration and Management***

- Develop, review and update CARD Admin Operational Manual
- Motor pool maintenance
- Office Renovation
- Maintenance of CARD-rented apartments
- Ensure CARD Security
- Arrange and improve CARD warehouse
- Management Review and professional trainings
- Build HRM capacity
- CARD Job Analysis Completed
- Card Performance Measurement Plan Developed and operational
- Finalize CARD HR Policy
- Design CARD HR Development Plan

***Objective # 3.2: Information Management System in place and operational***

- Maintenance of telecommunications equipment
- Develop and maintain CARD website
- Develop and Implement new digital internal request forms/documents
- Upgrade and maintain computer hardware and software equipment and services
- Develop and maintain the CARD Information Resource Center
- Implement Project Management and Control software

***Objective # 3.3: Sustainability for CARD established***

- Establish a Program Development and Monitoring and Evaluation Department
- Project monitoring and impact assessment
- Develop and implement program promotion strategies
- Fund raising
- Support CARD Agroservice CJSC Daughter enterprise

***Objective # 3.4: CARD effective accounting and financial systems***

- CARD financial system (software) developed
- Financial accounting system operation
- CARD taxation system (software) developed
- Update tax accounting system operations
- CARD management(cost) accounting system developed
- Management(cost) accounting system operation

***Objective # 3.5. Effective CARD Financial Management Capacity***

- Build Financial department capacity
- Donor reporting system developed
- Financial analysis system design

## **PROGRAM EVALUATION**

For successful implementation of its projects, CARD management will develop manuals and policies that allow it to efficiently monitor CARD activities and assure they are consistent with its goals and objectives and that the benchmarks set are realistic.

Program Monitoring and Evaluation procedures will be developed as part of the program Operational Manual. CARD core staff's M&E capacity will be developed, and evaluations conducted on both Department and project levels.

CARD will also develop project management software that will determine project procedures and success indicators, and will raise the efficiency of the paper flow within the organization.

**CARD 2006-2009 STRATEGIC PLAN**

STRATEGIC GOAL #1: BETTER LIVELIHOODS IN RURAL ARMENIA

**Objective # 1.1: Empowerment of Rural Women and Youth**

**Strategy: Establish women's (entrepreneur) groups and Youth Clubs, provide training**

**Specific Result # 1.1.1: Women Owned Businesses Established and Strengthened**

ACTIVITY 1	TASKS	Department	2006		2007		07/2007 - 06/2008	07/08 - 06/09	Benchmarks (2006-2007)
			3Qtr	4Qtr	1Qtr	2Qtr			
Mini grant programs and trainings for rural women	Award grants to the 2005 Women Clubs which have successfully accomplished their previous grant tasks (out of 2006-2007 grant competition)	RURAL DEVELOPMENT DEPARTMENT	x				x	x	4 mini grants awarded
	Announce and implement new Mini Grant Projects targeting women entrepreneurs		x	x	x	x	x	x	10 mini grants awarded
	Help form women's groups composed of mothers of Youth Club members involved in animal husbandry activities.			x				x	x

**Specific Result # 1.1.2: Youth Club Capacity Increased**

ACTIVITY 1	TASKS	Department	2006		2007		07/2007 - 06/2008	07/08 - 06/09	Benchmarks (2006-2007)	
			3Qtr	4Qtr	1Qtr	2Qtr				
Organise and develop Animal Husbandry Youth Clubs	Identify youth groups working with cooperatives to involve in Dairy Calf and Beef Cattle Raising Clubs. Design and deliver training on Dairy Health, Nutrition, and Care Management; Agribusiness and Farm Management skills specifically adapted for youth groups.	RURAL DEVELOPMENT DEPARTMENT	x	x	x	x	x	x	Cattle raising activity implemented with 19 Youth Clubs, 2 new Sheep Raising Clubs established. Training of Youth Club members on animal care and farm management	
	Meet with selected groups; form them into Clubs; introduce by-laws to Animal Husbandry Clubs and the program's conditions.			x	x	x	x	x		
	Organize trainings for 2 Club members (train-the-trainer model) in Yerevan to pursue with follow-up trainings in the villages for other Club members.			x	x			x		
	Organize Sheep Raising Youth Clubs in collaboration with the Children of Armenia Fund (COAF)		x							
	Regularly monitor and evaluate Youth Club activities; collect and analyze data; conduct milk quality inspections.		x	x	x	x	x			
	Organize shows and animal presentations in the villages to evaluate and reward the best cow-raisers and demonstrate positive examples for the village community.			x		x				
	Continue work with the 2004-2006 established Youth Clubs. Training on cow management and high quality milk production. Provide sanitary supplies			x				x		

ACTIVITY 2	TASKS	Department	2006		2007		07/2007 - 06/2008	07/08 - 06/09	Benchmarks (2006-2007)	
			3Qtr	4Qtr	1Qtr	2Qtr				
Implement small business, agricultural production and handicrafts skills development Mini-Grant Program	Design and announce a Mini-Grant Program for Youth Clubs.	RURAL DEVELOPMENT DEPARTMENT	x						22 Mini Grants awarded	
	Establish a Selection Committee for youth mini-grant proposals/applications.		x							
	Distribute mini-grants, organize monitoring of projects, provide consultants and technical experts to guide youth activities.		x	x	x	x	x	x		
	Provide recommendations on project improvement to benefit a larger group of youth or community members.		x	x	x	x	x	x		
	Organize end-of-project visits to assess accomplishments, review the project site, project posters, visuals, financial and progress reports.		x	x	x	x	x	x		
	Select the best mini-grant projects and Youth Clubs to recognize for a National Contest.				x					
	Grant awards to the 2005 Youth Clubs that have successfully accomplished their previous grant tasks (out of 2006-2007 grant competition)		x							

	Training on marketing Youth Club products		x		x				25 Youth Participated
<b>ACTIVITY 3</b>	<b>TASKS</b>	<b>Department</b>	<b>2006</b>		<b>2007</b>		<b>07/2007 - 06/2008</b>	<b>07/08 - 06/09</b>	<b>Benchmarks (2006-2007)</b>
	Request a Youth Specialist TDY to assist in establishing Young Farmer Clubs		x						
Young Farmer Clubs (17 - 25 age)	Identify the needs of Young Farmers representing the age group 17-25	RURAL DEVELOPMENT DEPARTMENT		x			x	x	Survey in 5 communities. Organise 2 Clubs in two communities.Pilot project organised Clubs.
	Organize Young Farmers Clubs for the 17-25 age groups			x			x	x	
	Conduct Mini Grant Projects with Young Farmers Clubs				x		x	x	
<b>ACTIVITY 4</b>	<b>TASKS</b>	<b>Department</b>	<b>2006</b>		<b>2007</b>		<b>07/2007 - 06/2008</b>	<b>07/08 - 06/09</b>	<b>Benchmarks (2006-2007)</b>
	Organize summer training camps on: leadership, citizenship, life-skills, environmental protection, business management, healthy lifestyles, crafts and home economics for 400 youth and volunteers from rural Youth Clubs.		x		x		x	x	5 Summer training camps established. Ten regional and one National Public Speaking Contest organized.400 youth participating in Summer Camps.100 youth participating in Career Orientation Program. English and computer classes organized in 5 rural schools.Collaboration with Peace Corps, COAF, ATP, etc.
Design and deliver Life-Skills Training Program	Career orientation excursion (to food Production Units, etc.) for high school rural youth at the Armenian State Agrarian University	RURAL DEVELOPMENT DEPARTMENT		x		x	x	x	
	Organize English language instruction and computer classes for rural youth		x	x	x	x	x	x	
	Organize a Youth Public Speaking Contest for all 130 Youth Clubs which include presentations on their projects with interactive presentation techniques and visuals.				x		x	x	
<b>ACTIVITY 5</b>	<b>TASKS</b>	<b>Department</b>	<b>2006</b>		<b>2007</b>		<b>07/2007 - 06/2008</b>	<b>07/2008 - 06/2009</b>	<b>Benchmarks (2006-2007)</b>
Publishing of educational materials for Rural Youth	Publish a booklet on Youth Club Program in Armenia	RURAL DEVELOPMENT DEPARTMENT	x				x		1000 copies disseminated
	Publish Heifer Raising booklet for Young Farmer and Youth Club members		x				x		500 copies disseminated
	Publish Heifer Raising Record Keeping booklet for Young Farmer and Youth Club members		x				x		500 copies disseminated
	Publish Life Skills "Learn and Do" booklet for Rural Youth			x				x	
<b>ACTIVITY 6</b>	<b>TASKS</b>	<b>Department</b>	<b>2006</b>		<b>2007</b>		<b>07/2007 - 06/2008</b>	<b>07/2008 - 06/2009</b>	<b>Benchmarks (2006-2007)</b>
Umbrella Youth Club NGO Foundation Established	Invite a TDY Youth Specialist to unite Youth Clubs	RURAL DEVELOPMENT DEPARTMENT	x						Establishment of an NGO with branches in each marz of Armenia
	Organise the NGO		x						
	Legally register all Youth Club members within the NGO		x						
	Organising the first meeting of the Umbrella Youth Club NGO		x						
	Establish Umbrella Youth Club NGO branches in all Marzes		x	x	x	x			



<b>Objective # 1.2: Optimal Use of Water Resources</b>									
<b>Strategy: Organize experimental manufacturing of new water management devices and tools for introduction to farmers</b>									
<b>Specific Result # 1.2.1: Improved Water Management by Users</b>									
ACTIVITY 1	TASKS	Department	2006		2007		07/2007 - 06/2008	07/2008 06/2009	Benchmarks (2006-2007)
			3Qtr	4Qtr	1Qtr	2Qtr			
Irrigation Demonstration and Research Projects with Small Farm Water Management Research Center (SFWMRC)	Implement 6 new experimental demonstration projects involving new irrigation technologies	RURAL DEVELOPMENT DEPARTMENT	x	x	x	x	x	x	Increase ag yield, increase producer's income, disseminate all results
	Publish SFWMRC Demonstration Project results			x					
	Publish Promotional Booklet on SFWMRC activities and services								
	Assist SFWMRC with procuring a Program Management Specialist to train their staff								
	Assist SFWMRC to organize Water Management trainings for Water Users Associations								
Assist SFWMRC to organize Water Management Workshop for interested parties									
<b>Specific Result # 1.2.2: Water Access Increased</b>									
ACTIVITY 1	TASKS	Department	2006		2007		07/2007 - 06/2008	07/2008 06/2009	Benchmarks (2006-2007)
			3Qtr	4Qtr	1Qtr	2Qtr			
Well and pipeline construction and rehabilitation	Identify needs and select sites based on defined criteria	RURAL DEVELOPMENT DEPARTMENT			x	x	x	x	Irrigation improvement in 4 communities with more than 1000 family beneficiaries. Crop yield improvement. Quality Improvement. Producers' income increased.
	Conduct Environmental Impact Assessments via collaboration with Utah State TDYs					x	x		
	Organize bidding for design and construction work		x	x		x	x		
	Announce winners for design and construction work; Start work		x			x	x		
	Monitor and evaluate irrigation projects. Upon completion hold an opening ceremony.			x			x		
	Train CARD, Extension and Water Center representatives (and other stakeholders) at Utah State, USA.			x					
	Create a database for village well/pipeline requests for proper follow-up								
<b>Objective # 1.3: Farm Level Production improved (e.g. yields, quality, diversity)</b>									
<b>Strategy: Introduce new varieties and breeds to farmers by establishing demonstration projects at model farms and provide technical expertise through trainings</b>									
<b>Specific Result # 1.3.1: Genetic Improvement of Fruit Varieties and Animal Breeds</b>									
ACTIVITY 1	TASKS	Department	2006		2007		07/2007 - 06/2008	07/2008 06/2009	Benchmarks (2006-2007)
			3Qtr	4Qtr	1Qtr	2Qtr			
Introduction of new grape varieties	Distribute new grape varieties and establish new vineyards with 6 varieties	RURAL DEVELOPMENT DEPARTMENT		x					Phloxera free new grape variety dissemination
ACTIVITY 2	TASKS	Department	2006		2007		07/2007 - 06/2008	07/2008 06/2009	Benchmarks (2006-2007)
			3Qtr	4Qtr	1Qtr	2Qtr			
Genetic improvement of breeds and cattle reproduction	Selection of milk producing farms	RURAL DEVELOPMENT DEPARTMENT	x	x	x	x	x	x	25 farms, Elita Coop (with 300 members) in 15 communities, 5 marzes, involved
	Import 10,000 doses of semen from World Wide Sires (four cattle breeds), Inseminate 6,000 cows.		x		x	x	x	x	Approx. Sire 4,000 new cows with increased milk production
	Organize Artificial Insemination (AI) training for AI technicians		x		x		x	x	Training for 20 acting and 10 new specialists
	Monitor and evaluate progress, collect data and analyze. Develop and print out Record Books		x			x	x		500 copies disseminated
	Develop and print out a promotional brochure for world wide sites								
<b>Specific Result # 1.3.2: Livestock and poultry farm enterprise development</b>									
ACTIVITY 1	TASKS	Department	2006		2007		07/2007 - 06/2008	07/2008 - 06/2009	Benchmarks (2006-2007)
			3Qtr	4Qtr	1Qtr	2Qtr			
	Conduct 5 different types of seminars for farmers (proper nutrition, housing, care); Input supplies distribution		x	x	x	x	x	x	625 farmers trained leading to improvement of milk production

Implement Cattle Farm Enterprise Development Program	Cattle herd health inspection (including training for local vets and advanced farmers)	RURAL DEVELOPMENT DEPARTMENT						625 farmers trained leading to healthy herd, and increased milk production		
	Trainings on Dehorning for local vets							15 specialists trained, 1000 head of cattle dehorned		
	Print training materials and booklets on aspects of herd management		x		x				2500 booklets published	
	Heifer raising in three-sided sheds		x	x	x	x			60 heifers raised, 30 heifers sold	
	Survey of farming practices to determine development interventions needed to improve milk quality and supply chains (special focus on Tavush and Syunik marzes)						x	x	Needs assesment completed	
	Seek out new farmers/groups for assistance and create a database of willing partners		x	x	x	x			20-25 new farmers identified: database created	
	Provide financial and technical assistance for construction and demonstration of 3 sided-sheds (cost shared with farmers).		x	x	x	x	x	x	20 three -sided sheds constructed housing 100 cows	
	Provide financial assistance for feeding animals kept in 3-sided-sheds								100 cows fed	
	Invite TDY for assignment covering dairy cow nutrition, housing, and genetics improvement.		x	x					International expertise gained	
<b>ACTIVITY 2</b>	<b>TASKS</b>	<b>Department</b>	<b>2006</b>		<b>2007</b>		<b>07/2007 - 06/2008</b>	<b>07/2008-06/2009</b>	<b>Benchmarks (2006-2007)</b>	
Feed production and pasture management	Assist silage producers with production issues	RURAL DEVELOPMENT DEPARTMENT	3Qtr	4Qtr	1Qtr	2Qtr			Organize silage production in 2 communities	
	Help silage producers procure/agrolease silage collection machines		x	x			x	x	2 new silage machines operating	
	Organize pinfeld pasturing activities		x	x	x		x	x	2 demonstration units established	
	Conduct Needs Assessment and follow-up pasture management trainings		x	x	x	x	x	x	6 training sessions conducted. Ongoing consultancy to 3 communities	
<b>ACTIVITY 3</b>	<b>TASKS</b>	<b>Department</b>	<b>2006</b>		<b>2007</b>		<b>07/2007 - 06/2008</b>	<b>07/2008-06/2009</b>	<b>Benchmarks (2006-2007)</b>	
Implement Sheep Farm Enterprise Development Program	Conduct feasibility study on introduction of new genetics for milk production improvement, sheep breeding and nutrition practices, housing and equipment usage. Invite TDY for sheep farm management, herd health management.	RURAL DEVELOPMENT DEPARTMENT	x	x	x	x	x	x	Completed assessment and TDY intervention	
	Organize training seminar regarding sheep farm management, herd health management (also introduction of new methods of sheep farming)		x	x		x	x	x	Improved farm management in 3 farms Clean farm conditions. Appropriate record keeping	
	Organize feasibility study on sheep varieties, sheep specialist visits to different sheep breeding centers abroad for learning sheep breeding practices. Import purebreeds with high production.					x	x	x	Feasibility Study completed	
	Organize concurrent trainings on milking practices, milk quality, and sanitation. Order and experiment with milking parlors for sheep milking, sanitation tools and materials		x	x				x	x	Operating milking parlors in 3 farms. Improved milking practices. Information dissemination about sheep milking practices for about 30 farmers
	Organize workshop/seminar for sheep farmers for introducing results of implementation of a milking parlor for sheep farmers		x	x				x		
	Establish a Sheep Milk Collection Center (village sheep milking center). Provide solar water heater and renovate facility for Milking Center.		x	x				x		
	Provide assistance in improving the existing production practices and development of new sheep cheeses (provide cheese making equipment). Invite Sheep cheese making TDY.		x	x				x	x	Improved 2 cheese making facilities. Two new sheep cheese varieties introduced to the market
	Experiment/train on keeping ewes and young lambs together and wean at the 60 day mark.						x	x		7 trainings
	Experiment/train on early coverage of ewes for early lambing in January.						x	x		7 trainings

	Organize Conference with sheep breeding farmers, sheep milk processors									Practical knowledge sharing based on results of CARD dairy sheep development project. 60 sheep milk producers and processors involved in the project
	Conduct research on the economic analysis of the production and marketing of sheep cheeses.									Research report completed
<b>ACTIVITY 4</b>	<b>TASKS</b>	<b>Department</b>	<b>2006</b>		<b>2007</b>		<b>07/2007 - 06/2008</b>	<b>07/2008 06/2009</b>	<b>Benchmarks (2006-2007)</b>	
			3Qtr	4Qtr	1Qtr	2Qtr				
Implement Goat Farm Enterprise Development Program	Coordinate the ARID Goat Research Center activities with involvement of 3 TDYs on Breeding Herd Health management.	RURAL DEVELOPMENT DEPARTMENT	x	x	x	x	x	x		Improved goat genetics, high yield milk production. Expanded export opportunities
	Regularly monitor the ARID Goat Research activities.		x	x	x	x	x	x	x	
	Identify the best farmers involved in goat breeding in regions with favorable conditions for goat breeding and organize genetic improvement of goat herds by providing crossbreds from ARID.									
			x	x			x	x		
<b>ACTIVITY 5</b>	<b>TASKS</b>	<b>Department</b>	<b>2006</b>		<b>2007</b>		<b>07/2007 - 06/2008</b>	<b>07/2008 06/2009</b>	<b>Benchmarks (2006-2007)</b>	
			3Qtr	4Qtr	1Qtr	2Qtr				
Implement Poultry Farm Enterprise Development Program	Identify poultry farmers willing to improve farming practices.	RURAL DEVELOPMENT DEPARTMENT	x	x	x	x	x			New poultry production technology implemented in 1 village
	Develop a training program on the technology and production of pastured poultry production and deliver to farmers.		x	x	x	x				
	Assist farmers to find appropriate markets for their products.	AGRIBUSINESS AND MARKETING DEPARTMENT	x	x						
	Position the new products or raw materials in the market.		x	x						
<b>Specific Result # 1.3.3: Milk Quality and Milk Sanitation Conditions Improved</b>										
<b>ACTIVITY 1</b>	<b>TASKS</b>	<b>Department</b>	<b>2006</b>		<b>2007</b>		<b>07/2007 - 06/2008</b>	<b>07/2008 06/2009</b>	<b>Benchmarks (2006-2007)</b>	
			3Qtr	4Qtr	1Qtr	2Qtr				
Production of high-quality milk	Establishment of machine milking centers in communities	RURAL DEVELOPMENT DEPARTMENT	x	x	x	x	x	x		2 milking machine centers established
	Purchase and distribution of mobile milking equipment		x	x	x	x	x	x	x	10 milking machines procured for distribution
	Trainings on high-quality milk production		x	x	x	x	x	x	x	Training for milk producers in 2 marzes
	Demonstration projects for the prevention and treatment of cow mastitis		x	x	x	x	x	x	x	4 demonstration projects yielding high quality milk production
	Assist in development and implementation of a quality based milk component pricing system		x	x	x	x	x	x		Implement component based pricing system in 1 marz, distribute positive results
	Invite TDY to assist processors on milk production sanitation and milk quality			x	x					
	Obtain equipment to improve the sanitary conditions of milk production (buckets, cups, milk cans)		x		x					Equipment distributed to 20 farmers
<b>Objective # 1.4: Increased Capacity of Clients (farmers, agribusinesses and other related businesses and organizations)</b>										
<b>Strategy: Improvement of lifestyle and increased income level of Rural Armenia via education and improved production</b>										
<b>Specific Result # 1.4.1: Enhancement of Agricultural Processing Facilities</b>										
<b>ACTIVITY 1</b>	<b>TASKS</b>	<b>Department</b>	<b>2006</b>		<b>2007</b>		<b>07/2007 - 06/2008</b>	<b>07/2008 06/2009</b>	<b>Benchmarks (2006-2007)</b>	
			3Qtr	4Qtr	1Qtr	2Qtr				
Development of mobile-cheese making plant concept	Conduct Needs Assessment and Feasibility Study to create a mobile cheese plant to reach remote rural areas	RURAL DEVELOPMENT DEPARTMENT			x	x				Work with KHAK LLC on the mobile cheese plant project
<b>ACTIVITY 2</b>	<b>TASKS</b>	<b>Department</b>	<b>2006</b>		<b>2007</b>		<b>07/2007 - 06/2008</b>	<b>07/2008 06/2009</b>	<b>Benchmarks (2006-2007)</b>	
			3Qtr	4Qtr	1Qtr	2Qtr				
Support meat processing companies	Conduct Feasibility Study on the potential of the market and local capacity to produce new meat products (Prosciutto), etc.	RURAL DEVELOPMENT DEPARTMENT	x	x	x	x	x	x		New cured meat products developed in 2 processing companies
	Identify a meat processing company willing to start production of new meat products.		x	x	x	x	x	x	x	
	Invite a TDY to work with a local expert and meat processor to guide the initial new product production.		x							
	Identify technology necessary to produce new products in consultation with international and local specialists.		x	x	x	x	x	x	x	
	Assist in importing new equipment and prepare facilities for installation.		x	x	x	x				

ACTIVITY 3	TASKS	Department	2006		2007		07/2007 - 06/2008	07/2008-06/2009	Benchmarks (2006-2007)	
	Provide assistance in improving sanitary conditions of meat processing plants (sanitation tools, detergents, washing liquids etc.)		X	X	X	X	X	X	Improved sanitary conditions for meat processing in 3 plants. High quality meat production	
			3Qtr	4Qtr	1Qtr	2Qtr				
Development of slaughterhouses and fresh meat marketing	Identify the potential location for slaughterhouses by contacting relevant organizations and businesses.	RURAL DEVELOPMENT DEPARTMENT	X	X	X	X	X	X	Construction or renovation of 2 slaughterhouses. Improvement of animal slaughtering practices and facilities.	
	Support with renovation and/or construction of a selected facility		X	X	X	X	X	X		
	Identify local slaughterhouse equipment manufacturer and compare with foreign equipment		X	X	X	X	X	X		
	Organize, purchase, and install equipment		X	X	X	X	X	X		
	Monitor renovation and construction works		X	X	X	X	X	X		
	Conduct market assessment of demand for specific types and cuts of meat.					X	X			Updated information regarding business development in regions. Provision of information to other donor organizations.
	Support fresh meat cold chain from butcher to retail outlet		X	X	X	X	X	X	X	Adapt 3 vehicles to properly transport cold fresh meat
	Conduct research on feasibility of mobile slaughterhouse		X	X						Solid research on mobile slaughterhouse
	Given results of above, assist with design and construction of mobile slaughterhouse					X	X	X	X	Construction of 1 experimental mobile slaughterhouse
	Conduct research on butchering equipment and sanitation supplies and assist with ordering on behalf of slaughterhouses					X	X			Sanitary and improved conditions for meat selling in 2 butcher shops.
	Work with butcher shops/meat marketing retail outlets to improve sanitary conditions.		X	X	X	X	X	X	X	
	Work with A&M Management to create public awareness campaign on the food safety issue of handling fresh meat, considering public health concerns. (posters, stickers, video materials for TV, etc.)		X	X	X	X				Promotion through TV, stickers and posters.
	ACTIVITY 4		TASKS	Department	2006		2007		07/2007 - 06/2008	07/2008-06/2009
Dairy processing improvement in rural areas	Creation of model dairy facilities (remodeling/retooling of existing dairies)	RURAL DEVELOPMENT DEPARTMENT	X	X	X	X	X		Creation of 6 model dairy facilities for further duplication of results.	
ACTIVITY 5	TASKS	Department	2006		2007		07/2007 - 06/2008	07/2008 06/2009	Benchmarks (2006-2007)	
Dissemination of knowledge on dairy production and new technologies	Translation and publishing of dairy manual	RURAL DEVELOPMENT DEPARTMENT	X	X	X	X			Dairy manual published for students and dairy processors	
	Training program for dairy industry representatives				X				5 to 10 processors trained on western technology standarts	
ACTIVITY 6	TASKS	Department	2006		2007		07/2007 - 06/2008	07/2008 06/2009	Benchmarks (2006-2007)	
Introduction and Importation of High Quality Input Supplies to Increase Product Quality to Meet International Standards	Create venue showcasing input supplies and provide training for proper use, and follow through distribution	RURAL DEVELOPMENT DEPARTMENT	X	X	X	X	X	X	50 clients purchasing high quality input supplies leading to quality improvement and sales in export markets.	
	Promotional activities in Lori, Shirak and Syunik marzes. Emphasis on pepsin promotion				X	X				
	Translation of technical manuals on input supplies		X	X						
	Introduction of Antibiotic Test Kits among advanced processors and dissemination of results		X	X						
	Creation of programs on different input suppliers			X	X					
	National seminar on high quality input supplies			X	X		X	X		
	Creation of broadcast and print media to promote high quality input supplies for farmers and agribusinesses		X							
	Creation of posters and flyers promoting input supplies		X				X	X		
	Promotional activities in Georgia									
	Cheese baths		X		X		X	X		
	Cheese vats		X		X		X	X		

	Milk cooling tanks					X	X							
	Wine equipment					X	X							
	Farm improvement supplies					X	X							
	Lab equipment					X	X							
<b>ACTIVITY 7</b>	<b>TASKS</b>	<b>Department</b>	<b>2006</b>		<b>2007</b>		<b>07/2007 - 06/2008</b>	<b>07/2008 - 06/2009</b>	<b>Benchmarks (2006-2007)</b>					
Fruit Processing	Establish/remodel fruit processing unit	RURAL DEVELOPMENT DEPARTMENT	3Qtr	4Qtr	1Qtr	2Qtr		X	X	Two small scale village based fruit/berry processing units established /enhanced in Tavush and Syunik marzes				
<b>ACTIVITY 8</b>	<b>TASKS</b>	<b>Department</b>	<b>2006</b>		<b>2007</b>		<b>07/2007 - 06/2008</b>	<b>07/2008 06/2009</b>	<b>Benchmarks (2006-2007)</b>					
Post Harvest Handling Projects	Research orchards and identification of appropriate growers to work with	RURAL DEVELOPMENT DEPARTMENT		X				X	X	5 potential sites identified				
	Support renovation and improvement of refrigerators around orchards, vineyards, and introduction of new packaging solutions			X				X	X	Improvement of refrigerating facilities and technologies in 10 sites				
	Conduct post harvest seminars for post harvest handling			X				X	X	, 40 farmers trained,				
	Establish demonstration post harvest chilling facility in cooperation with Frigotechnik		X					X	X	20 capacity refrigerator installed				
<b>ACTIVITY 9</b>	<b>TASKS</b>	<b>Department</b>	<b>2006</b>		<b>2007</b>		<b>07/2007 - 06/2008</b>	<b>07/2008- 06/2009</b>	<b>Benchmarks (2006-2007)</b>					
Dissemination of knowledge on the basics of high quality wine making	Translate and publish Wine technology manuals	RURAL DEVELOPMENT DEPARTMENT								Wine tecnology manual for students and vineries published.				
	Training program for wine industry representatives							X	X	5 to 10 processors trained on western technology standarts				
<b>ACTIVITY 10</b>	<b>TASKS</b>	<b>Department</b>	<b>2006</b>		<b>2007</b>		<b>07/2007 - 06/2008</b>	<b>07/2008 06/2009</b>	<b>Benchmarks (2006-2007)</b>					
Develop Boutique Winery in Tavush marz	Identification of a site and a winery	RURAL DEVELOPMENT DEPARTMENT						X	X	2 wineries developed and/or improved to serve as models for replication				
	Establishment and improvement of wine production							X	X					
<b>Specific Result # 1.4.2: Agrotourism Capacity Developed in Rural Areas</b>														
<b>ACTIVITY 2</b>	<b>TASKS</b>	<b>Department</b>	<b>2006</b>		<b>2007</b>		<b>07/2007 - 06/2008</b>	<b>07/2008 06/2009</b>	<b>Benchmarks (2006-2007)</b>					
Agrotourism Initiative Development in Rural communities	Identification of the needs and opportunities of Agritourism development among tourism agencies and rural communities	RURAL DEVELOPMENT DEPARTMENT	X					X	X	5 bed and breakfast projects established. One Rodaside market improved /created.				
	Development and implementation of demonstration projects to improve agrotourism capacity of rural areas			X	X	X		X	X					
	Creation of linkages and network between tourism agencies and Agritourism sites, promotion of Agrotourism through seminars, promotional materials, dissemination of results			X	X	X		X		X				
	Invite TDY to work on Agritourism development projects		X							X				
<b>Specific Result # 1.4.3: Milk Collection Centers and Milk Marketing Cooperatives Established and Developed</b>														
<b>ACTIVITY 1</b>	<b>TASKS</b>	<b>Department</b>	<b>2006</b>		<b>2007</b>		<b>07/2007 - 06/2008</b>	<b>07/2008 06/2009</b>	<b>Benchmarks (2006-2007)</b>					
Assist in establishment and strengthening milk marketing cooperatives	Identification of farmer groups willing to start milk marketing cooperatives.	RURAL DEVELOPMENT DEPARTMENT	X	X	X	X		X	X	5 cooperatives established, 150 farmers trained				
	Assist in organizing cooperatives by meetings, seminars, advice on by-laws, registration process.			X	X	X		X	X					
	Deliver trainings to cooperatives on herd management, health care, and economics.		X	X				X	X					
	Regularly monitor and evaluate the progress, milk quality; collect and analyze data.		X	X	X	X		X	X					

ACTIVITY 2	TASKS	Department	2006		2007		07/2007 - 06/2008	07/2008 06/2009	Benchmarks (2006-2007)	
			3Qtr	4Qtr	1Qtr	2Qtr				
Assist in establishment and strengthening of milk collection centers	Identification of sites for establishment of milk collection units.	RURAL DEVELOPMENT DEPARTMENT		x	x		x	x	10 milk collection centers established	
	Provide financial and technical assistance for establishing milk collection centers; provide tools and equipment.			x	x		x	x		
	Assist in improvement of sanitation conditions of milk collection centers.			x	x		x	x		
<b>ACTIVITY 3</b>	<b>TASKS</b>	<b>Department</b>	<b>2006</b>		<b>2007</b>		<b>07/2007 - 06/2008</b>	<b>07/2008 06/2009</b>	<b>Benchmarks (2006-2007)</b>	
			3Qtr	4Qtr	1Qtr	2Qtr				
Assist in establishment and strengthening cooperation between milk producers, supply chain, and processors	Organize Annual Dairy Marketing Conference for exchange of experiences, development of action plans, dissemination of information to other farmers, experts and industry.	RURAL DEVELOPMENT DEPARTMENT			x		x	x	130-140 processors and producers participated	
<b>Specific Result # 1.4.4: New Technologies and Methods Applied through Research, Extension and Education projects</b>										
<b>ACTIVITY 1</b>	<b>TASKS</b>	<b>Department</b>	<b>2006</b>		<b>2007</b>		<b>07/2007 - 06/2008</b>	<b>07/2008 06/2009</b>	<b>Benchmarks (2006-2007)</b>	
			3Qtr	4Qtr	1Qtr	2Qtr				
Implementation of Extension demonstration projects	Needs Assessment and identification of core project directions	RURAL DEVELOPMENT DEPARTMENT		x					20 applied, demonstration and training projects implemented in conjunction with ASAU specialists	
	RFP announcement and collect bids for RFP			x	x		x	x		
	Selection and implementation of grant projects			x	x	x	x	x		x
	Project monitoring and dissemination of results			x	x	x	x	x		x
<b>ACTIVITY 2</b>	<b>TASKS</b>	<b>Department</b>	<b>2006</b>		<b>2007</b>		<b>07/2007 - 06/2008</b>	<b>07/2008- 06/2009</b>	<b>Benchmarks (2006-2007)</b>	
			3Qtr	4Qtr	1Qtr	2Qtr				
Implementation of Armenian State Agrarian University Scientific Educational Projects	Organization of the annual Scientific Conference	RURAL DEVELOPMENT DEPARTMENT	x				x	x	400 specialists participated in the conference	
	Publishing Scientific Information Bulletins		x	x	x	x	x	x	6 issues published with 400 copies each	
	Implement English language teaching program		x	x	x	x	x	x	300 ASAU students and staff participated in the training	
	Provide awards to the best students enrolled in English language class					x	x	x	10 participants awarded	
<b>Specific Result # 1.4.5: Increased Capacity of Local Rural Development Organizations</b>										
<b>ACTIVITY 1</b>	<b>TASKS</b>	<b>Department</b>	<b>2006</b>		<b>2007</b>		<b>07/2007 - 06/2008</b>	<b>07/2008 06/2009</b>	<b>Benchmarks (2006-2007)</b>	
			3Qtr	4Qtr	1Qtr	2Qtr				
Empowerment of Local Rural Development Organizations	Contact different local organizations working in rural areas whose goals coincide with CARD's goals	RURAL DEVELOPMENT DEPARTMENT	x	x	x	x	x	x	Cooperation with Noyemberian Community Union, Berd Community Union	
	Continuously observe and identify new areas and organizations for cooperation. Provide them with financial and technical assistance for the purpose of better fulfillment of our goals.		x	x	x	x	x	x	New companies provided with technical and financial assistance	
<b>ACTIVITY 2</b>	<b>TASKS</b>	<b>Department</b>	<b>2006</b>		<b>2007</b>		<b>07/2007 - 06/2008</b>	<b>07/2008 06/2009</b>	<b>Benchmarks (2006-2007)</b>	
			3Qtr	4Qtr	1Qtr	2Qtr				
Rural SME Development Mini Grant Project	Mini Grant announcement dissemination and selection of projects	RURAL DEVELOPMENT DEPARTMENT		x			x	x	10 Mini Grant projects implemented	
	Grant project implementation and monitoring			x	x	x	x	x		

STRATEGIC GOAL #2: COMPETITIVE ARMENIAN PRODUCTS IN THE MARKETPLACE									
Objective # 2.1 Provide high quality marketing and technical services to Clients (farmers, agribusinesses and others)									
Strategy: Organize educational programs for specific food sectors, import/export procedures, marketing plans, business plans etc. Provide consultations and financing to introduce ISO and HACCP to selected agribusinesses. Conduct marketing research, and develop and disseminate technical materials for target sectors.									
Specific Result # Specific Result# 2.1.1: Increased Capacity of Agribusinesses									
ACTIVITY 1	TASKS	Department	2006		2007		Benchmarks (2006-2007)		
			3Qtr	4Qtr	1Qtr	2Qtr		07/07 - 06/08	07/08 - 06/09
Agribusiness and Marketing staff capacity building	Participate in training on pricing policies and cost of production	AGRIBUSINESS AND MARKETING DEPARTMENT	x				Skills and proficiency of the staff improved		
	Participate in training on packaging and branding			x					
	Participate in training on advanced marketing research methods			x					
	Participate in training on ISO standards				x				
	Other trainings				x				
<b>ACTIVITY 2</b>	<b>TASKS</b>	<b>Department</b>	<b>2006</b>		<b>2007</b>		<b>Benchmarks</b>		
			3Qtr	4Qtr	1Qtr	2Qtr	07/07 - 06/08	07/08 - 06/09	
Consult on marketing, management and food quality issues	Consult with clients to meet ISO standards	AGRIBUSINESS AND MARKETING DEPARTMENT	x	x	x	x	x	x	
	Consult with clients on pre-HACCP plan implementation		x	x	x	x	x	x	
	Marketing plan development assistance (Agroservices)		x	x	x	x	x	x	
	Consult with clients on food processing technology		x	x	x	x	x	x	
	Consult with clients on pricing policies and cost of production		x	x	x	x	x	x	
	Consult with clients on production planning		x	x	x	x	x	x	
	Consult with clients on packaging and labeling issues		x	x	x	x	x	x	
	Consult with clients on logistics, customs regulations, and document issuance		x	x	x	x	x	x	
<b>ACTIVITY 3</b>	<b>TASKS</b>	<b>Department</b>	<b>2006</b>		<b>2007</b>		<b>Benchmarks</b>		
			3Qtr	4Qtr	1Qtr	2Qtr	07/07 - 06/08	07/08 - 06/09	
Organize industry educational programs for micro and SMEs	Assist Master Cheese Makers' Training Center in the organization of trainings	AGRIBUSINESS AND MARKETING DEPARTMENT	x	x	x		x	x	
	Train laboratory technicians to conduct regular Quality Control tests in in-house laboratories		x	x	x	x	x	x	
	Conduct on-site trainings for food processing personnel on sanitation, food safety; demonstrate and instruct on proper usage of cleaning supplies.		x	x	x	x	x	x	
	Conduct industry seminars on latest quality assurance and food quality issues (ISO, HACCP)			x		x	x	x	
	Conduct trainings on marketing and sales		x		x		x	x	
	Conduct trainings on packaging and labeling		x			x	x	x	
	Conduct trainings on logistics, customs regulations and issuance of related documents		x			x	x	x	
	Conduct trainings on business management and production planning			x			x	x	
	Conduct trainings on organic certification process				x			x	
<b>ACTIVITY 4</b>	<b>TASKS</b>	<b>Department</b>	<b>2006</b>		<b>2007</b>		<b>Benchmarks</b>		
			3Qtr	4Qtr	1Qtr	2Qtr	07/07 - 06/08	07/08 - 06/09	
Conduct marketing research to position products in new markets	<b>Animal Feed Market of Armenia</b>	AGRIBUSINESS AND MARKETING DEPARTMENT							
	Design research project		x						
	Collect and input data		x						
	Analyze and make recommendations (report) on research findings		x						
	<b>Cheese and wine consumption trends</b>								
	Design research project			x					
	Collect and input data			x					
	Analyze and make recommendations (report) on research findings			x					
	<b>Fresh fruits export to Moscow</b>								
	Design research project		x						
	Collect and input data		x						
	Analyze and make recommendations (report) on research findings		x						
	<i>Other marketing research projects</i>			x	x	x		x	x
	<b>Foreign Market Studies</b>							x	x
	Collect secondary data on market demand and regulations							x	x
Trip to the country for final understanding of the market via meetings						x	x		
Analyze and make recommendations on research findings						x	x		
Contact Armenian food producers and assess their ability to meet market demand and regulations						x	x		





ACTIVITY 6	TASKS	Department	2006		2007		07/07 - 06/08	07/08 - 06/09	Benchmarks
			3Qtr	4Qtr	1Qtr	2Qtr			
Feta cheese development and export market promotion	Collect information on Feta cheese producers/products to introduce to potential foreign partners	AGRIBUSINESS AND MARKETING DEPARTMENT	x	x	x	x	x	x	Products of 5 Feta cheese producers exported
	Assist Feta cheese producers/products to develop new products		x	x	x	x	x	x	
	Identify exporters		x	x	x	x	x	x	
	Negotiate with exporter on trade terms		x	x	x	x	x	x	
	Organize logistics		x	x	x	x	x	x	
	Provide financial assistance to exporter/producers for transportation (on cost-sharing basis) and insurance if necessary		x	x	x	x	x	x	
<b>Specific result# 2.2.2: Quality Measures Adapted/Applied</b>									
ACTIVITY 1	TASKS	Department	2006		2007		07/07 - 06/08	07/08 - 06/09	Benchmarks
			3Qtr	4Qtr	1Qtr	2Qtr			
Improve sanitation of selected agribusinesses	Create Sanitation Improvement Plans (SIPs).	AGRIBUSINESS AND MARKETING DEPARTMENT	x	x	x	x	x	x	50 SIPs developed and implemented Foam cleaning for 1 agribusiness conducted Physical conditions or 15 food processing facilities improved
	Assist on implementation of SIPs		x	x	x	x	x	x	
	Conduct foam cleanings.		x						
	Consult on improvement of physical conditions of selected production facilities.		x	x			x	x	
	Provide financial assistance for improvement of physical conditions of selected production facilities.		x	x	x	x	x	x	
ACTIVITY 2	TASKS	Department	2006		2007		07/07 - 06/08	07/08 - 06/09	Benchmarks
			3Qtr	4Qtr	1Qtr	2Qtr			
Upgrade in-house laboratories in selected agribusinesses	Assist selected agribusinesses to purchase equipment and materials for regular Quality Control testing.	AGRIBUSINESS AND MARKETING DEPARTMENT		x	x	x	x	x	25 in-house labs upgraded
	Instruct laboratory technicians in introduction of new QC test.		x	x	x	x	x	x	
ACTIVITY 3	TASKS	Department	2006		2007		07/07 - 06/08	07/08 - 06/09	Benchmarks
			3Qtr	4Qtr	1Qtr	2Qtr			
Arrange laboratory analysis of food product samples	Send product samples to local and international laboratories to test compliance with target market requirements.	AGRIBUSINESS AND MARKETING DEPARTMENT	x	x	x	x	x	x	50 laboratory testings conducted 10 Nutrition Labels developed 10 Quality Certificates issued
	Interpret test results and provide recommendations on possible improvements.		x	x	x	x	x	x	
<b>Objective # 2.3: Develop Domestic and International Markets for Armenian Products</b>									
<b>Strategy: Develop promotional printed materials and provide financial assistance for their publication; create promotional films/videos, web-sites and educational programs for selected industries; organize different tasting events, in-stor</b>									
<b>Specific Result# 2.3.1: Image of Armenian Products Improved</b>									
ACTIVITY 1	TASKS	Department	2006		2007		07/07 - 06/08	07/08 - 06/09	Benchmarks
			3Qtr	4Qtr	1Qtr	2Qtr			
Develop printed promotional materials	<b>Armenian Food Product Catalog</b>	AGRIBUSINESS AND MARKETING DEPARTMENT							1000 copies of Armenian Food Product Catalog Published, 500 CDs recorded, Materials for promotional events printed, Promotional materials for 15 supported agribusinesses printed
	Prepare tender instructions and announce bids		x						
	Collect tender offers and select most qualified bidder		x						
	Identify companies/products to be included in catalog		x						
	Work with designers to develop catalog		x						
	Organize publication on cost sharing basis, distribute		x						
	<b>Materials for promotional events/clients/products</b>								
	Arrange design and print promotional brochures		x	x	x	x	x	x	
	Arrange design and print a promotional desk calendar		x	x	x	x	x	x	
	Arrange design and print banners and posters		x	x		x		x	
	Arrange design and print wine, cheese, etc. booklets		x	x	x	x	x	x	
ACTIVITY 2	TASKS	Department	2006		2007		07/07 - 06/08	07/08 - 06/09	Benchmarks
			3Qtr	4Qtr	1Qtr	2Qtr			
Create film about CARD activities with and about CARD clients	Prepare tender instructions and announce bids	AGRIBUSINESS AND MARKETING DEPARTMENT	x				x	x	1 movie developed
	Collect tender offer and select best bidder		x				x	x	
	Work with film making company to develop scripts for the film		x				x	x	
	Arrange trips to the field to coordinate shootings		x	x	x	x	x	x	
	Work with film making company to edit materials					x	x	x	
	Make DVD copies and disseminate					x	x		
	Broadcast through TV channels					x	x	x	

ACTIVITY 3	TASKS	Department	2006		2007		07/07 - 06/08	07/08 - 06/09	Benchmarks	
			3Qtr	4Qtr	1Qtr	2Qtr				
Develop CARD website link to e-CARD Food Product Catalog	Identify website designer.	AGRIBUSINESS AND MARKETING DEPARTMENT		x					1 web page developed	
	Develop web-site content structure.			x						
	Identify exportable products and collect data			x	x					
	Create and launch web site				x					
ACTIVITY 4	TASKS	Department	2006		2007		07/07 - 06/08	07/08 - 06/09	Benchmarks	
In-store promotion of Armenian products in Armenia	Identify the products for promotion.	AGRIBUSINESS AND MARKETING DEPARTMENT		x	x	x				x
	Identify the stores and negotiate with managers.			x	x	x	x	x		
	Implement in-store promotion.		x	x	x		x	x		
	Analyze data collected.			x	x	x	x	x		
	Make recommendations to agribusinesses.			x	x	x	x	x		
ACTIVITY 5	TASKS	Department	2006		2007		07/07 - 06/08	07/08 - 06/09	Benchmarks	
Organize tasting events and food festivals	<b>Wine and Cheese Tasting at US Embassy in Armenia</b>	AGRIBUSINESS AND MARKETING DEPARTMENT								
	Select and purchase products to be promoted			x			x	x		
	Prepare invitations and invite guests			x				x	x	
	Conduct a tasting and wine/cheese survey			x				x	x	
	<b>Other events (i.e. Apple Day in Zangakatun, or Cheese/Wine Day at Saryan Park)</b>									
	Choose event and partner with other organization		x	x	x	x	x	x	x	
	Select and purchase products to be promoted		x	x	x	x	x	x	x	
	Conduct the event/ conduct food survey		x	x	x	x				
ACTIVITY 6	TASKS	Department	2006		2007		07/07 - 06/08	07/08 - 06/09	Benchmarks	
Organize agribusiness related contest	<b>Annual sanitation contest by sectors</b>	AGRIBUSINESS AND MARKETING DEPARTMENT								
	Announce sanitation contest among CARD clients		x	x		x				
	Conduct preliminary sanitation audits		x	x		x				
	Conduct sanitation and food quality trainings		x	x		x				
	Conduct final audits		x	x		x				
	Select winners and organize awarding ceremony			x						
	<b>Packaging contests by sectors</b>									
	Identify food products for packaging solutions		x							
	Announce contest among packaging specialists/designers		x							
	Form jury and develop grading criteria		x	x						
	Select winner and organize awarding ceremony			x						
	<b>The First Cheese (award) Contest</b>									
	Announce cheese contest and collect applications		x							
	Form jury and develop grading criteria		x							
	Collect cheese samples and conduct first stage of selection according to the grading criteria				x					
	Collect cheese samples and conduct 2-nd stage of selection according to the grading criteria				x					
	Select winner and organize awarding ceremony			x						
			x							
<b>Specific Result# 2.3.2.: New Markets Entered and Existing Markets Expanded</b>										
ACTIVITY 1	TASKS	Department	2006		2007		07/07 - 06/08	07/08 - 06/09	Benchmarks	
Organize/attend exhibitions, trade shows, forums, conferences and other events in domestic and foreign markets	<b>ARMPRODEXPO</b>	AGRIBUSINESS AND MARKETING DEPARTMENT								
	Select list of producers/products for participation		x							
	Arrange participation on cost sharing basis		x							
	Establish contacts and follow up		x							
	<b>2nd Armenian Agroforum</b>		x							
	Assist Ministry of Agriculture with site and agenda preparation		x							
	Identify speakers and prepare the schedule for speeches and discussions		x							
	Develop promotional materials (which can be used for other purposes)		x							
	Conduct the event		x							
	<b>Gulfood 2007</b>									
	Follow up on Gulfood 2006 research to determine further action									
	Based on research, select list of producers/products for participation				x	x				

	Arrange participation on cost sharing basis				x				
	Establish contacts and follow up.				x				
	<b>Other</b>								
	Identify exhibitions and trade shows and prepare an attendance plan						x	x	
	Select list of producers/products for participation						x	x	
	Arrange participation on cost sharing basis						x	x	
	Establish contacts and follow up						x	x	
ACTIVITY 2	TASKS	Department	2006		2007		07/07 - 06/08	07/08 - 06/09	Benchmarks
			3Qtr	4Qtr	1Qtr	2Qtr			
Assist in exporting food products	Collect information on producers/products to introduce to potential foreign partners	AGRIBUSINESS AND MARKETING DEPARTMENT	x	x	x	x	x	x	Products of 15 agribusinesses exported
	Identify exporters		x	x	x	x	x	x	
	Negotiate with exporter on trade terms		x	x	x	x	x	x	
	Organize logistics		x	x	x	x	x	x	
	Provide financial assistance to exporter/producers for transportation (on cost-sharing basis) and insurance if necessary		x	x	x	x	x	x	
	Work with other organizations to bring Armenian products in compliance with standards if possible		x	x	x	x	x	x	
			x	x	x	x	x	x	
<b>STRATEGIC GOAL #3: TO HAVE A FINANCIALLY SOUND AND ADMINISTRATIVELY EFFICIENT ORGANIZATION</b>									
<b>Objective # 3.1: Efficient CARD Administration and Management</b>									
<b>Strategy: Establish streamlined accounting, financial, administrative, and personnel procedures during the first year of CARD operations. Put these procedures in place, and to adhere to them.</b>									
<b>Specific Result # 3.1.1: CARD Administration Developed and Operational</b>									
ACTIVITY 1	TASKS	Department	2006		2007		07/07 - 06/08	07/08 - 06/09	Benchmarks
			3Qtr	4Qtr	1Qtr	2Qtr			
Develop, review and update CARD Admin Operational Manual	Survey other organizations' communication plans.	ADMINISTRATIVE DEPARTMENT	x						Information and data collected
	Develop and implement CARD internal Communication Plan			x					CARD Communication Plan created
	Review and improve CARD Admin Manual and procedures regularly			x		x			CARD Admin Manual Operational Up to Date
	Approval of Administrative Manual by Board.				x				CARD Admin Manual Approved by Board
	Introduce and train CARD staff on Admin policies and procedures.			x	x	x	x		CARD staff aware of CARD Policies and Procedures
	Regular update of CARD Directory, staff list and Emergency Evacuation Plan			x	x	x	x		Directory, Staff list and Emergency Plan operational and Up to date
ACTIVITY 2	TASKS	Department	2006		2007		07/07 - 06/08	07/08 - 06/09	Benchmarks
			3Qtr	4Qtr	1Qtr	2Qtr			
Motor pool maintenance	Review and assess current Motor pool	ADMINISTRATIVE DEPARTMENT							Motor Pool reviewed and assessed
	Renew insurance policy covering all vehicles. Announce bidding				x				All CARD vehicles covered by insurance
	Maintain and upgrade Motor pool		x	x	x	x	x	x	Motor Pool properly maintained
	Dispose of vehicles which are not appropriate for further use				x				Appropriate vehicles sold
	Purchase new 4-wheel drive vehicles.					x	x		2 new vehicles purchased
	Negotiate with fuel providers and contract					x			Contract signed with best fuel provider
	Record keeping and analysis, post to public network		x	x	x	x	x	x	Data on vehicle usage accessible at CARD computer network
	Develop a garage water draining system for car wash.		x						Motor Pool efficient maintenance
ACTIVITY 3	TASKS	Department	2006		2007		07/07 - 06/08	07/08 - 06/09	Benchmarks
			3Qtr	4Qtr	1Qtr	2Qtr			
Office Renovation	Replace old A/C and install new ones at 2nd and 3rd floor	ADMINISTRATIVE DEPARTMENT	x						New A/C installed
	Remodel third floor and renovation for special contracted projects		x						Proper workplace for special contracted projects
	Renovate Finance Department and IT room (including carpet)		x						Finance Dept. and IT room renovated
	Research real estate options for CARD permanent residence (have director review it)		x						Information on price and conditions collected
	Draft a project for building if needed (depends on research results)			x					A draft for new building created
	Construction/renovation as needed								The new CARD office constructed and renovated
	Furnish and equip new office and prepare it for CARD staff move								CARD new office furnished and equipped

ACTIVITY 4	TASKS	Department	2006		2007		07/07 - 06/08	07/08 - 06/09	Benchmarks
			3Qtr	4Qtr	1Qtr	2Qtr			
Maintenance of TDY apartments	Maintain currently rented apartments.	ADMINISTRATIVE DEPARTMENT	x	x	x	x			Apartments maintained in proper condition
	Extend the rent contract of two CARD apartments as needed.		x						Apartments available for CARD use
ACTIVITY 5	TASKS	Department	2006		2007		07/07 - 06/08	07/08 - 06/09	Benchmarks
Ensure CARD Security	Renew contract with Armobil Security Company	ADMINISTRATIVE DEPARTMENT			x				
	Maintain security system		x	x	x	x			Security System operational and up to date
	Purchase two new hard drives to improve capacity for security records		x						Security System recording capacity increased
	Hold emergency drills--fire, bomb, earthquake, etc.			x		x			CARD Staff well trained on emergency procedures
ACTIVITY 6	TASKS	Department	2006		2007		07/07 - 06/08	07/08 - 06/09	Benchmarks
Arrangement and Improvement of CARD Warehouse	Develop methods of disposal of worn out and broken CARD property	ADMINISTRATIVE DEPARTMENT	x						
	Renovate warehouse air ventilation system		x						Warehouse ventilation renovated
	Install additional shelves, organize warehouse, prepare for CARD Agro services storage		x						Warehouse arranged and organized (including a space for Agro Services)
Activity 7	Tasks	Department	2006		2007		07/07 - 06/08	07/08 - 06/09	Benchmarks
Management Review and Professional Trainings	Develop a SOW, announce a bidding, and conduct a CARD Management Review	ADMINISTRATIVE DEPARTMENT	x						
	Research professional training opportunities, review with management, attend appropriate trainings for staff development			x					Staff trained and professionally up to date
<b>Specific Result # 3.1.2: Strategic Human Resources Plan Developed and Implemented</b>									
ACTIVITY 1	TASKS	Department	2006		2007		07/2007 - 06/2008	07/08 - 06/09	Benchmarks (2006-2007)
Build HRM Capacity	HR Officer trained in Advanced Strategic Human Resource Managemant	ADMINISTRATIVE DEPARTMENT	X	X	X	X			
ACTIVITY 2	TASKS	Department	2006		2007		07/2007 - 06/2008	07/08 - 06/09	Benchmarks (2006-2007)
CARD Job Analysis Completed	Explore various methods for job analysis	HR Officer	X						
	Audit skills and positions of CARD employees (questionnaires, interviews, KSA sheets, resumes)		X						Skills and positions of employees audited
	Build comprehensive Job Descriptions for all CARD positions		X						Job Descriptions built
ACTIVITY 3	TASKS	Department	2006		2007		07/2007 - 06/2008	07/08 - 06/09	Benchmarks (2006-2007)
Card Performance Measurement Plan Developed and Operational	Develop employees performance evaluation tool	HR Officer	X						
	Develop employees performance evaluation plan		x						
ACTIVITY 4	TASKS	Department	2006		2007		07/2007 - 06/2008	07/08 - 06/09	Benchmarks (2006-2007)
Finalize CARD HR Policy	Finalize CARD Effective Compensation and Benefits Plan	HR Officer	X	x					
	Finalize CARD Recruitment Policies		x	x					
	Access of CARD staff to HR Policy		X	x					CARD HR Policy on mainserver
ACTIVITY 5	TASKS	Department	2006		2007		07/2007 - 06/2008	07/08 - 06/09	Benchmarks (2006-2007)
Design CARD HR Development Plan	CARD HR Development Plan is finalized	HR Officer		x	x				
	HR Development Plan is implemented				x	x			CARD HR Policy in place

**Objective # 3.2: Information Management System in place and operational**

**Strategy: Establish an efficient communication system within CARD; develop CARD website and an efficient document flow system and establish an Information Resource Center. Put in use a customized project**

**Specific Result # 3.2.1: Improve CARD's communication**

ACTIVITY 1	TASKS	Department	2006		2007		07/07 - 06/08	07/08 - 06/09	Benchmarks	
			3Qtr	4Qtr	1Qtr	2Qtr				
Maintenance of telecommunications equipment	Review, assess and upgrade telecommunication equipment as needed	ADMINISTRATIVE DEPARTMENT	x		x				Telecommunications equipment assessed and upgraded accordingly	
	Enter and keep data on usage of each phone line, share it with Managers		x	x	x	x			Data on telecommunications usage accessible at CARD computer network	
ACTIVITY 2	TASKS	Department	2006		2007		07/07 - 06/08	07/08 - 06/09	Benchmarks	
Develop and maintain CARD website	Redesign website and include search engine system.	ADMINISTRATIVE DEPARTMENT	x							
	Develop website content in English and Armenian.		x	x	x	x			Website content developed regularly and available in both languages	
	Launch CARD website/organize a presentation			x						CARD Website operational
ACTIVITY 3	TASKS	Department	2006		2007		07/07 - 06/08	07/08 - 06/09	Benchmarks	
Develop and Implement new digital internal request forms/documents	Identify specific needs for digital requests/documents; Work with Finance to design digital requests/documents	ADMINISTRATIVE DEPARTMENT	x							
	Design and implement new digital request forms as needed			x	x	x			New digital documents created and implemented	
	Evaluate implementation					x	x			Implementation of the digital requests evaluated
ACTIVITY 4	TASKS	Department	2006		2007		07/07 - 06/08	07/08 - 06/09	Benchmarks	
Upgrade and maintain computer hardware and software equipment and services	Determine mechanism via which CARD Internet services can be provided for a fee	ADMINISTRATIVE DEPARTMENT	x							
	Request IT TDY to recommend system analysis and upgrade		x						International expertise used for CARD IT needs	
	Upgrade computer hardware (printers, network devices, routers, server)		x			x				CARD IT equipment efficiently upgraded and up to date
	Upgrade computer software (i.e. Microsoft Office 2007)			x						CARD software efficient and up to date
	Implement and maintain backup system using power independent system		x	x	x	x				Back up system installed
	Increase Internet bandwidth		x							Internet capacity increased
ACTIVITY 5	TASKS	Department	2006		2007		07/07 - 06/08	07/08 - 06/09	Benchmarks	
Develop and maintain the CARD Information Resource Center	Register and enter info on CARD's newly purchased books	ADMINISTRATIVE DEPARTMENT	x	x	x	x				
	Load Irtek software on Library computer			x					Irtek software accessible for staff use	
	Provide training to staff on using the library software.		x	x	x	x			CARD staff trained on using the resource center	
	Assign permanent librarian			x						A Librarian assigned

**Specific Result # 3.2.2 Program Operational Procedures Developed and Implemented**

ACTIVITY 1	TASKS	Department	2006		2007		07/07 - 06/08	07/08 - 06/09	Benchmarks
			3Qtr	4Qtr	1Qtr	2Qtr			
Implement Project Management and Control software	Introduce project software and train staff	ADMINISTRATIVE DEPARTMENT	x						Staff trained on project software
	Insert data from some old/current projects for Beta testing		x	x					Data inserted for testing the software
	Implement new software with suggested changes			x	x	x			

**Objective # 3.3: Sustainability for CARD established**

**Strategy: Focus on cost-sharing measures, develop and implement business development and cost-recovery strategies.**

**Specific Result # 3.3.1: Program Development and Monitoring Department and Implement Cost Recovery Procedures**

ACTIVITY 1	TASKS	Department	2006		2007		07/07 - 06/08	07/08 - 06/09	Benchmarks
			3Qtr	4Qtr	1Qtr	2Qtr			
Establish a Program Development and Monitoring Department	Develop job descriptions for employees, recruit and hire staff.	ADMINISTRATIVE DEPARTMENT	x	x					Program Development and Monitoring Department established
	Work closely with Director and Deputy Director on cost-recovery procedures.				x	x			
ACTIVITY 2	TASKS	Department	2006		2007		07/07 - 06/08	07/08 - 06/09	Benchmarks
			3Qtr	4Qtr	1Qtr	2Qtr			
Project monitoring and impact assessment	Develop Guidelines and Procedures for project M&E	ADMINISTRATIVE DEPARTMENT		x	x				Guidelines and Procedures developed
	Train staff on M&E			x	x	x			Core staff trained
Activity 3	TASKS	Department	2006		2007		07/07 - 06/08	07/08 - 06/09	Benchmarks
			3Qtr	4Qtr	1Qtr	2Qtr			
Develop and implement PR Strategy	Recruit PR specialist	ADMINISTRATIVE DEPARTMENT	x						PR strategy implemented
	Develop and Implement CARD PR Strategy			x	x	x	x	x	
Activity 4	TASKS	Department	2006		2007		07/07 - 06/08	07/08 - 06/09	Benchmarks
Fund raising	Develop CARD fundraising capacity	ADMINISTRATIVE DEPARTMENT			x	x	x	x	
ACTIVITY 5	TASKS	Department	2006		2007		07/07 - 06/08	07/08 - 06/09	Benchmarks
			3Qtr	4Qtr	1Qtr	2Qtr			
Support CARD Agroservice C.JSC Daughter enterprise	Complete the establishment of CARD Agroservices	ADMINISTRATIVE DEPARTMENT	x						Agroservice completely established and operational
	Organize regular exhibitions/sales for newly imported input supplies and equipment			x	x	x			Agroservice imported supplies promoted
	Research and find suitable place for Agroservice C.JSC office, store and display		x						A suitable place for Agroservice activities found and rented
	Reach out to other ag suppliers for potential exclusive representation		x		x				

**Objective # 3.4: CARD effective accounting and financial systems**

**Result # 3.4.1 Financial accounting system development and implementation .**

Activity 1	Tasks	Department	2006		2007		07/2007 - 06/2008	07/08 - 06/09	Benchmarks (2006-2007)
			3Qtr	4Qtr	1Qtr	2Qtr			
New CARD financial system (software) developed	Needs assessment (US GAAP, or/and IFRS)	FINANCE DEPARTMENT	x	x					Needs assessed
	Propose a bid			x	x				Bid ran
	Select a vendor who develops the new software					x			Vendor developed software
	Test a software					x			Tested
	Train Staff					x			Staff trained
	Implementation					x			Finance accounting software implemented
Activity 2	Tasks	Department	2006		2007		07/2007 - 06/2008	07/08 - 06/09	Benchmarks (2006-2007)
			3Qtr	4Qtr	1Qtr	2Qtr			
Financial accounting system operation	Create a database	FINANCE DEPARTMENT	x	x	x	x			Database populated
	Develop guidelines for financial system procedures			x	x				Guidelines developed
	Develop financial accounting procedures			x	x				Financial accounting procedures developed
	Develop informational flow chart					x			Information flow chart developed
	Develop/complete financial accounting policy manual			x	x	x			Financial accounting policy developed
	Evaluate financial accounting system and adjust as needed					x			Up to date accounting system

**Result # 3.4.2 CARD tax accounting developed and implemented**

Activity 1	Tasks	Department	2006		2007		07/2007 - 06/2008	07/08 - 06/09	Benchmarks (2006-2007)
			3Qtr	4Qtr	1Qtr	2Qtr			
CARD taxation system (software) developed	Needs assessment	FINANCE DEPARTMENT	x	x					Needs assessed
	Propose a bid			x	x				Bid
	Select a vendor, who develops CARD taxation system					x			Vendor selected
	Test the system					x			Staff trained
	Train the staff					x			Tested
	Implement the new taxation system					x			Tax accounting software implemented

Activity 2	Tasks	Department	2006		2007		07/2007 - 06/2008	07/08 - 06/09	Benchmarks (2006-2007)
			3Qtr	4Qtr	1Qtr	2Qtr			
Update Tax accounting system operations	Create and update database	FINANCE DEPARTMENT	X	X	X	X			Database populated
	Develop guidelines for tax system procedures			X	X				Guidelines developed
	Develop tax accounting procedures				X	X			Tax accounting policy developed
	Development of information flow chart			X	X				Financial accounting procedures developed
	Develop/complete tax accounting policy manual						X		Information flow chart developed
	Evaluate tax accounting system and adjust as needed						X		Results monitored and evaluated
<b>Result # 3.4.3 CARD management(cost) accounting developed and implemented</b>									
Activity 1	Tasks	Department	2006		2007		07/2007 - 06/2008	07/08 - 06/09	Benchmarks (2006-2007)
			3Qtr	4Qtr	1Qtr	2Qtr			
CARD management(cost) accounting system developed	Needs assessment	FINANCE DEPARTMENT	X	X					Needs assessed
	Propose a bid			X	X				Bid ran
	Select a vendor, who develops accounting system						X		Vendor selected
	Test the system						X		Tested
	Train the staff						X		Staff trained
	Implement new management accounting system						X		Management accounting software implemented
Activity 2	Tasks	Department	2006		2007		07/2007 - 06/2008	07/08 - 06/09	Benchmarks (2006-2007)
			3Qtr	4Qtr	1Qtr	2Qtr			
Management(cost) accounting system operation	Create and update database	FINANCE DEPARTMENT	X	X	X	X			Database populated
	Development of guidelines			X	X				Guidelines developed
	Develop management(cost) accounting policy				X	X	X		Management accounting policy developed
	Develop management(cost) accounting chart			X	X				Management accounting procedures developed
	Develop information flow procedures						X		Information flow chart developed
	Evaluation cost accounting system and adjust as needed						X		Results monitored and evaluated
<b>Objective # 3.5. Effective CARD Financial Management Capacity</b>									
<b>Result # 3.5.1 CARD financial Capacity Developed</b>									
Activity 1	Tasks	Department	2006		2007		07/2007 - 06/2008	07/08 - 06/09	Benchmarks (2006-2007)
			3Qtr	4Qtr	1Qtr	2Qtr			
Build Finance Department capacity	Assess staff's knowledge	FINANCE DEPARTMENT	X	X					Needs assessed
	Research useful training courses or trainer					X			Trainer or training courses identified
	Train Staff					X			Staff trained
<b>Result # 3.5.2 Donor(current and potential) reporting system in place</b>									
Activity 1	Tasks	Department	2006		2007		07/2007 - 06/2008	07/08 - 06/09	Benchmarks (2006-2007)
			3Qtr	4Qtr	1Qtr	2Qtr			
Donor reporting system developed	Needs assessment	FINANCE DEPARTMENT	X	X					Needs assessed
	Propose a bid					X			Bid ran
	Select a vendor to develop a reporting system						X		Vendor selected
	Implement system and train staff								System implemented and staff trained
	Evaluate donor reporting system and adjust as needed						X		Donor reporting system evaluated
<b>Result # 3.5.3 Financial analysis capacity built (sustainability , efficiency and development)</b>									
Activity 1	Tasks	Department	2006		2007		07/2007 - 06/2008	07/08 - 06/09	Benchmarks (2006-2007)
			3Qtr	4Qtr	1Qtr	2Qtr			
Financial analysis system design	Needs assessment	FINANCE DEPARTMENT	X	X					Needs assessed
	Selection of indicators					X			Indicators selected
	Staff training if necessary		X	X	X	X			Staff trained
	Monitoring and analysis of reports					X			Financial analysis structure built