

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.

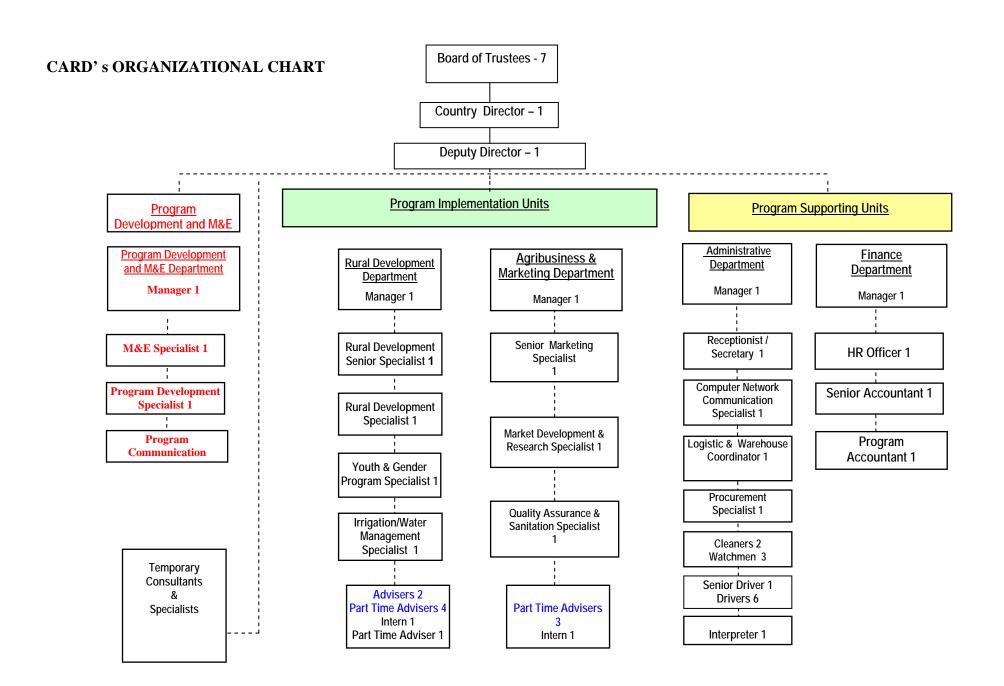
A new Program Development and Monitoring & Evaluation Department is to be developed and integrated into the organizational structure to advance CARD's approaches towards developing and implementing ongoing and new projects, as well as conducting monitoring and evaluation for the CARD programmatic activities.

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.

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 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 Chedder, 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 ADMINSTRATIVELY 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 consistant 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

	men's (enterpreneur) groups and Youth Clubs, provide training																				
	Women Owned Businesses Established and Strengthened																				
ACTIVITY 1	TASKS	Department		006		007	07/2007 - 06/2008	07/08 - 06/09	Benchmarks (2006-2007)												
	Award grants to the 2005 Women Clubs which have successfully accomplished their previous grant tasks (out of 2006-2007 grant competition)		3Qtr	4Qtr	1Qtr	2Qtr	V X	х	4 mini grants awarded												
Mini grant programs and	Announce and implement new Mini Grant Projects targeting women enterpreneurs	RURAL DEVELOPMENT	х	х	х	х	х	х	10 mini grants awarded												
trainings for rural women	Help form women's groups composed of mothers of Youth Club members involved in animal husbandry activities.	DEPARTMENT		х			х	x	Survey for founding new groups in 5 marzes for implementing the projects												
Specific Result # 1.1.2:	Youth Club Capacity Increased																				
ACTIVITY 1	TASKS	Department	-	006	1	007	07/2007 -	07/08 - 06/09	Benchmarks (2006-2007)												
7.0			3Qtr	4Qtr	1Qtr	2Qtr	06/2008	07/00 00/03	Desicinating (2000-2007)												
	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.		х	х	х	x	x	x													
Organise and develop	Meet with selected groups; form them into Clubs; introduce by-laws to Animal Husbandry Clubs and the program's conditions.	RURAL DEVELOPMENT DEPARTMENT		х	х	x	x	x	Cattle raising activity implemented with 19 Youth Clubs, 2 new Sheep Raising Clubs established.												
Animal Husbandry Youth Clubs	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		Training of Youth Club members on animal care and farm management												
	Organize Sheep Raising Youth Clubs in collaboration with the Children of Armenia Fund (COAF)		х						and raim management												
	Regularly monitor and evaluate Youth Club activities; collect and analyze data; conduct milk quality inspections.														x	х	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.					х		х													
	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		006 4Qtr		007 2Qtr	07/2007 - 06/2008	07/08 - 06/09	Benchmarks (2006-2007)												
	Design and announce a Mini-Grant Program for Youth Clubs.		х																		
	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.		х	х	х	х	х	x													
	Provide recommendations on project improvement to benefit a larger group of youth or community members.		х	х	х	х	x	х	22 Mini Grants awarded												
Implement small business, agricultural production	Organize end-of-project visits to assess accomplishments, review the project site, project posters, visuals, financial and progress reports.	RURAL	RURAL	x	х	х	х	х	х	22 Willi Grants awalueu											
and handicrafts skills development Mini-Grant	Select the best mini-grant projects and Youth Clubs to recognize for a National Contest.				x																
Program	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		х		x				25 Youth Participated
ACTIVITY 3	TASKS	Department	20 3Qtr	006 4Qtr	20 1Qtr	007 2Qtr	07/2007 - 06/2008	07/08 - 06/09	Benchmarks (2006-2007)
	Request a Youth Specialist TDY to assist in establishing Young Farmer Clubs		х						
	Identify the needs of Young Farmers representing the age group 17-25			x			x	x	
Young Farmer Clubs (17 -	Organize Young Farmers Clubs for the 17-25 age groups	RURAL DEVELOPMENT		х			x	x	Survey in 5 communities. Organise 2 Clubs in two
25 age)	Conduct Mini Grant Projects with Young Farmers Clubs	DEPARTMENT			x		x	x	communities.Pilot project organised Clubs.
ACTIVITY 4	TASKS	Department		06		007	07/2007 - 06/2008	07/08 - 06/09	Benchmarks (2006-2007)
			3Qtr	4Qtr	1Qtr	2Qtr	00/2008		
	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	
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	х	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
	Organize English language instruction and computer classes for rural youth		х	x	x	x	x	х	Peace Corps, COAF, ATP, etc.
	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	
ACTIVITY 5	TASKS	Department		06	20		07/2007 -	07/2008	Benchmarks (2006-2007)
	Dublish a hashlat as Vauth Club Passage 1: Associa	-	3Qtr	4Qtr	1Qtr	2Qtr	06/2008	06/2009	
	Publish a booklet on Youth Club Program in Armenia		Х				Х		1000 copies disseminated
Publishing of educational	Publish Heifer Raising booklet for Young Farmer and Youth Club members Publish Heifer Raising Record Keeping booklet for Young Farmer and Youth Club	RURAL DEVELOPMENT	Х				Х		500 copies disseminated
materials for Rural Youth	members	DEPARTMENT	х				х		500 copies disseminated
	Publish Life Skills "Learn and Do" booklet for Rural Youth			х			х		500 copies disseminated
ACTIVITY 6	TASKS	Department	20 3Qtr	06 4Qtr	20 1Qtr	007 2Qtr	07/2007 - 06/2008	07/2008 - 06/2009	Benchmarks (2006-2007)
	Invite a TDY Youth Specialist to unite Youth Clubs		Х		-				
Jmbrella Youth Club NGO	Organise the NGO	RURAL	X						Establishment of an NGO with branches in each
	Legally register all Youth Club members within the NGO	DEVELOPMENT	X					ļ	marz of Armenia
Foundation Established	Organising the first meeting of the Limbrella Value Club NOO	DEDARTMENT							
Foundation Established	Organising the first meeting of the Umbrella Youth Club NGO Establish Umbrella Youth Club NGO branches in all Marzes	DEPARTMENT	X	х	х	х			maiz of Afficilia

	I Use of Water Resources								
	erimental manufacturing of new water management devices and tools	for introduction	to far	mers					
Specific Result # 1.2.1:	Improved Water Management by Users							<u> </u>	
ACTIVITY 1	TASKS	Department		4Qtr		007 2Qtr	07/2007 - 06/2008	07/2008 06/2009	Benchmarks (2006-2007)
	Implement 6 new experimental demonstration projects involving new irrigation technologies		x	х	х	x	х	x	
Irrigation Demonstration	Publish SFWMRC Demonstration Project results	RURAL		х					Increase ag yield, increase producer's income, disseminate all results
and Research Projects with Small Farm Water	Publish Promotional Booklet on SFWMRC activities and services	DEVELOPMENT							results
Management Research	Assist SFWMRC with procuring a Program Management Specialist to train their	DEPARTMENT							
Center (SFWMRC)	Assist SFWMRC to organize Water Management trainings for Water Users Associations								
	Assist SFWMRC to organize Water Management Workshop for interested parties								
Specific Result # 1.2.2:	Water Access Increased								
ACTIVITY 1	TASKS	Department		4Qtr		007 2Qtr	07/2007 - 06/2008	07/2008 06/2009	Benchmarks (2006-2007)
	Identifiy needs and select sites based on defined criteria				Х	Х	X	х	
	Conduct Environmental Impact Assessments via collaboration with Utah State TDYs					х	x	х	
	Organize bidding for design and construction work	BUBAL	х	х		X	Х	х	Indication in a second in American with a second the American
Well and pipeline construction and	Announce winners for design and construction work; Start work	RURAL DEVELOPMENT	х			х	Х	х	Irrigation improvement in 4 communities with more than 1000 family beneficiaries. Crop yield improvement. Quality
rehabilitation	Monitor and evaluate irrigation projects. Upon completion hold an opening ceremony.	DEPARTMENT		х			х	х	Improvement. Producers' income increased.
	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								
Objective # 1.3:Farm Le	evel Production improved (e.g. yields,quality,diversity)								
Strategy: Introduce nev	v varieties and breeds to farmers by establishing demonstration pro	jects at model fari	ns an	d pro	vide t	echnic	al expertise	through traini	ings
Specific Result # 1.3.1:	Genetic Improvement of Fruit Varieties and Animal Breeds								
ACTIVITY 1	TASKS	Department		4Qtr		007 2Qtr	07/2007 - 06/2008	07/2008 06/2009	Benchmarks (2006-2007)
Introduction of new grape varieties	Distribute new grape varieties and establish new vineyards with 6 varieties	RURAL DEVELOPMENT DEPARTMENT		х					Philoxera free new grape varriety dissemination
ACTIVITY 2	TASKS	Department		906 4Qtr		007 2Qtr	07/2007 - 06/2008	07/2008 06/2009	Benchmarks (2006-2007)
	Selection of milk producing farms		х	х	x	x	х	х	25 farms, Elita Coop (with 300 members) in 15 communities, 5 marzes, involved
Genetic improvement of breeds and cattle	Import 10,000 doses of semen from World Wide Sires (four cattle breeds), Inseminate 6,000 cows.	RURAL DEVELOPMENT	x		x	x	x	x	Approx. Sire 4,000 new cows with increased milk production
reproduction	Organize Artificial Insemination (AI) training for AI technicians	DEPARTMENT	х		x		х	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								
Specific Result # 1.3.2:	Livestock and poultry farm enterprise development								
ACTIVITY 1	TASKS	Department	20 3Qtr	906 4Qtr		007 2Qtr	07/2007 - 06/2008	07/2008 - 06/2009	Benchmarks (2006-2007)
	Conduct 5 different types of seminars for farmers (proper nutrition, housing, care): Input supplies distribution		х	х	х	х	х	x	625 farmers trained leading to improvement of milk production

•						,	1		
	Cattle herd health inspection (including training for local vets and advanced farmers)		x		x	x	x	x	625 farmers trained leading to healthy herd, and increased milk production
	Trainings on Dehorning for local vets				x			^	15 specialists trained,1000 head of cattle dehorned
Implement Cattle Farm	Driet training and training and branches are something the and are account.	RURAL	X	.,					2500 booklets published
Enterprise Development	Print training materials and booklets on aspects of herd management	DEVELOPMENT	X	X	X	X			60 heifers raised, 30 heifers sold
Program	Heifer raising in three-sided sheds Survey of farming practices to determine development interventions needed to improve milk quality and supply chains (special focus on Tavush and Syunik marzes)	DEPARTMENT	х	x	x	Х	x	x	Needs assesment completed
	Seek out new farmers/groups for assistance and create a database of willing partners		х	х	х	х			20-25 new farmers identified: database created
	Provide financial and technical assistance for construction and demonstration of 3 sided-sheds (cost shared with farmers).		х	х	х	х	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.		х	х					International expertise gained
ACTIVITY 2	TASKS	Department	20 3Qtr	06 4Qtr		2 Qtr	07/2007 - 06/2008	07/2008 06/2009	Benchmarks (2006-2007)
	Assist silage producers with production issues		х	Х			х	х	Organize silage production in 2 communities
Feed production and	Help silage producers procure/agrolease silage collection machines	RURAL DEVELOPMENT	х	х			x	х	2 new silage machines operating
pasture management	Organize pinfold pasturing activities	DEPARTMENT	Х	Х	Х		х	х	2 demonstration units established
	Conduct Needs Assessment and follow-up pasture management trainings	DELAKTIMENT	х	х	х	х	х	х	6 training sessions conducted.Ongoing consultancy to 3 communities
A OTIVITY O	T40//0	D		06		007	07/2007 -	07/2008-	D 1 (2007 200E)
ACTIVITY 3	TASKS	Department	3Qtr	4Qtr	1Qtr	2Qtr	06/2008	06/2009	Benchmarks (2006-2007)
	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.		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								Feasibility Study completed
	purebreeds with high production.				Х	Х	х	х	
lead a seed Ohaan Fare	Organize concurrent trainings on milking practices, milk quality, and sanitation. Order and experiment with milking parlors for sheep milking, sanitation tools and materials	DUDAL	x	x			x	x	Operating milking parlors in 3 farms. Improved milking
Implement Sheep Farm Enterprise Development	Organize workshop/seminar for sheep farmers for introducing results of	RURAL DEVELOPMENT	<u> </u>						practicies. Information dissemination about sheep
Program	implementation of a milking parlor for sheep farmers Establish a Sheep Milk Collection Center (village sheep milking center). Provide	DEPARTMENT	х	х			x		milking practices for about 30 farmers
	solar water heater and renovate facility for Milking Center.		х	х			х		
	Provide assistance in improving the existing production practices and development of new sheep cheeses (provide cheese making equipment). Invite Sheep cheese making TDY.			_					Improved 2 cheese making facilities. Two new sheep cheese varieties introduced to the market
	Experiment/train on keeping awas and young lembs together and warrent the CO		Х	Х		<u> </u>	X	х	
	Experiment/train on keeping ewes and young lambs together and wean at the 60 day mark. Experiment/train on early coverage of ewes for early lambing in January.				x	x			7 trainings
	Experimental on early coverage of ewes for early lambing in January.				_ ^	_ ^	1		7 trainings

	Organize Conference with sheep breeding farmers, sheep milk processors			х			x	x	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.		х	x					Research report completed
ACTIVITY 4	TASKS	Department		006 4Qtr	20 1Qtr		07/2007 - 06/2008	07/2008 06/2009	Benchmarks (2006-2007)
Implement Goat Farm Enterprise Development Program	Coordinate the ARID Goat Research Center activities with involvement of 3 TDYs on Breeding Herd Health management. Regularly monitor the ARID Goat Research activities. Identify the best farmers involved in goat breeding in regions with favorable conditions for goat breeding and organize genetic improvement of goat herds by	RURAL DEVELOPMENT DEPARTMENT	x x	x x	x x	x x	x x	x x	Improved goat genetics, high yield milk production. Expanded export opportunities
ACTIVITY 5	providing crossbreds from ARID. TASKS	Department	_	x 006	20		X 07/2007 -	X 07/2008 06/2009	Benchmarks (2006-2007)
7.0111110	Identify poultry farmers willing to improve farming practices.	RURAL	3Qtr X	4Qtr	1Qtr X	2Qtr X	06/2008	07/2000 00/2009	2000 2007)
Implement Poultry Farm Enterprise Development	Develop a training program on the technology and production of pastured poultry production and deliver to farmers.	DEVELOPMENT DEPARTMENT	х	X	x	x	х		New poultry production technology implemented in 1 village
Program	Assist farmers to find appropriate markets for their products. Position the new products or raw materials in the market.	AGRIBUSINESS AND MARKETING DEPARTMENT	x	x					-
Specific Result # 1.3.3:	Milk Quality and Milk Sanitation Conditions Improved			^	<u> </u>				
ACTIVITY 1	TASKS	Department		4Qtr	20 1Qtr		07/2007 - 06/2008	07/2008 06/2009	Benchmarks (2006-2007)
	Establishment of machine milking centers in communities		Х	X	х	Х	X	х	2 milking machine centers established
	Purchase and distribution of mobile milking equipment		Х	Х	Х	X	Х	х	10 milking machines procured for distribution
	Trainings on high-quality milk production Demonstration projects for the prevention and treatment of cow mastitis	RURAL	Х	X	Х	X	<u> </u>	х	Training for milk producers in 2 marzes 4 demonstration projects yielding high quality milk production
Production of high-quality milk	Assist in development and implementation of a quality based milk component pricing system	DEVELOPMENT DEPARTMENT	x	x	x	x	x x	Х	Implement component based pricing system in 1 marz, distribute positive results
	Invite TDY to assist processors on milk production sanitation and milk quality			х	х				·
	Obtain equipment to imporve the sanitary conditions of milk production (buckets, cups, milk cans)								Equipment distributed to 20 farmers
			Х		Х				
•	sed Capacity of Clients (farmers, agribusinesses and other related bus		nizati		X				
Strategy: Improvement	of lifestyle and increased income level of Rural Armenia via education		nizati		X				
Strategy: Improvement			<mark>inizati</mark> produ	ction		07			
Strategy: Improvement Specific Result # 1.4.1: ACTIVITY 1	of lifestyle and increased income level of Rural Armenia via education	on and improved Department	produ 20		20	07 2Qtr	07/2007 - 06/2008	07/2008 06/2009	Benchmarks (2006-2007)
Strategy: Improvement Specific Result # 1.4.1:	of lifestyle and increased income level of Rural Armenia via education Enhancement of Agricultural Processing Facilities	on and improved	produ 20	oction 006	20				Benchmarks (2006-2007) Work with KHAK LLC on the mobile cheese plant project
Strategy: Improvement Specific Result # 1.4.1: ACTIVITY 1 Development of mobile- cheese making plant concept	of lifestyle and increased income level of Rural Armenia via education Enhancement of Agricultural Processing Facilities TASKS Conduct Needs Assessment and Feasibility Study to create a mobile cheese plant to reach remote rural areas	Department RURAL DEVELOPMENT DEPARTMENT	produ 20 3Qtr	006 4Qtr	20 1Qtr x 20	2Qtr x 07	06/2008	07/2008	Work with KHAK LLC on the mobile cheese plant project
Strategy: Improvement Specific Result # 1.4.1: ACTIVITY 1 Development of mobile- cheese making plant	of lifestyle and increased income level of Rural Armenia via education Enhancement of Agricultural Processing Facilities TASKS Conduct Needs Assessment and Feasibility Study to create a mobile cheese	Department RURAL DEVELOPMENT	produ 20 3Qtr	006 4Qtr	20 1Qtr	2Qtr	06/2008		
Strategy: Improvement Specific Result # 1.4.1: ACTIVITY 1 Development of mobile- cheese making plant concept	of lifestyle and increased income level of Rural Armenia via education Enhancement of Agricultural Processing Facilities TASKS Conduct Needs Assessment and Feasibility Study to create a mobile cheese plant to reach remote rural areas	Department RURAL DEVELOPMENT DEPARTMENT	20 3Qtr	006 4Qtr 006 4Qtr	20 1Qtr x 20 1Qtr	x 07 2Qtr	06/2008 07/2007 - 06/2008	07/2008 06/2009	Work with KHAK LLC on the mobile cheese plant project
Strategy: Improvement Specific Result # 1.4.1: ACTIVITY 1 Development of mobile- cheese making plant concept	of lifestyle and increased income level of Rural Armenia via education Enhancement of Agricultural Processing Facilities TASKS Conduct Needs Assessment and Feasibility Study to create a mobile cheese plant to reach remote rural areas TASKS Conduct Feasibility Study on the potential of the market and local capacity to produce new meat products (Prosciutto), etc. Identify a meat processing company willing to start production of new meat	Department RURAL DEVELOPMENT DEPARTMENT Department	20 3Qtr 20 3Qtr	006 4Qtr 006 4Qtr	20 1Qtr x 20 1Qtr	x 07 2Qtr	06/2008 07/2007 - 06/2008	07/2008 06/2009	Work with KHAK LLC on the mobile cheese plant project
Strategy: Improvement Specific Result # 1.4.1: ACTIVITY 1 Development of mobile- cheese making plant concept ACTIVITY 2 Support meat processing	of lifestyle and increased income level of Rural Armenia via education Enhancement of Agricultural Processing Facilities TASKS Conduct Needs Assessment and Feasibility Study to create a mobile cheese plant to reach remote rural areas TASKS Conduct Feasibility Study on the potential of the market and local capacity to produce new meat products (Prosciutto), etc. Identify a meat processing company willing to start production of new meat products. Invite a TDY to work with a local expert and meat processor to guide the initial	Department RURAL DEVELOPMENT DEPARTMENT Department RURAL RURAL DEVELOPMENT	20 3Qtr	006 4Qtr 006 4Qtr	20 1Qtr x 20 1Qtr	x 07 2Qtr	06/2008 07/2007 - 06/2008	07/2008 06/2009	Work with KHAK LLC on the mobile cheese plant project Benchmarks (2006-2007) New cured meat products developed in 2 processing
Strategy: Improvement Specific Result # 1.4.1: ACTIVITY 1 Development of mobile- cheese making plant concept ACTIVITY 2	of lifestyle and increased income level of Rural Armenia via education Enhancement of Agricultural Processing Facilities TASKS Conduct Needs Assessment and Feasibility Study to create a mobile cheese plant to reach remote rural areas TASKS Conduct Feasibility Study on the potential of the market and local capacity to produce new meat products (Prosciutto), etc. Identify a meat processing company willing to start production of new meat products.	Department RURAL DEVELOPMENT DEPARTMENT Department RURAL	20 3Qtr 20 3Qtr	006 4Qtr 006 4Qtr	20 1Qtr x 20 1Qtr	x 07 2Qtr	06/2008 07/2007 - 06/2008	07/2008 06/2009	Work with KHAK LLC on the mobile cheese plant project Benchmarks (2006-2007) New cured meat products developed in 2 processing

	Provide asisstance 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
ACTIVITY 3	TASKS	Department	20	006 4Qtr	20	007 2Qtr	07/2007 - 06/2008	07/2008- 06/2009	Benchmarks (2006-2007)
	Identify the potential location for slaughterhouses by contacting relevant		X	X	X	X	x	x	
	organizations and businesses.								
	Support with renovation and/or construction of a selected facility Identify local slaughterhouse equipment manufacturer and compare with foreign		Х	Х	Х	Х	Х	Х	Construction or renovation of 2 slaughterhouses.
	equipment		X	x	X	х	х	х	Improvement of animal slaughtering practices and facilities.
	Organize, purchase, and install equipment		х	х	х	х	х	х	
	Monitor renovation and construction works		х	Х	Х	Х	Х	х	
Development of	Conduct market assessment of demand for specific types and cuts of meat.	RURAL			x	x			Updated information regarding business development in regions. Provision of information to other donor organizations.
slaughterhouses and	Support fresh meat cold chain from butcher to retail outlet	DEVELOPMENT	х	Х	Х	Х	Х	х	Adapt 3 vehicles to properly transport cold fresh meat
fresh meat marketing	Conduct research on feasibility of mobile slaughterhouse	DEPARTMENT	Х	Х					Solid research on mobile slaughterhouse
	Given results of above, assist with design and construction of mobile slaughterhouse				x	х	x	x	Construction of 1 experimental mobile slaughterhouse
	Conduct research on butchering equipment and sanitation supplies and assist			х	х				
	with ordering on behalf of slaughterhouses			_^					Sanitary and improved conditions for meat selling in 2 butcher
	Work with butcher shops/meat marketing retail outlets to improve sanitary conditions.		х	x	x	х	x	x	shops.
	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.)		х	х	х	х			Promotion through TV , stickers and posters.
	, , , , , , , , , , , , , , , , , , , ,		20	006	20	007			
ACTIVITY 4	TASKS	Department	3Qtr	4Qtr	1Qtr	2Qtr	07/2007 - 06/2008	07/2008- 06/2009	Benchmarks (2006-2007)
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.
			20	006	20	007	07/2007 -	.=	P 1 1 2007 200
ACTIVITY 5	TASKS	Department	3Qtr	4Qtr	1Qtr	2Qtr	06/2008	07/2008 06/2009	Benchmarks (2006-2007)
Dissemination of	Translation and publishing of dairy manual	RURAL	х	х	х	х			Dairy manual published for students and dairy processors
knowledge on dairy production and new	Training program for dairy industry representatives	DEVELOPMENT							5 to 10 processors trained on western technology standarts
technologies	Training program for daily industry representatives	DEPARTMENT			Х				o to 10 processors trained on western technology standarts
ACTIVITY 6	TASKS	Department	3Qtr	4Qtr		2Qtr	07/2007 - 06/2008	07/2008 06/2009	Benchmarks (2006-2007)
	Create venue showcasing input supplies and provide training for proper use, and								
	follow through distribution Promotional activities in Lori , Shirak and Syunik marzes. Emphasis on pepsin		Х	Х	Х	Х	Х	х	
	promotion				х	х			
	Translation of technical manuals on input supplies		Х	х					
	Introduction of Antiabiotic Test Kits among advanced processors and								
	dissemination of results		Х	X	v	1		+	
Introduction and	Creation of programs on different input suppliers National seminar on high quality input supplies	RURAL	-	X	X		х	X	
Importation of High Quality Input Supplies to Increase	Creation of broadcast and print media to promote high quality input supplies for	DEVELOPMENT		 ^	<u></u> ↑			<u> </u>	50 clients purchasing high quality input supplies leading to
Product Quality to Meet	farmers and agribusinesses	DEPARTMENT	X						quality improvement and sales in export markets.
International Standards	Creation of posters and flyers promoting input supplies		Х				Х	х	
	Promotional activities in Georgia Cheese baths		_	1	-	1	- J		
	Cheese vats		X	1	X	1	X X	X X	
	F117777 1717			1	_ ~	1	^		1

	Milk cooling tanks		Х		х		х	x	
	Wine equipment		Х		Х		х	х	
	Farm improvement supplies		Х		Х		х		
	Lab equipment		Х		Х		х		
A CTIVITY 7	TACKS	Damantmant	20	006	20	007	07/2007 -	07/2008 -	D I /2004 2007)
ACTIVITY 7	TASKS	Department	3Qtr	4Qtr	1Qtr	2Qtr	06/2008	06/2009	Benchmarks (2006-2007)
Fruit Processing	Establish/remodel fruit processing unit	RURAL DEVELOPMENT DEPARTMENT		х			х	х	Two small scale village based fruit/berry processing units established /enhanced in Tavush and Syunik marzes
ACTIVITY 8	TASKS	Department	20 3Qtr	006 4Qtr	20 1Qtr	2 Qtr	07/2007 - 06/2008	07/2008 06/2009	Benchmarks (2006-2007)
	Research orchards and identification of appropriate growers to work with			x			x	x	5 potential sites identified
Post Harvest Handling Projects	Support renovation and improvement of refrigerators around orchards, vineyards, and introduction of new packaging solutions	RURAL DEVELOPMENT		x			x	x	Improvement of refrigerating facilities and technologies in 10 sites
1 Tojecta	Conduct post harvest seminars for post harvest handling	DEPARTMENT		x			X	х	, 40 farmers trained,
	Establish demonstration post harvest chilling facility in cooperation with		х				х	х	20 capacity refrigerator installed
	Frigotecknik		^				Х	Χ.	20 capacity reinigerator installed
ACTIVITY 9	TASKS	Department	20 3Qtr	906 4Qtr	20 1Qtr	2Qtr	07/2007 - 06/2008	07/2008- 06/2009	Benchmarks (2006-2007)
Dissemination of knowledge on the basics of	Translate and publish Wine technology manuals	RURAL DEVELOPMENT					x	x	Wine tecnology manual for students and vineries published.
high quality wine making	Trainng program for wine industry representatives	DEPARTMENT					x	x	5 to 10 processors trained on western technology standarts
ACTIVITY 10	TASKS	Department		006 4Qtr	20 1Qtr	2 Qtr	07/2007 - 06/2008	07/2008 06/2009	Benchmarks (2006-2007)
Develop Boutique Winery in Tavush marz	Identification of a site and a winery	RURAL DEVELOPMENT					х	х	2 wineries developed and/or improved to serve as models for
in ravusii maiz	Establishment and improvement of wine production	DEPARTMENT					X	x	replication
Specific Result # 1.4.2:	Agrotourism Capacity Developed in Rural Areas			<u>'</u>					
ACTIVITY 2	TASKS	Department	20 3Qtr	006 4Qtr	20 1Qtr	2Qtr	07/2007 - 06/2008	07/2008 06/2009	Benchmarks (2006-2007)
	Identification of the needs and opportunities of Agritourism development among tourism agencies and rural communities		х				x	х	
Agrotourism Inititaive	Development and implementation of demonstration projects to improve	RURAL		v	v	v	v	v	E had and breakfast projects actablished. One Radacida
Development in Rural communities	agrotourism capacity of rural areas Creation of linkages and network between tourism agencies and Agritourism sites, promotion of Agrotourism through seminars, promotional materials,	DEVELOPMENT DEPARTMENT		X	X	X	X X	X	5 bed and breakfast projects established. One Rodaside market improved /created.
	dissemination of results Invite TDY to work on Agritourism development projects		х		Х	^	^	х	
Specific Result # 1.4.3	Milk Collection Centers and Milk Marketing Cooperatives Establishe	d and Developed	_^						
			20	006	20	007	07/2007 -		
ACTIVITY 1	TASKS	Department		4Qtr			06/2008	07/2008 06/2009	Benchmarks (2006-2007)
	Identification of farmer groups willing to start milk marketing cooperatives. Assist in organizing cooperatives by meetings, seminars, advice on by-laws,		х	х	х	х	x	х	
Assist in establishment and strengthening milk	Assist in organizing cooperatives by meetings, serimals, advice on by-laws, registration process. Deliver trainings to cooperatives on herd management, health care, and	RURAL DEVELOPMENT		х	х	х	x	х	5 cooperatives established, 150 farmers trained
marketing cooperatives	economics.	DEPARTMENT		х			x	x	
	Regularly monitor and evaluate the progress, milk quality; collect and analyze		Х	^			^	^	

ACTIVITY 2	TASKS	Department		006 4Qtr		2 Qtr	07/2007 - 06/2008	07/2008 06/2009	Benchmarks (2006-2007)
	Identification of sites for establishment of milk collection units.		JQII	X	X	ZQII	X	x	
Assist in establishment and strengthening of milk	Provide financial and technical assistance for establishing milk collection centers; provide tools and equipment.	RURAL DEVELOPMENT		X	x		X	X	10 milk collection centers established
collection centers	Assist in improvement of sanitation conditions of milk collection centers.	DEPARTMENT		x	х		x	x	
ACTIVITY 3	TASKS	Department		006 4Qtr		2 Qtr	07/2007 - 06/2008	07/2008 06/2009	Benchmarks (2006-2007)
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
Specific Result # 1.4.4:	New Technologies and Methods Applied through Research, Extensi	on and Education							
ACTIVITY 1	TASKS	Department		006 4Qtr		2Q tr	07/2007 - 06/2008	07/2008 06/2009	Benchmarks (2006-2007)
Implementation of Extension demonstration	Needs Assessment and identification of core project directions	RURAL DEVELOPMENT		x					20 applied, demonstration and training projects implemented in conjunction with
projects	RFP announcement and collect bids for RFP	DEPARTMENT		Х	Х		х	х	ASAU specialists
	Selection and implementation of grant projects				Х	Х	х	х	
	Project monitoring and dissemination of results		Х	X	Х	X	х	X	
ACTIVITY 2	TASKS	Department		4Qtr		2Qtr	07/2007 - 06/2008	07/2008- 06/2009	Benchmarks (2006-2007)
	Organization of the annual Scientific Conference		Χ				х	х	400 specialists participated in the conference
Implementation of Armenian State Agrarian	Publishing Scientific Information Bulletins	RURAL	Х	Х	Х	х	х	х	6 issues published with 400 copies each
University Scientific Educational Projects	Implement English language teaching program	DEVELOPMENT DEPARTMENT	х	x	х	x	x	x	300 ASAU students and staff participatied in the training
1 10,000	Provide awards to the best students enrolled in English language class					Х	х	х	10 participants awarded
Specific Result # 1.4.5:	Increased Capacity of Local Rural Development Organizations								
ACTIVITY 1	TASKS	Department		006 4Qtr		2 Qtr	07/2007 - 06/2008	07/2008 06/2009	Benchmarks (2006-2007)
Empowerment of Local	Contact different local organizations working in rural areas whose goals coincide with CARD's goals	RURAL	х	х	х	х	х	x	Cooporation with Noymberian Community Union, Berd Community Union
Rural Development Organizations	Continuously observe and identify new areas and organizations for cooperation. Provide them with financial and technical assistance for the purpose of better fullfilment of our goals.	DEVELOPMENT DEPARTMENT	х	x	x	х	x	x	New companies provided with technical and financial assistance
ACTIVITY 2	TASKS	Department		006 4Qtr		2Qtr	07/2007 - 06/2008	07/2008 06/2009	Benchmarks (2006-2007)
Rural SME Development Mini Grant Project	Mini Grant announcement dissemination and selection of projects	RURAL DEVELOPMENT DEPARTMENT		x			х	х	10 Mini Grant projects implemented
	Grant project implementation and monitoring			х	х	х	х	х	

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 plansetc. 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		006 4Qtr		007 2Qtr	07/07 - 06/08	07/08 - 06/09	Benchmarks (2006-2007)			
	Participate in training on pricing policies and cost of production		X	10(1)	ı Qtı	ZQti						
Agribusiness and	Participate in training on packaging and branding	AGRIBUSINESS AND		х								
Marketing staff capacity	Participate in training on advanced marketing research methods	MARKETING		х					Skills and proficiency of the staff improved			
building	Participate in training on ISO standards	DEPARTMENT			х				, , ,			
	Other trainings	1				х						
ACTIVITY 2	TASKS	Department		006 4Qtr	20 1Qtr	007 20tr	07/07 - 06/08	07/08 - 06/09	Benchmarks			
	Consult with clients to meet ISO standards		Х	Х	X	X	х	Х				
	Consult with clients on pre-HACCP plan implementation		х	х	х	х	X	х				
	Marketing plan development assistance (Agroservices)	1	х	х	х	х	X	х	30 agribusinesses consulted			
Consult on marketing,	Consult with clients on food processing technology	AGRIBUSINESS AND	х	х	х	х	х	х	12 agribusinesses introduced to Quality Management Systems			
management and food quality issues	Consult with clients on pricing policies and cost of production	MARKETING DEPARTMENT	х	х	х	х	х	х	(ISO/HACCP) 4 clients applied for organic certification			
quality issues	Consult with clients on production planning	DEFARTMENT	х	х	х	х	х	х	12 Marketing/Business Plans developed			
	Consult with clients on packaging and labeling issues	1	х	х	х	х	х	X	12 Marketing/Business Flans developed			
	Consult with clients on logistics, customs regulations, and document issuance	1	х	х	х	х	х	x				
			20	006	20	07						
ACTIVITY 3	TASKS	Department	3Qtr	4Qtr	1Qtr	2Qtr	07/07 - 06/08	07/08 - 06/09	Benchmarks			
	Assist Master Cheese Makers' Training Center in the organization of trainings		х	x	х		x	х	80 people trained 40 ASAU dairy department students trained			
	Train laboratory technicians to conduct regular Quality Control tests in in-house	1							25 laboratory technicians trained			
	laboratories Conduct on-site trainings for food processing personnel on sanitation, food safety;			X	Х	Х	X	X	X	· · · · · · · · · · · · · · · · · · ·		
	demonstrate and instruct on proper usage of cleaning supplies.		х	х	х	x	х	х	Food processing personnel of 50 agribusinesses trained			
	Conduct industry seminars on latest quality assurance and food quality issues (ISO, HACCP)	AGRIBUSINESS AND MARKETING		x		x	X	X	5 seminars conducted, 70 people trained			
micro and SMEs	Conduct trainings on marketing and sales	DEPARTMENT	х		x		x	х	9 trainings conducted, 80 people trained			
	Conduct trainings on packaging and labeling		х			х	х	х	4 trainings conducted, 50 people trained			
	Conduct trainings on logistics, customs regulations and issuance of related documents	1	x			x	x	х	4 trainings conducted, 30 people trained			
	Conduct trainings on business management and production planning			х			x	X	3 trainings conducted, 20 people trained			
	Conduct trainings on organic certification process	-		- A	x		X	X	3 trainings conducted, 40 people trained			
	Conduct trainings on organic certification process		20	006		07	Х	Х	3 trainings conducted, 40 people trained			
ACTIVITY 4	TASKS	Department		4Qtr		2Qtr	07/07 - 06/08	07/08 - 06/09	Benchmarks			
	Animal Feed Market of Armenia		JQII	400	ı Qtı	ZQII						
	Design research project		x									
	Collect and input data	1	X						Animal feed market studied			
	Analyze and make recommendations (report) on research findings	1	X									
	Cheese and wine consumption trends											
	Design research project			х								
	Collect and input data			x					Cheese and Wine Marketing Plan developed			
	Analyze and make recommendations (report) on research findings			x								
	Fresh fruits export to Moscow			<u> </u>								
Conduct marketing	Design research project	AGRIBUSINESS AND	х	1								
research to position	Collect and input data	MARKETING	X	1					Fresh Fruit Marketing Plan developed			
products in new markets	Analyze and make recommendations (report) on research findings	DEPARTMENT	X	1								
	Other marketing research projects	1	<u> </u>	х	х	x	x	x				
	Foreign Market Studies	1		+^	_	_ A	X	X				
	Collect secondary data on market demand and regulations	1		 			X	X				
	Trip to the country for final understanding of the market via meetings	1		 			X	X	Markets studied, Demand for specific Armenian products			
	Analyze and make recommendations on research findings	nd	⊣ F	-	\exists		1			X	X	identified, Contacts with interested partners established
	Contact Armenian food producers and assess their ability to meet market demand and			1			Α	Α	racination, contacts with interested partners established			
	regulations						x	x				

	Print report and organize presentation						X	X	
ACTIVITY 5	TASKS	Department	20	006	20	07	07/07 - 06/08	07/08 - 06/09	Benchmarks
AOIIVIII	TACKO	Dopartment	3Qtr	4Qtr	1Qtr	2Qtr	07/07 - 00/03	07/00 - 00/02	Determates
Dayalan and discominate	Research technical materials		X	X	X	X	X	X	30 books purchased
Develop and disseminate relevant technical materials	Purchase technical books	AGRIBUSINESS AND	X	X	X	X	X	X	7 periodicals subscribed
for target sectors as clients	Subscribe to technical periodicals	MARKETING	X	X	x	x	X	X	10 handouts translated
require	Arrange translation and publication	DEPARTMENT	x	X	x	x	X	X	100 people received training materials
	Disseminate publications to the interested clients		x	X	x	x	X	X	gg

Objective # 2.2 Improve Value-Added Production

Strategy: Identify new products and appropriate technologies; introduce new/outside products to CARD clients; identify needed input supplies; organize trainings with TDY to introduce new products and use of new technologies; develop and introduce creative packaging and labeling solutions; conduct test marketing. Conduct sanitation audits and develop sanitation improvement plans; provide consultancy for improving quality controls.

Specific Result# 2.2.1: Products Developed and Market Tested

	oducts Developed and Market Tested		20	06	20	007			
ACTIVITY 1	TASKS	Department		4Qtr	1Qtr	2Qtr	07/07 - 06/08	07/08 - 06/09	Benchmarks
	Select research methodology.		х	х	Х	х	X	X	
Conduct market research	Collect data.		х	х	х	х	x	X	
to identify new products	Analyze data.		х	х	х	х	x	X	
which might have demand		AGRIBUSINESS AND MARKETING							20 products identified
in Armenia (crumbled		DEPARTMENT							20 products identified
cheese, spreadable	Determine new products to be developed.								
Chedder, Wheat yoghurt)									
			х	X	х	X	X	X	
ACTIVITY 2	TASKS	Department		06		007	07/07 - 06/08	07/08 - 06/09	Benchmarks
AGIIIII	TACKO	Dopartment	3Qtr	4Qtr	1Qtr	2Qtr	07/07 - 00/00	07/00 - 00/09	Dellemarks
	Develop selection criteria.		х	Х	X	X	X	X	
Identify appropriate	Select list of potential producers and make contact.	AGRIBUSINESS AND	х	x	X	х	X	X	
technology and producer	Conduct feasibility analysis to check willingness and capabilities of producer.	MARKETING	х	x	X	х	X	X	15 new technologies introduced
for new product	Identify appropriate and affordable technologies.	DEPARTMENT	x	X	X	x	x	X	15 new technologies introduced
development									
	Assist clients to acquire and install new technology and train technologist if necessary .		X	X	X	X	X	X	
ACTIVITY 3	TASKS	Department	20 3Qtr	06		2Qtr	07/07 - 06/08	07/08 - 06/09	Benchmarks
	Identify lacking supplies.		X	X	X	X	X	X	
Provide input supplies for	Identify supply producers and distributors.	— AGRIBUSINESS AND — MARKETING — DEPARTMENT	X	x	X	x	x	X	
new product development	Assist clients to purchase necessary input supplies (cost sharing may apply).		x	x	X	x	x	x	Input supplies are provided to 15 agribusinesses
	Conduct demonstrations on the application of specific input supplies if necessary.		х	х	х	х	x	X	
4.070.470.4	710/0	.	2006		20	007		02/00 07/00	
ACTIVITY 4	TASKS	Department	3Qtr	4Qtr	1Qtr	2Qtr	07/07 - 06/08	07/08 - 06/09	Benchmarks
	Arrange trial production of new product.		X	X	X	X	X	X	
Support design and/or	Organize sensory evaluations to modify product formulation according to customer								
manufacturing and	preferences.	AGRIBUSINESS AND	X	X	X	X	X	X	
registration of new	Search for new packaging solutions, materials and equipment.	MARKETING	X	X	X	X	X	X	10 products developed
products	Assist in manufacturing certain packaging equipment and packages, i.e. labels	DEPARTMENT	Х	X	Х	X	X	X	
·	Assist in importing of packaging equipment and materials, labels.		X	X	X	X	X	X	
	Legal registration of the product		Х	X	Х	X	X	X	
ACTIVITY 5	TASKS	Department		06		007	07/07 - 06/08	07/08 - 06/09	Benchmarks
		•	3Qtr	4Qtr	1Qtr	2Qtr			
	Identify volumes and time period		Х	Х	Х	X	X	X	
	Select sales points		Х	Х	Х	X	X	X	
Test marketing of new	Conduct test marketing.	AGRIBUSINESS AND	х	X	X	X	Х	X	10 products test marketed
products	Collect data.	MARKETING	Х	X	X	X	X	X	- r
r	Analyze data collected.	DEPARTMENT	х	х	X	х	X	X	
	Evaluate test market response		X	X	X	X	X	x	
	Search distributors and launch product		x	x	X	X	X	X	

Control information in Free charge producers preduces to immudace to potential foreign Across	ACTIVITY 6	TASKS	Department	200		20		07/07 - 06/08	07/08 - 06/09	Benchmarks
ACTIVITY TABES				3Qtr	4Qtr	1Qtr	2Qtr			
ACTIVITY 2 TASKS Department ACTIVITY 3 TASKS Department ACTIVITY 4 TASKS Department ACTIVITY 4 TASKS Department ACTIVITY 5 TASKS Department ACTIVITY 5 TASKS Department ACTIVITY 6 TASKS Department ACTIVITY 7 TASKS Department ACTIVITY 8 ACTIVITY										
True cheese development and processor (service) Free cheese development and processor (service) Free cheese producers exported (service) Free chee			4	I						
egent requested by Seguinar with congress on the colors of	C-th dlt d		AGRIBUSINESS AND	-		_				
Department in Security 2 ACTIVITY 2 TASKS Department of the control of 2.2.2 (past) of the control of the co		* 1	MARKETING	I						Products of 5 Feta cheese producers exported
Security of the management of the product of the management of the product of the	export market promotion		DEPARTMENT							
Manual Information Manual				X	х	X	X	X	X	
ACTIVITY 1 TASKS Department 500 8 2007 1019 7-16008 1000 1000 1000 1000 1000 1000 1000 1										
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Case Contact	pecific result# 2.2.2. Qua	inty Measures Adapted/Applied		200	16	20	07		ı	
Content Improvement Impr	ACTIVITY 1	TASKS	Department					07/07 - 06/08	07/08 - 06/09	Benchmarks
Activity 2 Activity 3 Act		Create Sanitation Improvement Plans (SIPs)		_		_		v	v	
ACTIVITY 2 TASKS Department TASKS Department TASKS Department Departmen			1	-						
Interpretation of selection of selection of selection of selection of physical conditions of selected protection facilities. Provide financial assistance for improvement of physical conditions of selected protection facilities. Provide financial assistance for improvement of physical conditions of selected protection facilities. Provide financial assistance for improvement of physical conditions of selected protection facilities. Provide financial assistance for improvement of physical conditions of selected protection facilities. Provide financial assistance for improvement of physical conditions of selected protections in immolection of selected protections. ACTIVITY 3 **No. 10 10		1	A O D ID HOINE OO AND	_	Α.	Α .	Α	Α	Α	50 SIPs developed and implemented
Frontier framework framework framework framework from provement of physical conditions of selected genderic framework framewor	mprove sanitation of selected	ĕ							_	
ACTIVITY 2 ACTIVITY 2 ACTIVITY 3 ACTIVITY 4 ACTIVITY 3 ACTIVITY 4 ACTIVITY 3 ACTIVITY 4 ACTIVITY 5 ACTIVITY 5 ACTIVITY 5 ACTIVITY 5 ACTIVITY 6 ACTIVITY 1 ACTIVITY 6 ACTIVITY 7 ACTIVITY 6 ACTIVITY 7 ACTIVITY 6 ACTIVITY 7 ACTIVITY 6 ACTIVITY 6 ACTIVITY 8 ACTIVITY 9 ACTIVITY 9 ACTIVITY 9 ACTIVITY 9 ACTIVITY 9 ACTIVITY 1 ACTIVITY 9 ACTIVITY 1 ACTIVITY 1 ACTIVITY 1 ACTIVITY 1 ACTIVITY 1 ACTIVITY 1 ACTIVITY 9 ACTIVITY 1 ACTIVITY 2 ACTIVITY 1 ACTIVITY 1 ACTIVITY 1 ACTIVITY 1 ACTIVITY 2 ACTIVITY 2 ACTIVITY 2 ACTIVITY 2 ACTIVITY 2 ACTIVITY 1 ACTIVITY 2 ACTIVITY 3 ACTIVITY 2 ACTIVITY 3 ACTIVI	agribusinesses	Consult on improvement of physical conditions of selected production facilities.		X	Х			Х	X	
ACTIVITY 2 TASKS Department Some laboration facilities. ACTIVITY 3 TASKS Department Some laboration for regular Quality Jogradule in brown labora			DEI / II (I M EI V I							Physical conditions or 15 food processing facilities improved
ACTIVITY 2 TASKS Department Society in Journal of the Control Elboratories in solicited in Journal of the Control Elboratories in solicited in Journal of the Control Elboratories in solicities of the QC float. ACTIVITY 3 Send product samples to Isoal and international abboratories to test compliance with target and international photoacticies to test compliance with target and international photoacticies to test compliance with target and international photoacticies to test compliance with target and requirements. ACTIVITY 3 Send product samples to Isoal and international abboratories to test compliance with target and requirements. ARBIGINESS AND MARKETTING DEPARTMENT TO ACTIVITY 1 ACTIVITY 1 TASKS Department Departmen				X	X	X	X	x	X	
Part Control		production facilities.								
Activity 3 Activity 13 Activity 23 Activity 3 Activity 4 Activity 3 Activity 3 Activity 4 Acti	ACTIVITY 2	TASKS	Department					07/07 - 06/08	07/08 - 06/09	Renchmarks
ACTIVITY 3 ACTIVITY 3 ACTIVITY 3 ACTIVITY 3 ACTIVITY 3 ACTIVITY 3 ACTIVITY 4 ACTIVITY 5 ACTIVITY 5 ACTIVITY 6 ACTIVI	AOIIVIII 2	TACKS	Dopartment	3Qtr	4Qtr	1Qtr	2Qtr	07/07 - 00/00	07700 - 00705	Deficilitation
Control testing computer in selected agribusiness in introduction of new OC test. Control testing Institute laboratory technicians in introduction of new OC test. Department Seed product samples to local and international laboratories to test compliance with target market requirements. Seed product samples to local and international laboratories to test compliance with target market requirements. Seed product samples to local and international laboratories to test compliance with target market requirements. ARRIBUSINESS AND MARKETING DEPARTMENT X X X X X X X X X	Ingrade in-house laboratories				x	x	x	x	v	
ACTIVITY 3 ACTIVITY 3 ACTIVITY 3 ACTIVITY 3 ACTIVITY 4 ACTIVITY 4 ACTIVITY 4 ACTIVITY 5 ACTIVITY 5 ACTIVITY 5 ACTIVITY 6 ACTIVITY 9 ACTIVI	10								-	25 in-house labs upgraded
Send product samples to local and international laboratories to test compliance with target food product samples of food produ		Instruct laboratory technicians in introduction of new QC test.	DEPARIMENT					X	X	
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 X X X X X X X X X X X X X	ACTIVITY 3	TASKS	Department			20	07	07/07 - 06/08	07/08 - 06/09	Ranchmarks
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Armage laboratory analysis of food product samples of		Send product samples to local and international laboratories to test compliance with target	i							
Interpret test results and provide recommendations on possible improvements. Dispective # 2.3: Develop Domestic and International Markets for Armenian Products 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-story specific Result# 2.3.1: Image of Armenian Product Improved ACTIVITY 1		market requirements.	X	50 laboratory testings conducted						
Interpret test results and provide recommendations on possible improvements. Department x	Arrange laboratory analysis of									
Interpret test results and provide recommendations on possible improvements. Dispective # 2.3: Develop Domestic and International Markets for Armenian Products	food product samples									=
Dispective #2.3: Develop Domestic and International Markets for Armenian Products 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-story specific Result# 2.3.1: Image of Armenian Products Improved ACTIVITY 1 TASKS Department TASKS TAS				X I	X.	х	х	X.	X	10 Quality Certificates issued
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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-story different tasting events and in promotion and events, in-story different tasting events, in-story different tasting events, i		interpret test results and provide recommendations on possible improvements.								
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Create film about CARD activities with and about CARD clients CARD clients Work with film making company to develop scripts for the film Address with and about CARD activities with and about CARD clients Make DVD copies and disseminate Collect tender offer and select best bidder AGRIBUSINESS AND MARKETING DEPARTMENT AGRIBUSINESS AND MARKETING DEPARTMENT AGRIBUSINESS AND MARKETING TO	Strategy: Develop promot Specific Result# 2.3.1: Ima ACTIVITY 1 Develop printed promotional materials	Domestic and International Markets for Armenian Products ional printed materials and provide financial assistance for their publication age of Armenian Products Improved TASKS Armenian Food Product Catalog Prepare tender instructions and announce bids Collect tender offers and select most qualified bidder Identify companies/products to be included in catalog Work with designers to develop catalog Organize publication on cost sharing basis, distribute Materials for promotional events/clients/products Arrange design and print promotional desk calendar Arrange design and print banners and posters Arrange design and print wine, cheese, etc. booklets	Department AGRIBUSINESS AND MARKETING DEPARTMENT	200 3Qtr	x x x x x 06	20 1Qtr	x x x x	07/07 - 06/08 X X	07/08 - 06/09 X X X	Benchmarks 1000 copies of Armenian Food Product Catalog Published, 500 CDs recorded, Materials for promotional events printed Promotional materials for 15 supported agribusinesses printed
Create film about CARD activities with and about CARD clients CARD clients Work with film making company to develop scripts for the film AGRIBUSINESS AND MARKETING MARKETING DEPARTMENT DEPARTMENT Make DVD copies and disseminate AGRIBUSINESS AND MARKETING MARKETING DEPARTMENT DEPARTMENT DEPARTMENT MARKETING	Strategy: Develop promot Specific Result# 2.3.1: Ima ACTIVITY 1 Develop printed promotional materials	Domestic and International Markets for Armenian Products ional printed materials and provide financial assistance for their publication age of Armenian Products Improved TASKS Armenian Food Product Catalog Prepare tender instructions and announce bids Collect tender offers and select most qualified bidder Identify companies/products to be included in catalog Work with designers to develop catalog Organize publication on cost sharing basis, distribute Materials for promotional events/clients/products Arrange design and print promotional desk calendar Arrange design and print banners and posters Arrange design and print wine, cheese, etc. booklets	Department AGRIBUSINESS AND MARKETING DEPARTMENT	200 3Qtr	x x x x x 06	20 1Qtr	x x x x	07/07 - 06/08 X X	07/08 - 06/09 X X X	Benchmarks 1000 copies of Armenian Food Product Catalog Published, 500 CDs recorded, Materials for promotional events printed Promotional materials for 15 supported agribusinesses printed
Arrange trips to the field to coordinate shootings CARD clients Arrange trips to the field to coordinate shootings Work with film making company to edit materials Make DVD copies and disseminate MARKETING DEPARTMENT MARKETING TO THE STATE OF THE ST	Strategy: Develop promot Specific Result# 2.3.1: Ima ACTIVITY 1 Develop printed promotional materials	Comestic and International Markets for Armenian Products ional printed materials and provide financial assistance for their publication age of Armenian Products Improved TASKS Armenian Food Product Catalog Prepare tender instructions and announce bids Collect tender offers and select most qualified bidder Identify companies/products to be included in catalog Work with designers to develop catalog Organize publication on cost sharing basis, distribute Materials for promotional events/clients/products Arrange design and print promotional desk calendar Arrange design and print a promotional desk calendar Arrange design and print banners and posters Arrange design and print wine, cheese, etc. booklets TASKS	Department AGRIBUSINESS AND MARKETING DEPARTMENT	200 3Qtr	x x x x x 06	20 1Qtr	x x x x	x x x 07/07 - 06/08	x x x x 07/08 - 06/09	Benchmarks 1000 copies of Armenian Food Product Catalog Published, 500 CDs recorded, Materials for promotional events printed Promotional materials for 15 supported agribusinesses printe
activities with and about CARD clients Work with film making company to edit materials Make DVD copies and disseminate MARKETING DEPARTMENT MARKETING D	Strategy: Develop promot Specific Result# 2.3.1: Ima ACTIVITY 1 Develop printed promotional materials	Domestic and International Markets for Armenian Products ional printed materials and provide financial assistance for their publication age of Armenian Products Improved TASKS Armenian Food Product Catalog Prepare tender instructions and announce bids Collect tender offers and select most qualified bidder Identify companies/products to be included in catalog Work with designers to develop catalog Organize publication on cost sharing basis, distribute Materials for promotional events/clients/products Arrange design and print promotional brochures Arrange design and print a promotional desk calendar Arrange design and print banners and posters Arrange design and print wine, cheese, etc. booklets TASKS Prepare tender instructions and announce bids	Department AGRIBUSINESS AND MARKETING DEPARTMENT	200 3Qtr	x x x x x 06	20 1Qtr	x x x x	x x x 07/07 - 06/08	x x x x 07/08 - 06/09	Benchmarks 1000 copies of Armenian Food Product Catalog Published, 500 CDs recorded, Materials for promotional events printed Promotional materials for 15 supported agribusinesses printe
CARD clients Work with film making company to edit materials Make DVD copies and disseminate DEPARTMENT x x x x x	Strategy: Develop promot Specific Result# 2.3.1: Ima ACTIVITY 1 Develop printed promotional materials ACTIVITY 2	Domestic and International Markets for Armenian Products ional printed materials and provide financial assistance for their publication age of Armenian Products Improved TASKS Armenian Food Product Catalog Prepare tender instructions and announce bids Collect tender offers and select most qualified bidder Identify companies/products to be included in catalog Work with designers to develop catalog Organize publication on cost sharing basis, distribute Materials for promotional events/clients/products Arrange design and print promotional brochures Arrange design and print a promotional desk calendar Arrange design and print banners and posters Arrange design and print wine, cheese, etc. booklets TASKS Prepare tender instructions and announce bids Collect tender offer and select best bidder	Department AGRIBUSINESS AND MARKETING DEPARTMENT Department	200 3Qtr x x x x x x x x	x x x x x 06	20 1Qtr	x x x x	x x x 07/07 - 06/08	x x x x x 07/08 - 06/09	Benchmarks 1000 copies of Armenian Food Product Catalog Published, 500 CDs recorded, Materials for promotional events printed Promotional materials for 15 supported agribusinesses printe
Make DVD copies and disseminate x x	Strategy: Develop promot Specific Result# 2.3.1: Ima ACTIVITY 1 Develop printed promotional materials ACTIVITY 2 Create film about CARD	Domestic and International Markets for Armenian Products ional printed materials and provide financial assistance for their publication age of Armenian Products Improved TASKS Armenian Food Product Catalog Prepare tender instructions and announce bids Collect tender offers and select most qualified bidder Identify companies/products to be included in catalog Work with designers to develop catalog Organize publication on cost sharing basis, distribute Materials for promotional events/clients/products Arrange design and print promotional brochures Arrange design and print a promotional desk calendar Arrange design and print banners and posters Arrange design and print wine, cheese, etc. booklets TASKS Prepare tender instructions and announce bids Collect tender offer and select best bidder Work with film making company to develop scripts for the film	Department AGRIBUSINESS AND MARKETING DEPARTMENT Department AGRIBUSINESS AND	200 3Qtr x x x x x x x x	x x x x x x x x x x x x x x x x x x x	2001 Qtr x x x x x 2001 Qtr	x x x x x x 2 2 2 2 2 2 2 2 2 2 2 2 2 2	x x x 07/07 - 06/08	x x x x x 07/08 - 06/09	Benchmarks 1000 copies of Armenian Food Product Catalog Published, 500 CDs recorded, Materials for promotional events printed Promotional materials for 15 supported agribusinesses printe Benchmarks
	Strategy: Develop promot Specific Result# 2.3.1: Ima ACTIVITY 1 Develop printed promotional materials ACTIVITY 2 Create film about CARD activities with and about	Comestic and International Markets for Armenian Products ional printed materials and provide financial assistance for their publication age of Armenian Products Improved TASKS Armenian Food Product Catalog Prepare tender instructions and announce bids Collect tender offers and select most qualified bidder Identify companies/products to be included in catalog Work with designers to develop catalog Organize publication on cost sharing basis, distribute Materials for promotional events/clients/products Arrange design and print promotional brochures Arrange design and print a promotional desk calendar Arrange design and print banners and posters Arrange design and print wine, cheese, etc. booklets TASKS Prepare tender instructions and announce bids Collect tender offer and select best bidder Work with film making company to develop scripts for the film Arrange trips to the field to coordinate shootings	Department AGRIBUSINESS AND MARKETING DEPARTMENT Department AGRIBUSINESS AND MARKETING	200 3Qtr x x x x x x x x	x x x x x x x x x x x x x x x x x x x	2001 Qtr x x x x x 2001 Qtr	x x x x x x x	x x x 07/07 - 06/08 x x x x	x x x x x 07/08 - 06/09 x x	Benchmarks 1000 copies of Armenian Food Product Catalog Published, 500 CDs recorded, Materials for promotional events printed Promotional materials for 15 supported agribusinesses printed Benchmarks
	ACTIVITY 2 Create film about CARD activities with and about	Comestic and International Markets for Armenian Products ional printed materials and provide financial assistance for their publication age of Armenian Products Improved TASKS Armenian Food Product Catalog Prepare tender instructions and announce bids Collect tender offers and select most qualified bidder Identify companies/products to be included in catalog Work with designers to develop catalog Organize publication on cost sharing basis, distribute Materials for promotional events/clients/products Arrange design and print promotional brochures Arrange design and print a promotional desk calendar Arrange design and print banners and posters Arrange design and print wine, cheese, etc. booklets TASKS Prepare tender instructions and announce bids Collect tender offer and select best bidder Work with film making company to develop scripts for the film Arrange trips to the field to coordinate shootings Work with film making company to edit materials	Department AGRIBUSINESS AND MARKETING DEPARTMENT Department AGRIBUSINESS AND MARKETING	200 3Qtr x x x x x x x x	x x x x x x x x x x x x x x x x x x x	2001 Qtr x x x x x 2001 Qtr	x x x x x x x x x x x x x x x x x x x	x x x 07/07 - 06/08 x x x x x	x x x x x 07/08 - 06/09 x x	Benchmarks 1000 copies of Armenian Food Product Catalog Published, 500 CDs recorded, Materials for promotional events printed Promotional materials for 15 supported agribusinesses printed Benchmarks

ACTIVITY 3	TASKS	Department		906 4Qtr	20 1Qtr		07/07 - 06/08	07/08 - 06/09	Benchmarks
	Identify website designer.			4QII	IQII	ZQII			
Develop CARD website link	Develop web-site content structure.	AGRIBUSINESS AND		x					
to e-CARD Food Product	Identify exportable products and collect data	MARKETING		x	х				1 web page developed
Catalog	Create and launch web site	DEPARTMENT		-	x				
			20	006	20	007			
ACTIVITY 4	TASKS	Department	3Qtr		1Qtr		07/07 - 06/08	07/08 - 06/09	Benchmarks
	Identify the products for promotion.		JQII	X	X	X	x	x	
In-store promotion of	Identify the stores and negotiate with managers.	AGRIBUSINESS AND		X	X	X	X	X	
Armenian products in	Implement in-store promotion.	MARKETING	x	X	X	Α	X	X	6 in-store promotions conducted
Armenia	Analyze data collected.	DEPARTMENT	_ A	X	X	х	X	X	o m-store promotions conducted
	Make recommendations to agribusinesses.			X	X	X	x	X	
	- Auto-Toto Minimum to Agriculo Mossos		20	006		007	Α	Α	
ACTIVITY 5	TASKS	Department		4Qtr	1Qtr		07/07 - 06/08	07/08 - 06/09	Benchmarks
	Wine and Cheese Tasting at US Embassy in Armenia								
	Select and purchase products to be promoted			X			х	x	
	Prepare invitations and invite guests			X			х	x	
Organiza tasting avants and	Conduct a tasting and wine/cheese survey	AGRIBUSINESS AND		х			х	x	
Organize tasting events and food festivals		MARKETING							15 events conducted
100d lestivais	Other events (i.e. Apple Day in Zangakatun, or Cheese/Wine Day at Saryan Park)	DEPARTMENT							
	Choose event and partner with other organization	1	x	х	X	X	х	x	
	Select and purchase products to be promoted		x	х	х	х	х	X	
	Conduct the event/ conduct food survey		x	х	х	х			
ACTIVITY 6	TASKS	Department		906 4Qtr	20 1Qtr		07/07 - 06/08	07/08 - 06/09	Benchmarks
	Annual sanitation contest by sectors		3Qtr	4Qtr	TQT	ZQtr			
	Announce sanitation contest among CARD clients			<u> </u>					
			X	X		X			
-	Conduct preliminary sanitation audits	1	X	X		X			
	Conduct sanitation and food quality trainings		X	Х		Х			
	Conduct final audits Select winners and organize awarding ceremony		X	X		Х			
				Х	-				
	Packaging contests by sectors								
	Identify food products for packaging solutions		Х		-				
Organize agribusiness related	Announce contest among packaging specialists/designers	AGRIBUSINESS AND							2 contests conducted
contest	Form jury and develop grading criteria	MARKETING DEPARTMENT	Х	X					3 contests conducted
	Select winner and organize awarding ceremony	DEITHERMENT		Х					
	The First Cheese (award) Contest								
	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			l					
	Select winner and organize awarding ceremony			X	-				
C	w Markets Entered and Existing Markets Expanded			X	<u> </u>				
specific Result# 2.5.2.: Ne	w Markets Entered and Existing Markets Expanded	I	20	106	20	107	ı		
ACTIVITY 1	TASKS	Department		4Qtr	1Qtr	2 Qtr	07/07 - 06/08	07/08 - 06/09	Benchmarks
	ARMPRODEXPO								
	Select list of producers/products for participation]	X						
	Arrange participation on cost sharing basis	1	X						
	Establish contacts and follow up	J	X						
	2nd Armenian Agroforum	ĺ	х						
	Assist Ministry of Agriculture with site and agenda preparation	ĺ	х						
	Identify speakers and prepare the schedule for speeches and discussions		х						
Organize/attend exhibitions,	Develop promotional materials (which can be used for other purposes)	Ī	х						
trade shows, forums,	Conduct the event	AGRIBUSINESS AND							40 Armenian products promoted in local and international
	Gulfood 2007	MARKETING							markets,
in domestic and foreign	Follow up on Gulfood 2006 resarch to determine further action	DEPARTMENT							business contacts established
markets	Based on research, select list of producers/products for participation	1		х	х				Capitally Collaboration Collaboration
markets	Based on research, select list of producers/products for participation	j		Х	X	1	1		

Arrange participation on cost sharing basis				х				
Establish contacts and follow up.				X				
Other								
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	
TASKS	Denartment	20	06	20	07	07/07 - 06/08	07/08 - 06/09	Benchmarks
TACKS	Dopartment	3Qtr	4Qtr	1Qtr	2Qtr	07/07 - 00/00	07/00 - 00/09	Denemiarko
		Х	X	X	X	Х	X	
dentify exporters		X	X	X	X	X	X	
Negotiate with exporter on trade terms		x	X	X	x	X	X	
Organize logistics	MARKETING	х	X	x	x	x	X	Products of 15 agribusinesses exported
Provide financial assistance to exporter/producers for transportation (on cost-sharing	DEPARTMENT							
basis) and insurance if necessary		X	X	X	x	x	X	
if possible		x	x	x	x	x	x	
E C C C C C C C C C C C C C C C C C C C	Stablish contacts and follow up. Other dentify exhibitions and trade shows and prepare an attendance plan delect list of producers/products for participation Arrange participation on cost sharing basis Stablish contacts and follow up TASKS Collect information on producers/products to introduce to potential foreign partners dentify exporters dentify exporters dentify exporters dentify exporters dentify exporters regoritate with exporter on trade terms Deganize logistics Provide financial assistance to exporter/producers for transportation (on cost-sharing passis) and insurance if necessary Work with other organizations to bring Armenian products in compliance with standards	Stablish contacts and follow up. Other dentify exhibitions and trade shows and prepare an attendance plan delect list of producers/products for participation Arrange participation on cost sharing basis Stablish contacts and follow up TASKS Department Collect information on producers/products to introduce to potential foreign partners dentify exporters regoritate with exporter on trade terms Dryanize logistics rovoide financial assistance to exporter/producers for transportation (on cost-sharing basis) and insurance if necessary Work with other organizations to bring Armenian products in compliance with standards	Collect information on producers/products to introduce to potential foreign partners dentify exporters	Stablish contacts and follow up. Other dentify exhibitions and trade shows and prepare an attendance plan lefect list of producers/products for participation Arrange participation on cost sharing basis Stablish contacts and follow up TASKS Department Collect information on producers/products to introduce to potential foreign partners dentify exporters Regordate with exporter on trade terms Provide financial assistance to exporter/producers for transportation (on cost-sharing basis) and insurance if necessary Work with other organizations to bring Armenian products in compliance with standards Department AGRIBUSINESS AND MARKETING DEPARTMENT X X X	X X X X X X X X X X	X Dither	Stablish contacts and follow up. X	X X X X X X X X X X

Objective # 3.1: Efficient CARD Administration and Management

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.

Specific Result # 3.1.1: CARD Administration Developed and Operational

ACTIVITY 1	TASKS	Department	20	06	20	07	07/07 - 06/08	07/08 - 06/09	Benchmarks
ACTIVITY	IASKS	Department	3Qtr	4Qtr	1Qtr	2Qtr	07/07 - 00/08	07/08 - 00/09	Benchmarks
	Survey other organizations' communication plans.		X						Information and data collected
Davides arrian and	Develop and implement CARD internal Communication Plan			x					CARD Communication Plan created
Develop, review and update CARD Admin Operational Manual	Review and improve CARD Admin Manual and procedures regularly	ADMINISTRATIVE DEPARTMENT		x		x			CARD Admin Manual Operational Up to Date
	Approval of Administrative Manual by Board.			Х					CARD Admin Manual Approved by Board
	Introduce and train CARD staff on Admin policies and procedures.		Х	Х	Х	Х			CARD staff aware of CARD Policies and Procedures
									Directory, Staff list and Emergency Plan operational and Up to
	Regular update of CARD Directory, staff list and Emergency Evacuation Plan		Х	X	Х	Х			date
ACTIVITY 2	IVITY 2 TASKS Department	Department	20	06		07	07/07 - 06/08	07/08 - 06/09	Benchmarks
AOTIVITI 2	TACKO	Бераниени	3Qtr	4Qtr	1Qtr	2Qtr	07/07 - 00/00	07/00 - 00/02	
	Review and assess current Motor pool								Motor Pool reviewed and assessed
	Renew insurance policy covering all vehicles. Announce bidding	1			Х				All CARD vehicles covered by insurance
	Maintain and upgrade Motor pool		X	Х	Х	X	X	X	Motor Pool properly maintained
	Dispose of vehicles which are not appropriate for further use	ADMINISTRATIVE			Х				Appropriate vehicles sold
Motor pool maintenance	Purchase new 4-wheel drive vehicles.	DEPARTMENT				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	х	х	х	х	х	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	20			007	07/07 - 06/08	07/08 - 06/09	Benchmarks
			3Qtr	4Qtr	1Qtr	2Qtr			
	Replace old A/C and install new ones at 2nd and 3rd floor		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
Office Renovation	Research real estate options for CARD permanent residence (have director review it)	ADMINISTRATIVE DEPARTMENT	X						Information on price and conditions collected
	Draft a project for building if needed (depends on research results)			Х					A draft for new building created
Co	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	20		20	-	07/07 - 06/08	07/08 - 06/09	Benchmarks
	TAGIC	Dopartition	3Qtr	4Qtr	1Qtr	2Qtr	07/07 - 00/00	07/00 - 00/02	
Maintenance of TDY	Maintain currently rented apartments.	ADMINISTRATIVE	X	X	Х	X			Apartments maintained in proper condition
apartments	Extend the rent contract of two CARD apartments as needed.	DEPARTMENT	X						Apartments available for CARD use
ACTIVITY 5	TASKS	Department	20 3Qtr		20 1Qtr		07/07 - 06/08	07/08 - 06/09	Benchmarks
	Renew contract with Armobil Security Company				Х				CARD Security Contract renewed/extended
	Maintain security system	ADMINISTRATIVE	X	Х	Х	X			Security System operational and up to date
Ensure CARD Security	Purchase two new hard drives to improve capacity for security records	DEPARTMENT	х						Security System recording capacity increased
	Hold emergency drillsfire, bomb, earthquake, etc.			х		x			CARD Staff well trained on emergency procedures
4.070.470.4			20		20	07			<u> </u>
ACTIVITY 6	TASKS	Department	3Qtr	4Qtr	1Qtr	2Qtr	07/07 - 06/08	07/08 - 06/09	Benchmarks
	Develop methods of disposal of worn out and broken CARD property		х						CARD useless property disposed, Warehouse cleaned up
Arrangement and	Renovate warehouse air ventilation system	ADMINISTRATIVE	х						Warehouse ventilation renovated
Improvement of CARD Warehouse	Install additional shelves, organize warehouse, prepare for CARD Agro	DEPARTMENT	х						Warehouse arranged and organized (including a space for
vvarenouse	services storage								Agro Services)
Activity 7	Tasks	Department	20 3Qtr		20 1Qtr		07/07 - 06/08	07/08 - 06/09	Benchmarks
Management Review and	Develop a SOW, announce a bidding, and conduct a CARD Management Review		х						CARD Management Review conducted
Professional Trainings	Research professional training opportunities, review with management, attend appropriate trainings for staff development	ADMINISTRATIVE DEPARTMENT		х					Staff trained and professionally up to date
Specific Result # 3.1.2:	Strategic Human Resources Plan Developed and Implemented								
ACTIVITY 1	TASKS	Department	20 3Qtr		20 1Qtr		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	Х	Х	х	х			HR Officer trained
ACTIVITY 2	TASKS	Department	20 3Qtr		20 1Qtr		07/2007 - 06/2008	07/08 - 06/09	Benchmarks (2006-2007)
	Explore various methods for job analysis		Х						Methods of job analysis explored
CARD Job Analysis Completed	Audit skills and positions of CARD employees (questionnaires, interviews, KSA sheets, resumes)	HR Officer	Х						Skills and positions of employees audited
	Build comprehensive Job Descriptions for all CARD positions		Х						Job Descriptions built
	·		20	06	20	07	07/2007 -		·
ACTIVITY 3	TASKS	Department	3Qtr		1Qtr		06/2008	07/08 - 06/09	Benchmarks (2006-2007)
Card Performance	Develop employees performance evaluation tool		X						
Measurement Plan Developed and Operational	Develop employees performance evaluation plan	HR Officer	х						Employees Performance Evaluation Plan developed
ACTIVITY 4	TASKS	Department	20 3Qtr		20 1Qtr	-	07/2007 - 06/2008	07/08 - 06/09	Benchmarks (2006-2007)
	Finalize CARD Effective Compensation and Benefits Plan		Х	х					CARD HR Policy finalized
	Finalize CARD Recruitment Policies	HR Officer	х	х					
Finalize CARD HR Policy		1	х	х					CARD HR Policy on mainserver
Finalize CARD HR Policy	Access of CARD staff to HR Policy								
Finalize CARD HR Policy ACTIVITY 5		Department	20	06	20 1Qtr		07/2007 - 06/2008	07/08 - 06/09	Benchmarks (2006-2007)
ACTIVITY 5	Access of CARD staff to HR Policy TASKS	·	20		1Qtr			07/08 - 06/09	Benchmarks (2006-2007) HR Developemnt Plan is approved by Country Director
	Access of CARD staff to HR Policy	Department HR Officer	20	06 4Qtr				07/08 - 06/09	

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

•	efficient communication system within CARD; develop CARD website Improve CARD's communication	and an emolent a	locuii	ione n	ow sy	Stem	una establisi	i an inionnau	on resource denter. Fut in use a dustomized project
oposino ressale ii siziri	Improvo oviko o communicación		20	006	20	007			
ACTIVITY 1	TASKS	Department	3Qtr		1Qtr		07/07 - 06/08	07/08 - 06/09	Benchmarks
Maintenance of	Review, assess and upgrade telecommunication equipment as needed	ADMINISTRATIVE	х		Х				Telecommunications equipment assessed and upgraded accordingly
telecommunications equipment	Enter and keep data on usage of each phone line, share it with Managers	DEPARTMENT	х	х	х	х			Data on telecommunications usage accessible at CARD computer network
ACTIVITY 2	TASKS	Department	2 0	006 4Qtr	20 1Qtr	007 2Qtr	07/07 - 06/08	07/08 - 06/09	Benchmarks
	Redesign website and include search engine system.		х						CARD Web Page redesigned and a search engine activated
Develop and maintain CARD website	Develop website content in English and Armenian.	ADMINISTRATIVE DEPARTMENT	Х	х	х	х			Website content developed regularly and available in both languages
	Launch CARD website/organize a presentation			х					CARD Website operational
ACTIVITY 3	TASKS	Department	2 0 3Qtr	006 4Qtr		2 Qtr	07/07 - 06/08	07/08 - 06/09	Benchmarks
Develop and Implement	Identify specific needs for digital requests/documents; Work with Finance to design digital requests/documents	ADMINISTRATIVE	х						Needs for digital documents assessed
new digital internal request	Design and implement new digital request forms as needed	DEPARTMENT		х	х	х			New digital documents created and implemented
forms/documents	Evaluate implementation				х	х			Implementation of the digital requests evaluated
ACTIVITY 4	TASKS	Department	2 0 3Qtr	006 4Qtr	20 1Qtr	007 2Qtr	07/07 - 06/08	07/08 - 06/09	Benchmarks
	Determine mechanism via which CARD Internet services can be provided for a fee		х						Mechanism for providing IT services for charge determined
Upgrade and maintain	Request IT TDY to recommend system analysis and upgrade		х						International expertise used for CARD IT needs
computer hardware and	Upgrade computer hardware (printers, network devices, routers, server)	ADMINISTRATIVE	х			х			CARD IT equipment efficiently upgraded and up to date
software equipment and	Upgrade computer software (i.e. Microsoft Office 2007)	DEPARTMENT		Х					CARD software efficient and up to date
services	Implement and maintain backup system using power independent system		х	х	х	х			Back up system installed
	Increase Internet bandwidth		х						Internet capacity increased
ACTIVITY 5	TASKS	Department	2 0	006 4Qtr	20 1Qtr	007 2Qtr	07/07 - 06/08	07/08 - 06/09	Benchmarks
	Register and enter info on CARD's newly purchased books		х	х	х	х			Database for CARD Library books updated
Develop and maintain the	Load Irtek software on Library computer	ADMINISTRATIVE		х	Т				Irtek software accessible for staff use
CARD Information Resource Center	Provide training to staff on using the library software.	DEPARTMENT	х	Х	х	х			CARD staff trained on using the resource center
Resource Cerrier	Assign permanent librarian			х					A Librarian assigned
Specific Result # 3.2.2	Program Operational Procedures Developed and Implemented								
ACTIVITY 1	TASKS	Department	2 0 3Qtr	006 4Qtr	20 1Qtr	2 Qtr	07/07 - 06/08	07/08 - 06/09	Benchmarks
Invalencent Dusin of	Introduce project software and train staff		х						Staff trained on project software
Implement Project Management and Control	Insert data from some old/current projects for Beta testing	ADMINISTRATIVE	Х	Х					Data inserted for testing the software
software	Implement new software with suggested changes	DEPARTMENT		х	х	х			Efficient Project software operational and implemented by CARD program depts.
			_		•				

Objective #	3.3: Sustainabilit	y for CARD established
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Strategy: Focus on cost-sharing measures, develop and implement business development and cost-recovery strategies.

ACTIVITY 1	TASKS	Department	20	006	20	007	07/07 - 06/08	07/08 - 06/09	Benchmarks
ACTIVITY		Department	3Qtr	4Qtr	1Qtr	2Qtr	07/07 - 00/08	07/08 - 00/09	benchmarks
stablish a Program	Develop job descriptions for employees, recruit and hire staff.	ADMINISTRATIVE	х	х					
evelopment and	Work closely with Director and Deputy Director on cost-recovery	DEPARTMENT							
lonitoring Department	procedures.	DEFARTMENT			x	x			Program Development and Monitoring Department establish
ACTIVITY 2	TASKS	Department	20	006		007	07/07 - 06/08	07/08 - 06/09	Benchmarks
AUTIVITIZ		Department	3Qtr	4Qtr	1Qtr	2Qtr	07/07 - 00/08	07/08 - 00/09	
roject monitoring and	Develop Guidelines and Procedures for project M&E	ADMINISTRATIVE		X	X				Guidelines and Procedures developed
npact assessment	Train staff on M&E	DEPARTMENT		X	X	X			Core staff trained
Activity 3	TASKS	Department		006		007	07/07 - 06/08	07/08 - 06/09	Benchmarks
Abavay 0	TACKO	Борантоп	3Qtr	4Qtr	1Qtr	Qtr 2Qtr	07/07 - 00/00	01700 - 00709	Determatiks
Develop and implement	Recruit PR specialist	ADMINISTRATIVE	Х						
PR Strategy	Develop and Implement CARD PR Strategy	DEPARTMENT		x	x	x	x	x	PR strategy implemented
Activity 4	TASKS	Department	20	006	20	007	07/07 - 06/08	07/08 - 06/09	Benchmarks
Activity 4	TAGRO	Department	3Qtr	4Qtr	1Qtr	2Qtr	07/07 - 00/08	07/08 - 00/09	Dencimal KS
Fund raising	Develop CARD fundraising capacity	ADMINISTRATIVE DEPARTMENT			х	х	x	x	
		DEPARTMENT	2006		20	007			
ACTIVITY 5	TASKS	Department		4Qtr	1Qtr	~~	07/07 - 06/08	07/08 - 06/09	Benchmarks
	Complete the establishment of CARD Agroservices		X		. 🔾				Agroservice completely established and operational
	Organize regular exhibitions/sales for newly imported input supplies and			t.		L			
upport CARD Agroservice		ADMINISTRATIVE		X	X	X			Agroservice imported supplies promoted
JSC Daughter enterprise	Research and find suitable place for Agroservice CJSC office, store and display	DEPARTMENT	x						A suitable place for Agroservice activities found and rented
	Reach out to other ag suppliers for potential exclusive representation		x		x				

Result # 3.4.1 Financia	accounting system development and implementation .								
Activity 1	Tasks	Department		006		007	07/2007 -	07/08 - 06/09	Benchmarks (2006-2007)
7.0	Tuene	2 opai illioni	3Qtr	4Qtr	1Qtr	2Qtr	06/2008	07700 00705	Dentimating (2000-2007)
	Needs assessment (US GAAP,or/and IFRS)		х	х					Needs assessed
New CARD financial	Propose a bid			х	×				Bid ran
system (software)	Select a vendor who develops the new software	FINANCE				х			Vendor developed software
developed	Test a software	DEPARTMENT				х			Tested
developed	Train Staff					х			Staff trained
	Implementation]				Х			Finance accounting software implemented
Activity 2	Tasks	Department	20	006	20	007	07/2007 -	07/08 - 06/09	Benchmarks (2006-2007)
Activity 2	Idaka	Department	3Qtr	4Qtr	1Qtr	2Qtr	06/2008	07/08 - 00/09	Dencimarks (2000-2007)
	Create a database		Х	Х	Х	х			Database populated
	Develop guidelines for financial system procedures			Х	Х				Guidelines developed
Financial accounting	Develop financial accounting procedures	FINANCE		Х	Х				Financial accounting procedures developed
system operation	Develop informational flow chart	DEPARTMENT				х			Information flow chart developed
	Develop/complete financial accounting policy manual			х	х	Х			Financial accounting policy developed
	Evaluate financial accounting system and adjust as needed					Х			Up to date accounting system
Result # 3.4.2 CARD ta	x accounting developed and implemented								
			20	106	20	107	07/2007		

	3 ,								op to date decodining of etern
Result # 3.4.2 CARD tax accounting developed and implemented									
Activity 1	Tasks	Department	20	06	20	07	07/2007 -	07/08 - 06/09	Benchmarks (2006-2007)
Activity 1	Idana	3Qtr 4	4Qtr	1Qtr	2Qtr	06/2008	07/00 - 00/09	Dencimal 85 (2000-2007)	
	Needs assessment		х	х					Needs assessed
	Propose a bid			х	х				Bid
CARD taxation system	Select a vendor, who develops CARD taxation system	FINANCE				X			Vendor selected
(software) developed	Test the system	DEPARTMENT				X			Staff trained
	Train the staff					X			Tested
	Implement the new taxation system					Х			Tax accounting software implemented

Activity 2	Tasks	Department	3Qtr	4Qtr	1Qtr	007 2Qtr	07/2007 - 06/2008	07/08 - 06/09	Benchmarks (2006-2007)
	Create and update database		х	х	х	х			Database populated
	Develop guidelines for tax system procedures			Х	х				Guidelines developed
Update Tax accounting	Develop tax accounting procedures	FINANCE		Х	х	х			Tax accounting policy developed
system operations	Development of information flow chart	DEPARTMENT		х	х				Financial accounting procedures developed
	Develop/complete tax accounting policy manual					х			Information flow chart developed
i	Evaluate tax accounting system and adjust as needed	1				x			Results monitored and evaluated
Result # 3.4.3 CARD m	nanagement(cost) accounting developed and implemented								
			20	006	2	007	07/2007 -		
Activity 1	Tasks	Department		4Qtr		2Qtr	06/2008	07/08 - 06/09	Benchmarks (2006-2007)
	Needs assessment		х	х					Needs assessed
CARD	Propose a bid			х	х				Bid ran
management(cost)	Select a vendor, who develops accounting system	FINANCE				Х			Vendor selected
accounting system	Test the system	DEPARTMENT				х			Tested
developed	Train the staff					х			Staff trained
	Implement new management accounting system					х			Management accounting software implemented
Activity 2	Tasks		20	2006		007	07/2007 -	0=100 05100	
		Department	3Qtr	4Qtr	1Qtr	2Qtr	06/2008	07/08 - 06/09	Benchmarks (2006-2007)
	Create and update database		Х	Х	х	х			Database populated
Management(cost)	Development of guidelines			Х	Х				Guidelines developed
accounting system	Develop management(cost) accounting policy	FINANCE		Х	Х	х			Management accounting policy developed
	Dt	DEPARTMENT		х	х				Management accounting procedures developed
	Develop management(cost) accounting chart	DEI AKTIVILIVI		_ ^	_ ^				
operation	Develop management(cost) accounting chart Develop information flow procedures	DEI ARTIMENT		L^	Ê	х			Information flow chart developed
operation	Develop information flow procedures Evaluation cost accounting system and adjust as needed	- DEL ANTIVIENT				x			
operation Objective # 3.5. Effective	Develop information flow procedures Evaluation cost accounting system and adjust as needed CARD Financial Management Capacity	DEL ANTIMENT				_			Information flow chart developed
operation Objective # 3.5. Effective Result # 3.5.1 CARD fire	Develop information flow procedures Evaluation cost accounting system and adjust as needed e CARD Financial Management Capacity nancial Capacity Developed		20	006		_	07/2007 -		Information flow chart developed Results monitored and evaluated
operation Objective # 3.5. Effective	Develop information flow procedures Evaluation cost accounting system and adjust as needed CARD Financial Management Capacity	Department			2	X 007	07/2007 - 06/2008	07/08 - 06/09	Information flow chart developed
Objective # 3.5. Effective Result # 3.5.1 CARD fir	Develop information flow procedures Evaluation cost accounting system and adjust as needed CARD Financial Management Capacity Capacity Developed Tasks	Department	3Qtr	006 4Qtr	2	Х		07/08 - 06/09	Information flow chart developed Results monitored and evaluated Benchmarks (2006-2007)
Objective # 3.5. Effective Result # 3.5.1 CARD fir Activity 1 Build Finance	Develop information flow procedures Evaluation cost accounting system and adjust as needed CARD Financial Management Capacity Capacity Developed Tasks Assess staff's knowledge	Department FINANCE		006	2 1Qtr	X 007		07/08 - 06/09	Information flow chart developed Results monitored and evaluated Benchmarks (2006-2007) Needs assessed
Objective # 3.5. Effective Result # 3.5.1 CARD fir	Develop information flow procedures Evaluation cost accounting system and adjust as needed CARD Financial Management Capacity Capacity Developed Tasks Assess staff's knowledge Research useful training courses or trainer	Department	3Qtr	006 4Qtr	2	007 2Qtr		07/08 - 06/09	Information flow chart developed Results monitored and evaluated Benchmarks (2006-2007) Needs assessed Trainer or training courses identified
Objective # 3.5. Effective Result # 3.5.1 CARD fin Activity 1 Build Finance Department capacity	Develop information flow procedures Evaluation cost accounting system and adjust as needed CARD Financial Management Capacity Tasks Assess staff's knowledge Research useful training courses or trainer Train Staff	Department FINANCE	3Qtr	006 4Qtr	2 1Qtr	X 007		07/08 - 06/09	Information flow chart developed Results monitored and evaluated Benchmarks (2006-2007) Needs assessed
Objective # 3.5. Effective Result # 3.5.1 CARD fin Activity 1 Build Finance Department capacity Result # 3.5.2 Donor(c	Develop information flow procedures Evaluation cost accounting system and adjust as needed CARD Financial Management Capacity Capacity Developed Tasks Assess staff's knowledge Research useful training courses or trainer Train Staff Current and potential) reporting system in place	Department FINANCE DEPARTMENT	3Qtr X	006 4Qtr X	2 1Qtr	007 2Qtr	06/2008		Information flow chart developed Results monitored and evaluated Benchmarks (2006-2007) Needs assessed Trainer or training courses identified Staff trained
Objective # 3.5. Effective Result # 3.5.1 CARD fin Activity 1 Build Finance Department capacity	Develop information flow procedures Evaluation cost accounting system and adjust as needed CARD Financial Management Capacity Tasks Assess staff's knowledge Research useful training courses or trainer Train Staff	Department FINANCE	3Qtr X	006 4Qtr	2 1Qtr	007 2Qtr		07/08 - 06/09	Information flow chart developed Results monitored and evaluated Benchmarks (2006-2007) Needs assessed Trainer or training courses identified
Objective # 3.5. Effective Result # 3.5.1 CARD fin Activity 1 Build Finance Department capacity Result # 3.5.2 Donor(c	Develop information flow procedures Evaluation cost accounting system and adjust as needed CARD Financial Management Capacity Capacity Developed Tasks Assess staff's knowledge Research useful training courses or trainer Train Staff Current and potential) reporting system in place	Department FINANCE DEPARTMENT	3Qtr X	006 4Qtr x	2 1Qtr	007 2Qtr X	06/2008		Information flow chart developed Results monitored and evaluated Benchmarks (2006-2007) Needs assessed Trainer or training courses identified Staff trained
Objective # 3.5. Effective Result # 3.5.1 CARD fin Activity 1 Build Finance Department capacity Result # 3.5.2 Donor(c Activity 1	Develop information flow procedures Evaluation cost accounting system and adjust as needed CARD Financial Management Capacity nancial Capacity Developed Tasks Assess staff's knowledge Research useful training courses or trainer Train Staff urrent and potential) reporting system in place Tasks	Department FINANCE DEPARTMENT Department	3Qtr x 20 3Qtr	006 4Qtr X	2 1Qtr	007 2Qtr X	06/2008		Information flow chart developed Results monitored and evaluated Benchmarks (2006-2007) Needs assessed Trainer or training courses identified Staff trained Benchmarks (2006-2007)
Objective # 3.5. Effective Result # 3.5.1 CARD fin Activity 1 Build Finance Department capacity Result # 3.5.2 Donor(c Activity 1	Develop information flow procedures Evaluation cost accounting system and adjust as needed CARD Financial Management Capacity Developed Tasks Assess staff's knowledge Research useful training courses or trainer Train Staff Surrent and potential) reporting system in place Tasks Needs assessment Propose a bid	Department FINANCE DEPARTMENT Department FINANCE	3Qtr x 20 3Qtr	006 4Qtr X	1Qtr	007 2Qtr X	06/2008		Benchmarks (2006-2007) Needs assessed Trainer or training courses identified Staff trained Benchmarks (2006-2007) Needs assessed
Objective # 3.5. Effective Result # 3.5.1 CARD fin Activity 1 Build Finance Department capacity Result # 3.5.2 Donor(c Activity 1	Develop information flow procedures Evaluation cost accounting system and adjust as needed CARD Financial Management Capacity Dancial Capacity Developed Tasks Assess staff's knowledge Research useful training courses or trainer Train Staff Surrent and potential) reporting system in place Tasks Needs assessment Propose a bid Select a vendor to develop a reporting system	Department FINANCE DEPARTMENT Department	3Qtr x 20 3Qtr	006 4Qtr X	1Qtr	007 2Qtr x 007 2Qtr	06/2008		Information flow chart developed Results monitored and evaluated Benchmarks (2006-2007) Needs assessed Trainer or training courses identified Staff trained Benchmarks (2006-2007) Needs assessed Bid ran Vendor selected
Objective # 3.5. Effective Result # 3.5.1 CARD fin Activity 1 Build Finance Department capacity Result # 3.5.2 Donor(c Activity 1	Develop information flow procedures Evaluation cost accounting system and adjust as needed CARD Financial Management Capacity Capacity Developed Tasks Assess staff's knowledge Research useful training courses or trainer Train Staff Current and potential) reporting system in place Tasks Needs assessment Propose a bid Select a vendor to develop a reporting system Implement system and train staff	Department FINANCE DEPARTMENT Department FINANCE	3Qtr x 20 3Qtr	006 4Qtr X	1Qtr	007 2Qtr x 007 2Qtr	06/2008		Information flow chart developed Results monitored and evaluated Benchmarks (2006-2007) Needs assessed Trainer or training courses identified Staff trained Benchmarks (2006-2007) Needs assessed Bid ran Vendor selected System implemented and staff trained
Objective # 3.5. Effective Result # 3.5.1 CARD fin	Develop information flow procedures Evaluation cost accounting system and adjust as needed CARD Financial Management Capacity Tasks Assess staff's knowledge Research useful training courses or trainer Train Staff Train Staff Tasks Needs assessment Propose a bid Select a vendor to develop a reporting system Implement system and train staff Evaluate donor reporting system and adjust as needed	Department FINANCE DEPARTMENT Department FINANCE DEPARTMENT	3Qtr x 20 3Qtr	006 4Qtr X	1Qtr	007 2Qtr x 007 2Qtr	06/2008		Information flow chart developed Results monitored and evaluated Benchmarks (2006-2007) Needs assessed Trainer or training courses identified Staff trained Benchmarks (2006-2007) Needs assessed Bid ran Vendor selected
Objective # 3.5. Effective Result # 3.5.1 CARD fin	Develop information flow procedures Evaluation cost accounting system and adjust as needed CARD Financial Management Capacity Tasks Assess staff's knowledge Research useful training courses or trainer Train Staff Tasks Needs assessment Propose a bid Select a vendor to develop a reporting system Implement system and train staff Evaluate donor reporting system and adjust as needed Inallysis capacity built (sustainability, efficiency and developments)	Department FINANCE DEPARTMENT Department FINANCE DEPARTMENT	3Qtr X 20 3Qtr X	006 4Qtr x	2 1Qtr x	007 2Qtr x 007 2Qtr	06/2008 07/2007 - 06/2008	07/08 - 06/09	Benchmarks (2006-2007) Needs assessed Trainer or training courses identified Staff trained Benchmarks (2006-2007) Needs assessed Staff trained Staff trained Staff trained Benchmarks (2006-2007) Needs assessed Bid ran Vendor selected System implemented and staff trained Donor reporting system evaluated
Objective # 3.5. Effective Result # 3.5.1 CARD fin	Develop information flow procedures Evaluation cost accounting system and adjust as needed CARD Financial Management Capacity Tasks Assess staff's knowledge Research useful training courses or trainer Train Staff Train Staff Tasks Needs assessment Propose a bid Select a vendor to develop a reporting system Implement system and train staff Evaluate donor reporting system and adjust as needed	Department FINANCE DEPARTMENT Department FINANCE DEPARTMENT	3Qtr	006 4Qtr X	2 1Qtr x 2 1Qtr x x 2 2 1Qtr x x	007 2Qtr x 007 2Qtr	06/2008		Information flow chart developed Results monitored and evaluated Benchmarks (2006-2007) Needs assessed Trainer or training courses identified Staff trained Benchmarks (2006-2007) Needs assessed Bid ran Vendor selected System implemented and staff trained
Objective # 3.5. Effective Result # 3.5.1 CARD fin	Develop information flow procedures Evaluation cost accounting system and adjust as needed CARD Financial Management Capacity Tasks Assess staff's knowledge Research useful training courses or trainer Train Staff Tasks Needs assessment Propose a bid Select a vendor to develop a reporting system Implement system and train staff Evaluate donor reporting system and adjust as needed Inallysis capacity built (sustainability, efficiency and developments)	Department FINANCE DEPARTMENT Department FINANCE DEPARTMENT	3Qtr	006 4Qtr x	2 1Qtr x 2 1Qtr x x 2 2 1Qtr x x	007 2Qtr x 007 2Qtr 2Qtr x	06/2008 07/2007 - 06/2008 07/2007 -	07/08 - 06/09	Benchmarks (2006-2007) Needs assessed Trainer or training courses identified Staff trained Benchmarks (2006-2007) Needs assessed Staff trained Staff trained Staff trained Benchmarks (2006-2007) Needs assessed Bid ran Vendor selected System implemented and staff trained Donor reporting system evaluated
Objective # 3.5. Effective Result # 3.5.1 CARD fin	Develop information flow procedures Evaluation cost accounting system and adjust as needed CARD Financial Management Capacity Tasks Assess staff's knowledge Research useful training courses or trainer Train Staff Tasks Needs assessment Propose a bid Select a vendor to develop a reporting system Implement system and train staff Evaluate donor reporting system and adjust as needed Tasks Tasks	Department FINANCE DEPARTMENT Department FINANCE DEPARTMENT	3Qtr	006 4Qtr x 006 4Qtr x 4Qtr 4Qtr 4Qtr	2 1Qtr x 2 1Qtr x x 2 2 1Qtr x x	007 2Qtr x 007 2Qtr 2Qtr x	06/2008 07/2007 - 06/2008 07/2007 -	07/08 - 06/09	Information flow chart developed Results monitored and evaluated Benchmarks (2006-2007) Needs assessed Trainer or training courses identified Staff trained Benchmarks (2006-2007) Needs assessed Bid ran Vendor selected System implemented and staff trained Donor reporting system evaluated Benchmarks (2006-2007)
Objective # 3.5. Effective Result # 3.5.1 CARD fin Activity 1 Build Finance Department capacity Result # 3.5.2 Donor(c Activity 1 Donor reporting system developed Result # 3.5.3 Financial Activity 1	Develop information flow procedures Evaluation cost accounting system and adjust as needed CARD Financial Management Capacity ancial Capacity Developed Tasks Assess staff's knowledge Research useful training courses or trainer Train Staff urrent and potential) reporting system in place Tasks Needs assessment Propose a bid Select a vendor to develop a reporting system Implement system and train staff Evaluate donor reporting system and adjust as needed I analysis capacity built (sustainability, efficiency and developmental) Tasks Needs assessment	Department FINANCE DEPARTMENT Department FINANCE DEPARTMENT t) Department	3Qtr	006 4Qtr x 006 4Qtr x 4Qtr 4Qtr 4Qtr	2 1 1 Qtr	007 2Qtr x 007 2Qtr 2Qtr x	06/2008 07/2007 - 06/2008 07/2007 -	07/08 - 06/09	Information flow chart developed Results monitored and evaluated Benchmarks (2006-2007) Needs assessed Trainer or training courses identified Staff trained Benchmarks (2006-2007) Needs assessed Bid ran Vendor selected System implemented and staff trained Donor reporting system evaluated Benchmarks (2006-2007) Needs assessed
operation Objective # 3.5. Effective Result # 3.5.1 CARD fin	Develop information flow procedures Evaluation cost accounting system and adjust as needed CARD Financial Management Capacity Tasks Assess staff's knowledge Research useful training courses or trainer Train Staff Tasks Needs assessment Propose a bid Select a vendor to develop a reporting system Implement system and train staff Evaluate donor reporting system and adjust as needed I analysis capacity built (sustainability, efficiency and development and selection of indicators	Department FINANCE DEPARTMENT Department FINANCE DEPARTMENT Department FINANCE FINANCE	3Qtr X 3Qtr X 3Qtr X 3Qtr X	006 4Qtr x 006 4Qtr x	2 1 1 2 tr x x 2 1 2 tr x x x x x x x x x x x x x x x x x x	007 2Qtr x 007 2Qtr x 007 2Qtr	06/2008 07/2007 - 06/2008 07/2007 -	07/08 - 06/09	Information flow chart developed Results monitored and evaluated Benchmarks (2006-2007) Needs assessed Trainer or training courses identified Staff trained Benchmarks (2006-2007) Needs assessed Bid ran Vendor selected System implemented and staff trained Donor reporting system evaluated Benchmarks (2006-2007) Needs assessed Indicators selected