

Jeffrey E. Engels

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- An international development executive with experience in private and public sector project management and consulting across 29 countries.
- Extensive experience in agriculture and agribusiness development, food security, economic growth, capacity-building, enterprise/SME development, global trade, and business management.
- Specialized in all aspects of international project management, value-chain development, strategic analysis and planning, domestic and international marketing/sales, export promotion, and operations/logistics.
- Founded and directed the Center for Agribusiness & Rural Development (CARD), a USD\$10.7M Armenian NGO originating from and assuming the activities of the United States Department of Agriculture's award-winning Marketing Assistance Project (USDA-MAP).
- Managed and directed USDA-MAP, a USD\$10.6M agribusiness development initiative providing technical, marketing, and financial assistance to the Armenian agricultural sector.
- Owned and managed an annual USD\$7M export management company specializing in the procurement/supply of infrastructure products for large-scale projects in developing countries. Concurrently oversaw two U.S. offices and foreign operations in Asia and Latin America.
- Designed and implemented national development strategies for international agro-food marketing programs, food security, food safety, and export promotion for value/supply chain efficiency.
- Analytical strategic thinker adept at quick problem identification and solutions, efficiently handling multiple projects under strict time constraints while consistently reducing expenditures. Experienced preparing quarterly, semi-annual, and annual reports on project activities for stakeholders.
- Country experience: Angola, Armenia, Australia, Belarus, Chile, China, Georgia, Guam, Hong Kong, Indonesia, Israel, Kenya, Korea, Kyrgyzstan, Latvia, Malaysia, Mexico, Mozambique, Oman, Philippines, Russia, Singapore, Taiwan, Tanzania, Thailand, United Kingdom, Uganda, Ukraine, and Vietnam.

PROFESSIONAL EXPERIENCE

Business Strategy Consultant, USAID, Arusha, Tanzania (August-September, 2013)

- Managed USAID Horticulture Value-Chain Conference for Farmer-to-Farmer program stakeholders to discuss recent progress, future challenges, and develop a strategy for sustainable growth of horticulture value-chains in Tanzania.
- Master of Ceremony for public and private sector presentations on business issues of price fluctuations in export markets, limited working capital, procurement of quality inputs, forward contracts, and climate change mitigation. Presented on the *USAID Farmer-to-Farmer (FtF) Program in Africa and Developing Tanzania's Horticultural Value-Chain: Building resilience and responding to climate change through private sector investment.*

Mobile Agriculture Advisor, SDC (Swiss Agency for Development & Cooperation), Jakarta, Indonesia
(April-June, 2013)

- Built relationships with government agencies, commercial banks, mobile network operators (MNOs), international NGOs, and agricultural research institutions to create a sustainable model wherein farm and crop management goods and financial services are bundled in affordable unified mobile phone platforms to reach Bottom of the Pyramid (BOP) populations in remote rural areas.
- Conducted a comprehensive *Indonesia Market Assessment for Agricultural Value-Chain Payments via Mobile Technology* for five key commodities: (1) potatoes; (2) chilies; (3) maize; (4) rice; and (5) palm oil to determine the attractiveness of the market for offering mobile value-chain payment services, examining the market size, growth rate, profitability, industry cost structure, distribution channels, market trends, and keys to success. This assessment is a foundational document for strategic positioning, planning, program development, and to share with prospective partners, investors, and industry stakeholders.

Food Security & Livelihoods Consultant, USAID, Eldoret, Kenya (December-February 2013)

- Built capacity at institutional and individual level in food security and livelihoods at University of Eldoret to produce highly qualified food security professionals with scientific base to manage global food systems and meet the challenges posed by food insecurity and livelihoods sustainability.
- Designed comprehensive multi-disciplinary curriculum for Bachelor of Science (BSc.) and Master of Science (MSc.) in Food Security and Livelihoods. Degree programs provided knowledge, skills, and competencies to analyze lack of capabilities at local, regional, and international level (using quantitative statistical and qualitative socio-economic approaches) and tools to address food security, livelihoods, nutrition, and poverty reduction by designing, leading, and managing emergency and development projects and formulating pro-poor policies in line with the Millennium Development Goals (MDGs) and Kenya Vision 2030.

Economic Growth Consultant, USAID, Busia, Uganda (October-November, 2012)

- Boosted agricultural productivity and quality through capacity-building of cooperative members. Strengthened oilseed crop value chain by promoting good cultivation practices through post-harvest treatment to minimize raw material losses. Made technical recommendations for improved crop management with a special emphasis on aflatoxin reduction.
- Created training manual—*Edible Oilseed Crop Guidebook for Uganda*—used to educate farmer-entrepreneurs and enhance their knowledge of post-harvest physiology.

Private Enterprise Development Consultant, USAID, Melbourne, Australia (June-July, 2012)

- Facilitated development of agricultural value chain with innovative production and post-harvest techniques/technologies for food security and food safety through assistance to smallholder farmers in Uganda.
- Designed technical workshop/knowledge products to raise the capacity of growers to lift agricultural productivity for poverty reduction, enhance business competitiveness, and increase profitability in local and regional African markets.

Food Security Consultant, AusAID (Australian Agency for International Development), Canberra, Australia (February-March, 2012)

- Assessed the value of a strategic partnership between the Government of Australia and the United Nations Food & Agricultural Organization (FAO) to establish a USD\$7M Trust Fund to deliver multiple food security initiatives in Latin America. Evaluated organizational policy mandates and key objectives to alleviate poverty through sustainable economic development targeting the needs of the poorest and most vulnerable by investing in lifting agricultural productivity, improving rural livelihoods, and increasing social protection through building community resilience.
- Developed a Concept Note in collaboration with AusAID and FAO (Latin America Regional Office) for an engagement plan and activity framework for a funding agreement to assist populations suffering from extensive inequality, recurring natural disasters, and climate change that intensifies food security problems.

Rural Advisor & Senior Technical Specialist, USAID, Nametil, Mozambique (September-October, 2011)

- Built technical capacity of African and international NGOs and the Nampula District Economic Activity Services (aka Extension) in production, harvest, and post-harvest handling of legumes. Prepared a *Groundnut Grower's Guide for Mozambique: production, harvest, and post-harvest handling*, with emphasis on aflatoxin containment.
- Designed and conducted a train-the-trainer program covering all aspects of groundnut plant cultivation through harvest and post-harvest handling to increase productivity and reduce losses due to poor cultivation and traditional post-harvest practices.

GlobalGAP Trainer, USAID, Boma Ng'ombe (Kilimanjaro), Tanzania (July-August, 2011)

- Provided technical assistance to all-women small-scale growers in horticultural production, harvest, and post-harvest handling through a comprehensive science-based training program specifically created for African vegetable-growing cooperatives that supply local traders who export to fresh markets in the UK and Continental Europe.
- Delivered detailed training modules covering cultivation through post-harvest handling of two vegetable groups, trade compliance issues, and a complete GlobalGAP (Good Agricultural Pactices) program for vegetable crops. PowerPoint presentations were complemented with specifically created training manuals-- *Green Bean and Pea Harvest & Post-Harvest Handling Handbook* and *GlobalGAP Handbook for Small-Scale Growers in Tanzania*.

Competitiveness Consultant, USAID, Bishkek, Kyrgyzstan (April-June, 2011)

- Developed a national business development and marketing strategy for the horticultural sector of Kyrgyzstan. Conducted a comprehensive assessment of market needs—analyzed constraints, competition, distribution channels, pricing formation, and export potential to enhance competitiveness through opportunities to increase sales transactions, commercial contracts, and business investments. Designed interventions for the USAID Local Development Program (LDP) to address key problems throughout the agricultural production and processing value chain to increase the yield and improve the quality of raw materials for fresh and processed markets, and boost the volume of existing and create new products for the processed market. Created Action Plans with delivery schedules, costs, outcomes, outputs, impacts, and investment multipliers.

Aid Programs Scale-Up Consultant, AusAID (Australian Agency for International Development), Canberra, Australia (April, 2011)

- Provided resource support for the AusAID ‘Rural Development & Social Protection Scale-Up Workshop’ for Canberra and overseas staff. As a member on the ‘Lessons from Wider Experience’ panel, introduced the role of aid exit strategies as a form of scaling up. Facilitated discussion of the role of institution-building as perpetuating development. Assisted with outlining the vision, dimensions, key drivers, and milestones for scaling up AusAID’s Livelihoods & Food Security Trust Fund (LIFT) in Burma.

Rural Development Advisor, USAID, Melbourne, Australia (February-March, 2011)

- Assisted small scale grower groups in Arusha, Tanzania by designing a post-harvest handling handbook for various legumes to improve product quality and increase sales/incomes. Advised on best practices for horticultural production, harvesting, grading, packaging, and storage in preparation for export to EU markets.
- Created comprehensive food production/safety training modules for smallholder African farmers on GlobalGAP Control Points and Compliance Criteria. Modules covered GlobalGAP plant protection, soil & water, hygiene, and environmental and social issues.

Public-Private Partnerships Consultant, Chemonics, Washington, D.C. (November-December, 2010)

- Identified key Armenian Diaspora organizations in the United States (Washington, D.C., New York, and California) that could play pivotal roles as investors in Armenian businesses, buyers of products, and business mentors. Conducted interviews with key informants in four U.S. cities to leverage Diaspora resources—be that private capital, established business networks, new ideas and expertise, or innovative technologies.
- Building on the Diaspora’s willingness to form public-private partnerships, proposed specific opportunities for collaboration/development initiatives to expand pre-existing program(s) in operation or create new, co-designed programs that leverage resources to boost economic competitiveness in Armenia’s agriculture, tourism, IT, financial, and commercial sectors.

Horticulture Value Chain Consultant, USAID, Huambo, Angola (September, 2010)

- Synthesized existing knowledge of Angola’s horticulture value chain from academic research, farm-site visits, and stakeholder interviews. Conferred with smallholder farmers and agricultural cooperative members to propose competitive strategies to improve value chain capacity, accelerate growth, and introduce innovative processing techniques for value-added marketing.
- Designed a comprehensive horticultural marketing plan and marketing manual to increase the quality and quantity of fresh vegetable production through improved agronomic practices, post-harvest handling, and to launch new products through vegetable processing. Recommendations made for enterprise branding and products promotion. Created a training program for value chain strengthening to increase farmers’ knowledge of marketing management and processing technology.

Enterprise Development Senior Advisor, USAID, Yerevan, Armenia (July, 2008)

- Assessed current operations of boutique winery in Ararat Valley and the tourism market in Armenia.
- Developed an agro-tourism development plan to allow an Armenian winery to capitalize on opportunities for greater financial security and growth by delivery of higher returns through improved products and services and heightened awareness: provided strategies to develop on-site facility, created linkages with

tourist agencies, operators, and guides, and produced high quality promotional materials to position the winery to be a leader in agro-tourism for local visitors and international tourists.

Country Director, Center for Agribusiness & Rural Development (CARD), Yerevan, Armenia (April, 2005-December, 2006)

- Directed USD\$10.7 million local Armenian NGO dedicated to reducing rural poverty and increasing the standard of living of its clients by offering a comprehensive, integrated package of market- and farmer-driven services.
- Responsible for fulfilling CARD's Mission (to assist farmers and agribusinesses in the production and marketing of food and related products to increase incomes and create jobs) as well as all administrative and financial functions of the organization.
- Provided day-to-day leadership and guidance to CARD's Management Team—comprised of Armenian and international experts—to ensure proper strategies, financial resource planning, and internal controls in compliance with Armenian law.
- Organized, planned, established, and implemented new and innovative development projects, including procedures, regulations, policies and program operations. Managed and adjusted project budgets as required to accomplish overall goals within established timeframes.
- Prime liaison with primary funder (the USDA Foreign Agriculture Service), pertinent US and local government agencies, and Armenian and international development organizations in order to develop and strengthen collaborative arrangements for innovative development programs.
- Ensured comprehensive monitoring and evaluation for timely reporting to the CARD Board of Trustees, donors, partners, and collaborators on changing political, budgetary, programmatic, and administrative circumstances influencing implemented projects. Presented new funding and project proposals to donors and negotiated new partnership agreements.

Director and Project Coordinator, United States Department of Agriculture Marketing Assistance Project (USDA-MAP), Yerevan, Armenia
(October 2003 - March 2005)

- Managed/coordinated USD\$10.6 million Freedom Support Act (FSA)-funded international agribusiness development project, providing project leadership, administrative oversight, and program guidance.
- Coordinated staff of 100 personnel, including U.S. consultants from land grant universities and local Armenian staff. Supervised USDA/International Programs' American technical advisors.
- Represented USDA Cooperative State Research, Education, and Extension Service (CSREES) in-country to both senior-level U.S. and Armenian agricultural, diplomatic, and political entities.
- Served as US Mission expert on agriculture in Armenia, collaborating projects with UNDP, UMCOR, ACDI/VOCA, DAI, *etc.* Provided on-time and on-budget project deliverables.
- Led program initiative to transition USDA-funded project to a private sector, locally owned/managed legacy NGO.

Marketing Manager, United States Department of Agriculture Marketing Assistance Project (USDA-MAP), Yerevan, Armenia (February 2002 - September 2003)

- Managed and mentored local marketing team, the core component of MAP; strategically coordinated the work of U.S. consultants, worked closely with NGOs and international organizations to effectively implement marketing assistance to farmers and SMEs/agribusinesses. Focused on high value horticultural products and value-added processing.
- Implemented marketing strategies for Armenian agribusinesses to assist them to compete in/penetrate regional and international markets such as Russia, Ukraine, Belarus, the Baltics, the European Union, and

the United States. Conducted R&D on products and quality improvement, provided market intelligence, developed domestic and export promotion programs, and overcame transportation/logistics obstacles.

- Responsible for all reporting to donor (USDA) and U.S. Ambassador to Armenia.

International Trade & Marketing Consultant, Various Countries, (2001 - 2002)

- Completed assignments in Armenia, Chile, Russia, and Ukraine on international trade, business development, and marketing for small and medium sized enterprises (SMEs) to enhance competitiveness.
- Developed global marketing/business plans for agro-processors and an Agricultural Marketing Center.
- Provided in-depth country and market research, analyzed existing business operations (marketing, sales, logistics, and distribution) and developed value-added programs for maximum operational efficiency and increased revenue.
- Consulting services extended to export strategies and promotion, improvement of Supply Chain Management (SCM), and a range of global trade issues.

Lockwood International, California, USA (1987-2000)

President & Partner (1994-2000), Vice-President, Global Marketing & Sales, (1991-1993), Global Project Manager, (1989-1990), Operations/Logistics Manager, (1987-1988)

- Managed fast-paced annual USD \$7.0 million leading U.S. Export Management Company specializing in the procurement and supply of infrastructure products to international architects, contractors, engineers, and planners for projects in developing countries. Offices in Denver, Colorado/Dayton, Ohio and overseas offices in Hong Kong and Mexico.
- Developed long and short-term global trade/marketing plans to tactically respond to large volume procurement demands for construction materials for hospitals, schools, banks, low-cost housing, government buildings, and rail systems.
- Drove sales/trade team planning and marketing analysis, including research, competitive product evaluation, and sales techniques for a variety of levels of distribution/channel sales.
- Led business development to build brand awareness and create product competitive images abroad that led to awarded contracts on high profile infrastructure projects.
- Built relationships with key prime manufacturing and contracting organizations that were experts in their focus areas and drafted and implemented exclusivity agreements for overseas presentation.
- Expanded product lines by broadening partners and customer portfolio, and geographic sales regions with extensive travel throughout Asia, Latin America, the Middle East, and Europe.
- Reduced back-office procurement costs 20% through competitive multi-vendor bidding.
- Supervised and trained staff in all aspects of international trade and Supply Chain Management (SCM).
- Analyzed and provided solutions for complex trade finance and operation issues.

Appellate Level Clerk for the Attorney General, STATE OF CALIFORNIA, DEPARTMENT OF JUSTICE, ATTORNEY GENERAL, California, USA (1986)

- Wrote respondent briefs for filing in California Court of Appeals.

EDUCATION

UNIVERSITY OF MELBOURNE, Victoria, Australia, Ph.D. (Development Studies),
2010. Dissertation: 'Aid Project Exit Strategies: Building strong sustainable institutions'.

UNIVERSITY OF SUSSEX, INSTITUTE OF DEVELOPMENT STUDIES (IDS), Brighton, U.K.
IMA International's 'Development Planning & Management' certificate, April 2006.

INSTITUTION ON INTERNATIONAL & COMPARATIVE LAW, Moscow, Russia and Warsaw, Poland, University of San Diego Summer Program, 1985.

UNIVERSITY OF SAN FRANCISCO SCHOOL OF LAW, San Francisco, California, 1984-86, Self-financed.

DOMINICAN UNIVERSITY, San Rafael, California, **B.A. *Cum Laude*, International Studies**, 1982.

HONORS AND AWARDS

- Honorary Fellow, University of Melbourne, School of Land & Environment, Melbourne, Australia, appointed 20 August 2013.
- Research Grant, Horowitz Foundation for Social Policy, Rutgers University, June 2008.
- Research Grant, Travel for Research in Postgraduate Study (TRIPS), University of Melbourne, June 2008.
- Ph.D. Fieldwork Grant, School of Social & Environmental Enquiry, University of Melbourne, December 2007.
- Certificate, United Nations Global Compact, Communication on Project Review (COP) Project, July 2007.
- Republic of Armenia Gold Medal 'For Achievements in Agriculture' awarded by the Ministry of Agriculture to the USDA Marketing Assistance Project, Jeffrey E. Engels, Project Director. October 27, 2005.
- Certificate of Appreciation, Ministry of Agriculture of Republic of Armenia Agricultural Support Center, Yerevan, Armenia. 24 December 2004.
- Honorary Doctorate, Armenian Agricultural Academy, Yerevan, Armenia, conferred 30 October, 2004.
- Moot Court Case Winner, University of San Francisco School of Law, San Francisco, 1986.

PROFESSIONAL ACTIVITIES

- Member, Executive Advisory Board, Mali Initiative (MI), Kalabankoro, Mali, 2008-Present.
- Member, Country Team (Ambassador's Cabinet), US Embassy in Armenia, 2003-2006.
- Member, Assistance Coordination Group (ACG), US Embassy in Armenia, 2003-2006.
- Member, Save-The-Children Community Self-Help Fund Working Group, US Embassy in Armenia, 2003-2006.
- Founder and Member, Armenian Organic Agriculture Foundation (AOAF), 2004-Present.
- Member, US-Armenian Task Force (USATF), US Embassy in Armenia, 2003-2005.
- Advisor, Organic Agriculture: Vegetable Growing, Book I. By Sarukhanyan, Nune. Aut-Graph Press, Yerevan, Armenia, 2005.
- Member, Steering Committee, New Embassy Compound (NEC), Armenia, 2004-2005.
- Member, International Cooperative Administrative Support Services (ICASS) Council, US Embassy in Armenia, 2003-2005.
- Member, Coordinating Council of 'ArmAgroForum' First International Conference, Armenia, 2004.
- Chair, First Plenary Session. Armenian Agricultural Academy International Scientific Conference. Yerevan, Armenia. October 28-30, 2004.
- Co-Chair, National Organic Action Plan (NOAP) Committee of Armenia, 2002-2003.

SELECTED WRITINGS & PUBLICATIONS

Engels, J. (2013) (Swahili Version) *GlobalGAP Handbook for Small-Scale Growers in Tanzania*, USAID-Tanzania.

Engels, J. (2013) (Swahili Version) *Green Bean and Pea Harvest & Post-harvest Handling Handbook*, USAID-Tanzania.

- Engels, J. (2013) *Curriculum Development for BSc. & MSc. in Food Security & Livelihoods*, Eldoret, Kenya: USAID-Kenya.
- Engels, J. (2012) *Edible Oilseed Crop Guidebook for Uganda*, Busia, Uganda: USAID-Uganda.
- Engels, J. (2011) *Groundnut Grower's Guide for Mozambique: Production, Harvesting and Post-harvest Handling*, Nampula, Mozambique: USAID-Mozambique.
- Engels, J. (2011) *GlobalGAP Handbook for Small-Scale Growers in Tanzania*, Arusha, Tanzania, USAID-Tanzania.
- Engels J. (2011) *Green Bean and Pea Harvest & Post-harvest Handling Handbook*, Arusha, Tanzania, USAID-Tanzania.
- Engels, J. (2011) *Horticultural Marketing Strategy For Kyrgyzstan*, A Task Order Under The SEGIR/GBTI II IQC, Contract EEM-I-09-07-00008-00, USAID-Kyrgyz Republic.
- Engels, J. (2010) *Horticultural Marketing*, Huambo, Angola, USAID-Angola.
- Engels, J. (2010) *Developing Strategic Partnerships with Armenian Diaspora*, Washington, D.C: Chemonics.
- Engels, J. (2008) 'Book Review: Banerjee, A.V. (2008) *Making Aid Work*, Cambridge, Mass and London, England: The MIT Press' in *Progress in Development Studies*, vol. 8, no. 3, pp. 293-294.
- Engels, J. & Hager, R. (2004) *Republic of Armenia Product Brief: Wine Market 2004*, USDA Foreign Agricultural Service GAIN Report (#AM4002) (26 July), Washington, D.C: USDA-FAS.
- Engels, J., Sardaryan, G., & Heboyan, V. (2004) *Consumers' Attitudes and Preferences for Armenian Wines*, 14th Annual IAMA World Food & Agribusiness Symposium Paper (July), Montreaux, Switzerland: IAMA.
- Engels, J. (2003) 'USDA-MAP and Implementing Food Biosafety Measures in the Caucasus' in Nichterlein, K. & Ayrpetyan, S. (eds) *Proceedings FAO/UNESCO Subregional Workshop: Agricultural Biotechnology and Biosafety for Food Security and Rural Development in the Caucasus Region and Moldova*, 3-6 November, Yerevan, Armenia: FAO/UNESCO.
- Engels, J. (2003) 'Armenia's Gateway to the World: The Geopolitical Significance of the Port of Poti' in Long, D. (ed.) *International Logistics and Global Supply Chain Management*, 3rd ed., Norwell, Massachusetts: Kluwer Academic Publishers.
- Engels, J. (2003) *Armenia-Georgia Cross-Border Trade: A Market Development Brief* (August), Yerevan, Armenia: USDA-MAP.
- Engels, J. (2003) *Armenia Product Brief: Condiment Marketing, Capers (Capparis spinosa)* (June), Yerevan, Armenia: USDA-MAP.
- Engels, J. & Chibukhchyan, S. (2003) 'Georgia: An Essential Transit and Trade Route for the Republic of Armenia' in *Logistics* magazine, Moscow, Russia.
- Engels, J. (2002) 'Pepper Trials and Tasting' in *Marketing Horizons*, USDA Newsletter#9 (60), December, Yerevan, Armenia: USDA-MAP.

Engels, J. (2002) *Latvia Market Rapid Assessment*, September, Yerevan, Armenia: USDA-MAP.

Engels, J. & Scalise, D. (1986) 'Alternative Dispute Resolution: A Commercial Guide to Dispute Management' in *The Advocates Quarterly*, vol. 9, pp. 53-77.

SELECTED PUBLIC SPEAKING

USAID Horticulture Value-Chain Conference, Arusha, Tanzania. 'USAID Farmer-to-Farmer (FtF) Program in Africa' and 'Developing Tanzania's Horticultural Value-Chain: Building resilience and responding to climate change through private sector investment', 28-29 August 2013.

University of Eldoret, School of Agriculture & Biotechnology, Kenya. 'Food Security & Livelihoods Education: Preparing the Next Generation of Food Security Professionals', 14 February 2013.

USAID Local Development Program, Bishkek, Kyrgyzstan. 'Horticultural Marketing Strategy for Kyrgyzstan', 13 June 2011.

University of Melbourne Postgraduate Seminar Series, Development Studies, Melbourne, Australia. 'The Millennium Challenge Corporation: Participatory Development in Action', 30 July 2010.

University of Melbourne, School of Philosophy, Anthropology, and Social Inquiry (PASI), Melbourne, Australia. 'Aid Project Exit Strategies: Building strong sustainable institutions', 9 November 2009.

University of Melbourne, Department of Development Studies, Melbourne, Australia. 'Principles and Practices of Project Management: Project Monitoring', 21 April 2009.

Royal Melbourne Institute of Technology (RMIT), School of Global Studies, Social Science & Planning, Melbourne, Australia. Lecture Series: 'Microfinance & Poverty', 'Microfinance Management & Financial Statement Analysis' and 'Microfinance & Hyper-Inflation Case Studies', March-June 2009.

Royal Melbourne Institute of Technology (RMIT), School of Global Studies, Social Science & Planning, Melbourne, Australia. Lecture Series: 'Microfinance: Poverty & the Sustainability Debate', 'Microfinance: Targeting & Outreach', 'Management of Microfinance Programs', 'Micro-enterprises', 'Microfinance and Gender', March-June 2008.

Oxfam-World Vision Measuring Effectiveness: Communities & Development Conference, Melbourne, Australia. 'The Value Chain Development Model: Helping Armenian Communities Redevelop Agriculture in a Post-Soviet Context', 10-11 September, 2007.

University of Melbourne, School of Social & Environmental Inquiry, Melbourne, Australia. 'Methods and Tools for Aid Project Monitoring', 17 April 2007.

European Association of Agricultural Economists 98th Seminar, Marketing Dynamics within the Global Trading System: New Perspectives, Crete, Greece. 'Developing the Food Supply Chain in Armenia', 29 June-2 July 2006.

USAID Regional Consultation on Linking Farmers to Markets: Lessons Learned & Successful Practices, Cairo, Egypt. 'Unlocking the Export Potential of Armenia's Landlocked Dairy Sector', 29 January-2 February 2006.

Voice of America Television Interview, Yerevan, Armenia. 'The History of Agricultural Technical Assistance to Armenia and the USDA Marketing Assistance Project', 30 September, 2004.

Partners For The Future: US Assistance In Armenia (US Embassy DVD), Yerevan, Armenia. 'Agricultural Marketing Assistance', 22 September 2004.

Sub-Regional FAO/UNESCO Workshop On Agricultural Biotechnology & Biosafety For Food Security and Rural Development In The Caucasus Region and Moldova, Yerevan, Armenia. 'New Biosafety and Bio-Terrorism Regulations Implemented by the U.S. Food & Drug Administration' November 3, 2003.

Post Harvest Handling Conference, American University of Armenia Business Center, Yerevan, Armenia. 'Fruit Quality in the Market: Increasing Buyer Sovereignty Through Standards', November 2003.

USDA-MAP Wine Conference: Growing Quality Grapes To Produce Quality Wines In Armenia, Yerevan, Armenia. 'The USDA-MAP's Efforts to Develop the Armenian Wine Industry', October 16, 2003.

International Black Sea University, Tbilisi, Georgia. 'Small and Medium Enterprise (SME) Capacity Building in the Caucasus: Improving Market Share in Existing and Penetrating New Markets', August, 2003.

Armenian Agricultural Academy, Yerevan, Armenia. 'Food Marketing in Ukraine: Opportunities & Obstacles', November, 2002. 'Armenian Agro-product Trade Management to and Opportunities in the Ukrainian Market', 2001.

Armenpack Packaging Union, Packaging Roundtable, Yerevan, Armenia. 'Food Packaging In Armenia: Methods and Materials', November 2002.

National Organic Action Plan Committee Workshop, Yerevan, Armenia. "Organic Farming in Armenia and Export Market Opportunities", July 2002. 'The IFOAM Organic World Conference 2002 and Its Implications for Armenia', September 2002.

University of California, Davis. 'International Agro-marketing & Export Strategies in the CIS', May, 2001.

San Francisco State University, School of Business, San Francisco.

'B2B E-commerce Solutions in Global Trade', March 2000.

'The Role of Export Management Companies in International Trade', April 1998.

'Parallel Exporting In Asian Markets', February 1996.

Ho Chi Minh City University of Economics, Saigon, Vietnam.

'Business Opportunities for Foreign Joint Ventures in the Vietnam Market', May 1994.

MEMBERSHIP IN PROFESSIONAL ORGANIZATIONS

Association for International Agriculture & Rural Development (AIARD)

European Association of Agricultural Economists (EAAE)

IAMA (International Food & Agribusiness Management Association)

Slow Food International