

PROPOSED OUTLINE PLAN

FOR

ARMENIA - DIASPORA COOPERATION

Meguerditch L. Bouldoukian

Beirut, June 1999

TABLE OF CONTENT

INTRODUCTION

- A. VISION STATEMENT
- B. CREDO
- C. MISSION STATEMENT
- D. THE PRESENT SITUATION
- E. GOALS TO ACHIEVE
- F. WHAT DIASPORA MAY CONTRIBUTE TO THE REPUBLIC OF ARMENIA
- G. WHAT THE REPUBLIC OF ARMENIA MAY CONTRIBUTE TO DIASPORA
- H. THE CURRENT RELATIONSHIP OF THE REPUBLIC OF ARMENIA WITH THE DIASPORA
- I. ACTION ITEMS
- J. CONCLUSION

PERSONAL INFORMATION

INTRODUCTION

The Proposed Outline Plan for Armenia-Diaspora cooperation is an open-ended report that may be continuously updated through revisions, additions, and detailed partial studies. It is based on years of observation, analysis and meditation about the past, the present and the future of Armenians in general and the Armenian Diaspora in particular.

Who we are?

What are we doing?

What should be done? Are simple questions for a problem as complex as collective life can be. They are not abstract philosophical queries. Finding answers to them is an essential and necessary prerequisite for the definition of our national purpose.

Since time immemorial, in the absence of a national self evaluation, credo and vision statement we were not able to define our national purpose. Only on rare occasions, heroic actions of the few have turned our passive vegetation into dynamic renaissance. Most of the time, dominated by successive external forces, we have gone astray, and passively we have survived, turning tools and means into aims to achieve.

Hence, it is an absolute must, through a collective introspection and objective analysis, to formulate a general and comprehensive vision of the present state of our national affairs. And, through a unifying credo to define a system of thought and its constituent paradigm and point-of-reference, and then only devise the necessary organizational structure, tools and means for the achievement of goals and objectives within a plausible framework of priorities.

A. VISION STATEMENT

Through well-defined goals and adequate tools achieve full cooperation of all Armenians in the Diaspora. Turn national sentiments into pragmatic bond by assigning appropriate rights and devising attractive incentives. In return, plan and expect voluntary obligation to participate in the historic rebuilding of our free nation.

Based on long term national strategy, plan and utilize total potential capabilities of both the Republic of Armenia and the Diaspora. Define collective rights, roles and responsibilities. Aim at a desirable setup where every Armenian community becomes an active member of the nation, in sentiments, thoughts and actions.

Acknowledge the historical importance of Diaspora and consider it as a separate entity getting pride in the Republic of Armenia as a source of

national inspiration. In order to stop the accelerating havoc of assimilation, devise dialectical means to achieve constructive, positive and durable interactive relationship between the two wings of the same nation with their proper social structure and mentality but the same essential common need for national identity, prosperity and quality of life.

As citizens of a multitude of countries, Armenians have different legal and moral obligations that should be respected fully. However, it is their human right to have their own system of thought and paradigm, as long as they are not in contradiction with universal ethical values and the laws of the countries where they live as citizens. Cultural differences have always been a source of mutual enrichment and a positive motivation for excellence.

B. CREDO

I Believe in the sacred land of Armenia, crowned by Ararat, landing spot of Noah's Ark and rebirth of Humanity.

I Believe in the perennial ethnic values of freedom, honor and independence since Haig of the mythology, till the anonymous hero of Artsakh.

I Believe in ethnic values of patient creativity in a hard and destructive environment and abiding to human rights, long before they were written.

I Believe in the territorial integrity of Historical Armenia and the eternal right and responsibility of its recovery by all and every Armenian.

I Believe in the independent and sovereign state of the Republic of Armenia, and the duty of each and every Armenian to participate in its reconstruction and the right to enjoy fruits of prosperity.

I Believe in the fact that political, economic and cultural prosperity of the Republic of Armenia shall have a positive moral and material influence on every individual Armenian.

I Believe in the fact that belonging to a group is one of the basic social needs of all human beings, as a source of protection and stimulus for achievement.

I Believe in the fact that sense of solidarity among individuals and groups and union of efforts to achieve common goals is more than sum of individual efforts, it is rather multiplication and a mighty qualitative leap towards moral purification and material prosperity.

I Believe that Armenian Civilization, as one of the oldest and richest experiences, is a treasury of ethical values and pride, and as such it may positively compare to any other civilization.

I Believe in the fact that all human beings have the same set of genes, they are all equal with the sum total of their force and weakness, and that only through sharing the same values they are differentiated from each other.

C. MISSION STATEMENT

Search for and devise a comprehensive system of thought by which as a nation and individuals we can organize our thinking and personal experience, channel actions, form relevant associations and social institutions, and relate to the world at large. Using a system of thought will significantly help the individual to create a personal reality which embody the best, long-range self-interest and to realize one's fullest potential in an environment of rapid personal and social change.

The essential element of any system of thought is the definition of its purpose. The definition of the goal determines and configures the means; this is an absolute law that governs all systems. Human nature is about striving; but it makes little sense to be striving unless and until a person or a nation has an idea about what it is for. Intelligent action requires conscious purpose. Future direction, a coherent understanding of both, the present and the past, moral values, means, and methods, all are determined by the definition of purpose. Any system of thought must have an explicitly defined, ultimate purpose; and that is the first thing which needs to be resolved before moving on to means and methods and setting forth long-range, intermediate, short-term, and immediate objectives.

After the definition of purpose, the next essential element of any system of thought is to define in what entity that value counts. All systems of thought define a central point-of-reference or being, for which the system has its meaning. It may be God, the State or Money. All such systems, explicitly or implicitly, subordinate the individual to their respective, central points-of-reference, which are conceived as being outside the individual. A conscious frame-of-reference and linking one's identity to that idea will, over time, substantially reorganize one's thinking and actions and direct them along a more positive, future-oriented path. It opens a new perspective on our situation, priorities become realigned, the meaning of self is redefined, social affiliations are restructured, and new opportunities become more visible.

The third essential element of any system of thought is to define a priori beliefs that form the basis of a cosmogony. It may be formed of symbolic, legendary, historical, ethical, philosophical and different other values. They may be accepted by sheer belief and simultaneously rejected by rational analysis.

The last, essential element of any system of thought is to render them into practical application.

The following synopsis is a starting point only. Comprehensive and detailed studies of the political, economical and cultural fields are necessary in order an effective plan of cooperation between the Republic of Armenia and the Diaspora is devised and implemented, efficiently.

D. THE PRESENT SITUATION REPUBLIC OF ARMENIA

Politics

Internal

Synopsis of political system

Foreign

Relation with USA

Relation with EC

Relation with Russia

Relation with Turkey

Relation with Iran

Relation with Azerbaidjan

Relation with Georgia

Artsakh

Military

Political

Economical

Social

Demographical

Armenian cause

International affirmation of the Armenian Genocide

Economy

Economic trends and outlook

Principal growth sectors

Balance of payment situation

Infrastructure situation

Major political issues affecting business

Government role in the economy

Legal and regulatory concerns

Economical system and ethical values

Legal system

Investment climate

Right to private ownership

Protection of property rights

Taxes and other fees

Transparency of the regulatory system

Conversion and transfer policies

Expropriation and compensation

Dispute settlement

Corruption

- Capital outflow policy
- Reconstruction
 - In Armenia
 - In Artsakh
- Industry
 - Nature of existing production
 - Standard norms & specifications
- Agriculture
- Trade and project financing
 - Trade regulations and standards
 - Trade barriers: import taxes
 - Customs valuation
 - Import licenses
 - Export controls
 - Import documentation
 - Fields and sources of import
 - Transportation
 - Marketing
 - Distribution and sales channels
 - Direct marketing
 - Joint ventures/licensing
 - Advertising and trade promotion
 - Banking system
 - General financing availability
 - Business infrastructure
- Tourism
 - Types of inbound tourism
 - Quality of the existing hospitality services
 - Hotel room capacity
 - Marketing
 - Organizational issues
 - Cooperation with world and regional organizations

Culture

- Education
 - Educational targets and programs
 - Market requirements and higher education
 - Cooperation with international institutions
- Science
 - Existing categories and their efficiency
 - Research
- Technology
 - Existing categories and their efficiency
 - Research
- Arts and Literature
 - Creative issues
 - Social issues
 - Organizational issues
 - Financial issues
 - Marketing issues
- Applied arts
 - Categories
 - Research
 - Organizational issues
 - Financial issues
- Media
 - Written press

Audio visual
Internet

DIASPORA

Politics

Current status of the political parties
 Social Democratic Hentchakian Party
 Armenian Revolutionary Party
 Ramgavar Liberal Party
 Communist Party
 Issues related to citizenship in different countries
 Rights and obligations
 Political lobbying
 Disparate activists
 International affirmation of the Armenian Genocide
 Schedule of present achievements
 Armenian historical claims
 Lack of coordination
 Territorial and financial claims
 Cilicia: why not on the agenda?

Current status of the Church

Armenian Apostolic Church - Etchmiadzin
 Armenian Apostolic Church - Cilicia
 Armenian Catholic Church
 Armenian Evangelical Church

Current status of other institutions

AGBU
 Humanitarian organizations
 Independent cultural associations
 Independent research institutions
 Independent professional associations

Economy

Nature of effort
 Individual
 Family
 Short term objectives and achievements
 Nature of wealth
 Bank accounts
 Real estate
 Industry
 Local trade
 Need to quantify
 In each country
 Global
 Inherent constraints for further development
 Business tradition
 Psychological causes
 Educational causes
 Lack of collective effort through:
 Corporations
 Multinational companies

- Lack of collective financial tools
 - All Armenian banks in Diaspora
 - Portfolio management of national wealth

Culture

- International wealth
 - Languages
 - Achievements in economy
 - Achievements in finance
 - Achievements in science and technology
 - Achievements in Arts
 - Achievements in Media

E. GOALS TO ACHIEVE

1. REPUBLIC OF ARMENIA

To preserve the political and military security of the Republic of Armenia and Artsakh, and to achieve continuous developments in the economic, social and cultural spheres.

With the cooperation of the Diaspora, to devise a national strategy and a working plan, for the universal recognition of the Armenian Genocide, and the imprescriptible right of the survivors and their heirs to claim and obtain justice.

Politics

- Internal
 - State program of the Republic of Armenia
- Foreign
 - State program of the Republic of Armenia
- Artsakh
 - Monitor world and regional political developments
- Genocide
 - Intensify lobbying activities
 - Division of role between Armenia and Diaspora
 - Intensify efforts for the affirmation of Armenian Genocide

Economy

- Legal, Regulatory and Environmental concerns
 - Licensing, taxation, investment requirements
- Finance
 - World organizations
 - Multilateral organizations (IBRD, IFC, EIB)
 - Export credit agencies
 - Institutional funds
 - International banks
 - Local banks
 - Privatization
- Risk factors

- Country risks
 - Political
 - Legal and legislative
 - Projections for exchange rate for inflation, growth etc
 - Insurance program
- Market demand risk
- Industry
 - International norms
- Tourism
 - Heritage
 - Archeology
 - Festivals
- Agriculture
- Power supply
- Trade
 - Custom duty structure
- Reconstruction
 - In Armenia
 - In Artsakh
- Project economics
 - Analysis of macroeconomic assumptions
 - Analysis of project assumptions
 - Analysis of cost structure and source of revenues
 - Impact of inflation, exchange rate, interest rate risks
 - Portfolio of investment opportunities
 - Realistic feasibility studies
- Competition
 - Review of competing marketing strategy, cost, precedents
 - Review of competing technologies and products

Culture

- Education
 - Fix aims and develop new programs
- Science
 - Enhance existing structures
 - Define new research sectors
 - Develop production oriented applied sciences
- Arts and Literature
 - Provide incentives and financial assistance
- Applied arts
 - Turn it into productive sector of the economy
- Media
 - Internet
 - Satellite channels
 - Presence in the international media

2. DIASPORA

To preserve the cultural identity of Armenian communities in the Diaspora through moral and material stimulus, to introduce qualitative changes in their economic thought and activities and to achieve a new social setup where unity of collective aims become predominant.

Integration of the individual person as citizens in host countries is unavoidable, sooner or later. However, identifying oneself to a group is a

natural human need and a social fact. Combining both, in a positive manner, is a challenge worth accepting, in the interest of each and every Armenian individual, each and every Armenian institution and the Republic of Armenia.

The following traditional tools have been utilized as essential and necessary elements in the formation of the Armenian Identity:

- a. *Cultural heritage: as a source of pride through past achievement*
- b. *Language: as a means of communication and symbol of bond*
- c. *Church: as unique personality within the universal religious systems and a reference of perennial ethical values*
- d. *Family: as the guardian of the collective memory through tradition*
- e. *Schools: in building up of the spirit of a nation and its character*
- f. *Political parties: forming active leaders for the community and defending collective rights*
- g. *Cultural associations and clubs: satisfying the spiritual needs and desires*

In 1999, they are still essential but not sufficient elements. New pragmatic tools should satisfy material needs and desires, strengthening the bond between individuals with high motivation to belong to the group as active members.

The following complementary tools should be organized on a national level, to create a new momentum of solidarity and cooperation, independently of all political or religious considerations:

1. Professional associations: to translate sense of solidarity into everyday material advantage.
2. Association of individual having the same cultural interests (in its widest sense), and belonging to different religious communities, political parties and generations.
3. Inventory of Armenian human resources: to organize and utilize the potential collective knowledge and wealth of each and every Armenian for the benefit of each and every other Armenian.
4. Solidarity funds: through scholarship and career funds establish a new order of relationship and honor system through which *receivers of today* become the *givers of tomorrow*.
5. Establishment or development of research centers to assist professional political lobbying and cultural propaganda.
6. Establishment of an Armenian Economical and Social web, interconnecting all active forces of the Nation, for the benefit of each and everyone.

OBJECTIVES

It is necessary to define the nature and influence of external forces affecting our collective memory and values. Even powerful nations are aware of the danger of global mass media providing immense quantity of raw information, short of knowledge and wisdom. Monitoring ever changing environmental conditions and analyzing their negative and positive effect, is the starting point to design new national guideline for the utilization of the traditional and complementary tools necessary to preserve the Armenian Identity, within environments of undefined uniformity.

Proposed guideline for:

1. **Cultural heritage:** through new methods and means and in different languages and tools to diffuse it in all countries where Armenian presence has already created a collective goodwill. Interactive positive relationship through mutual respect of values is a source of enrichment.
2. **Language:** Armenian language, as any other language, is a plus for any person. As any living language, it is altered under the influence of other languages and new terms. It is a historical fact that in certain regions of Cilicia, Armenian communities continued to exist as such, long after they had lost the practice of Armenian language. Hence, language being as one of the factors, losing it under adverse situations should be compensated by other means. Regional spoken language may be accepted as a rule, and the knowledge and practice of literary language as the exception.
3. **Church:** the Armenian Apostolic Church and later in history, two other Armenian churches acted as guardians of Armenian culture. During long periods of political vacancy they have regulated the Armenian social structure and have implemented ethical values. Lately, due to different factors, the bond has become loose, communion rare and symbolic. It is necessary for the Church as for all other national institutions to reach the people by speaking its language and understanding its needs. It would be unrealistic, to expect people coming to the church by pure obligation or habit. The Church in Diaspora, should be the caring and active leader, with a long-term national vision, defining and implementing ethical and national values and achieving the difficult task of reconciling contradictory partisan expectations, in the interest of Armenian communities in Diaspora and the Republic of Armenia.

4. **Family:** external forces have naturally affected the profile of the Armenian family in Diaspora. After a period of declared and fierce opposition, mixed marriages, due to changing sociological conditions, have increased in number. The traditional value of silent sacrifice, endured by the couple, has given way to intolerance and divorce. Materialistic concerns have replaced spiritual values and practical considerations have diluted moral principles. Only through organized and true guidance the trend may be slowed down reversion being next to impossible.

5. **Schools:** in the absence of a National Credo and guidelines for achieving national goals, the Armenian School has evolved according to the new requirements of an ever changing world. Due to the lack of well-defined, reasonable and convincing motivation to learn the Armenian language, the dedicated and eminent teachers of the first generation did not have enough followers. Archaic textbooks were not replaced with new editions comparable in content and method with books of other languages and subjects. Character forming, guidance for higher education with national considerations were not programmed as a part of their mission. Lately, practical considerations, such as official examinations or university entrance examinations have encroached on the Armenian National Education, turning it in the minds of several parents and their daughters and sons, into sentimental by useless necessity. Through a clear definition of goals, a new momentum may be created and through new methods and tools Armenian Education may occupy the place it deserves.

6. **Political parties:** as political organizations they had a positive influence separately, each one within the circle of its influence, forming disciplined and active social servants and leaders. However, conflicting ambitions and power struggle lead them to reject the other, with passion and animosity. Only a common Credo, acceptable by all parties, and a rational charter of honor based on common National Goals may define and regularize procedures and activities. Unity around the Credo and Goals is *the* condition for a national renaissance. Multiplicity of actions within the framework of Unity of Goals is both feasible and it is a useful necessity.

7. **Cultural associations:** mass audio-visual media, has affected the taste and interest of people. Universal values have suffocated regional values. Uniformity through mass production has replaced the special and the unique. Practical and materialistic interests have overwhelmed spiritual joy of reading a poem, synergy felt while watching an artistic work, symbiosis of a group creation. We have all

experienced the dullness of TV programs and zapping has become a normal pastime at home. Interactive human contact remains a necessity. Through the formation of interest groups, it is possible to animate activities of cultural associations, motivate people to enjoy the presence of the other with the same interest as his own, and be encouraged to express himself and expect to be appreciated by others. Quality being relative, it is important to focus on authenticity of the content and honesty of the form.

F. WHAT DIASPORA MAY CONTRIBUTE TO THE REPUBLIC OF ARMENIA

Public Relations

Goodwill generated by

- Active and responsible citizenship
- Abiding to universal ethical values
- Creative activities in arts and sciences

Continuous and interactive presence in different countries

- Assisting embassies of Armenia to protect Armenian rights

Political lobbying

- As active citizens and organizations in each country
- Through professional activists
- Through research centers

Cultural propaganda

- Hosting and marketing Armenian artistic productions
- Sponsoring artistic creations and representations

International Cultural Wealth

Financial know-how

- Banking
- Financial markets
- Management systems
- Legislation

Western technology

- Liberal professions
- Research and applied sciences

Languages

- As tools of communication
- Translation

Transfer of experiences

- Professional training
- Seminars & symposia

Economy

Marketing Armenian products

- In international markets
- Guidance for marketing possibilities and requirements

National tax

- “Hayastan” All Armenian Fund donations
- Based on mutual profit of the doner and the receiver

Participation in development projects as

- Individuals
- Development funds
- Corporations
- Joint ventures
- Private enterprises
 - Industry
 - Real estate
 - Trade
- Tourism
 - Organized short and long stay tours
 - Youth summer camps in Armenia
 - Marketing in travel markets

G. WHAT THE REPUBLIC OF ARMENIA MAY CONTRIBUTE TO THE DIASPORA

Moral

- Sense of belonging to a perennial nation
 - Sense of identity
 - Active involvement in national decision making
- Sense of security in case of collective difficulty
 - Citizenship with limited rights
- Sense of pride through
 - Political achievements
 - Military achievements
 - Economic achievements
 - Cultural achievements
- Acting as a unifying and coordinating force between
 - Different political parties
 - Different organizations

Politics

- Defending human rights
 - As a member of the United Nations
 - As a member of regional organizations

Economy

- Provide constitutional rights and credible incentives for
 - Land ownership
 - Investments in
 - Industry
 - Trade
 - Tourism
 - Voluntary and definitive return to Armenia

Culture

- Transfer of cultural know-how in the fields of
 - Education
 - Arts
 - Researchers
- Students from Diaspora in Universities of Armenia
 - Armenian studies
 - Political studies

Humanities
 Continuous cultural presence through
 Recitals
 Concerts
 Exhibitions
 Lectures
 Forums

H. THE CURRENT RELATIONSHIP OF THE REPUBLIC OF ARMENIA WITH THE DIASPORA

Lack of wide scale and organized cooperation in the fields of

Politics

Absence of a national strategy
 Tactical reasons
 Psychological reasons

Economy

Absence of credible objective information
 Past experiences
 Psychological reasons

Finance

Risk factors
 Absence of long term planning
 Skepticism resulting from past experiences

Culture

Financial factors
 Organizational issues
 Quality of the productions

Difficulties resulting from undefined national goals and means of achieving them

In the Republic of Armenia

Elaboration of a national system of thought
 Elaboration of a credible long term plan

In the Diaspora

Monitoring social and economic aspects
 Managing changing aspects of the Armenian identity
 Fostering Armenian economic togetherness

Difficulties resulting from difference between actual capabilities and expectations both in Armenia and Diaspora

Difference in political mentality and system of values

Social reasons
 Psychological reasons
 Economic reasons

Difference in expectations

What?
 Why?
 How much?
 When?

I. ACTION ITEMS

Through efficient organizational tools and continuous positive communication, to plan and implement a wide range of political, social, economic, technological and cultural projects using all available human resources, know-how and financial capabilities of the Republic of Armenia and the Diaspora, aiming at the global development of the Armenian people.

Through research institutions, collect basic data and assess the brainpower and the economic wealth of Armenians as a first step in the constitution of a network of multi-level and multi-directional global cooperation between all Armenians for their own personal profit and the development of the Republic of Armenia.

Organizational

Elaborate a national charter with well defined:

- Vision Statement
- Aims, goals and objectives
- Internal regulations defining rights, obligations and standard procedures

Form a national assembly in the Diaspora composed of:

- Representatives of Armenian Churches
- Representatives of Armenian political organizations
- Representatives of cultural and humanitarian organizations
- Representatives of professional associations
- Researchers and intellectuals

Prepare database information: who's who in Diaspora

- Queries
- General information
- Personal and professional profiles
- Financial profile

Who knows who, networks by:

- Trade
- Political orientation
- Geographic location

Fix priorities and elaborate projects

- Short term
- Medium term
- Long term

Prepare yearly agenda for activities

- In Diaspora
- In Armenia

Public relation

Media

- Specialized written press covering Armenia-Diaspora issues
- Satellite TV
- Specialized progress reports
- Focus on means to mobilize international media

Two way visits

From the Republic of Armenia to the Diaspora

- Artistic groups
- Businessmen
- Trade organizations
- Professional associations
- Intellectuals
- Official delegations
- Students
- Individuals

From the Diaspora to the Republic of Armenia

- Businessmen
- Real estate developers
- Trade representatives
- Engineers & architects
- Financial experts
- Bank managers
- Insurance managers
- Teachers
- Intellectuals
- Artists
- Students

Personal contacts with

- Community leaders
- Representatives of businessmen's associations
- Representatives of professional associations
- Representatives of political parties
- Representatives of social institutions
- Intellectuals
- Armenian media workers

Circle of supporters

- Political parties
- Alumni of Armenian Universities
- Other institutions

Incentives

Honorary rewards

- Gifts
- Honorary titles
- Participation in committee activities
- Letters and certificates of appreciation
- Long stay visa facilities
- Honorary citizen's passport

Business opportunities in Armenia

- Encouraging real estate ownership in Armenia by:
 - Building up confidence
 - Providing the necessary security for investment
- Joint ventures in:
 - Trade
 - Industry
 - Tourism

Temporary living

- Residence permits
- Providing vacation resort facilities
- Organizing special summer events

J. CONCLUSION

The present paper was first written in 1996, upon my appointment as “Hayastan” All Armenian Fund, Lebanon Local Executive Committee member. Certain sections were revised during May 1999, on the occasion of May 19, 1999 Regional Conference held at Demirdjian Center, in the presence of His Excellency Mr. Vartan Oskanian, Foreign Minister of the Republic of Armenia, several ambassadors, and about 250 representatives of the Armenian Communities in the Middle East.

Views outlined, are my own opinion, and they do not necessarily represent the opinion of organizations and associations I am a member of. By its comprehensive outline form and objective propositions, the proposed plan may be helpful to have an overall notion of the fields to be considered. At the same time it may be used as a memorandum for the preparation of the order of meeting of the projected Armenia-Diaspora Conference to be held on September 22, 1999, in Erevan.

At a later stage, it will be my pleasure and honor, if the proposed ideas and the methodology are adopted as a first draft only. Subsequently, they may be revised, completed, and developed further, through specialized task forces, in view of the elaboration of a National Charter with a clear mission statement, aims and objectives. Then only, the necessary organizational structure, tools and means may be defined and within the framework of a rational timetable of priorities an efficient fieldwork may be launched.

Unless a national consensus is reached around the major national goals, and an agreement is reached concerning the methodology to be followed up, there is a great risk that details overwhelm the main issues, and means continue to be considered as aims. The prerequisites for a constructive dialogue are first and foremost, definition of the purpose and the point-of-reference or paradigm to be adopted to accomplish that purpose. Otherwise, as a nation, we might continue to be lost in the labyrinth of a multitude of simultaneous monologues, for centuries to come.

PERSONAL INFORMATION

(UPDATED)

Name	Meguerditch Ludwig Bouldoukian
Nationality	Lebanese
Date of Birth	January 13, 1938
Place of Birth	Lebanon
Education School	1957, AGBU, Hovaguimian-Manouguian Secondary 1963, American University of Beirut, BAE
Profession	Architect, member of Order of Engineers and Architects Owner of Garden Tower Hotel
Social activities	AGBU, Lebanon Chapter, District Committee Member 1996-2004 AGBU, Lebanon Chapter, Chairman of Academic Committee 1993-2001 "Haydjar", Chairman of Association of Lebanese Armenian Engineers and Architects 1998-1999 "Hayastan" All Armenian Fund, Lebanon Local Executive Committee member, 1995-1997 Member-animator of "Monday Forum" of Lebanese Armenian Artists: www.gardentowerhotel.com/MondayForum.htm
Address	Garden Tower Hotel, Antelias
P.O.Box	70515, Antelias, Lebanon
Office phone	961-4-417741
Home phone	961-4-411919
Mobile phone	961-3-302742
Email	info@gardentowerhotel.com