**LOCAL ECONOMIC DEVELOPMENT PLAN**

Municipality: Meghri

Country: Republic of Armenia

30.08.2018

# Preface

Honorable residents of Meghri Community,

The Local Economic Development Plan is a document, which defines the mid-term development forecasts of the Community by analyzing the social-economic situation of the community, identifying existing challenges, assessing the human, material and financial resource base and by revealing the strengths and weaknesses of the region.

Meghri amalgamated community’s vison is to reach a state of stable and equally developed region, with prosperous settlements in both urban and rural areas.

In order to successfully implement Meghri Community’s economic development plan, we propose the following action plan for the period of upcoming 3 years with the following building blocks:

1. Land and infrastructure
2. Local Cooperation and Networking
3. Skills and Human Capital, Inclusiveness
4. Regulatory and Institutional Framework

***Community Mayor M. Zakaryan***

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# Executive summary

Local Economic Development plan was developed in the framework of reconciliation of Meghri Community to “Mayor for Economic Growth” initiative. This plan presents the current situation of Meghri Community, its strengths and weaknesses, economic development opportunities and threats, as well as proposes activities, which will lead to the development of priority directions of the community’s economy and the formation of new direction.

Due to the community development vision, economic development of Meghry Community is built around the pivot of a diversified economy, where mining, agriculture, processing industry and tourism sectors are developing. Rural and urban lively environment are formed, that inspires people to live, work and invest in the community.

To achieve this vision the LED plan defines key objectives, which are to boost gardening development, promote leisure and eco tourism, as well as develop local workforce. To achieve these objectives, it is envisaged to establish market for agricultural products and recreation zones, implement enlargement of agricultural lands, organize development trainings for local workforce.

Local budget of Meghri community can not be used for implementation the all activities mentioned in from one side it not allowed by law, and the other side is absence of sufficient resources. So to implement these activities community will attract financial resources from State budget, donor organizations and private organizations.

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**Abbreviations**

RA – Republic of Armenia

M4EG – Mayors for Economic Growth

SME DNC – Small and Medium Entrepreneurship Development National Center

SWOT – Strengths, Weakness, Opportunities, Threats

IT – Informational Technologies

LA – Local Authority

LED – Local Economic Development

CJSC – Closed Joined-stock Company

FEZ - Free Economic Zone

CARD – Center for Agribusiness and Rural Development

ECO – [Environmental Conservation Organization](https://web.facebook.com/search/str/Environmental+Conservation+Organization/keywords_pages/?ref=page_about_category_reaction_unit)

# Introduction to the plan

Meghri amalgamated community is comprised of Medgri and Agarak cities and 13 rural settlements. Meghri community is situated in southern part of RA and borders with Islamic Republic of Iran. The interstate highway Yerevan-Meghri-Iran passes through the community. The distance from capital city is 380 km. Total area of the community is 66,119.12 ha, of which more than 42% is agricultural land. As of 1 January 2016, the total population of the community was 11,604, of which 78% urban and 22% rural. The working age population is 7,800, of which - 51.1% men and 48.9% women. Official unemployment rate is 4.4%, whereas but the real unemployment is as high as 8%. As of 2017 only 2,737 employees were registered in Meghri community, of which - 30% in public sector. Average age of the population is the following: men – 32 years, women – 30 years. The population of the Meghri Community in 2017 has not changed since 2013.

Meghri Community joined the Mayor for Economic Growth initiative in accordance with the community council N 50 Decree, 27 May 2017.

Economic development is one of the main challenges facing the community and one of the factors that will ensure the community development. The developed economy will provide sufficient means to ensure balanced development of the social sphere, infrastructures and to improve ecological situation.

The objective of joining the initiative is to develop Meghri Community’s capacities in planning and to insure local economic development by enhanced local governance and better planning.

Meghri community economic development plan closely relates to Meghri community's five-year development plan for 2017-2021. LEDP defines the strategic development directions of the community taking into consideration the five-year development plan.

LED plan was developed by close cooperation of private sector and civil society.

The financing necessary for the implementation of LED plan will be partially sourced from community budget.

# Process of Local Economic Development Plan Development

The LED plan development process had participatory nature. It was developed by the partnership with private sector and citizens. There were both individual (in total 15) and group (2) meetings.

LED plan development working group includes experts from community staff in social security, urban development, land use and public relations. Private sector professionals from agriculture and service sectors were also involved in the group.

Throughout the process of LED plan development the existing documents were analysed, in particular, Meghri Community development 2017-2021 five-year plan and Agriculture Development Strategy developed by CARD.

# Local Economic Analysis

**6.1 Analysis of Local Economic Structure**

Mining and agriculture are the priority sectors of the economy in the Meghri community. According to State Register Service of RA, 419 enterprises are registered in the community, the number of which has not changed since 2015. 5 enterprises operate in the financial sector in Meghri community, increasing by 3 since 2011. The size breakdown of the enterprises operating in the community is as follows:

* 393 micro businesses
* 24 small businesses
* 1 medium business
* 1 large business

One of the priority sectors of Meghri Community’s economy is mining (copper, molybdenum, gold). Some of the major companies operating in the sector are “Agarak copper molybdenum combine” operating in the city of Agarak (production of copper and molybdenum concentrate), “Vardani zartonk” and “Sipan-1” enterprises operating in Vardanidzor village (production of gold concentrate) and “Lichkvaz” CJSC (production of gold concentrate). The last company has been operating since 2015.

The annual output of Meghri community mining sector is estimated at around 35 billion AMD. The number of employed in the sector is around 1,100, 78% of which are male.

The community has a well-developed agricultural sector. Meghri is famous for its horticultural products, especially the subtropical fresh and dried fruits (pomegranate, fig). “Meghri Cannery” CJSC, a small size food processing company, operates in Meghri, producing conserves and jams. The cannery capacities are sufficient to store and process the current quantities of fruits and walnuts produced in Meghri. The annual output of agricultural sector of the community is estimated at around 300 mln AMD. The sector includes numerous self-employed farmers/producers (around 3,600), which have considerable development potential. Agriculture is the second most prospective sector in the community. As a result of the implemented projects, the demand for agricultural products is also gradually increasing. In the framework of the “Irrigation System Improvement” program, which is implemented by IFAD financing and community co-financing, the cultivated lands will increase by 16% and agricultural production capacity will increase by 478 mln AMD (according to the project feasibility study).

Meghri has a great potential for tourism development. In this regard, the interstate highway connecting Yerevan to Iran border plays an important role. The number of border crossings through Meghri customs in 2015 was 96 thousand people, and in 2016 it was 106 thousand. The increase in this figure was mainly due to elimination of visa regime between Iran and Armenia. For 90% of border crossers the Meghri community served as a transit zone. This is also the reason for large number of retail outlets (180) in the region. The construction of new infrastructural units can lead to transformation of the community from transit zone to a touristic destination for short-term or recreational visitors.

At the end of 2017, Meghri Free Economic Zone was launched. As a result of the FEZ activities, new opportunities for trade, business and jobs will be created.

The community has one medical center, the management of which was handed over to a private company. The community has also 6 community subordinated companies: kindergartens, cultural house etc. The total number of employees in the community administration and its subordinated companies is around 342, which is the 4.4% of total working age population of the community. One community-owned non-profit seeking organization, with 88 employees, is providing waste management and sanitary cleaning services in Meghri.

The SMEs operating in the community are specialised in the following sectors: public services (19), transportation services (4), real estate agency (1), construction (2) etc.

**Table 1. Presentational Table for Private Sector Companies**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Type of economic activities** | **Number & % of businesses (per classification)** | | | |
|  | **Micro** | **Small** | **Medium** | **Large** |
| **Total number of companies** | **393** | **24** | **1** | **1** |
| Mining |  | 3 |  | 1 |
| Energy industry | 4 |  |  |  |
| Agricultural Production | 25 | 1 |  |  |
| Food processing | 31 |  |  |  |
| Retail | 5 |  |  |  |
| Wholesale | 180 |  |  |  |
| Furniture and building materials production | 4 |  |  |  |
| Bread and confectionery production | 15 |  |  |  |
| Construction | 1 | 1 |  |  |
| Transportation, Storage and postal services | 15 |  |  |  |
| Hotels and restaurants | 31 |  |  |  |
| IT (technical services for computers) | 4 |  |  |  |
| Finance and insurance | 5 |  |  |  |
| Real estate business | 1 |  |  |  |
| Professional, scientific and technical activities (includes accounting, architecture, engineering, research, market research, veterinary services) | 2 |  |  |  |
| Administrative and support services (rental, leasing, employment, tourism and booking services, security and investigation services, administrative services) | 14 | 2 |  |  |
| Education |  | 17 |  |  |
| Health care and social service | 1 |  | 1 |  |
| Culture, sport, entertainment and recreation services | 2 |  |  |  |
| Other services | 53 |  |  |  |

|  |  |
| --- | --- |
| **Strengths** | **Weaknesses** |
| 1. A subtropical climate that makes it possible to process unique fruits. 2. Being close to the border crossing point and Iran-Armenia main highway | 1. The distance from Yerevan and complicated roads due to terrain relief. 2. Mining related environmental risks |

**6.2 Local Cooperation**

“Markets for Meghri” project implemented by “CARD” promotes the development of agricultural businesses by providing support in dissemination of knowledge, introduction of innovations, access to finance, and promotion of markets.

Periodically, albeit not very often (once a year) SMEDNC organizes trainings for local businesses and provides training and professional advice along with financial support, in the areas of business planning, marketing, managements skills, etc.

The absence of any business associations in the community leads to no cooperation between operating enterprises. Near the Meghri customs point the community information center was established, which will act as a business member organization and will include community hotels, B&Bs and restaurants to stimulate their marketing activities.

The head of the community does not initiate systematic meetings between business organizations and financial institutions. The meetings generally are organized privately based on the needs of the business.

**Table 2. Assessment of Local Cooperation**

|  |  |  |  |
| --- | --- | --- | --- |
| ***Title and/or Function (area/theme on which it works)*** | ***Institutions/ Persons involved*** | ***Achievements***  ***(also indicate how it works – e.g. “plans”, implements projects, provides services, is permanent or ad hoc/occasional)*** | ***Assessment: useful or not useful*** |
| “Center for Agribusiness and Rural Development” (CARD) foundation. “Markets for Meghri” project | Farmers | Support  **-** Knowledge dissemination  - Introduction of innovations  - Access to finance  - Increase of productivity in agriculture  - Promotion in markets  - Revenue increase | Useful |
| “Small and Medium Enterprises Development National Centre” (SMEDNC foundation) | SMEs | - trainings and professional advice  - Informational, as well as financial support  - Business planning, marketing, management, production and financial planning knowledge | Useful |

|  |  |
| --- | --- |
| **Strengths** | **Weaknesses** |
| 1. Availability of interested stakeholders which are ready for collaboration | 1. Low level collaboration between enterprises and lake of local business association |
| 2. Business support organizations existence in the community | 2. Low level of community – private sector cooperation |

**6.3 Business-friendly, Transparent and Corruption-Free Administration**

There is no economic development council in the community. Beside personal meetings of the head of community with businesses, there is no other format for facilitating business friendly environment in the community. Information on business support and donor programs is sporadically published in the community’s official web page. All tenders and auctions announced by the municipality are published on the website and all stakeholders can participate in the opening process of the price quotations. Satisfactory conditions are created in the Community for all to be aware of community meetings and discussions, participate in them and propose suggestions. For that purpose the official website of the Community and the Facebook page of the Municipal Administration are used, where detailed coverage of the activities performed by the Administration and the Council are presented. The sessions of the Community Council are published live online.

**Table 3. Growth sectors (sub-sectors) and their Challenges**

|  |  |
| --- | --- |
| ***(Growth) Sector***  ***(sub-sectors)*** | ***Main challenges likely requiring business support assistance*** |
| ***Agriculture***  *(cultivation and fruits processing)* | - Lack of knowledge and skills in cultivation  - Low level of marketing and advertisement  - Low level of business management skills and knowledge  - Low level of productivity  - Outdated and worn out technologies used in production |
| ***Tourism***  *(B&B,*  *food service industry)* | - Lack of infrastructure promoting tourism development  - Underdevelopment of existing infrastructure  - lack of knowledge and skills on tourism services |

|  |  |
| --- | --- |
| **Strengths** | **Weaknesses** |
| 1. Ensuring publicity of competitions announced by the municipality and community meetings | 1. Lack of business supporting programs or organizations. |
| 2. An opportunity to submit proposals and responses to Community regulations | 2. Absence of newsletter on businesses and investment opportunities in the community |

* 1. **Access to Finance**

The branches of only three banks and two universal credit organizations operate in the community, out of 50 banks and UCOs in the country in total. Information about potential financial resources for business development is not collected and is not provided to businesses. Banks operating in the Community provide loans to small and medium-sized enterprises of up to 48 million AMD (interest rate - 14%) and 10 million AMD (interest rate - 21%) in case of collateral availability. With the purpose of boosting agricultural development, the commercial banks offer agricultural loans with interest rates of 5-6% (interest rates are subsidised by the Government). There are credit organisations in the Community that provide loans of up to 2 million AMD (at annual interest rate of 24%).

**Table 4. Access to Finance**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| ***Institution/donor***  ***(including banks and other credit organisations)*** | ***Potential customers / stakeholders*** | ***Preferred economic sectors/activity*** | ***Minimum and maximum amount of loans provided*** | ***Requirements***  ***(collateral, etc.)*** |
| Three banks | SMEs | - Agriculture  - Fruit processing  - Hotels | 50.000- 10.000.000  AMD | Guarantor  Collateral |
| Two Universal Credit Organizations | SMEs | - Agriculture  - Fruit processing  - Hotels | 75. 000- 48.000.000  AMD | Guarantor  Collateral |

| **Strengths** | **Weaknesses** |
| --- | --- |
| 1. Partial subsidization of loan interest rates | 1. Limited information on all available financial resources |
|  | 2. Scarce opportunities for guarantees and subsidies |

**6.5 Land and Infrastructure**

Positive trend of business development also results in increase of demand for workspace, land and infrastructure. The main demand comes from micro enterprises and individual sellers who want workspace with common facilities. In order to meet this demand, the community takes steps to find financial resources for the construction of agricultural market. The agricultural market will be a new opportunity for the local farmers to sell their products and will boost agricultural development in the community.

The community is also needs office spaces, which can be rented by private enterprises. The available spaces need to renovation and improved utility infrastructures. These spaces are for small and medium enterprises, since in general, the micro enterprises don’t have sufficient financial resources for renting.

There is no separate list of available premises and buildings with relevant descriptions, which can be presented to potential investors and businesses operating in the community. Information on such premises and buildings are disseminated only through announcements on auctions and tenders. Community doesn’t have a Master Plan, which complicates spatial development planning.

**Table 5. Private Sector Needs in Area of Land and Infrastructure**

|  |  |  |
| --- | --- | --- |
| **Expressed private sector needs by type of infrastructure** | **Existing Provision in this segment** | **Indicative future requirements (within 6 years)** |
| Micro-company or sole entrepreneur workspaces (workshops) – (with/without) shared common facilities | -Office spaces in residential buildings (for rent and for sale) |  |
| Office space – (with/without) shared common facilities | - about 15 offices  - land auctions and tenders are also regularly organized |  |
| Business incubator (< 10 start-up/micro-companies; > 10 start-up/micro-companies) | -availability of space  -No business incubator | Possibility of construction of 1 business incubator |
| Business/ Industrial park | Free Economic Zone | In case of attracting investments in the FEZ, the warehouses and other facilities may be needed. |
| Science/ Technology park | None | IT sector in Meghri has no signs of development yet. |

|  |  |
| --- | --- |
| **Strengths** | **Weaknesses** |
| 1. The availability of office spaces both for rent and for purchase. | 2. Absence of public data on available land and infrastructures. |
| 2. The initiative and concerned approach of the community in development business infrastructures. | 2. Absence of the community Master plan and spatial development planning. |

**6.6 Regulatory and Institutional Framework**

1. A newly established citizens service office is operating in the community, however, the employees lack sufficient experience and preparedness yet. The service quality has to be improved. Electronic documentation system does not have sufficient functionality. The other problem is connected to construction permit issuance. Currently it takes 20-25 working days. This problem is mitigated in local level, but the complete solution of the problem can’t be solved in local level. There is no deduction of local taxes and duties to support startups.
2. The community administration specialists have sufficient experience in regulation of advertisement permission and retail and street trade. The services provided in that direction is not cause discontent.

**Table 6. Regulatory and Institutional Framework**

|  |  |  |  |
| --- | --- | --- | --- |
| **Agreed Regulatory Challenges** | **High/ Low Negative Impact** | **Main public agency involved** | **Scope for local mitigation/improvement** (details) |
| Citizens service office | Low | LA | Improving level of services provided |
| Local taxes and duties | High | LA | Intensive support to start-ups |
| Documentation process | Low | LA | Improve Electronic documentation system |

| **Strengths** | **Weaknesses** |
| --- | --- |
| 1.Presence of Citizens service office | 1. Less flexible system of local taxes and duties. |

**6.7 Skills and Human Capital, Inclusiveness**

According to Armenian legislation, the jurisdiction of the municipality in the field of education covers only the preschool education. Development trainings for employees are organized only by the private sector, but there is still a problem of labor force development in the community. CARD and SMEDNC are organizing trainings for local businesses but these are not intensive.

Taking into account the current prospects of mutual relations with Iran in tourism, trade and other sectors, the community is financing the operations of a Persian language club. There is a need to develop the labour force in the sectors of construction, trade and HORECA. Workplaces in the construction sector are mostly replenished with specialists from other regions of Armenia and this sector needs many specialists. Unemployment level in the community is 4.4%, from which 2% are those with higher education and 21.4% with vocational education. In terms of quantitative, structural and qualitative qualities vocational schools still fail to adequately respond to the demands of local job market. There is discrepancy between labour force supply and demand. Employment center conducts some trainings but it does not cooperate with the private sector. There is a lack of coordination between municipal administration, business, educational and training institutions.

**Table 7A. Skills Situation**

|  |  |  |  |
| --- | --- | --- | --- |
| ***Sector***  *(According to the Table 1]* | ***Current Skills Situation***  *(e.g. significant/slight shortage/mismatch/ excess to demand)* | ***Projected Future Situation***  *(e.g. significant/slight shortage/mismatch/ excess to demand)* | ***Possible Directions***  ***for Action*** |
| Mining | Excess to demand | Excess to demand |  |
| Energy industry | Excess to demand | Slight shortage (in case of development of new sectors) | Trainings |
| Agricultural Production | Slight shortage | Slight shortage | Trainings |
| Food processing | Slight shortage | Slight shortage | Trainings |
| *Beekeeping* | Slight shortage | Slight shortage | Trainings |
| Wholesale | Excess to demand | Excess to demand |  |
| *Retail* | Excess to demand | Excess to demand |  |
| *Construction* | Significant shortage | Significant shortage | Trainings |
| Transportation, Storage and postal services | Slight shortage | Slight shortage | Trainings |
| Hotels and restaurants | Significant shortage | Slight shortage | Trainings |
| *Hotels, restaurants and cafes* | Significant shortage | Slight shortage | Trainings |
| Finances and insurance | Excess to demand | Excess to demand | Trainings |
| *Legal services* | Slight shortage | Slight shortage | Trainings |
| *Customer services* | Significant shortage | Slight shortage | Trainings |
| Furniture and building materials production | Slight shortage | Slight shortage | Trainings |
| Bread and confectionery production | Slight shortage | Slight shortage | Trainings |
| *Communication services* | Excess to demand | Excess to demand | Trainings |
| *Creative services (design, photography, video collection)* | Slight shortage | Slight shortage | Trainings |
| *Tourism* | Significant shortage | Significant shortage | Trainings |
| *IT (computer technical services)* | Slight shortage | Slight shortage | Trainings |
| Health care and social service | Significant shortage | Significant shortage | - Involvements of new staff  - Trainings |
| *Education* | Slight shortage | Slight shortage | - Involvements of new staff |
| Culture, sport, entertainment and recreation services | Significant shortage | Significant shortage | - Trainings |
| *Business support services (trainings, consulting, PR, advertisement, printing)* | Significant shortage | Significant shortage | - Involvements of new staff |

**Table 7B. How the Local Area is organised to Balance Required Skills and Employment Opportunities – System Analysis**

|  |  |  |  |
| --- | --- | --- | --- |
| ***Strengths in Current Ways***  ***of Working*** | ***Rating***  ***of Importance (1-5)*** | ***Weaknesses in Current Ways of Working*** | ***Rating***  ***of Importance (1-5)*** |
| Existence of local Employment center | 5 | Absence of vacancy advertisements | 5 |
| Professional trainings and advisory | 5 | Non regular organization | 5 |
| ***Possible Improved Ways of Working*** | | | |
| Cooperation between Employment center and employers. | | | |
| Collaboration of municipality, businesses, educational and training centers. | | | |

**6.8 External Positioning and Marketing**

The majority of services and enterprises are centralized in Meghri and Agarak Communities. Meghri is considered as an attractive place to live, work and invest. Private sector is mostly interested in mining sector.

The Free economic zone, constructed in the border of IIR at the end of 2017, has the potential to increase community attractiveness for investors. The community location is very important in attracting new businesses and developing the existing ones. The improvement of the community infrastructures and development of new infrastructure is in process. The “Small district revival” project implemented by “Izmirlyan” Foundation in Meghri city, will promote B&B investment, rural and cultural tourism development.

The Community does not have a developed brand and a slogan, a comprehensive marketing strategy, as well as any marketing activities.

**Table 9. How the Local Area is Perceived by Its Citizens**

|  |  |  |  |
| --- | --- | --- | --- |
| **Likes/Perceived Strengths in the Image we Project Externally** | **Degree of Importance (1-5)** | **Dislikes/Perceived Weaknesses in the Image we Project Externally** | **Degree of Importance (1-5)** |
| 1. The roads are mostly in good condition | 4 | 1. Distance from major markets | *4* |
| 1. Staying close to IIR | 4 | 1. Absence of advertisements and investment guides in online portals | *4* |
| 1. Existence of FEZ | 5 | 1. Scarcity or lack of attractive and well-equipped infrastructure (entertainment places, parks, recreation zones) | *5* |
|  |  |  |  |
| **Possible Actions that could easily be Considered** | | | **Led by** |
| Improvement and construction of infrastructures | | | LA |
| Develop community guideline | | | LA |

| **Strengths** | **Weaknesses** |
| --- | --- |
| 1. A subtropical climate that makes it possible to cultivate unique fruits. | 1.The interest of entrepreneurs mostly in mining sector |
|  | 2. Lack of public-private partnership |

# SWOT Analysis

|  |  |
| --- | --- |
| **Strengths** | **Weaknesses** |
| * Favourable conditions for cultivation (persimmon, pomegranate, fig) due to climatic conditions of the community (dry subtropics) * Being situated close to the border crossing point and Iran-Armenia main highway * Possibility of partial subsidization of interest rates on loans * Ensuring publicity of community meetings and competitions announced by the municipality * Availability of office space, rental and purchasing opportunities | * Being situated far from the capital and potential markets * Low level of economic diversification and high level of community dependence on mining * Environmental risks conditioned by mining * Low level of community-private sector cooperation * Lack of publicly available information on databases of land and infrastructure     Absence of masterplan and spatial development planning |
| **Opportunities** | **Threats** |
| * High demand for metal minerals in the international market * FEZ presence as an opportunity for trade with the Islamic Republic of Iran, as well as for business and tourism development | * Seismic hazard availability * Mining and agriculture incompatibility * War situation * Demographic negative trends |

# Vision and Objectives

**Vision**

Economic development prospects of Meghri Community is built around the pivot of a diversified economy, where mining, agriculture, processing industry and tourism sectors are developing. Rural and urban lively environments are formed, that inspires people to live, work and invest in the community.

**Key Objectives**

1. Boost gardening development.
2. Promote leisure and eco tourism.
3. Develop local workforce.

# Action Plan

**Table 10. Action plan**

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| ***Building blocks*** | ***Key objectives*** | ***Actions / Projects ideas*** | ***Duration (start/finish)*** | ***Partners involved*** | ***Estimated costs***  ***In local currency (equivalent in EUR)*** | ***Monitoring indicators/ Output indicators and targets*** | ***Outcomes /***  ***Result indicators and targets*** |
| * Local cooperation and networking * Land and infrastructures * Regulatory and institutional framework | Boost gardening development | 1.1. Establishment of agricultural market | 12/2018-11/2019 | LA | 24 900 000 AMD /  43 000 EUR | * Number of pavilions in agro market | * Increased sales of agro products by 4% * 14-15 new workplaces created * Community revenues from the rent of agro market pavilions / annually 400 thousand AMD/ * 500 ha area irrigated by watershed pools * Increase of processed land by 200 ha |
| 1.2. Approval of market pavilions and their tariffs. Provision of pavilions to farmers. | 11/2019-12/2019 | LA, Farmers |  | * Number of decrees of the head of the community and community council * Number of farmers which rent agro market pavilions |
| 1.3. Construction and renovation of catchment basin | 10/2019-10/2020 | LA, RA Government | 46 000 000 AMD/  80 000 EUR | Number/ volume of constructed and catchment basin |
| 1.4. Inventory and measurement of agricultural lands, identification of land users and owners. Lands enlargement, allocation and exchange negotiations with farmers | 11/2019-12/2020 | LA, Farmers | 1 100 000 AMD /  2000 EUR | * Number and area of measured lands * Number of identified land owners and land users. * Number/ area of enlarged lands | * Increase of enlaged lands /about 50/ |
| * External positioning and marketing * Land and infrastructure * Regulatory and institutional framework | Promote leisure and eco tourism | 2.1 Identification of attractions, in the identified attractions establish hospitality and leisure conditions / pavilions, toilets, playground/. Terms of use of recreation zones and confirmation of tariffs. | 06/2019-12/2020 | LA | 29 000 000 AMD 50 000 EUR | * Number of selected locations * Number of recreational zones * Number of decrees of the head of community and community council | * 5 new workplaces created * Increase in the number of touristic zones * Annually, minimum of 400 tourists, visiting new touristic zones * Community revenues from the rentals of recreational zones / annually 200 thousand AMD/ |
| 2.2. Launch of recreational zones with the involvement of local tour operators and preparation of the newsletter. Launch of marketing campaign | 01/2021-06/2021 | LA, Local tour operators |  | * Number of recreational zones and tour operators which are in collaboration with community * Number of newsletters and promotional billboards of the recreational zones |
| * Skills and human capital, inclusiveness | Develop local workforce | 3.1. Organization of tourism trainings and capacity building activities | 03/2020-12/2020 | SMEDNC and other organizations | 1 100 000 AMD/  2000 EUR | * Number of trainings organized * Number of training participants | * Trained 14 SMES, 2 tour operators, 15 farmers etc. * Decrease of unemployment and 7-8 participants which found a job. |
| 3.2. Organization of agricultural trainings | 06/2019-06/2020 | CARD, SMEDNC and other organization | 1 100 000 AMD /  2000 EUR | * Number of trainings organized * Number of training participants |

# Financing Scheme

**Table 11. Financing Scheme**

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| ***Actions*** | ***Estimated costs*** | ***Source of financing*** | | | | ***Funding gaps*** | ***Remarks*** |
| ***Local budget*** | ***Upper level budgets*** | ***Business*** | ***Donors*** |
| 1.1. Establishment of agricultural market | 24 900 000 AMD / 43 000 EUR |  |  |  | 24 900 000 AMD/  43 000 EUR |  | Donor is KFW |
| 1.2. Approval of market pavilions and their tariffs. Provision of pavilions to farmers. |  |  |  |  |  |  |  |
| 1.3. Construction and renovation of catchment basin | 46 000 000 AMD / 80 000 EUR | 12 700 000 AMD/ 22 000 EUR | 27 500 000 AMD/  48 000 EUR |  |  | 5 800 000 AMD/  10 000 EUR | Currently fundraising in process |
| 1.4. Inventory and measurement of agricultural lands, identification of land users and owners. Lands enlargement, allocation and exchange negotiations with farmers | 1 100 000 AMD /  2000 EUR | 1 100 000 AMD/  2000 EUR |  |  |  |  | All works will be done by community administration |
| 2.1 Identification of attractions, in the identified attractions establish hospitality and leisure conditions / pavilions, toilets, playground/. Terms of use of recreation zones and confirmation of tariffs. | 29 000 000 AMD / 50 000 EUR | 6 000 000 AMD/  10 000 EUR |  |  | 11 500 000 AMD/  20 000 EUR | 11 500 000 AMD/  20 000 EUR | Currently fundraising in process |
| 2.2. Launch of recreational zones with the involvement of local tour operators and preparation of the newsletter. Launch of marketing campaign |  | 100 000 AMD/  170 EUR |  |  |  |  |  |
| 3.1. Organization of tourism trainings and capacity building activities | 1 100 000  AMD/  2000 EUR |  |  | 1 100 000  AMD/  2000 EUR |  |  |  |
| 3.2. Organization of agricultural trainings | 1 100 000  AMD /  2000 EUR |  |  | 1 100 000  AMD/  2000 EUR |  |  |  |
| **Total** | **103 300 000 AMD**  **179 170 EUR** | **19 900 000 AMD /**  **34 170 EUR** | **27500000 AMD /**  **48 000 EUR** | **2200000 AMD /**  **4000 EUR** | **36400000 AMD /**  **63 000 EUR** | **17300000 AMD /**  **30 000 EUR** |  |

# Monitoring Indicators and Mechanisms

**Table 12. Internal Monitoring Plan of Actions**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| ***Actions / Projects ideas*** | ***Duration (start/finish)*** | ***Expected results***  ***1st-6th months*** | ***Expected results***  ***6-12th months*** | ***Expected results***  ***12-18th months*** | ***Expected results***  ***18-24th months*** |
| 1.1. Establishment of agricultural market | 12/2018-11/2019 | * Project cost was estimated and agro market was designed. * The purchasing process was organized (tender announcement etc.) | * The construction of agro market with 12 pavilions was finished |  |  |
| 1.2. Approval of market pavilions and their tariffs. Provision of pavilions to the farmers. | 11/2019-12/1019 |  | * The decree on code of conduct and pricing policy of agro market was discussed with community council and farmers * Head of community and community council assigned the decree. * Farmers signed the pavilions rental agreement. |  |  |
| 1.3. Construction and renovation of catchment basin | 10/2019-10/2020 |  |  | * Project cost estimation and design was finished. * The purchasing process was organized (tender announcement etc.) | * The construction of 1 and renovation of 2 catchment basin was finished. |
| 1.4. Inventory and measurement of agricultural land plots, identification of land users and owners. Land enlargement, allocation and exchange negotiations with farmers | 11/2019-12/2020 |  |  | * 200 pieces of land were measured and inventoried. * 150 land users and owners were identified. | * 50 pieces of land were enlarged |
| 2.1 Identification of attractions, in the identified attractions establish hospitality and leisure conditions / pavilions, toilets, playground/. Terms of use of recreation zones and confirmation of tariffs. | 06/2019-12/2020 |  | * 2 attractive locations were selected * The cost estimation and design was finished. * The purchasing process was organized (tender announcement etc.) | * The construction and furnishing of recreational zones was finished | * 2 recreational zones were established. * The decree on code of conduct and pricing policy of recreational zones was discussed with community council and local tour operators. * Tour operators signed the recreational zones launching agreement. |
| 2.2. Launch of recreational zones with the involvement of local tour operators and preparation of the newsletter. Launch of marketing campaign | 01/2021-06/2021 |  |  |  | * The newsletters and advertising materials about recreational zones was prepared. |
| 3.1. Organization of tourism trainings and capacity building activities | 03/2020-12/2020 |  |  | * Established contacts with specialized structures and invitations was sent. * Number of registered participants were identified. | * The training was organized * 15 SMEs and tourism service providers were trained. |
| 3.2. Organization of agricultural trainings | 06/2019-06/2020 |  | * Established contacts with specialized structures and invitations was sent. * Number of registered participants were identified. | * The training was organized * 15 farmers were trained and capacities were developed. |  |

# ANNEXES

**Actions Descriptions**

**Աղյուսակ 14. Գործողությունների նկարագրություն**

|  |  |
| --- | --- |
| **Գործողությունների նկարագրություն** | |
| **Անվանում** | 1.1.Ագրոշուկայի հիմնում |
| **Առաջատար գործընկեր** | ՏԻՄ, Մեղրի համայնքի ֆերմերներ |
| **Մասնակից գործընկերներ** | ՏԻՄ, Մեղրի համայնքի ֆերմերներ |
| **Մեկնարկի ամսաթիվ** | 12/01/2018թ. |
| **Տևողություն** | 12/2018-11/2019 |
| **Ընդհանուր գնահատված ծախս** | 24 900 000 AMD/  43 000 EUR |
| 1. **Կապիտալ ծախսեր (եթե կան)** | 24 900 000 AMD/  43 000 EUR |
| 1. **Այլ ծախսեր (եթե կան)** |  |
| **Ֆինանսավորման աղբյուրներ (եթե հայտնի են)** | Դոնոր՝KFW |
| **Արդյունք (անհրաժեշտության դեպքում՝ ցուցիչներ)** | * Կատարվել են նախագծանախահաշվային աշխատանքներ * Կազմակերպվել է գնման գործընթաց * Կատարվել են շինարարական աշխատանքներ * Կառուցվել է 12 տաղավարից կազմված շուկա |
| **Վերջնարդյունք՝ ցուցանիշներով** | * 12 տաղավարից բաղկացած ագրոշուկա |
| **Պլանավորված նպատակներ, որոնց իրագործմանը նպաստելու է գործողության իրականացումը** | 2.Խթանել այգեգործության զարգացումը |
| **Գործողությանն առնչվող հիմնասյուները** | Հող և ենթակառուցվածքներ |

**Աղյուսակ 15. Գործողությունների նկարագրություն**

|  |  |
| --- | --- |
| **Գործողությունների նկարագրություն** | |
| **Անվանում** | 1.2.Շուկայի տաղավարների օգտագործման կարգի և սակագների հաստատում, վաճառատեղերի հատկացում ֆերմերներին |
| **Առաջատար գործընկեր** | ՏԻՄ, Մեղրի համայնքի ֆերմերներ |
| **Մասնակից գործընկերներ** | ՏԻՄ, Մեղրի համայնքի ֆերմերներ |
| **Մեկնարկի ամսաթիվ** | 01/11/2019թ. |
| **Տևողություն** | 11/2019-12/2019 |
| **Ընդհանուր գնահատված ծախս** | - |
| 1. **Կապիտալ ծախսեր (եթե կան)** | - |
| 1. **Այլ ծախսեր (եթե կան)** |  |
| **Ֆինանսավորման աղբյուրներ (եթե հայտնի են)** | - |
| **Արդյունք (անհրաժեշտության դեպքում՝ ցուցիչներ)** | * Շուկայի տաղավարների օգտագործման կարգի և սակագների վերաբերյալ նախագծի քննարկում ավագանու անդամների և ֆերմերների հետ * Համայնքի ղեկավարի և ավագանու կողմից որոշումների ընդունում * Ֆերմերների հետ կնքված շուկայի վարձակալության պայմանագրեր |
| **Վերջնարդյունք՝ ցուցանիշներով** | * Գյուղմթերքի վաճառքի աճ 4 %-ով * 14-15 նոր աշխատատեղերի ստեղծում * Շուկայի վարձավճարներից ստացվող եկամուտներ համայնքի   բյուջեում /տարեկան 400 հազ. AMD/ |
| **Պլանավորված նպատակներ, որոնց իրագործմանը նպաստելու է գործողության իրականացումը** | 2.Խթանել այգեգործության զարգացումը |
| **Գործողությանն առնչվող հիմնասյուները** | Տեղական համագործակցություն |

**Աղյուսակ 16. Գործողությունների նկարագրություն**

|  |  |
| --- | --- |
| **Գործողությունների նկարագրություն** | |
| **Անվանում** | 1.3.Ջրհավաք ավազանների նորոգում և կառուցում |
| **Առաջատար գործընկեր** | ՏԻՄ, Մեղրի համայնքի ֆերմերներ |
| **Մասնակից գործընկերներ** | ՏԻՄ, Մեղրի համայնքի ֆերմերներ |
| **Մեկնարկի ամսաթիվ** | 01/10/2019թ. |
| **Տևողություն** | 10/2019-10/2020 |
| **Ընդհանուր գնահատված ծախս** | 46 000 000 AMD/80 000 EUR |
| 1. **Կապիտալ ծախսեր (եթե կան)** | 46 000 000 AMD/80 000 EUR |
| 1. **Այլ ծախսեր (եթե կան)** |  |
| **Ֆինանսավորման աղբյուրներ (եթե հայտնի են)** | Համայնք, պետբյուջե |
| **Արդյունք (անհրաժեշտության դեպքում՝ ցուցիչներ)** | * Կատարվել են նախագծանախահաշվային աշխատանքներ * Կազմակերպվել է գնման գործընթաց * Կատարվել են շինարարական աշխատանքներ * Կառուցվել է 1 և նորոգվել 2 ջրհավաք ավազան |
| **Վերջնարդյունք՝ ցուցանիշներով** | * Ջրհավաք ավազանով ոռոգվող 500 հա հողատարածք * Մշակվող հողամասերի ավելացում 200 հա-ով * Գյուղմթերքի արտադրության ծավալների աճ 3%-ով |
| **Պլանավորված նպատակներ, որոնց իրագործմանը նպաստելու է գործողության իրականացումը** | 1.Խթանել այգեգործության զարգացումը: |
| **Գործողությանն առնչվող հիմնասյուները** | Հող և ենթակառուցվածքներ |

**Աղյուսակ 17. Գործողությունների նկարագրություն**

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| --- | --- |
| **Գործողությունների նկարագրություն** | |
| **Անվանում** | 1.4. Գյուղատնտեսական նշանակության հողերի գույքագրում և չափագրում, սեփականատերերի և հողօգտագործողների հավաստանշում,հողամասերի խոշորացման, հատկացման և փոխանակման մասին բանակցությունների վարում ֆերմերների հետ |
| **Առաջատար գործընկեր** | ՏԻՄ, Մեղրի համայնքի ֆերմերներ |
| **Մասնակից գործընկերներ** | ՏԻՄ, Մեղրի համայնքի ֆերմերներ |
| **Մեկնարկի ամսաթիվ** | 01/11/2019թ. |
| **Տևողություն** | 11/2019-12/2020 |
| **Ընդհանուր գնահատված ծախս** | 1 100 000 AMD/2000 EUR |
| 1. **Կապիտալ ծախսեր (եթե կան)** | - |
| 1. **Այլ ծախսեր (եթե կան)** | 1 100 000 AMD/2000 EUR |
| **Ֆինանսավորման աղբյուրներ (եթե հայտնի են)** | Համայնք |
| **Արդյունք (անհրաժեշտության դեպքում՝ ցուցիչներ)** | * Գույքագրված և չափագրված մոտ 200 կտոր հողամաս * Հավաստանշված 150 սեփականատերեր և հողօգտագործողներ |
| **Վերջնարդյունք՝ ցուցանիշներով** | Խոշորացված հողամասերի ավելացում/մոտ 50 կտոր/ |
| **Պլանավորված նպատակներ, որոնց իրագործմանը նպաստելու է գործողության իրականացումը** | 1.Խթանել այգեգործության զարգացումը: |
| **Գործողությանն առնչվող հիմնասյուները** | Կարգավորման ինստիտուցիոնալ շրջանակ |

**Աղյուսակ 18. Գործողությունների նկարագրություն**

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| --- | --- |
| **Գործողությունների նկարագրություն** | |
| **Անվանում** | 2.1 Գեղատեսիլ վայրերի ընտրություն, ընտրված վայրերում հյուրասիրության և հանգստի պայմանների /տաղավարներ, զուգարաններ, խաղադաշտ/ ստեղծում, հանգստի գոտիների օգտագործման պայմանների և սակագների հաստատում |
| **Առաջատար գործընկեր** | ՏԻՄ, Մեղրի համայնքի տուր օպերատորներ |
| **Մասնակից գործընկերներ** | ՏԻՄ, Մեղրի համայնքի տուր օպերատորներ |
| **Մեկնարկի ամսաթիվ** | 06/01/2020 |
| **Տևողություն** | 06/2019-12/2020 |
| **Ընդհանուր գնահատված ծախս** | 29 000 000 AMD/  50 000 EUR |
| 1. **Կապիտալ ծախսեր (եթե կան)** | 29 000 000 AMD/  50 000 EUR |
| 1. **Այլ ծախսեր (եթե կան)** | - |
| **Ֆինանսավորման աղբյուրներ (եթե հայտնի են)** | Մեղրի համայնք, դոնորները դեռևս հայտնի չեն |
| **Արդյունք (անհրաժեշտության դեպքում՝ ցուցիչներ)** | * Ընտրվել են 2 գեղատեսիլ վայրեր * Կատարվել են նախագծանախահաշվային աշխատանքներ * Կազմակերպվել է գնման գործընթաց * Ստեղծվել է 2 հանգստի գոտի * Հանգստի գոտիների օգտագործման կարգի և սակագների վերաբերյալ նախագծի   քննարկում ավագանու անդամների և տուր օպերոտորների հետ * Տուր օպերատորների հետ կնքված պայմանագրեր հանգստի գոտիների   գործարկման վերաբերյալ |
| **Վերջնարդյունք՝ ցուցանիշներով** | * 2 հանգստի գոտու առկայություն * Զբոսաշրջային ուղղությունների ավելացում |
| **Պլանավորված նպատակներ, որոնց իրագործմանը նպաստելու է գործողության իրականացումը** | 2.Նպաստել ժամանցային և էկո տուրիզմի զարգացմանը: |
| **Գործողությանն առնչվող հիմնասյուները** | Հող և ենթակառուցվածքներ |

**Աղյուսակ 19. Գործողությունների նկարագրություն**

|  |  |
| --- | --- |
| **Գործողությունների նկարագրություն** | |
| **Անվանում** | 2.2. Հանգստի գոտիների գործարկում տեղական տուր օպերատորների ներգրավմամբ և տեղեկագրի պատրաստում, մարքետինգային արշավի մեկնարկ |
| **Առաջատար գործընկեր** | ՏԻՄ, Մեղրի համայնքի տուր օպերատորներ |
| **Մասնակից գործընկերներ** | ՏԻՄ, Մեղրի համայնքի տուր օպերատորներ |
| **Մեկնարկի ամսաթիվ** | 15/01/2021 |
| **Տևողություն** | 01/2021-06/2021 |
| **Ընդհանուր գնահատված ծախս** | 100 000 AMD/  170 EUR |
| 1. **Կապիտալ ծախսեր (եթե կան)** | - |
| 1. **Այլ ծախսեր (եթե կան)** | 100 000 AMD/  170 EUR |
| **Ֆինանսավորման աղբյուրներ (եթե հայտնի են)** | Մեղրի համայնք, դոնորները դեռևս հայտնի չեն |
| **Արդյունք (անհրաժեշտության դեպքում՝ ցուցիչներ)** | * Պատրաստված են տեղեկագրեր և հանգստի գոտիները գովազդող   վահանակներ |
| **Վերջնարդյունք՝ ցուցանիշներով** | * Աշխատատեղերի ավելացում 5-ով * Հանգստի գոտիներից օգտվող 400 զբոսաշրջիկներ/տարեկան/ * Հանգստի գոտիների վարձավճարներից ստացվող եկամուտներ համայնքի բյուջեում/տարեկան 200 հազ. AMDով/ |
| **Պլանավորված նպատակներ, որոնց իրագործմանը նպաստելու է գործողության իրականացումը** | 2.Նպաստել ժամանցային և էկո տուրիզմի զարգացմանը: |
| **Գործողությանն առնչվող հիմնասյուները** | * Տեղական համագործակցություն * Արտաքին դիրքավորում և մարքետինգ |

**Աղյուսակ 20. Գործողությունների նկարագրություն**

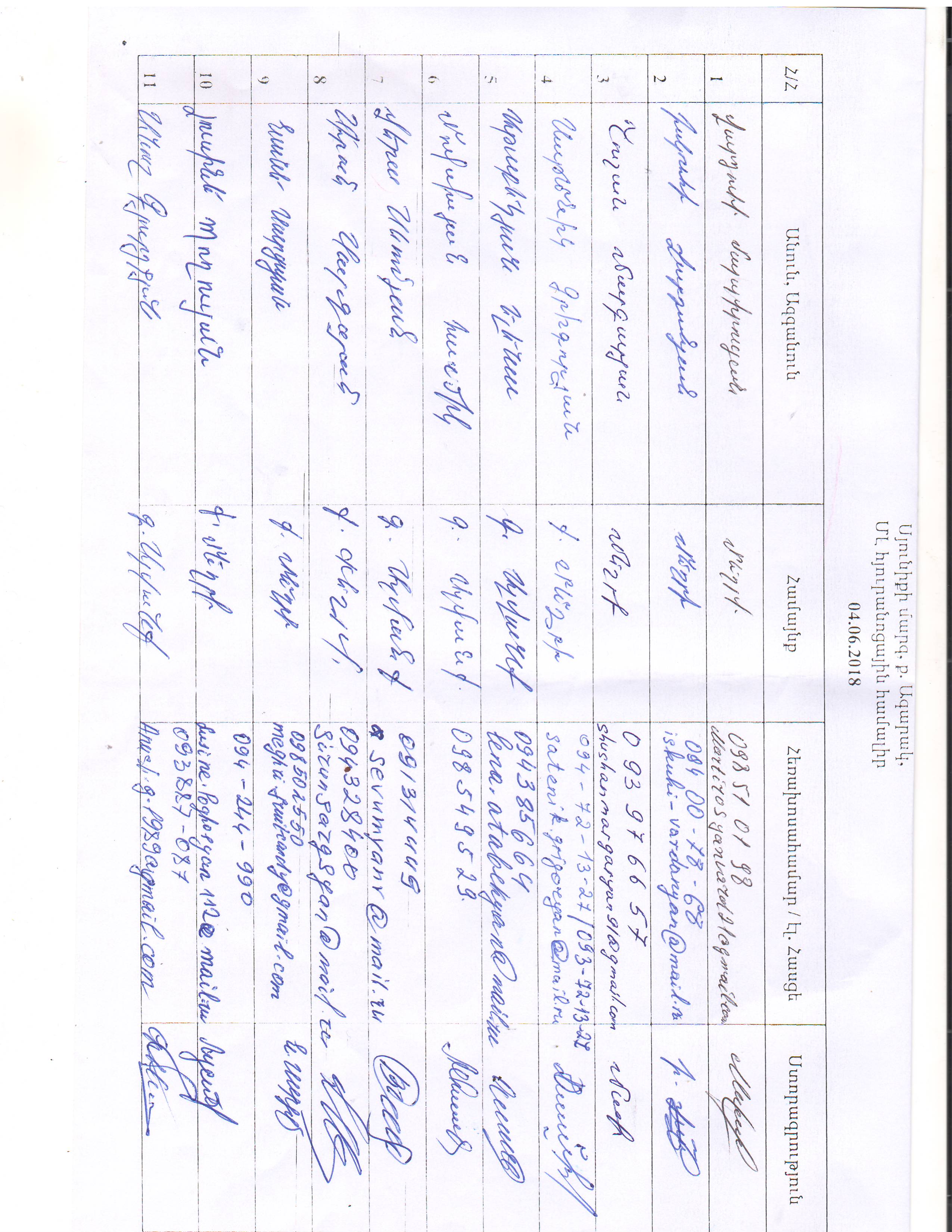
|  |  |
| --- | --- |
| **Գործողությունների նկարագրություն** | |
| **Անվանում** | 3.1. Տուրիզմի դասընթացների կազմակերպում և կարողությունների բարելավում |
| **Առաջատար գործընկեր** | ՏԻՄ, Մեղրի համայնքի տուր օպերատորներ, ՓՄՁ ԶԱԿ և այլ կազմակերպություններ |
| **Մասնակից գործընկերներ** | ՏԻՄ, Մեղրի համայնքի տուր օպերատորներ, ՓՄՁ ԶԱԿ և այլ կազմակերպություններ |
| **Մեկնարկի ամսաթիվ** | 03/01/2020թ. |
| **Տևողություն** | 03/2020-12/2020 |
| **Ընդհանուր գնահատված ծախս** | 1 100 000 AMD/2000 EUR |
| 1. **Կապիտալ ծախսեր (եթե կան)** | - |
| 1. **Այլ ծախսեր (եթե կան)** | 1 100 000 AMD/2000 EUR |
| **Ֆինանսավորման աղբյուրներ (եթե հայտնի են)** | Ձեռնարկությունները դեռևս հայտնի չեն |
| **Արդյունք (անհրաժեշտության դեպքում՝ ցուցիչներ)** | * Մասնագիտացված կառույցների հետ կապերի հաստատում և հրավիրում * Գրանցված մասնակիցներ * Կազմակերպված դասընթաց |
| **Վերջնարդյունք՝ ցուցանիշներով** | * Վերապատրաստված 7 ՓՄՁ-ներ, 2 տուր օպերատորներ, * Գործազրկության նվազում և նոր աշխատանք գտած 3-4 մասնակիցներ |
| **Պլանավորված նպատակներ, որոնց իրագործմանը նպաստելու է գործողության իրականացումը** | 3.Նպաստել տեղական աշխատուժի զարգացմանը |
| **Գործողությանն առնչվող հիմնասյուները** | * Հմտություններ և մարդկային կապիտալ |

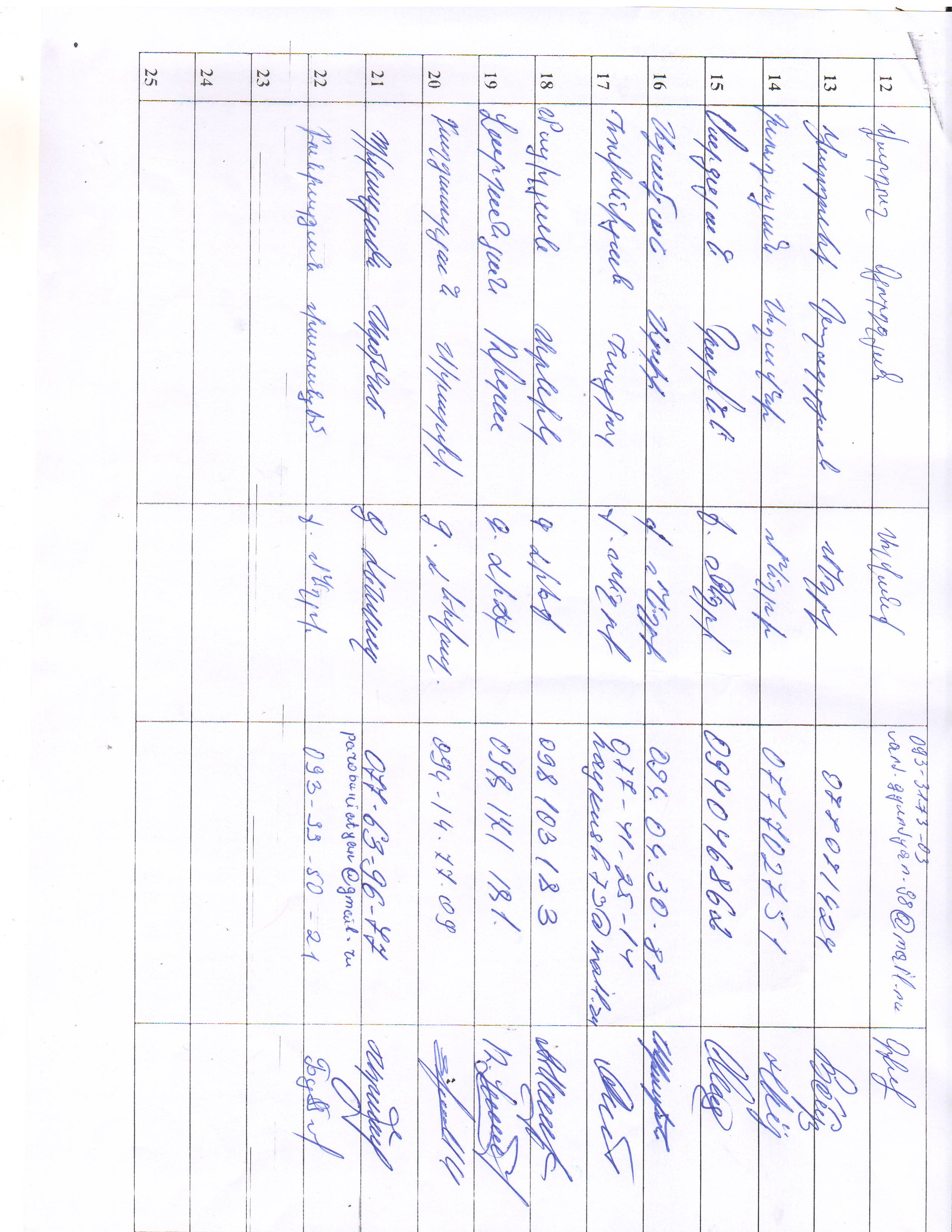
**Աղյուսակ 21. Գործողությունների նկարագրություն**

|  |  |
| --- | --- |
| **Գործողությունների նկարագրություն** | |
| **Անվանում** | 3.2. Գյուղատնտեսության թեմայով դասընթացների կազմակերպում |
| **Առաջատար գործընկեր** | ՏԻՄ, Մեղրի համայնքի տուր օպերատորներ, CARD, ՓՄՁ ԶԱԿ և այլ կազմակերպություններ |
| **Մասնակից գործընկերներ** | ՏԻՄ, Մեղրի համայնքի տուր օպերատորներ, CARD, ՓՄՁ ԶԱԿ և այլ կազմակերպություններ |
| **Մեկնարկի ամսաթիվ** | 06/01/2019թ. |
| **Տևողություն** | 06/2019-06/2020 |
| **Ընդհանուր գնահատված ծախս** | 1 100 000 AMD/2000 EUR |
| 1. **Կապիտալ ծախսեր (եթե կան)** | - |
| 1. **Այլ ծախսեր (եթե կան)** | 1 100 000 AMD/2000 EUR |
| **Ֆինանսավորման աղբյուրներ (եթե հայտնի են)** | Ձեռնարկությունները դեռևս հայտնի չեն |
| **Արդյունք (անհրաժեշտության դեպքում՝ ցուցիչներ)** | * Մասնագիտացված կառույցների հետ կապերի հաստատում և հրավիրում * Գրանցված մասնակիցներ * Կազմակերպված դասընթաց |
| **Վերջնարդյունք՝ ցուցանիշներով** | * Վերապատրաստված 7 ՓՄՁ-ներ, 15 ֆերմերներ, * Գործազրկության նվազում և նոր աշխատանք գտած 3-4 մասնակիցներ |
| **Պլանավորված նպատակներ, որոնց իրագործմանը նպաստելու է գործողության իրականացումը** | 3.Նպաստել տեղական աշխատուժի զարգացմանը |
| **Գործողությանն առնչվող հիմնասյուները** | * Հմտություններ և մարդկային կապիտալ |

Հավելված Բ

Մեղրի համայնքի ձեռներեցներ





Հավելված Բ

<<Շուկաներ Մեղրիի համար>> ծրագրի փակում

