**LOCAL ECONOMIC DEVELOPMENT PLAN**

Municipality: **GAVAR**

Country: **Republic of Armenia**

Slogan : **Sunlight water**

Date : **01.03.2019**



# Preface

By joining "The Mayors for Economic Growth" initiative, the head of community has been given a new opportunity to become an active initiator of economic development and job creation at the local level. The local economic development team has identified ways in which entrepreneurs can support new jobs as a result of organized meetings. Possible prerequisites for economic growth at local level have been developed in agriculture, tourism and renewable energy fields. As a result of the dialogue, a new platform for the implementation of community-private partnership projects has been created. As a result of organizing activities for LED plan development and collecting relevant data, now the community council has information on educational, cultural, banking, entertainment, business and other organizations of the community. It is a new action for the LEDP community and a new stage of development that can be implemented within the defined deadlines. As a Head of Community, my goal is to create a community with clean, verdant, renovated entertainment places, with recognizable traditional dishes, developed agriculture and invested with the latest technology for the residents of the community within the framework of LED plan, the five-year plan of development of the community and other projects.

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# Executive Summary

The slogan of the local economic development plan is “Sunlight water”, which speaks about the strengths of the community - the number of solar days and fresh drinking water. By joining the project, the community has gained new positive impetus and new approaches within the framework of community-based business partnerships. The Municipality already has information on community natural resources, business entities, farmers, and other sectors. Vision of development of the community

Gavar is a favourable community for education, culture, agriculture, domestic and ingoing tourism, it has good investment environment and preconditions for the development of solar energy sector.

Main objectives

1. There are favorable conditions and investment environment for solar energy development.

2. Promote the development of livestock sector in agriculture.

3. Developed domestic and ingoing tourism in the community.

To become one of the leaders in the region in the field of solar energy development. Gavar community has joined the EU "Covenant of Mayors" initiative and has undertaken a voluntary commitment to reduce greenhouse gas emissions by 30 per cent in 2030 through energy efficiency measures, increased energy efficiency and greater use of renewable energy resources․ The municipality owns a land of energy significance and is looking for investors, donors or cooperation with international donor organizations. Taking into consideration the climatic characteristics of Gavar community and the high level of employment of the population in agriculture in the community, it is possible to develop cattle breeding in agriculture to produce high quality meat products. The community has opportunities to develop domestic and foreign tourism. By presenting historical-cultural sites and traditional dishes in a best way in order to attract tourists. Within the framework of "Mayors for Economic Growth" initiative Gavar municipality will allocate funds in its LEDP Action Plan as defined by law - from community budget and donor organizations.

# Abbreviations, List of Tables and Figures

EU - European Union

NGO - Non-Governmental Organization

CSO - Civil Society Organization

LED - Local Economic Development:

CNPO - Community Non-Profit Organization

LGU - Local Governmental Unit

IT - Information Technologies

SWOT - Strengths, Weaknesses, Opportunities and Threats

LEDP - Local Economic Development Plan

SME DNC - Small and Medium Business Development National Center

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# Introduction to the Plan

Gavar community (Qyavar or New Bayazet) is the regional center of Gegharkunik region of the Republic of Armenia. It is located 93 km / 1 hour 20 minutes from Yerevan, 106 km from Zvartnots airport and 36 km from Sevan railway station. Gavar is located at an altitude of up to 2000 meters above sea level, the highest peak of Azhdahak is 3597 meters. According to the Statistical Department, the population is 29,146 people, of which 55% are female, and 45% are male. The number of able-bodied population is 22228, of which 6800 people go to seasonal work. The unemployment rate in the community is 49%, the number of registered employees is 7800,the population of Gavar community has grown by 13% compared to 2012.

Gavar community council of Gegharkunik region has joined the EU "Mayors for Economic Growth" project on 21.08.2017 by the decision No. 39-A.By joining the EU "Mayors for Economic Growth" initiative, the community will be able to manage local economic development as well as benefit from exclusive support services.

 Private sector and civil society organizations have never participated in the development of the Community Five-Year Development Program and other programs.

LEDP relates to Community Five-Year Development Program and other programs only from the perspective of collecting relevant data, as it is new action model to use the unique advantages of the community, which can boost economic growth, development and employment, which also gives the community leader a chance to become an active initiator for economic development and job creation at the local level.

After the start of the project community-based research, meetings with private entrepreneurs, business entities, educational systems,NGOs and CSO representatives were held and possible options for the development of the economy were discussed.

During the meetings, the LED plan was developed with the participation of the economic development officer, 1 representative of the municipality, 1 member of the council of elders and a CSO representative from "Nor Bayazet" charitable foundation.

LEDP has provided a unique opportunity for the private sector and CSO representatives to participate in both the development of the plan and the implementation and monitoring of the plan.

# Process of Local Economic Development Plan Development

"Mayors for Economic Growth" initiative the main goals and actions have been developed jointly with partners formed during the meetings The LEDP was developed based on the results of the analysis and meetings. ։ During the analysis it was used RA Gegharkunik region 2017-2025 development strategies other official data.https://www.edraft.am/files/project\_file/1/14872484964754.doc/

Data collection and study, as well as the analysis of the basics of M4EG was carried out by the group. Discussions were held on possible options for energy efficiency and energy saving, green energy development opportunities Nara Barkhudaryan representative of the Solaron solar panels producer organization, as well as farmers of the prospects of agriculture development with Arayik Gasparyan, Khachatur Dadoyan, Hamazasp Petrosyan ,Sosin Jamharyan,Mkrtich Sargsyan. According to the farmers, the increase in the number of livestock in the community will enable the development of production of meat and dairy products. While improving LEDP the prospects for the development of domestic and foreign tourism were discussed in the community, an agreement with “Hand of hope” SNGO was reached to register the historical and cultural sites of the community, to collect materials, to create a Facebook page. To record a video about Gavar community and disseminate it through social and other networks. The issues of provision a territory for “Mets Pour” festival in Gavar and presentation traditional dishes of the community in pavilions were discussed with the representative of “World Vision International” international benevolent organisation.

During the preparatory works and meetings of the LEDP, the reconstruction works of Buniatyan Street started on 15.10.2018 with the financial support of "Zakharyan" charity fund, and the renovation of the street created an opportunity for infrastructure development in the adjacent area and the creation of 5 new businesses with the support of the Municipality. The procedure about the investments of renovated entertainment centre and newly created jobs was discussed with Gagik Gharabaghtsyan, the representative of P/E Garnik Gapoyan.In the Municipality building was organized 4 meetings with community՛s businessmen and representatives of Gavar State University,Agricultural College, Community Employment Service,CSO, CSOs and as a resulte was developed the LEDP after long discussion with partners. Video about the meetings[https://www.youtube.com/watch?v=feriii-ida4&t=1s](https://www.youtube.com/watch?v=feriii-ida4&t=1s&fbclid=IwAR3XqeGUtFRCKdE2QBp424IH3ygo7A5tPWmXsqr1vunsxYYP07xvbDEKoUI)

Meetings were held with the representatives of the EU M4EG project. Issues related to possible areas of economic development in the community, LEDP elaboration, community SWOT analysis and activities were discussed.

The LEDP working group and participants performing activities will have their active contribution in the plan implementation in accordance with the Action Plan and the Internal Monitoring Plan.

# Local Economic Analysis

* 1. Analysis of Local Economic Structure

Historic sites of Gavar are the Saint Astvatsatsin of Gavar (1902-1905) / Saint Karapet (1848th) / Surb Astvatsatsin of Hatsarat (1893). Information on the history of Gavar can be obtained from the Gavar Regional Studies Museum․ The process of registration and coverage of historic-cultural sites has been launched within the framework of LEDP which will promote tourism development. According to the director of Hotel "Ara-Nare" LLC and the representatives of public catering organizations, tourists' visits have become noticeable in the community, there is a need of high-class rooms in hotels and entertainment places. An agreement was reached with tour operators to organize cognitive meetings and tours in the municipality.

The total administrative area of ​​the community is 25.013 hectares, of which 22.660 hectares are of village significance, 1482 hectares of residential areas and 212.8 hectares of industrial and entrails use lands. The area of community land used is 5084 hectares of arable land, 3553 hectares of grassland, 12003 hectares of pastures, of which the lands of community and state ownership are as follows: arable land - 2680 hectare, grassland - 1380 hectare, pasture - 12003 hectare. The arable land belonging to the citizens is 2399 hectares, grassland – 2173 hectares. The arable land leased by the municipality is 1509 hectares, grassland - 710 hectares, pasture - 3751 hectares. The procedure of land consolidation is carried out by the agricultural department of the municipality, according to the Head of the department the consolidation has enabled an increas of the demand for leased land. Agriculture has the most development tendency in Gavar. In the community there is a high rate of population employment in the fieldwork and livestock breeding. According to the National Statistical Service of the Republic of Armenia / 2018 / the number of supporting households is 6950, 783 are mainly engaged in cattle breeding, 64 of which are microeconomics. The number of large and small cattle is 11630, which has a tendency to increase. In 2018 compared to 2016 meat prices increased by approximately 25%. Farmers' supply of livestock with drinking water will be solved within the framework of the Regional development plan. An agreement was achieved to establish inter-community co-operation between Gavar, Lchap and Tsovazard communities. By using Akna lake water drainage network, installing intestines and carrying out other improvements it will be possible to construct slaughterhouses, organize production of meat as well as dairy products․

The number of solar days is about 330 days per year which is the strength of the community; the community has also resources of fresh drinking water, mineral water, as well as basalt stone. The community owns 2.3800 ha lands of energy significance, in order to involve investors an information will be posted on the website of the municipality. Meetings on energy efficiency will be organised for businessmen.

The Medical Center operates in the community with a staff of 120 people (including 90 nurses), a polyclinic with 120 employees, 12 pharmacies, 8 dental, 1 health and 1 rehabilitation centers.

In the region, the community is the only one with its educational institutions: Gavar State University, Agricultural and Medical Colleges, as well as a music college where 304 people work.The community has 8 schools with 426 employees. The number of employees of the municipality and the CNPO is 268. The municipality implements garbage disposal and sanitary cleaning. The working capital of the "Nor Bayazet Development" community non-profit charitable foundation, established by the municipality, amounts to 25-27 million AMD. The objective of the community is development and job creation. An average of 8-10 workplaces were created in 2013-2017. The funds were initially funded by donations from community residents. Provision of property for educational and cultural institutions, landscaping and construction works were implemented with the creation of seasonal jobs. Work plans for 2018 include the completion of the construction of the central square and the creation of new jobs by establishing eco parks, part of the profits of which will be used for the solution of community problems and social programs.

There are 20 industrial, 10 construction companies, 2 hotels, 11 food service centers and 1 real estate agency in the community․

In the table below you can find the list of the organizations operating in other fields in the community.

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

| *Type of economic activities* | *Number & % of businesses (per classification)* | | | |
| --- | --- | --- | --- | --- |
|  | ***Micro*** | ***Small*** | ***Medium*** | ***Large*** |
| Industry | 20/10% |  |  |  |
| organisations dealing with trade and other activities | 118/59% | 8/38.1% |  |  |
| construction | 10/5% |  |  |  |
| transportation,postal delivery services | 1/0.5% |  |  |  |
| hotel for accommodation  organisation of public catering | 2/1%  11/5.5% |  |  |  |
| healthcare and social services | 11/5.5% |  | 2/66.7% |  |
| financial  insurance activity | 3/1.5% | 10/47.1% |  |  |
| activity related to real estate | 1/5.5% |  |  |  |
| Professional, scientific and technical activities (includes accounting, architecture, engineering, research, market study, veterinary services) | 4/2% |  |  |  |
| Education | 19/9.5% | 3/14.3% | 1/33.3% |  |
| total | 200 | 21 | 3 |  |

|  |  |
| --- | --- |
| **STRENGTHS** | **WEAKNESSES** |
| * Presence of Gavar State University in the region | * Low-productive processing of agricultural products * Lack of travel agencies |

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* 1. Assessment of Local Cooperation

There is no business association in the community, so there is no partnership between enterprises. The Community has a Council for Economic Development, which unites farmers, commercial organizations, producers, community-based enterprises, NGOs, CSOs, and which will be a new impetus for the development of the economy.

**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*** |
| Agriculture | Farmers | Planning cycle / periodically | Useful |
| Renewable energy | Community | Planning cycle / periodically | Useful |
| Tourism | tour operators, SNGO | Planning cycle / periodically | Useful |

|  |  |
| --- | --- |
| **STRENGTHS** | **WEAKNESSES** |
| 1. favourable climatic conditions | 1. Not frequent meetings of community leaders with enterprises |
| 2. SNGOs, CSOs are active in the community | 2. newly created opportunity with tour operators |

# 

6.3 Business-friendly, Transparent and Corruption-Free Administration

The Community Economic Development Council has just been formed and has no experience of working with and sharing information with enterprises. Apart from community leader meetings, there is no other format of collaboration to improve the business-friendly environment. The community does not have space for arranging meetings with businessmen. All tenders announced by the municipality are published on the website and all stakeholders can participate in the opening of the quotes.The municipality has sufficient conditions to be aware of community meetings and public discussions, to participate and present proposals.For this purpose, the community's official website is used "Kyavar" TV Company, where detailed information on the activities of the municipality and community council is being addressed.All community council meetings are broadcast online. /http://www.gavariqaghaqapetaran.am/

“[Scientific research center of the historical and cultural heritage](http://www.armheritage.am/en)” SNCO has developed and submitted to the coordination of the municipality certain zones of historical-cultural monuments located on administrative borders of Gavar, which will create an opportunity for tourism development.

The community owns 2.38 ha lands of energy significance. Due to installation of solar photovoltaic panels PNCO subordinate to the community and the municipality will connect to the network; the municipality will have savings of funds which will be directed to the implementation of new economic plans/ ideas in future and it will become one of the leaders in the region in renewable energy field

**Table 3.** **Growth Sectors (Sub-sectors) & their Challenges**

|  |  |
| --- | --- |
| ***((Growth) Sector***  ***(sub-sectors)*** | ***Main challenges likely requiring business support assistance*** |
| Agriculture sector | Lack of modern agricultural machinery  Lack of mechanic-tractor station  Land consolidation according to zones problem  Limited knowledge of agriculture  Alpine road alignment |
| Tourism sector | Bad quality of the roads leading to tourist destinations  Absence of the tourist map. |
| Renewable energy | Inadequate awareness of legal regulations,  the need for investors in renewable energy |

|  |  |
| --- | --- |
| **STRENGTHS** | **WEAKNESSES** |
| 1.presence of lands of agricultural and energy significance | 1. lack of mutual support and cooperation with companies providing hotel and catering services |
| 2. Transparent competitive field | 2.Lack of agricultural cooperatives |

Public hearings to promote renewable energy development and introduction of photovoltaic plants will provide a sufficient basis for increasing energy efficiency in the community.

6.4 Access to Finance

There are 11 banking and credit organizations in the community that provide loans to businesses, starting from 50000 AMD, depending on the availability of real estate and type of credit. In order to promote agriculture, loans are provided starting at 5%. Agricultural loans for 16% are subsidized by 8%. There are consumer loans ranging from 14% to 24%, and there are types of loans in foreign currency. In order to develop business and create jobs in the community, the LED Council will also include the financial market for the implementation of community and private sector projects. Commercial banks in the community have business loans for agricultural development.

**Table 4. Access to Finance**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| ***Institution / donor***  ***(including banks and other credit organizations)*** | ***Potential customers / beneficiaries*** | ***Preferred economic sectors / activities*** | ***The minimum and maximum amount allocated*** | ***Requirements***  ***(pledge, etc.)*** |
| Commercial banks | SME  Community residents  Organizations | Trade,  Agriculture, construction | Starting with 50000 AMD,  There is no maximum threshold set | Guarantor  Pledge |
| Credit organizations | SME  Community residents  Organizations | Trade  Farming  Cattle breeding | Up to 5 million AMD and more | Guarantor, availability of real estate |

There is a need to mitigate the credit policy in banks, eliminate commissions completely, provide separate window for serving entrepreneurs and borrowers, as well as improve quality.

| **STRENGTHS** | **WEAKNESSES** |
| --- | --- |
| Access to credit products, best money transfer system | Availability of pledge for small business loans |
| Low interest rates for agricultural loans | The necessity of credit history of start-up business |

6.5 Land and Infrastructures

Business development brings with it a growing demand for community land and infrastructure lease. The main demand is for pastures and cultivated lands by the citizens engaged in agriculture, which brings with it the regulation of land acquisition. The community has a demand for agricultural lands, pasture roads alignment and agricultural tractor parks. The "House of Culture" CNPO, which is subordinate to the municipality, has areas that can be provided to meet the needs of the private business or to implement activities for the next 6 years after its renovation. The community has 2 public domain areas that can be developed.

**Table 6: Private Sector Needs in Area of Land and Infrastructure**

|  |  |  |  |
| --- | --- | --- | --- |
| **Expressed private sector needs by type of infastructure** | **Existing Provision**  **in this segment** | **Indicative future requirements (within 6 years)** | **Public-owned property / sites that can be developed** |
| Micro-company or sole trader workspace (workshops) – (with/without) shared common facilities | Areas with poor conditions | Area renovation | Community public areas with  possible development |
| Office space – (with/without) shared common facilities | available areas | Rental |  |
| Business incubator (< 10 start-up/micro-companies; > 10 start-up/micro-companies) | 5 startup micro companies | Provision of areas | Community public areas with  possible development |
| Business/ Industrial park | - |  | - |
| Science/ Technology park | Areas with poor conditions | Renovation | - |

|  |  |
| --- | --- |
| **STRENGTHS** | **WEAKNESSES** |
| 1. Availability of land areas | 1. Poor conditions of the areas |
| 2. Leasing opportunity | 2. The slow procedure of consolidation and leasing the lands |

# *6.6 Regulatory and Institutional Framework*

The services provided to the citizens at the Municipality are implemented with immediate contact with community servants. A new document circulation system has been introduced, which has reduced the dependency from community servants. The local fees and rates are approved by the council with minimum threshold, contributing to the possible increase in tax payers.

**Table 7: Regulatory and Institutional Framework**

|  |  |  |  |
| --- | --- | --- | --- |
| **Agreed Regulatory**  **Challenges** | **High/ Low Negative Impact** | **Main public agency involved** | **Scope for local mitigation/improvement (details)** |
| Citizen service | Low | LGU | Implementation of a single window service |
| Support to start-ups | Low | LGU | Legal advice improvement |
| Documentation system | Low | LGU | Improvement of the system |

| **STRENGTHS** | **WEAKNESSES** |
| --- | --- |
| 1. Equal Opportunities for Citizen Service | 1. Lack of single window service center |
| 2. Flexible system of local taxes and fees | 2. Direct contact of the citizens with the community servants |

# 6.7 Skills and Human Capital, Inclusiveness

Municipality implements only pre-school education. Most of households in the community are engaged in agriculture. The municipality organizes workshops at the Agricultural College on supporting the requalification of dairy technologies for the citizens engaged in agriculture.A cooperation framework was created to carry out re-qualification trainings at Gavar State University and Agricultural collage with the support of the municipality. According to the data of Employment Centre the number of registered unemployed people in the community is 1572, 1007 of which are women. During 2017, 94 unemployed people were employed, 25 of them are unemployed people trained by employment programs, employment center carries out trainings without cooperating with private business. In 2016 a job fair was organized in the community. As a result of the job fair 31 unemployed people were employed. In 2018 within the State program of regulation of employment it is envisaged to provide assistance to unemployed people to get another job, to provide financial assistance to people who are not competitive in the labour market to visit the employers, to provide assistance to rural economies by promoting seasonal employment. By existence of these programs there is no employer-employment center cooperation. In the labour market there is a demand of doctors of various specializations, seasonal labour migration has positive and negative impact on economy – by absence of specialists and inflow of transfers. The number of beneficiaries in the community is 1131 families. The level of unemployment is high in the community.

**Table 8B: How the Local Area is organized to Balance Required Skills and Employment Opportunities – System Analysis**

|  |  |  |  |
| --- | --- | --- | --- |
| ***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*** |
| Agriculture, sheep breeding | Mismatch | Mismatch | Organization of professional trainings on farming, meat and dairy processing technologies |
| Construction | Mismatch | Mismatch | organisation of re-qualification trainings of builders |
| Accomodation and public catering | Excess to demand | Mismatch | Organization of trainings on catering and service, organization of trainings on foreign languages |

**Table 8B: How the Local Area is organized 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 centre | 5 | Absence of demand for relevant specialists from the employer | 5 |
| Employers’ requirements | 5 | Non-transparency in demand presentation | 5 |
| Proffesional trainings and consultations | 5 | Not regular organization | 5 |
| Employers’ requirements | 5 | Absence of vacancy announcements by specialties | 5 |
| ***Possible Improved Ways of Working*** | | | |
| Cooperation between employment centre and employers. | | | |
| Cooperation between municipality, business, relevant education institutions. | | | |

# 6.8 External Positioning and Marketing

During the last years the community has entered a new development stage, the building conditions of the organizations subordinated to the community were renovated, the lighting network is improved, a new theater building was built, the central square is being built, greenery and tree planting works are organized every year, yard playgrounds were built, parks were renovated, events for kids are organized in the gardens in summer.

The community is famous for its traditional dishes Qyavar's qyufta, pahlavas and noodles in the whole republic․ Within the framework of LEDP the renovation of Buniatyan street by “Zakharyan” benevolent foundation gave the opportunity to provide the adjacent garden for organising “Mets Pour” festival. During the festival the tourists’ interest towards the historical-cultural sites and traditional dishes was noticeable. “Mets Pour” is a traditional potato cooking ritual of the community population which is served with other traditional dishes. The festival has already become traditional in the community which is organised within the framework of “World Vision International” international benevolent organisation and UNDP of rural communities.

<https://www.youtube.com/watch?v=cWO0DmWdY7g>

The community does not have a developed brand and marketing strategy.

**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)*** |
| Being the centre of the region | 5 | Poor infrastructures of settlements | 5 |
| Local quality products | 5 | Absence of external market to sell local products | 5 |
| Organisation of the festival | 5 | Community-private sector lack of cooperation | 5 |
| ***Possible Actions that could easily be Considered*** | | | ***Led by*** |
| To use links of Head of community to create new opportunities for business cooperation | | | LGU |
| To organize business meetings | | | LGU |
| To create new cooperation of sister-cities | | | LGU |

| **STRENGTHS** | **WEAKNESSES** |
| --- | --- |
| 1. Gavar community is the regional centre of Gegharkunik centre | 1. In the evening  Absence of entertainment places |
| 2. Visible change of development of the community | 2. Poor conditions of secondary roads |

# SWOT analysis

|  |  |
| --- | --- |
| **Strengths** | **Weaknesses** |
| * Number of sunny days in the community is high – 330 days * Higher and other education institutions * Alpine zones of pastures * High quality drinking water * Fresh air due to Lake Sevan * The fact that Gavar community is regional center * Presence of historic-cultural sites / church, chapel, tombstead / | * Strict long winters * Poor condition of the roads near pastures and cultivated lands * Absence of standardized slaughterhouses * Dependency of the population on incomes from agricultural sector * Low level of GDP per capita * Absence of refrigerators to store agricultural products * Lack of cultural and entertainment places |
| **Opportunities** | **Threats** |
| * Presence of cross-stones of Lake Sevan and Noratus community for tourism development * Community traditional dishes / baklava, kufta, gata / as an opportunity for domestic and ingoing tourism development * ncrease in meat prices as a cattle breeding opportunity * Use of the drainage system from the lake "Akna" as an opportunity to increase the number of livestock and to produce ecologically clean meat products * High rate of employment of the population in agriculture is a possibility of cattle breeding development * Availability of energy-efficient lands as an opportunity for solar energy discharge | * Global warming – drought * Change of climatic conditions (unpredictable disasters) |

# Vision and objectives

**Vision**

Gavar is a favorable community for education, culture, agriculture, domestic and ingoing tourism,it has good investment environment and preconditions for the development of solar energy sector

Main objectives

1. There are favorable conditions and investment environment for solar energy development.

2. Promote the development of livestock sector in agriculture.

3. Developed domestic and ingoing tourism in the community.

# Action Plan

**Table 11. Action plan**

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| ***Building***  ***blocks*** | ***Key Objectives*** | ***Actions / Projects ideas*** | ***Duration (start/finish)*** | ***Partners involved*** | ***Estimated costs*** | ***Results*** | ***Monitoring***  ***indicators*** |
| Institutional framework of regulation  Skills, human capital, inclusiveness  Land and infrastructures | 1. There are favorable conditions and investment environment for solar energy development | 1.1 Development of an investment package for the construction of a photovoltaic station in the area of 2.38000 hectares of energy significance, publication on the website for attracting investors | 01․05․2019  01․12․2019 | investors  LGU | 488 milion AMD /  872000 Euro | * Investment portfolio available to investors * Solar photovoltaic plant built by investor with capacity of 1391.04 kW | * CO2 emission reduction * Annual solar power generation - 1853884 kWh * Available investors * High level of awareness among business entities |
| 1.2 Organization of meetings on energy efficiency issues with economic entities | 01․05․2019  31․12․2020 | LGU | 1000000 AMD  1790 Euro | * Number of informed economic entities * At least 3 meetings organized |
| Land and infrastructures  Skills, human capital, inclusiveness  Institutional framework of regulation | 2. Promote the development of livestock sector in agriculture | 2.1 Leveling of the roads between fields | 01.06.2019-  31.09.2019թթ | LGU | 1500000AMD/  2700 Euro | improved roads – 7km | * Qualified farmers * Improved pastures * 5 qualified farmers * Improved and watered pastures * Added quantity of quality meat products |
| 2.2 Livestock development training | 01.09.2019-  01.12.2019 | Agricultural College  LGU | 150000 AMD/  270 Euro | * Number of trainings * Number of participants of the training – 5 |
| 2.3 Providing livestock with drinking water by the placement of watering points / pasture watering/ | 01.05.2019 –  31.10․2019 | LGU | 10000000 AMD  17860 Euro | * Installation of intestines with proper design * Improvement of adjacent areas |
| Land and infrastructures  Skills, human capital, inclusiveness  Institutional framework of regulation | 3. Developed domestic and ingoing tourism in the community | 3.1 Organization of the “Big Oven” Festival in Gavar | *01.08.2019-31.11.2020* | World Vision International charity organization,  LGU |  | * number of pavilions installed * Organized festival * Number of festival participants | * Online published video about Gavar community * Increasing the satisfaction of the community residents * Increased number of tourists visiting the community |
| 3.2 Community Historical and Cultural Places Marking and Video Preparation | *01.06.2019-31.12․2019* | Hand of hope" NGO  LGU | 150000 AMD  268 Euro | * identified historical and cultural sites * Video on community, up to 10 minutes * Development of a plan for land improvement |
|  |  | 3.3 Info meetings and tours with tour operators | *01.06.2019-01.12․2020* | Տուր օպերատորներLGU | 150000 AMD/  270 Euro | * Number of info meetings * Number of organized tours * Meetings at the Municipal Administration |

# Financing Scheme

**Table 12. Financing Scheme**

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| ***Actions*** | ***Estimated***  ***costs*** | ***Source of financing*** | | | | ***Funding gaps*** | ***Remarks*** |
| ***Local budget*** | ***Upper level budgets*** | ***Business*** | ***Donors*** |
| 1.1 Development of an investment package for the construction of a photovoltaic station in the area of 2.38000 hectares of energy significance, publication on the website for attracting investors | 488 milion AMD / 872000 Euro | 0․2% | - | - | 99, 8% | 487000000  AMD  870000 Euro | Grant  Community budget  or sponsors |
| 1.2 Organization of meetings on energy efficiency issues with economic entities | 1,000,000 AMD  1790 Euro | 100% | - | - |  | - | LGU |
| 2.1 Leveling of the roads between fields | 1,500,000 AMD  2680 Euro | 100% |  |  |  |  | LGU |
| 2.2 Livestock development training | 150,000 AMD  268 Euro | 100% | - | - | - | - | LGU |
| 2.3 Providing livestock with drinking water by the placement of watering points / pasture watering/ | 10,000,000 AMD  17,860 Euro | 100% | - | - |  | - | LGU |
| 3.1 Organization of the “Big Oven” Festival in Gavar | 1,500,000 AMD  2,680 Euro |  | - | World Vision International charity organization |  | - | World Vision International charity organization |
| 3.2 Community Historical and Cultural Places Marking and Video Preparation | 150,000 AMD  268 Euro | 100% | - |  | 100% | - | LGU |
| 3.3 Info meetings and tours with tour operators | 150,000 AMD  268 Euro | 100% | - |  |  | - | LGU |
| ***Total*** | 93450000 AMD  882000 Euro |  |  |  |  |  |  |

# Monitoring Mechanisms

**Table 12. Internal monitoring plan of the actions presented in Table 11**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| ***Actions/***  ***Project ideas*** | ***Duration (start/end)*** | ***Expected results***  ***1-6th months*** | ***Expected results***  ***6-12th months*** | ***Expected results***  ***12-18th months*** | ***Expected results***  ***18-24th months*** |
| 1․1 Development of an investment package for the construction of a photovoltaic station in the area of 2.38000 hectares of energy significance, publication on the website for attracting investors | 01․05․2019  01․12․2019 | * Approval of “Sustainable energy development” project | * Investment portfolio available to investors * Solar photovoltaic plant with a capacity of 1391.04 kW power is being built by the investors |  | * CO2 emission reduction      * Annual solar power generation - 1853884 kWh * Available investors |
| 1.2 Organization of meetings on energy efficiency issues with economic entities | 01.04.2020 –  31.12.2020 |  | * - | * Number of informed entities * 3 meetings organized by the municipality | * High level of awareness among business entities |
| 2.1 Leveling of the roads between fields | 01.06.2019-  31.08.2019 |  | * Announcement of the tender for road improvement. * Implementation of Road Improvement Works |  | Improved pastures provided with drinking water for cattle |
| 2.2 Livestock development training | 01.09.2019-  01.12.2019 | * A stipulation was obtained with Agricultural College to carry out trainings and workshops * Topics and participants of the workshops are confirmed | * Number of trainings * Number of participants of the training – 5 |  | * 5 qualified farmers |
| 2.3 . Providing livestock with drinking water by the placement of watering points / pasture watering/ | 01.05.2019 -01.10.2019 |  | * Pasture registry and site selection activities * Placement of intestines |  | presence of livestock drinking water system in pastures  increase of livestock |
| 3.1 Organization of the “Big Oven” Festival in Gavar | *01.08.2019-31.12.2020* |  | * Implementation of park improvement activities and provision of the park area for festival * Agreement with tour operators for the participation of tourists in the festival * Installation of pavilions for traditional dishes |  | * Increasing number of tourists participating in the festival * Achievement of an experience to better organize festivals * The community has become more recognizable with its traditional dishes |
| 3.2 Community Historical and Cultural Places Marking and Video Preparation | *01.06.2019-31.12.2019* |  | * Identification of historic-cultural sites by "Hand of hope" NGO, photo and video production * Photo and video distribution by social and other networks |  | * The community is recognized in social and other networks |
| 3.3 Info meetings and tours with tour operators | *01.06.2019թ-*  *31․.12.2020* |  |  | * Organization of info meetings with tour operators at the municipality * Achievement of agreements for the arrangement of tours during the meetings * tasting traditional dishes at food service locations | * Organized tours in Gavar * meetings held at the municipality of Gavar |

# Annexes

**Annex 1. Actions descriptions**

|  |  |
| --- | --- |
| **Գործողությունների նկարագրություն 1․1** | |
| **Անվանում** | 1. էներգետիկ նշանակության 2․38000հա հողատարածքում ֆոտովոլտային կայանի կառուցման ներդրումային փաթեթի մշակում, տեղադրում կայք էջում ներդրողների ներգրավման համար | |
| **Առաջատար գործընկեր** |  | |
| **Մասնակից գործընկերներ** | ՏԻՄ | |
| **Մեկնարկի ամսաթիվ** | 01․05․2019 | |
| **Տևողություն** | 21ամիս | |
| **Ընդհանուր գնահատված ծախս** | 488 մլն ՀՀդրամ / 872000 Եվրո | |
| 1. **Կապիտալ ծախսեր (եթե կան)** |  | |
| 1. **Այլ ծախսեր (եթե կան)** | չկանխատեսված ծախսեր | |
| **Ֆինանսավորման աղբյուրներ (եթե հայտնի են)** | դրամաշնորհ կամ հովանավորներ  համայնքի բյուջե | |
| **Արդյունք (անհրաժեշտության դեպքում՝ ցուցիչներ)** | Նեդնողների կողմից կառուցված արևային ֆոտովոլտային կայան 1391.04կՎտ հզորությամբ | |
| **Վերջնարդյունք՝ ցուցանիշներով** | CO2արտանետումների կրճատու  Տարեկան արտադրված արևային էներգիայի քանակը՝ 1853884 կվտժ | |
| **Պլանավորված նպատակներ, որոնց իրագործմանը նպաստելու է գործողության իրականացումը** | Արևային էներգետիկայի զարգացման համար կան բարենպաստ պայմաններ և ներդրումային միջավայր։ | |
| **Գործողությանն առնչվող հիմնասյուները** | Հող և ենթակառուցվածքներ, Կարգավորման ինստիտուցիոնալ շրջանակ | |
| **Գործողությունների նկարագրություն 1․2** | |
| **Անվանում** | 1․2 էներգախնայողության էնեգաարդյունավետության թեմայով հանդիպումների կազմակերպում տնտեսվարողների հետ | |
| **Առաջատար գործընկեր** |  | |
| **Մասնակից գործընկերներ** | ՏԻՄ | |
| **Մեկնարկի ամսաթիվ** | 01․05․2019 | |
| **Տևողություն** | 21ամիս | |
| **Ընդհանուր գնահատված ծախս** | 1000000ՀՀդրամ 1790Եվրո | |
| 1. **Կապիտալ ծախսեր (եթե կան)** | - | |
| 1. **Այլ ծախսեր (եթե կան)** | - | |
| **Ֆինանսավորման աղբյուրներ (եթե հայտնի են)** | Գավառի համայնքապետարան | |
| **Արդյունք (անհրաժեշտության դեպքում՝ ցուցիչներ)** | կազմակերպված ամենաքիչը 3 հանդիպում | |
| **Վերջնարդյունք՝ ցուցանիշներով** | իրազեկվածության բարձր ցուցանիշ տնտեսվարողների մոտ | |
| **Պլանավորված նպատակներ, որոնց իրագործմանը նպաստելու է գործողության իրականացումը** | էներգախնայողության էնեգաարդյունավետության իրազեկվածության բարձրացում | |
| **Գործողությանն առնչվող հիմնասյուները** | Հմտություններ մարդկային կապիտալ, ներառականություն | |
| **Գործողությունների նկարագրություն 2․1** | |
| **Անվանում** | 2.1 Դաշտամիջյան ճանապարհների հարթեցում | |
| **Առաջատար գործընկեր** |  | |
| **Մասնակից գործընկերներ** | Գավառի համայնքապետարան | |
| **Մեկնարկի ամսաթիվ** | 01.06.2019 | |
| **Տևողություն** | 15ամիս | |
| **Ընդհանուր գնահատված ծախս** | 1500000ՀՀդրամ 2700Եվրո | |
| 1. **Կապիտալ ծախսեր (եթե կան)** | - | |
| 1. **Այլ ծախսեր (եթե կան)** | - | |
| **Ֆինանսավորման աղբյուրներ (եթե հայտնի են)** | ՏԻՄ | |
| **Արդյունք (անհրաժեշտության դեպքում՝ ցուցիչներ)** | Բարեկարգված ճանապարհներ 7կմ | |
| **Վերջնարդյունք՝ ցուցանիշներով** | Բարեկարգված և ջրարբիացված արոտավայրեր | |
| **Պլանավորված նպատակներ, որոնց իրագործմանը նպաստելու է գործողության իրականացումը** | խթանել անասնապահության ոլորտի զարգացմանը | |
| **Գործողությանն առնչվող հիմնասյուները** | Հող և ենթակառուցվածքներ | |

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| **Գործողությունների նկարագրություն 2․2** | |
| **Անվանում** | Անասնապահության զարգացման թեմայով վերապատրաստում | |
| **Առաջատար գործընկեր** |  | |
| **Մասնակից գործընկերներ** | ՏԻՄ, Գյուղատնտեսական քոլեջ | |
| **Մեկնարկի ամսաթիվ** | 01.09.2019 | |
| **Տևողություն** | 15 ամիս | |
| **Ընդհանուր գնահատված ծախս** | 150000ՀՀ դրամ 270Եվրո | |
| 1. **Կապիտալ ծախսեր (եթե կան)** | - | |
| 1. **Այլ ծախսեր (եթե կան)** | - | |
| **Ֆինանսավորման աղբյուրներ (եթե հայտնի են)** | ՏԻՄ | |
| **Արդյունք (անհրաժեշտության դեպքում՝ ցուցիչներ)** | Վերապատրաստման մասնակիցների թիվը՝ 5 | |
| **Վերջնարդյունք՝ ցուցանիշներով** | 5որակավորված ֆերմերներ | |
| **Պլանավորված նպատակներ, որոնց իրագործմանը նպաստելու է գործողության իրականացումը** | խթանել անասնապահության ոլորտի զարգացմանը | |
| **Գործողությանն առնչվող հիմնասյուները** | Հմտություններ մարդկային կապիտալ,ներառականություն | |

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| **Գործողությունների նկարագրություն 2․3** | |
| **Անվանում** | Անասունների խմելու ջրով ապահովումը խմոցների տեղադրմամբ /արոտավայրերի ջրարբիացում | |
| **Առաջատար գործընկեր** |  | |
| **Մասնակից գործընկերներ** | ՏԻՄ,միջհամայնքային կոոպերացիա | |
| **Մեկնարկի ամսաթիվ** | 01.05.2019 | |
| **Տևողություն** | 17ամիս | |
| **Ընդհանուր գնահատված ծախս** | 10000000ՀՀդրամ 17860 Եվրո | |
| 1. **Կապիտալ ծախսեր (եթե կան)** | - | |
| 1. **Այլ ծախսեր (եթե կան)** | - | |
| **Ֆինանսավորման աղբյուրներ (եթե հայտնի են)** | ՏԻՄ | |
| **Արդյունք (անհրաժեշտության դեպքում՝ ցուցիչներ)** | խմոցների տեղադրում համապատասխան նախագծի | |
| **Վերջնարդյունք՝ ցուցանիշներով** | Բարեկարգված և ջրարբիացված արոտավայրեր | |
| **Պլանավորված նպատակներ, որոնց իրագործմանը նպաստելու է գործողության իրականացումը** | խթանել անասնապահության ոլորտի զարգացմանը, անասնագլխաքանակի ավելացումով | |
| **Գործողությանն առնչվող հիմնասյուները** | Կարգավորման և ինստիտուցիոնալ շրջանակ,Հող և ենթակառուցվածքներ | |

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| **Գործողությունների նկարագրություն 3․1** | |
| **Անվանում** | Գավառի”Մեծ փուռ” փառատոնի  կազմակերպում | |
| **Առաջատար գործընկեր** | «Վորլդ Վիժն Ինթերնեյշնլ” միջազգային բարեգործական կազմակերպություն | |
| **Մասնակից գործընկերներ** | ՏԻՄ | |
| **Մեկնարկի ամսաթիվ** | *01.08.2019 31.11.2020թթ* | |
| **Տևողություն** | 2 ամիս | |
| **Ընդհանուր գնահատված ծախս** | 1500000ՀՀդրամ 2680Եվրո | |
| 1. **Կապիտալ ծախսեր (եթե կան)** | - | |
| 1. **Այլ ծախսեր (եթե կան)** | - | |
| **Ֆինանսավորման աղբյուրներ (եթե հայտնի են)** | «Վորլդ Վիժն Ինթերնեյշնլ” միջազգային բարեգործական կազմակերպություն | |
| **Արդյունք (անհրաժեշտության դեպքում՝ ցուցիչներ)** | փառատոնի մասնակիցների թիվ | |
| **Վերջնարդյունք՝ ցուցանիշներով** | Համայնքի բնակիչների բավարարվածության բարձրացում | |
| **Պլանավորված նպատակներ, որոնց իրագործմանը նպաստելու է գործողության իրականացումը** | նրքին տուրիզմի զարգացում | |
| **Գործողությանն առնչվող հիմնասյուները** | Կարգավորման և ինստիտուցիոնալ շրջանակ  Հող և ենթակառուցվածքներ | |

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| **Գործողությունների նկարագրություն 3․2** | |
| **Անվանում** | Համայնքի պատմամշակութային վայրերի տեղանշում և տեսանյութի պատրաստում | |
| **Առաջատար գործընկեր** |  | |
| **Մասնակից գործընկերներ** | “Հույսի ձեռք” ՍՀԿ ՏԻՄ | |
| **Մեկնարկի ամսաթիվ** | *01.06.2019* | |
| **Տևողություն** | 12 ամիս | |
| **Ընդհանուր գնահատված ծախս** | 150000 ՀՀ դրամ 268Եվրո | |
| 1. **Կապիտալ ծախսեր (եթե կան)** | - | |
| 1. **Այլ ծախսեր (եթե կան)** | չնախատեսված ծախսեր | |
| **Ֆինանսավորման աղբյուրներ (եթե հայտնի են)** | ՏԻՄ | |
| **Արդյունք (անհրաժեշտության դեպքում՝ ցուցիչներ)** | վերհանված պատմամշակութային վայրեր | |
| **Վերջնարդյունք՝ ցուցանիշներով** | Առցանց տեղադրված տեսանյութ Գավառ համայնքի վերաբերյալ | |
| **Պլանավորված նպատակներ, որոնց իրագործմանը նպաստելու է գործողության իրականացումը** | դիրքվորում ներքին և արտաքին տուրիզմ խթանման | |
| **Գործողությանն առնչվող հիմնասյուները** | Արտաքին դիրքավորում և մարքեթինգ | |

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| **Գործողությունների նկարագրություն 3․3** | |
| **Անվանում** | Տուր օպերատորների հետ ճանաչողական հանդիպումների և տուրերի կազմակերպում | |
| **Առաջատար գործընկեր** |  | |
| **Մասնակից գործընկերներ** | ՏԻՄ | |
| **Մեկնարկի ամսաթիվ** | *01.06.2019թ-31․12․2020թթ* | |
| **Տևողություն** | 18 ամիս | |
| **Ընդհանուր գնահատված ծախս** | 150000ՀՀդրամ 268Եվրո | |
| 1. **Կապիտալ ծախսեր (եթե կան)** | - | |
| 1. **Այլ ծախսեր (եթե կան)** | չնախատեսված ծախսեր | |
| **Ֆինանսավորման աղբյուրներ (եթե հայտնի են)** | ՏԻՄ | |
| **Արդյունք (անհրաժեշտության դեպքում՝ ցուցիչներ)** | ճանաչողական հանդիպումների քանակ  կազմակերպված տուրերի քանակ | |
| **Վերջնարդյունք՝ ցուցանիշներով** | Համայնք այցելած զբոսաշրջիկների քանակի աճ | |
| **Պլանավորված նպատակներ, որոնց իրագործմանը նպաստելու է գործողության իրականացումը** | խթանում ներքին և արտաքին տուրիզմի զարգացման | |
| **Գործողությանն առնչվող հիմնասյուները** | Կարգավորման և ինստիտուցիոնալ շրջանակ Արտաքին դիրքավորում և մարքեթինգ | |

**Annex 2․ List of meetings and discussions with the participants to develop LED Plan**

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| --- | --- | --- | --- | --- |
| ***N*** | ***Participants*** | ***Content of the meetings*** | ***Date*** | ***Location*** |
| *1․* | *Deputy Head of Gavar community, representatives of community business environment, NGOs and CSOs, agronomists, builders, representatives of benevolent funds, LED officers* | *Preparation of awareness-raising, collection of information of “Mayors for Economic Growth” project and development of LEDP* | *12.12.*  *2017* | *Gavar municipality* |
| *2․* | *Deputy Head of Gavar community, LED officer of Yeghegnadzor community, agronomists, benevolent funds, representatives of business association and NGOs* | *Within the framework of “Mayors for Economic Growth” project discussions on integration of higher education institutions and opportunities to invest in the community* | *23.12.2017* | *Gavar municipality* |
| *3․* | *Deputy Head of Gavar community, representatives of Gavar State University and Agricultural College, agronomists, chief specialists of agriculture division of the municipality, builders, NGOs, businessmen, LED officer* | *Within the framework of “Mayors for Economic Growth” project discussions on the ways of promoting agriculture and tourism, integration of HEIs, development of solar energy in the community, renovation of Buniatyan street* | *13.02.*  *2018* | *Gavar municipality* |

**Annex 3. Working group of the development of Local Economic Plan**

1. VarsenikKhachatryan – Local Economic Development Officer

2. Ruben Kokhpetsyan – Assistant to Head of Gavar community

3.TigranBrsikyan – Chief specialist of Gavar municipality

4. Arman Marukhyan – Director of “Community benevolent foundation for development of Nor Bayazet”

HEAD OF GAVAR COMMUNITY OF GEGHARKUNIK REGION OF THE REPUBLIC OF ARMENIA

Gavar community of Gegharkunik region of the Republic of Armenia

RA, Gegharkunik region, city Gavar, (0264)23423, (0264)22338, [info@gavariqaghaqapetaran.am](mailto:info@gavariqaghaqapetaran.am)

O R D E R

December 29, 2017, N 190-A

ON CREATING A WORKING GROUP

Guided by Point 24 of Article 35 of the Law of the Republic of Armenia “On local self-government”, *I order*

In order to implement the works within the framework of EU project “Mayors for Economic Growth” to create a working group with the followingcomposition:

GrigorBoshyan – Deputy Head of Gavar community

VarsenikKhachatryan – Local Economic Development officer

Ruben Kokhpetsyan – Assistant to Head of Gavar community

TigranBrsikyan – Chief specialist of Legal-Economical division of Gavar municipality

Arman Marukhyan – Director of “Community benevolentfoundation for development of Nor Bayazet”

GrigorDashtoyan – Member of the Elder of Gavar community

Mayor GurgenMartirosyan

December 29, 2017

City Gavar



**Annex 4. List of organizations and names of participants involved in the partnership of local economic development in Gavar community**

1.Arman Marukhyan – Director of “Community benevolent foundation for development of Nor Bayazet”

2.MkrtichManukayn – Chief specialist of Agriculture division of Gavar municipality

3. “GarnikGapoyan” P/E GagikGharabaghtsyan

4. “Shah” LTD CSO director Anahit Shahzadyan

5. “Covenant of Mayors” EU initiative

6. Gavar State University, rector Ruzanna Hakobyan

7. Agricultural college, director Siranush Martirosyan