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**LOCAL ECONOMIC DEVELOPMENT PLAN:**

Community : Tashir

Country : United States Republic of Armenia

date. Now 01.09.2018

1. **Introduction**

 The Tashir Community of the Lori Region will become the best community in the region for the better, prosperous and permanently residing in the region in 2018-2023, which will attract the community not only to tourists, but also to investors, those who want to work and permanently reside.

The activities of the Tashir community over the past few years are aimed at ensuring effective governance of community economies, sustainable and natural development of community infrastructure, diversity of the environment, quality of life and activity of our community, in the context of proportional community development.

To get a copy of the plan , please contact us.

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1. **Summary**

The Tashir community's local economic development plan has been elaborated within the framework of the Community Leaders for Economic Development program. During the development of the plan, community economics and SWOT analysis were conducted, based on which the community's vision and key goals were identified. Also, actions for 2018-2020 have been defined, with the implementation of which will best contribute to the achievement of the set goals. The Tashir community is also considered to be the center of cheese production in Armenia where a large number of cheese producers and homeowners operate.

Vision

    Tashir Community is a leading cheese making center in the country and an attractive and competitive destination for ecotourism, with high living standards and employment, with socially-based infrastructure.

Strategic goals

1. Establish a Regional Training and Experimental Center for Cheese and Milk Processing in the Community
2. In 2020, increase the livestock by 20% and milk production by 30%
3. Create conditions for the development of ecotourism in the community;

In order to achieve the set goals, the community will continue to implement a traditionally traded cheese festival to support homemade cheese producers, develop their skills and improve product quality, and improve agricultural and tourism infrastructure. The community also intends to promote intensive agriculture.

The main sources of expenditure for the implementation of the plan are known: Some of the expenditures will be financed from the community budget and the other will be funded by state and international organizations.

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1. **Abbreviations**

M4EG – Mayors for Economic Drowth

CSO - civil society organization

SME DNC - National Center for Small and Medium Entrepreneurship Development

          SWOT - strong and weak points, opportunities and challenges

         IT - Information Technologies

CNPO - Community Non-Profit Organizations

Local self-government system - local self-government system

LED - Local Economic Development

National Assembly - National Assembly

United Nations: United Nations

NGO - Non-Governmental Organization

UNDP - United Nations Development Programme (UNDP)

GIZ - German International Cooperation Agency

ADF - Agriculture Development Foundation:

USAID - US agency for International development

EU - European union

1. **Introduction to the Plan**

The community of Tashir has joined the Community Leaders for Economic Development Initiative in 2017. On May 8th.

The community of Tashir includes Tashir urban and 11 rural settlements. The community is located in the Lori region , 163 km from the capital Yerevan (2 hours 40 minutes), on the 54 km distance (45 minutes) from regional center Vanadzor , is located in the north-eastern part of the country . The community occupies 403.59 square meters and has 15,946 visits, of which 47.3 percent are men and 52.7 percent are women. The interstate highway Margarara-Vanadzor-Tashir-Georgia passes through Tashir, which has a strategic importance. The Tashir community is located at an altitude of 1500 meters above sea level. The town is characterized with a subtropical climate,, the average temperature in January - 4.9   ° C, July 18-20   ° C. Annual precipitations are 420 mm. In the community: The winter duration is 170 days. Through the city flows into the Tashir River, the tributary of Debed River.The unemployment rate is 7-8%. Migration is close to the national average statistics.The nearest airport is Gyumri's airport, 71 km from the community.

2016 The town of Tashir has joined the European Union " Covenant of Mayors ", in 2017, "Community Leaders for Economic Development" initiative. Tashir mayor in 2012. The memorandum of cooperation between the neighboring cities has been signed with the city of Lepel of the Republic of Belarus.

Thanks to the Tashir charitable foundation, The city of Tashir has become a new more modern , the streets were improved, great construction works were done. As well as encouraging more active lifestyles. They spend their evening in the city square, which is completely rebuilt, has acquired a modern look.Karapetyan's family is connected with the community and makes a great contribution to society in the economic and social life.  II employment of population, migration and poverty reduction are priority areas of the community , the primary means of which are the development of local economy . The economic development process, in its turn , is only possible through closecooperation of local self-government system and the private sector and civil society organizations .

The community council of Tashir community in 2018 approved by the Decision N 22-N of March 30, 2018-2022. community development program. The document is based on the vision of the community's socio-economic development. The local economic development plan is processed within the framework of the Community Leaders for Economic Development initiative. This is mainly concentrated on the development of the private sector to stimulate economic growth, development and employment of the population. By joining the initiative , the community expects expert assistance to develop a local economic development plan for the selection and implementation of viable projects. The developed plan will also enable successful financial (particularly grant) resources to be attractive to the community for domestic and foreign investors.

1. **Local economic development plan development process**

         At the initial stage of the local economic development plan , meetings with representatives of the business sector, non-governmental organizations operating in the community , as well as active citizens of the community were organized . TheCommunity Leaders for Economic Development initiative and its goals have been presented. As a result of the discussion a sequence of steps has been identified, a working group has been established with the most active members of the private sector, together with NGOs and community servants.

The members of the working group and participants of broader cooperation formats will also participate in the implementation and control of the Plan.

A more extensive meeting was organized in Tashir and Saratovka with the "Strategic Development Agency" and community members to discuss ways and means of development of agriculture, particularly livestock breeding, for community development and employment.

1. **Local Economic Analysis:**

***6.1***     ***Analysis of the structure of the local economy***

Tashir community is one of the cheese-producing centers of Armenia. The main branch of the economy is livestock breeding and milk processing value .20000 tons of cheese was produced in Armenia in 2017, 22 percent of which was produced in Tashir.

The largest companies in the community are engaged in the production of cheese ( "Daughter Melania", "Tashir Milk", "Lori Milk"), textile ( "Tashir Sewing") and stone ( "ARMStone") production. In recent years, existing enterprises have been providing stable employment and productivity.

As a result of the November 3, 2017 administrative-territorial reforms, the community has been created to promote the development of agriculture and tourism as part of the Tashir community in Saratovka, Novoseltsovo, Katnarath, Blagodarna, Lernahovit, Dashtadem, Meghvahovit and Medovka.

The number of enterprises currently in the community is 163, including

141 micro enterprises, 13 small, 5 medium and 4 large enterprises.

In the community there is a communication hub, electricity, water supply, gas supply and gas service enterprises.

Community-based non-profit organizations include 5 pre-school educational institutions, 1 music, 2 art schools, 1 sports school, children's creativity center, library, sewage and lighting of streets, yards and green zones, irrigation issues for green areas.

There are 2 primary school / 926 pupils in the city of Tashir and 1 high school / 219 pupils. The number of workers in urban schools is 138, of which 95 are teachers.

Tashir community leader and 15-member council elected in 2017 on November 5th. The municipality staff consists of 73 employees, of which 50 are community servants.

Branches of economic development are agriculture, cattle breeding and food industry. About 10 in Tashir, the milk processing enterprises continue to be the best traditions in the field, and large enterprises are mainly engaged in manufacturing and trading in Tashir.

Large enterprises are mainly engaged in industrial production and processing industries. At the expense of small and medium-sized enterprises, there is a trend of growth of micro-companies. Here we can say that tourism has just begun to develop. One large hotel is built in accordance with modern standards. There are 8 restaurants in the community. There are 1 hospital and 2 polyclinics with total number of members reaching 160, in the community there are 7 dental clinics. The IT sector is under development. There is one enterprise that provides legal services in the community. Garbage disposal and garbage management are well organized, with one venture involved. There are 3 cultural institutions in the cultural sphere. Construction industry is rapidly rising, with 1 large, 2 medium and 1 small businesses operating. Growth has been registered in all sectors of the community's economy.

Below are the business classification criteria and the private sector and the list of companies according to that classification .

***Local Economic Development Plan:***

***[*** ***Community*** ***Tashir]***

***Section 3. List of Private Sector Companies***

|  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Type of economic activity:** | **Number and percentage of enterprises (by classification)** | | | | | | | | | **A** **candidate?** |
|  |  | | | | | | | |  |
|  | | | | | | | | |
| 1.Agriculture, forestry, fish farming | 1 | 50% | 1 | 50% | 0 | 0% | 0 | 0% | **2** | |
| 2. Industrial production | 16 | 100% | 4 | 25% | 1 | 100% | 1 | 100% | **22** | |
| 3. Construction | 0 | 0% | 4 | 25% | 1 | 100% | 1 | 110% | **6** | |
| 4. Transportation, storage, post and delivery services | 2 | 100% | 0 | 0% | 0 | 0% | 0 | 0% | **2** | |
| 5. Communication services | 1 | 50% | 0 | 0% | 1 | 50% | 0 | 0% | **2** | |
| 6. Information Technology Services | 0 | % | 0 | 0% | 0 | 0% | 0 | 0% | **0** | |
| 7. Financial and insurance activities | 2 | 100% | 0 | 0% | 0 | 0% | 0 | 0% | **2** | |
| 8. Legal services (notarial lawyer) | 2 | 100% | 0 | 0% | 0 | 0% | 0 | 0% | **2** | |
| 9. Real Estate-Related Activity | 3 | 100% | 0 | 0% | 1 | 100% | 0 | 0% | **4** | |
| 10. Business services (trainings, consulting, market research, PR, advertising, printing) | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | **0** | |
| 11. Professional, scientific and technical activities (accounting, architecture, engineering, research, veterinary services) | 3 | 100% | 0 | 0% | 0 | 0% | 0 | 0% | **3** | |
| 12. Creative services (design, photography, dressing, web design, social media, events) | 1 | 100% | 0 | 0% | 0 | 0% | 0 | 0% | **1** | |
| 13. Public catering, restaurants, cafes, bars and more | 2 | 100% | 0 | 0% | 0 | 0% | 0 | 0% | **2** | |
| 14. Accommodation, hotels, guest houses, etc. | 0 | 0% | 0 | % | 0 | 0% | 1 | 0% | **1** | |
| 15. Customer service (hairdresser, laundry, car repairs, small repair services) | 6 | 100% | 0 | 0% | 0 | 0% | 0 | 0% | **6** | |
| 16. Tourism, tourism and booking offices | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | **0** | |
| 17. Administrative and support services ( leasing, employment, security and inquiry services, administrative services) | 1 | 100% | 0 | 0% | 0 | 0% | 0 | 0% | **0** | |
| 18. Retailing | 89 | 100% | 3 | 100% | 0 | 0% | 0 | 0% | **92** | |
| 19. wholesale trade | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | **0** | |
| 20.Education | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | **0** | |
| 21. Health and social service | 2 | 50% | 0 | 0% | 1 | 100% | 0 | 0% | **3** | |
| 22. Cultural heritage, sports, entertainment and leisure services | 1 | 100% | 0 | 0% | 0 | 0% | 0 | 0% | **1** | |
| 23.Transport | 1 | 100% | 0 | 0% | 0 | 0% | 0 | 0% | **1** | |
| 24. Waste Management | 1 | 100% | 0 | 0% | 0 | 0% | 0 | 0% | **1** | |
| 25. Garment manufacturing / 3 /, Food preparation and sale | 7 | 100% | 1 | 100% | 0 | 0% | 1 | 100% | **8** | |
| Total | **141** | **87%** | **13** | **12%** | **5** | **3%** | **4** | **2%** | **163** | |

|  |  |
| --- | --- |
| **STRONG** **SIDE** | **Weak**  **SIDE** |
| 1. Presence of arable lands for agricultural purposes, favorable climate. | 1. The lack of natural resources in the city. |
| 2. " Luminous Liam " lake for tourism development. | 2. Poor diversification of the economy. |
|  | 3. The absence of a market-driven economic strategy. |

***6.2***     ***Local cooperation:***

The cooperation between the enterprises in the community is relatively good. According to tradition, the head of the community meets with all business organizations and financial institutions for every semester to discuss the need for improved community services, possible sources of funding, and working methods to improve the quality of life of the population, as well as increasing the community's image as a place to live, work, and invest in residence. These meetings are perceived as a political step rather than real cooperation. There is a need for cooperation in IT. Steps are being taken in this direction. The Economic Development Committee has just been formed at the municipality and is currently trying to take steps to organize and further strengthen the community's business communication.

Section 4 . Local cooperation assessment

|  |  |  |  |
| --- | --- | --- | --- |
| Name and / or function (field / topic on which the partnership works) | Included Institutions  / persons | Achievements:  (here also show how it is being implemented, ex. at the planning stage, project implementation, provision of services, on a permanent or non-permanent basis) | Rating is useful or not helpful |
| A consultative body attached to the local self-government Organization  Infrastructure, recreation zones (park) of cultural sphere | Businesses, NGOs, Local Government | At the planning stage,on a non permanent basis | Helpful |
| ITC Board:  Preparation of ITD Plan | Businesses, NGOs, Local Government | At different stages , on a regular basis | Helpful |
| Informal Group / Local Government organization (meetings)) | Businesses, NGOs, Local Government | Planning and implementation stages | Helpful |
| Informal group / SME DNC program - entrepreneurs  Public catering, recreation zones, tourism (infrastructures, trainings) | SME DNC , businessmen, Local self-government , government | At the stage of implementation, on a non-periodic basis | Helpful |
| SME DNC Foundation: | SME s, banks | At different stages | Helpful |

The strong and weak points of local cooperation are:

|  |  |
| --- | --- |
| **STRONG** **SIDE** | **Weak**  **SIDE** |
| 1.Basis for the formation of new, effective forms of partnership. | 1. Mutual distrust, lack of cooperation. |
| 2. Some business motive motivation. | 2. Lack of Tourism Information Center. |
| 3. Economic Development Council-community businessmen, NCOs collaboration. | 3. Operation of different advisory sector bodies. |

6.3 Business Supportive, Transparent and Without Corruption Administration

The most important factor in improving the business environment is business support, transparent and no corruption management, which is considered to be one of the most important pillars of local economic development. The analysis shows that there is a problem of businessmen's awareness of different types of support. Especially beginners need a wider range of support - starting with the establishment process - from consulting to tax, accounting, marketing, and other ongoing business issues.

The Tashir community's economic development department has just been formed and has no experience in providing enterprises with timely and initiative information and business services.In addition to meetings with the community head, the business development responsibility for business needs is improved individually. New community entrepreneurs are not well informed about possible financial resources. Information on national or donor support programs is transmitted from one to another and no such information is posted on the website of the municipality. All tenders announced by the municipality are published on the site and all stakeholders can participate in the opening of the quotes. The only community television company does not work, but information is posted on the official website of the municipality and on social networks.

Section 5. Emerging Areas (Subcategories) and Their Problems

|  |  |
| --- | --- |
| (Developing) Scope:  (sub-sector) | The main issues that need to be addressed are business support |
| Tourism industry: | Insufficient waste management  Lack of road marking signs  Bad quality of roads leading to major tourist destinations  Lack of community tourism maps:  Lack of cooperation with travel operators |
| Small production (food, textile) | Territory constraints, discrepancy, unsatisfactory state. |
| Construction | Compliance with the Master Plan of Urban Development in Requirements for Economic Development  Specification of construction permits, reduction of timeframes |
| Trade | Lack of centralized areas for agricultural trade, lack of fairs and exhibitions. |
| All Business Areas: | Improper business awareness of legal regulations |

|  |  |
| --- | --- |
| **STRONG** **SIDE** | Weak side |
| 1. Improvement of business environment. | 1. Absence of other sources of information prprovision |
| 2. Transparent competitive field.  Awareness through the official website and other online tools. | 2. Lack of funds to improve the business environment |

To improve the situation, it is necessary:

• closer collaboration with the business sector;

• improvement of the order of provision of economic, including state-owned,

• Provision of community space and infrastructure for business service providers on favorable terms.

6.3 Access to Financial Resources:

Information about financial resources available for business development is open and any interested person can apply to financial institutions by visiting the websites of those organizations or applying to the Community Economic Development and External Relations division. There are 3 banks and 2 universal credit organizations in Tashir community. The Community Economic Development Officer met with financial agents credit agents, received business support loans. Representatives of financial organizations respond in a friendly manner to all questions, provide necessary information and booklets. The survey found that all financial institutions provide business support loans, different conditions / interest rates, repayment terms and maximum amount of money. The general requirement for providing business support loans is from 6 months to 1 year of business loans, and for activities of certain types - 3 months. Only one credit organization is provided for loans. Loans to all lenders are at a lower interest rate than the rates of AMD loans that are in danger for a businessman.

In general, according to Credit Agents, in 2017, the number of borrowers for business support has increased, as compared to previous years, there are no problems with repayment of loans received for this purpose.

If necessary, the community administration is willing to provide the community hall hall for meetings, suggestions and programs to be organized by different organizations.

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Institution / donor  (including banks and other credit organizations) | Potential customers / beneficiaries | Preferred economics / activity: | Minimum and maximum amount to be deducted | Requirements:  (pledge, etc.) |
| Commercial banks | SME  Community Residents: | Trade and service sector, construction | Up to 100 million AMD  Up to 10 million AMD | Pledge, Guarantor |
| Credit Organizations: | SME  Community Residents: | Trade and service sector, | Up to 2 mln AMD | Guarantor |
| Community: | Non-governmental organizations | tourism | Up to 1 million AMD |  |

|  |  |
| --- | --- |
| Strong side | Weak side |
| There are a large number of financial institutions offering almost all the financial services available in the financial market | There is no comprehensive information on funding sources |
|  | Restricted start-up business loans |
|  | High interest rate |

6.4 Land and Infrastructure

The positive trend of business development also brings with it the demand for work space, land and infrastructure. Tashir has been a major industrial city in the Soviet era and has operated a number of factories in the city, and although these plants are currently privately owned, the owners provide, if needed, the areas for the development of different businesses. Often, business owners are building appropriate buildings for business development, and non-residential premises on the first floors of multi-apartment buildings are used for trade.

There are currently 3 non-usable buildings in the city, which are expedient to use for organizing production.

At present, the municipality is undertaking inventory of community-owned, non-usable buildings and premises in the rural areas included as a result of the enlargement.

On the whole, there is a building to start a business in Tashir.

Table 6. Needs of private sector for land and infrastructure

|  |  |  |  |
| --- | --- | --- | --- |
| Private Sector Needs by Type of Infrastructure | Terms in the field: | | Further possible needs (for 6 years) |
| Micro-business or private-owned business, with or without shared facilities | Absence of space | | Construction of a business center |
| Office space with or without shared facilities | Availability of not improved areas | | Improving existing areas |
| Enterprise Incubator (<10 beginner / micro companies,> 10 start-up / micro firms) | There is no | | Construction of a business center |
| Enterprise / Industrial Park: | There is no | |  |
| Strong side | | Weak side | |
| 1. Availability of office space, rent possibility | | 1. The worst state of the existing office space | |
| 2. Presence of land for economic activity; | | 2. Efficient Use of Territories | |

6.5 Regulation and Institutional Framework:

Table 7. Regulatory and institutional framework

|  |  |  |  |
| --- | --- | --- | --- |
| **Conflict resolution challenges:** | Negative impact high / low degree | Basic Regulatory Body: | Opportunities to mitigate / improve the problems at a reasonable level (details |
| Citizen Service Office: | Low | Government of the Republic of Armenia  Local Government: | Improving the quality of the services provided |
| Tax policy: | High | Government of the Republic of Armenia  Local Government: | Support for new emerging businesses |
| Documentation Order: | low | Government of the Republic of Armenia  Local Government: | Introduce documents online |

|  |  |
| --- | --- |
| Strong side | Weak side |
| 1. Citizen service office availability: | 1. Flexible Local Tax Duties |
| 2. Equal accessibility conditions | 2. Essential regulation is not within the jurisdiction of local self-government |

6.6 Skills and human capital, inclusion

There are 3 schools, 3 kindergartens and 1 college in Tashir, but they do not have a training center, the Tashir residents basically fill this gap in Vanadzor or Yerevan educational centers. Some large enterprises organize additional trainings and qualification improvement courses for their employees, each organization does it for its employees and there is no collaboration of the same industry.

There are also problems with this, on the one hand, those who have a secondary professional and higher education do not find jobs related to their profession, and they are not going to do much for professionals in Tashir's labor market or Tashir community students after their graduation in Yerevan or Vanadzor do not come back.

According to the information provided by the employment center in Tashir community, the number of job seekers in Tashir community is 192 people, most of them women (70%), with a large number of middle-income and secondary education people.Tashir Employment Center has been employed since the beginning of the year 39 people:

Annual state employment programs are always revised, upgraded and adapted to the labor market conditions. Currently, three projects are being implemented: "Providing lump-sum compensation to employers in case of unemployment in the labor market", "Providing support to the unemployed to acquire professional work experience" and "Professional Training Program." The tourism development in the community has brought to the knowledge of foreign language providers , a great demand for guides and service industry employees. Workforce development is needed in construction, trade, hotel and restaurant industries. As a result of seasonal labor migration there are no qualified professionals. As a result, jobs are not supplemented by professionals. Institutions providing secondary vocational education are not adequately responsive to the needs of the local labor market in terms of quantitative, structural and qualitative characteristics. There is a discrepancy between labor supply supply and demand. The Employment Center implements certain trainings but does not cooperate with private businesses. There is no coordination between the municipality, business, education and training institutions.

Table 8A. The situation in the qualified labor market

|  |  |  |  |
| --- | --- | --- | --- |
| Sector:  (According to Table 1) | Current Situation:  qualified labor market (day, significant / somewhat less / inadequate / exceeding demand) | The predictable situation in the future  (days, significant / somewhat less / inadequate / exceeding demand) | Possible directions of action: |
| Agriculture, forestry, fishing | Demand exceeds | A certain shortage | Gardening and farming training courses |
| Industry | Demand exceeds | A certain shortage | Professional training and retraining |
| Construction | Incompatibility | A certain shortage | Professional training and retraining |
| Transportation, storage, post and delivery services | Demand exceeds | A certain shortage | Professional training and retraining |
| Accommodation and catering | Demand exceeds | A certain shortage | Organization of foreign language courses |

Table 8B. Equilibrium between required skills and employment opportunities at the local level. systematic analysis

|  |  |  |  |
| --- | --- | --- | --- |
| Advantages of current work methods: | The degree of importance (1-5) | Flaws in existing work methods: | The degree of importance (1-5) |
| Presence of employment center: | 5 | Absence of Vacancies Advertising | 5 |
| Employers' requirements: | 5 | Non-transparency of demand presentation | 5 |
| Professional trainings and consultations | 5 | No regular organization | 5 |
| Presence of employment center: | 5 | Absence of Vacancies Advertising | 5 |

Possible Ways to Improve Labor

|  |
| --- |
| Cooperation between the Employment Center and employers. |
| Coordination between community, business, education and training institutions. |

6.7 External positioning and marketing

Tashir community is considered to be an attractive place to live, work, visit and invest. The interstate highway Margarara-Vanadzor-Tashir-Georgia passes through Tashir, which has a strategic importance. In recent years, the municipality has paid great attention to improving the appearance of the city. At the initiative of the municipality, irregularly installed metal pavilions in the community are dismantled and moved from the community. In recent years, businessmen have also started to improve their working areas, to repair them and to look more up-to-date, which has also positively affected the overall appearance of the city.

The Tashir Charity Foundation and the Tashir Community Municipality have been renovated by a park in front of the municipality, which is one of the favorite attractions for Tashir residents. In 2017, the fountains in the center of Tashir, which attracts tastricians and foreign tourists, are opened. In the summer months, the population of almost the entire city and adjacent settlements is in the vicinity of fountains.

The flow of tourists has grown in 2017. Tashir has a great potential in tourism development and sees tourism as a priority destination for economic development.

The natural advantages of the community are:

• Spring frost and fresh water.

• Variety of vegetation - 350 or more flowers.

• Honey from various plant species of Alpine zones.

Antenatal benefits are:

• CIS "Tashir" brand.

• Improved cattle breeding.

• Famous smuggling center, presence of Dustr Melanya dairy production plant / Armenia's leading cheese production /.

Table 9: Community perception of the population:

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| The positive aspects of the external image | The degree of importance (1-5) | The negative aspects of the external image | The degree of importance (1-5) | |
| The geographical location of the community | 5 | Poor Living Infrastructure | 4 | |
| Improved Infrastructure: | 4 | Difficulties in the consumption of local products | 5 | |
| International festivals organized in the community | 3 | Lack of travel packages | 5 | |
| Transparent and Proper Management | 4 | community-private sector cooperation | 4 | |
| Possible actions that can be easily accomplished | | | | Responsible |
| Use community leaders to connect with country and sister cities to create new markets and business partnerships. | | | | Local Government: |
| Organize business forums: | | | | Local Government: |
| Develop Community Guidelines: | | | | Local Government: |

|  |  |
| --- | --- |
| Strong side | Weak side |
| Geographical position:  The availability of Alpine zones | Lack of economic expertise analysis |
| The CIS "Tashir" brand. | Lack of cooperation with the public-private sector |
| Rapid pace of community livestock and cheese production |  |

1. SWOT analysis

|  |  |
| --- | --- |
| Strong side | Weak side |
| - availability of sectoral subdivisions of the RA public administration bodies;  - Medical center, cultural house, pre-school  availability of facilities;  - Availability of modern shopping and service facilities;  - Availability of cheap labor force  - "Tashir" charitable foundation support  - City's positive image  - Famous cheese production center  - Availability of tourist attractions, diversity of vegetation, 350 or more flower lakes, Luminous Lime Lake, 1897, Graphite Gottle Cheese | - Strong climate  - High unemployment rate  - Drainage / sewerage / insufficient condition  - Flood disaster  - Lack of general waste collector  - Insecure roads and streets' poor condition  - Availability of emergency buildings  - High level of homeless refugees  - Insufficient level of use of pastures and pastures for arable lands |
| Opportunities | Threats |
| - a geographical location with the Republic of Georgia;  - Georgia-Armenia interstate highway passes through Tashir community  - Interstate road sector  - Large influx of remittances  - High level of people with higher education;  - Presence of agricultural land;  - The famous Tashir brand in the CIS | - Lack of landfill  - high level of cultivated agricultural land;  - Inadequate use of remote pastures;  - Dynamic growth of livestock population;  - The difficulty of breeding milk  - High unemployment rate  - High level of emigration  - Availability of socially insecure families;  - Youth drainage  - Tashir River Eology is a Problem |

Vision and Objectives:

Vision

Tashir community is a leading cheese breeding center in the country and an attractive and competitive place for ecotourism, with high living standards and employment, with socially-based infrastructure.

Strategic goals:

1. Establish a Regional Training and Experimental Center for Cheese and Milk Processing in the Community

2. In 2020, increase the livestock by 20% and milk production by 30%

3. Create conditions for the development of ecotourism in the community;094463520

Action Plan:

Table 11. Action Plan

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|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| Pillars: | Main Goals: | Operations/  ideas for projects | Duration (start / end) | Engaged partners | Rated Costs:  (AMD / EUR) | Monitoring Indicators / Short-term Outcomes Indicators and Targets | Results/  Endpoint indicators and targets |
| Land and Infrastructure  External positioning and marketing  Skills and human capital | 1. Creating a Regional Training and Experimental Center for Cheese and Milk Processing in the Community | 1.1. Creation of Cheese Production Technology Education Center | 2019 September -2022 October | SMEs, SME DNC, Tashir Community, Investors | 170.000 euros | 1 Educational Center | New 30 workplaces, 10 trained cheese producers, 100 and more processors that will benefit from the services |
| 1.2 Establishment of a hall and creation of a lab | 2019 September -2022 October  2018 October -2019 January | SMEs, SME DNC, Tashir municipality, experienced masters, GIZ, CRD | 103.300 euros  540.0 | 1 Milk Room and 1 Laboratory |  |
| 1.3. Organization of Training Courses for Current and Start-up Cheese Producers on Industrial Technology and Vocational Training | 2019 February -2019 October | 3 courses |  |
| Skills and human capital  Land and Infrastructure | 2. Before 2020 Add cattle to 20% and milk production by 30% | 2.1.To support farms, to import pedigree cattle, to benefit from the state subsidy scheme, | 2018 October -2020 October | Tashir Community Municipality, Farmers, Regional Municipality | 53.572 | Supported 10-15 farmers | Increasing dairy |
| 2.2. Improvement of remote pastures (construction of pipes, creation of lighting network, road improvements, surface improvement of pastures) |  | Tashir Community Municipality, "Strategic Development Agency, | 14.290 | 54 | Increasing the livestock by 30% and increasing the dairy by 20% |
| 2.3. Training of farmers and veterinarians | 2018 October -2019 February | The Tashir Community Municipality, "Strategic Development Agency: | 535.0 | 3 Organized course | 15 Trained veterinarian |
| External positioning and marketing | 3. Create conditions for the development of ecotourism in the community: | 3.1 Development of travel routes and cooperation with tour operators; | 2018 January-2019-September | Tashir Community Municipality, Ministry of Culture Historical and Cultural Heritage Research Center, Tour Operators, SMEs | 500 | 3 Developed Routes, 2 Treaties with Travel Agencies | The number of tourists increased by 40% |
|  | 3.2 Build Russian-style guesthouses in Saratovka and Tashir communities | 2019 March -2020 March | Tashir Community, Investors, SMEs | 53.572 | 3 Russian-style guesthouses |  |
|  | Organization of the annual cheese festival | October 2018 | Tashir municipality, SMEs, "Strategic Development Agency" | 3.571 | 2 organized cheese festivals |  |

Table 12. Financing Scheme:

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| Events | Rated Costs: | Source of financing: | | | | Lack of funding: | Notes |
| Local Budget: | State, regional budgets | Enterprises: | Donors |
| 1.1. Creation of Cheese Production Technology Education Center | 170.000 | 5.000 |  |  | 165.000 | 165.000 |  |
| 1.2. Creating yoghurt salon and creating a laboratory | 103.300 | 3.300 |  |  | 100.000 | 100.000 |  |
| 1.3 Organization of training courses on current and newest chemistry technologies for production technologies | 540.0 |  |  | 540.0 |  |  |  |
| 2.1 Supporting farms, importing pedigree livestock, using the state subsidy scheme, | 53.572 | 5.357 | 32.142 | 16.071 |  |  |  |
| 2.2 Improvement of remote pastures (construction of pipes, creation of lighting network, road improvements, surface improvement of pastures) | 14.290 | 2.860 |  |  | 11.430 |  |  |
| 2.3 Training of farmers and veterinarians | 535.0 | 535.0 |  |  |  |  |  |
| 3.1 Development of travel routes and cooperation with tour operators; | 500.0 | 500.0 |  |  |  |  |  |
| 3.2 Build Russian-style guesthouses in Saratovka community | 53.572 |  |  |  | 53.572 | 53.572 |  |
| 3.3Organization of the annual cheese festival | 3.571 |  |  |  | 3.571 |  |  |
| ***Total*** | 399.880 | 9.252 | 32.142 |  |  | 341.873 |  |

Section 13. Internal Monitoring Plan of Activities Section 11:

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Actions / Projects ideas | Duration (start / end) | Expected results:  1-6th | Expected results:  6-12 months | Expected results:  12-18 months | Expected results:  18-24 months |
| 1.1. Creation of Cheese Production Technology Education Center | September 2019 - October 2020 | With the help of the appropriate specialists, the place of the educational center will be selected, the construction works competition will start | Construction works will begin and equipment procurement will be announced | Equipment acquisition and testing | Cheese Production Technology Education Center.  Organization of Trainings: |
| 1.2. Creating yoghurt salon and creating a laboratory | September 2019 - October 2020 | With the help of the appropriate specialists, the place of the educational center will be selected, the construction works competition will start | Construction works will begin and equipment procurement will be announced | Acquisition and testing of special equipment for the Milking Hall | Cheese Production Technology Education Center.  Organization of Trainings: |
| 1.3 Organization of training courses on the production technology and software support for existing and beginner cheese producers. | October 2018 - January 2017 | Involving active and beginner cheese producers, identifying needs. Involvement of trainers. Organization of Trainings: |  |  |  |
| 2.1 Support farmers to improve animal breeding characteristics and nutritional indicators (dairy, malnutrition), through artificial insemination or animal stabilization, to benefit from the state subsidy scheme, | February 2019 - October 20, | Subversion applications, announcement of tenders.  Publication of tender results, announcement of procurement procedure. |  |  |  |
| 2.2 Improvement of remote pastures (construction of pipes, creation of lighting network, road improvements, surface improvement of pastures) | October 2018-2020 October | Study of remote pastures | Improvement of distance pasture roads | construction of pastures, surface improvement of pastures | creation of lighting network; |
| 2.3 Training of farmers and veterinarians | October 2018 - February 2018 | Involving active and beginner farmers and veterinarians, identifying needs. Involvement of trainers. Organization of Trainings: |  |  |  |
| 3.1 Development of travel routes and cooperation with tour operators; | January 2018 -2019 October, | Three tourist routes have been developed, which have been presented to tour operators who are active in the region. |  |  |  |
| 3.2 Buildings in Russian style in Saratovka and Tashir towns | March 2019 – March 2020 |  | The houses to be restored were selected. Developed design and concept. A tender has been announced for choosing a restorative construction company.  Three Russian-style houses were restored | The restored homes have been furnished with all necessary amenities for the guesthouse, including beds, safes, traditional furnishings, and so on. | Restored homes were presented to tour operators, of which 3 already included the Russian district of Tashir community in their tourism destinations. |
| 3.3 Organization of the annual cheese festival | 2018 -2020 |  | The Cheese Festival concept has been developed with cheese makers. A partnership was established between the cheese producers in the region for organizing the festival. The cheese festival took place. |  | The Cheese Festival concept has been developed with cheese makers. A partnership was established between the cheese producers in the region for organizing the festival. The cheese festival took place. |

**Appendix A : Local Economic Development Plan Development Process:**