

LOCAL ECONOMIC DEVELOPMENT PLAN

Community: KAJARAN
Country: ARMENIA



KAJARAN 2020

Preface from Mayor

In community development programs, we have jointly determined the future we want for our community. Achieving this future should also be the result of the joint work of all of us.

One of the prerequisites for ensuring a high standard of living for society is the presence in the society of a diverse, active and dynamic economy.

Creating the prerequisites for sustainable development of the community, improving the business environment and promoting entrepreneurship are some of the community's essential tasks, and the municipality is determined to solve these problems. Hoping to find effective and realistic solutions to these problems, Kajaran Municipality joined the EU Mayors for Economic Growth Initiative in 2017.

The Local Economic Development Program presented to your attention has been developed as part of this initiative and is intended to support the efforts of the municipality to make the community more comfortable and attractive for business.

The municipality will continue its partnership with the Initiative and will be consistent in bringing the project to a logical conclusion.

Community Mayor Manvel Paramazyan

For a copy of the Plan please contact:

Name: Garegin Gabrielyan

Title: Person in charge of LED

Address: 4 Lernagorcneri st., Kajaran
Syunik Marz, Armenia

Tel.: +374 94629499

E-mail: garegin8gabrielyan@gmail.com

Site: kajaran.am

1. Executive Summary

Kajaran is a major mining centre in the republic. One of the largest enterprises in the country, the Zangezour copper-molybdenum combine, is located here. The end product is copper-molybdenum concentrate, which is mainly exported. The plant provides over 90% of the gross product of the community's economy. The existence of such a large enterprise is one of the strongest aspects of the community, but it is also a challenge to the full, fair and sustainable development of the community.

The community has other strengths and prospects to support the development of different sectors of the economy as well: high value natural landscapes and rich forest biodiversity, alpine pastures and grasslands, historical monuments, large state-of-the-art regional projects (North-South highway construction, tailings dump recycling program, etc.).

This small and medium business development program will enhance community-based diversification activities

The vision of the community is

Kajaran is a community of high-tech mining companies with low environmental impact, with developing small and medium-sized enterprises, consisting of several ecosystem services communities where people can find decent work and employment, live in comfortable and healthy conditions.

Objectives

The main goals are:

1. Improve the management of public property and resources and provide access to potential investors with data on them.
2. Increased activity of small and medium-sized enterprises, especially among women and youth
3. To promote the development and growth of rural (farmer) households

To achieve these goals, we plan to do the following:

Create a computerized interactive community information platform on community resources, assets, opportunities and business environments;

Improve young people's business skills and abilities through education,

Strengthen community farms through awareness, consolidation and vocational training.

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Abbreviations

EU	European Union
GIS	Mayors for Economic Growth
ZCMC	Zangezur Copper and Molybdenum Combine
LED	Local economic development
CSO	Civil society organisation
NGO	Non-governmental organisation
SWOT	Strengths, weaknesses, opportunities and risks
LEAP	Local Environmental Action Plan

2. Introduction to the Plan

Qajaran is the largest mining center in the republic. Here is one of the largest copper and molybdenum deposits in the world. The mine has been operating since 1952 by Zangezur Copper and Molybdenum Combine (ZCMC). The construction, development and future of the city are directly linked to mine development (ZCMC activities). Since its establishment, ZCMC has been in a dominant position in the community economy system due to the nature, scale and scope of its activities.

During the Soviet times, other factories were built to provide alternative jobs (especially for women and non-mountain workers) in the city. knitwear, radiotechnical relays and capacitors, etc. After the collapse of the USSR these factories were closed because of the breakdown of the existing economic ties. The problem of complex and sustainable development of the community is the unipolarity of community economy: over 80% of the employed population work in ZCMC. Job seekers also want to find a job at ZCMC.

In 2017, as a result of the community enlargement process, the nearest four rural communities joined Kajaran. Prior to the collapse of the USSR, these rural communities operated as collective and state-owned farms and provided a large contribution to the aggregate community economy. After the collapse of these economies, the area's agriculture lost its productive importance. In small mountainous villages, small family farms remained with small production volumes. As a result, only 40% of arable land is cultivated. Life in rural areas is also closely linked to ZCMC activities. Most of the working villagers have non-agricultural employment.

The economy of the community, at least on a small scale, needs to be diversified, especially through the development of small and medium-sized businesses. It will provide employment for women and youth, non-mining professionals. Business development will reduce youth outflow and provide sustainable development prerequisites for the community, especially in rural areas.

After the expansion, the community received new, promising opportunities in terms of space and resources to stimulate business development with innovative ideas.

The idea of creating a conducive environment for business development and making the community more attractive to live and work with people of different interests, interests is the motivation for joining the Mayors for Economic Growth initiative: this is a new and powerful opportunity to make the community's vision come true.

The Community Vision is also enshrined in the Community Capital Development Program, and the Economic Development Program will complement, make it more meaningful, such as the Local Environmental Action Plan (LEAP). In order to properly address the economic problems in the community, we have sought to involve as many stakeholders as possible in the process of project development.

5. Process of Local Economic Development Plan Development

A working group has been set up to carry out the process of developing the LED plan, involving local government, CSOs, councilors, businessmen.

As part of the plan development process, separate discussions were organized with representatives of micro (shops, catering, utilities), small (hotels, catering, furniture and other enterprises), medium and large (financial institutions, government agencies, hotels, ZCMC) businesses as well as with farmers. . 5 seminars were organized with the participation of more than 100 residents of the community. We paid special attention to external organizations that want to start a business in the community, especially in the field of tourism.

As a result of discussions, issues were raised that hinder business development, we identified strategic issues and goals for the economic development of the community. A schedule for regular meetings has been developed.

6. Local Economic Analysis

6.1 Analysis of Local Economic Structure

The enlarged Kajaran community was formed in 2017 as a result of the merger of the urban and rural communities of Kajaran, Kajaranz, Lernadzor, Gegi, and Nor Astghaber. The community center is Kajaran. The community includes 21 settlements, the largest of which are: Kajaran city, villages Kajaranz, Lernadzor, Babikavan, Geghi. In eight settlements there are no permanent residents.

It is administratively located in the southwestern part of the Syunik marz of the Republic of Armenia. The distance from the regional center is 25 km, from Yerevan - 330 km, from the border with Iran - 50 km. It borders with the communities of Kapan, Sisian, Tatev, Meghri.

Geographically, the community is located in the south-west of the RA, on the eastern branches of the Zangezur ridge, on the southern slopes of the Bargushat ridge and on the northern Meghri ridge. The area includes the upper basin of the Voghji River and the entire basin of the Gegi River. The most elevated settlement is at an altitude of 2050 m above the sea level, the lowest is at 1230 meters.

The community center, Kajaran, is built on two steep slopes of the Voghji River. The total land area of the community is 58.2 thousand ha, of which 38.8 ha are agricultural (167 ha of arable land), forest - 8.7 thousand, industrial - 1.1 thousand.

As of November 1, 2017, the resident population of the community was 8145, of which 7,000 were residents of Kajaran. Labor resources make up 57% of the population (about 4650 people), of which 17% are unemployed. The vast majority of people without jobs are women, as there are few female jobs. 75% of workers are employed in the mining industry (ZCMC employees), 10% in other private enterprises and agriculture, 15% in government and public institutions.

The decisive factor for the economic development of the community, the organization of the production and economic system is the presence of one of the largest copper and molybdenum deposits in the world - the Kajar mine. Kajaran is the largest mining center in the republic. Here is the Zangezur Copper-Molybdenum Combine. The final product of the plant is copper and molybdenum concentrate. About 50% of the community budget revenue is generated through ZCMC payments. As part of a partnership between the community and the private sector, ZCMC invests 20% of the budget in community development programs.

While maintaining the current volume of development, the reserves of the resources of the mine will allow ZCMC to remain active for at least 50 years, which may have a positive impact on the dynamics of the organization and the community.

The salaries paid by ZCMC to employees are incomparably higher than the salaries paid by other organizations, which, although generally positive, creates some obstacles to the development of other sectors of the economy. All job seekers want to work at ZCMC, and employers in other areas cannot provide comparable wages.

The unipolar nature of the community economy negatively affects the quality and professional performance of the labor market. Those residents of the community who do not have mountain specialties, especially young ones, emigrate from the community, hoping to find work in other cities.

There are few organizations in the community that supply or represent ZCMC services. This possibility has not been realized in the community, and there is a need for research and measures in this direction.

The region's rich minerals (copper, molybdenum, polymetal, gold, etc.) Will orient the economy of the community for mining for a long time with its positive and negative consequences.

In addition to the Kajaran deposit, there are other deposits in the community (gold, copper-molybdenum, natural building materials). To develop some of them, permits were issued by various organizations.

Another relatively active sector of the economy after mining is construction, especially in the industrial sector, associated with the expansion of mining.

In recent years, 7 small hydroelectric stations have been built on the Gegi and Voghchi rivers and their tributaries.

Despite the presence of rural settlements, agriculture has no production value. Agriculture and horticulture are manifested in homestead households. Arable land makes up 0.4% of agricultural land (167 ha), of which only 40% is cultivated. Over the past 20 years, livestock has declined. The reason for the decline in agriculture is a change in the social system, an increase in the level of employment among men in other areas, and natural and climatic conditions.

Two of the four kindergartens in the community are under the jurisdiction of the municipality. The other two are under the jurisdiction of ZCMC. The number of children visited is 305.

Vocational school and youth sports school - state. The community also has seven comprehensive schools, 5 of which are secondary and 2 basic. The number of students is 1130. In 4 settlements there are public libraries. The existing Palace of Culture in Kajaran is under the jurisdiction of ZCMC. The 2014 hospital, clinic and ambulance service were centralized into one renovated and modernized building of the former clinic. In villages of the community there are medical posts.

Drinking water supply and sanitation services are provided by Kajaran Municipal Services CJSC. Water supply and sanitation systems are in community ownership. The community gas distribution network is also a community property, which was transferred to Gazprom-Armenia for free operation.

There are three bank branches in the community: ASB, ARMBUSINESSBANK, AMERIABANK, one credit and three insurance companies.

Of the communication service providers in Kajaran, VivaCell, Ucom, Rostelecom, Beeline, Haypost and local cable television branches operate. There are two registered taxi services.

There are three hotels in the community, one of which is owned by ZKMK and serves mainly the needs of ZKMK. One was opened in 2019 in Andokavan. Five out of 15 catering establishments are restaurants, and the rest are fast food outlets. There are 105 retail stores and 15 consumer service centers in the community, employing about 165 people. In total, the community has one large, 5 medium, 8 small and 135 microenterprises.

Despite the existence of a large mine, the community has a large unrealized potential of ecosystem services (alpine meadows, natural landscapes, rich biodiversity, highlands, Zangezour Nature Reserve, etc.), transit historical, cultural tourism.

6.2 Local Cooperation

Lack of cooperation between the public and private sectors is a key issue in the context of the general economic development of the community and common efforts to improve the living standards of the population. The very idea of cooperation, as a factor of sustainable development, needs to be evaluated, and the potential of the dialogue remains unused to make the parties more legitimate by increasing mutual trust.

The partnership between the community and the private sector is particularly evident in the area of human settlements improvement. Organizations, as part of their social obligations, as well as on a voluntary basis, actively participate in improvement programs.

Possible steps to improve the situation are: creating an online platform for providing business information, creating permanent industry advisory bodies together with business sector support structures with the participation of economic entities; promotion of joint projects, the rooting of social entrepreneurship, the use of utility assessment and continuous monitoring tools for business projects, as well as the facilitation of cooperation between different structures in the same field.

6.3 Business-friendly, Transparent and Corruption-Free Administration

Creating favorable conditions for an effective and quality life of the community, the business community is one of the important tasks of local authorities. Only visible, transparent, inclusive actions of the administration and community councils can inspire confidence and confidence in the members of the local community and ensure joint efforts to create a high-quality and worthy community environment.

The municipality is responsible for ensuring fair and equal business conditions within its jurisdiction. The created Citizens Service Office has improved the quality of services provided by an order of magnitude, saving time for service recipients and ensuring their convenience. The term for issuing permits in the field of trade and construction is as short as possible. Procurement and auction announcements organized by the municipality are published on the municipality website and are posted on the notice board. Inspections at trade and public catering enterprises should be carried out in the established manner and on a fair and equal basis for all.

Data or links to government business development and support programs, grants from international organizations, and other funding sources are regularly posted on the community's website and Facebook page.

Adequate conditions have been created in the community to keep abreast of meetings and public debates, and to participate and make proposals. To do this, use the official community website, Facebook page. 2020 An online broadcast of community council meetings will be organized.

The community business community is passive in terms of community development issues, in its requirements and tasks.

6.4 Access to Finance

In the center of the community there are branches of three banks and one credit organization. Even more branches of financial organizations operate in the regional center of Kapan, which is located only 25 km from the community center and 12 km from some settlements of the community. The existing landscaped road and accessible public transport provide physical access to all offices of these organizations for residents of the community: residents can contact these organizations if necessary.

Financial organizations offer business loans on general terms: a privilege or other special treatment does not apply to residents of the community.

Interest rates on business loans are high. The exception is government subsidized loans. in agricultural, tourist, BT and other areas.

According to financial institutions, there are very few loan applications for businesses. This situation is associated with several circumstances:

1. Lack of entrepreneurial skills and entrepreneurial interest among residents due to the presence of stable and relatively high-paying jobs in the community (“easy” syndrome).
2. High interest rates on offered loans.
3. Poor awareness and weak business skills.

6.5 Land and Infrastructure

Community-owned industrial, office, storage and other production areas (most of which are privatized), land, infrastructure are not registered and not evaluated. This prevents the development of a quality and effective community property management plan.

The resources available in the community (mineral, recreational, environmental, labor, etc.) are also not taken into account and not evaluated, which prevents the right world from sending the right signals to business.

Some of the privatized territories are idle, not used by the owners. Due to the fact that they are not used for a long time, they are too worn out and require additional investments to return to working condition.

Due to the difficult terrain, agricultural land is truncated and has small areas, which impedes the development of the rural economy. The exception is alpine pastures and meadows.

Ensuring effective management of community property and resources is one of the main priorities of the municipality. One of the tools to solve this problem can be an electronic database and an online business platform built on it. Data in the database about community property, land, infrastructure, resources can generate new business ideas. This will have a positive impact on the development of the business environment in the community, making the strengths and opportunities of the community more tangible, accessible and usable.

6.6 Regulatory and Institutional Framework

At the local level, local governments are very limited in their powers. Local governments may, within their jurisdiction, have some flexibility in determining local duties and responsibilities, giving the new business some privileges.

A department for servicing citizens was created at the city hall, which made it possible to improve the quality of services provided by the city hall. Despite some progress, there are still some problems.

6.7 Skills and Human Capital, Inclusiveness

A unipolar economy has a great influence on the formation of the community labor market. The demand is mainly for engineering and technical specialties and for low-skilled workers. Young people with non-technical education cannot find decent work in the community.

There is a state vocational technical school in the community, but it does not serve its functional purpose of training skilled workers and tradesmen, especially for the mining industry. The reason is the weak connection between production and education and the shortcomings in the legal framework.

Agricultural skills and knowledge of farmers are far from satisfactory. By perfecting their skills and abilities, they will be able to develop smallholder agriculture in the community.

6.8 External Positioning and Marketing

For several decades in the world, Kajaran has been known as a major mining center. Given the field's resources and ZCMC's field operation plans, this community perception will be maintained for at least 40-50 years. This situation to some extent has a negative impact on the external positioning of the community, especially after the expansion of the community. The public, the media, why not, as well as government bodies perceive the community as an environmentally unfavorable area.

After expansion, the community included high-mountain ecologically clean rural areas, alpine pastures and meadows with rich biodiversity and high-value mountain forest landscapes, hiking trails, historical monuments. In this sense, the image of the community, its perception by the outside world should change. This requires tremendous effort and resources, but will greatly contribute to the development of other sectors of the economy and the diversification of the community economy.

The community has no marketing strategy.

7. SWOT Analysis

Strengths	Weaknesses
<ol style="list-style-type: none"> 1. Rich mineral resources, especially copper and molybdenum 2. The presence of high-value natural landscapes and rich forest biodiversity. 3. The presence of alpine pastures and meadows 4. The presence of historical monuments 5. The presence of a large industrial enterprise, which is also the largest employer in the community 6. A relatively large number of representative offices of financial organizations 7. The relatively high level of income 8. The positive experience and ability of the municipality to cooperate with the private sector, in particular, mutually beneficial cooperation between the community and ZCMC. 9. Citizens Service Office 	<ol style="list-style-type: none"> 1. Lack of community master plan 2. The unipolar nature of the community economy, due to the dominant position of one large enterprise in the economy 3. Weak representation of small and medium-sized businesses 4. Low social activity of residents 5. Lack of multilateral youth employment and leisure facilities 6. Depreciation of engineering infrastructures and fixed assets 8. The relatively unfavorable ecological state of the community center 9. Weak population in rural areas 10. severe weather 11. Rugged terrain and small arable land
Opportunities	Threats
<ol style="list-style-type: none"> 1. The proximity of the free economic zone forming in Meghri 2. Availability of tax benefits for cross-border and alpine communities 3. The presence of large regional state projects, (construction of the North-South highway, tailings disposal program) 4. Using the base of industrial potential to launch innovative products. 5. Using the production base to create small enterprises that supply or provide services to the enterprise. 	<ol style="list-style-type: none"> 1. Unipolarity of the community economy 2. The negative impact of mining on the environment 3. High level of environmental risks. 4. Temporary closure or termination of a community enterprise 5. Frequent changes in laws 6. Weak powers of local authorities to solve problems

8. Vision and Objectives

Vision

Kajaran is a community of high-tech mining companies with low environmental impact, with developing small and medium-sized enterprises, consisting of several ecosystem services communities where people can find decent work and employment, live in comfortable and healthy conditions.

The main objectives are:

- 1. Improve the management of public property and resources and provide access to potential investors with data on them.*
- 2. Increased activity of small and medium-sized enterprises, especially among women and youth*
- 3 . To promote the development and growth of rural (farmer) households*

9. Action Plan

Building blocks	Key objectives	Actions / Projects ideas	Duration (start/finish)	Partners involved	Estimated costs In local currency (equivalent in Euro)	Monitoring indicators/ Output indicators and targets	Outcomes / Result indicators and targets
External Positioning and Marketing Land and Infrastructure	1. Increase the efficiency of managing public property and resources and the level of access to data on them	1.1 Creation of an information platform with the implementation of GIS software in the municipality	May 2020- July 2020	EU, Municipality of Kajaran	25000 Euro	<ul style="list-style-type: none"> GIS embedded in the municipality's internal computer network 	<ul style="list-style-type: none"> Level of awareness of those who want to do business in the community. Number of application users
		1.2. Inventory of public property, resources, creation of a database (quantitative, textual, cartographic) and implementation in GIS. Providing Internet access to the database	July 2020 – May 2021	EU, Municipality of Kajaran	16000 Euro	Collected, processed, systematized and mapped data on community property, resources. Data is imported into the GIC and access to the database via the Internet is provided.	
		1.3. Training of municipal staff:	May 2020- July 2020	Municipality of Kajaran	4000 Euro	Four employees of the municipality have the skills and abilities to work with information systems	
Skills and Human Capital, Inclusiveness Access to Finance	2. Increased activity of medium and small enterprises, especially among women and youth	2.1 Establishment of a Young Entrepreneurs Support Council involving young activists and local NGOs	June 2020	Municipality of Kajaran, local NGO	Without funding	<ul style="list-style-type: none"> Developed a program for the development of youth entrepreneurship. A permanent platform has been created for discussing youth entrepreneurship issues. 	<ul style="list-style-type: none"> Increased youth entrepreneurship Increasing the number of new startups Created new jobs Promotion of engineering education
		2.2 Organization of seminars and trainings on entrepreneurship for youth	September 2020-march 2021	Municipality of Kajaran, local NGO	7,500 Euro At least 5 seminars / courses	<ul style="list-style-type: none"> At least 5 seminars / courses At least 20 active participants At least 10 new business ideas developed 	

		2.3 Announcing the Best Business Idea Annual Contest for Young Entrepreneurs (including Beginners)	March -May 2021	Municipality of Kajaran, local NGO Financial sponsor	5,000 Euro 1,500 Euro <i>organizational costs</i> 3,500 Euro <i>The prize fund</i>	<ul style="list-style-type: none"> • Developed Tender Rules • A tender committee has been formed • Providing information about the competition (announcements and information events) • 10-15 applications received • 1-3 funded projects 	
		2. Establishment of Engineering Laboratory in one of the Community Schools (Armat Laboratory)	March -May 2021	Municipality of Kajaran, school , The Union of Advanced Technology Enterprises (UATE), Financial sponsor ZCMC	10,000 Euro	<ul style="list-style-type: none"> • Fully equipped teaching laboratory • Trained trainer • Involvement of 30 students per year 	
Skills and Human Capital, Inclusiveness	3. To promote the development and growth of rural (farmer) households	3.1. Creation of a training and information center in one of the village of the community	June 2020- August 2021	EU, Municipality of Kajaran	15,000 Euro	<ul style="list-style-type: none"> • A training center with an area of 110 square meters was created 	<ul style="list-style-type: none"> • Increase community harvest • Increase in the number of pets • Development of cultivated arable land • Increasing the number of farms
Land and Infrastructure		3.2. Organizing trainings related to agriculture, skills development and opportunities for promotion.	August 2020- August 2021	EU, Municipality of Kajaran	60000 Euro	<ul style="list-style-type: none"> • There are 10 types of courses, 250 people are involved 	
Access to Finance		3.3 Construction of agricultural market	May – August 2021	Municipality of Kajaran, private investment, state subsidy	200000 Euro	<ul style="list-style-type: none"> • Construction of a 500 m² rural community market in the community center 	

10. Financing Scheme

Actions	Estimated costs thousand Euro	Source of financing				Funding gaps	Remarks
		Local budget	Upper level budgets, AFF	Business	Donors		
Creation of an information platform with the implementation of GIS software in the municipality	25000 Euro	45%		5%	50%		
1.2. Inventory of public property, resources, creation of a database (quantitative, textual, cartographic) and implementation in GIS. Providing Internet access to the database	16000 Euro	10%			90%		
1.3. Training of municipal staff	4000 Euro	30%	40%		30%		
2.1 Establishment of a Young Entrepreneurs Support Council involving young activists and local NGOs	Without funding						
2.2 Organization of seminars and trainings on entrepreneurship for youth	7,500 Euro <i>At least 5 seminars / courses</i>	1 %			99%		
2.3 Announcing the Best Business Idea Annual Contest for Young Entrepreneurs (including Beginners)	5,000 Euro 1,500 Euro <i>organizational costs</i> 3,500 Euro <i>The prize fund</i>	20%		50%	30%		
2.4 Establishment of Engineering Laboratory in one of the Community Schools (Armat Laboratory)	10,000 Euro	10%	30%	20%	40%		
3.1. Creation of a training and information center in one of the village of the community	15,000 Euro	30%		20%	50%		
3.2. Organizing trainings related to agriculture, skills development and opportunities for promotion.	60000 Euro	20%			80%		
3.3 Construction of agricultural market	200000 Euro	20%	40%	40%			

11. Monitoring Indicators and Mechanisms

Actions / Projects ideas	Duration (start/finish)	Expected results 1st-6th months	Expected results 6-12th months	Expected results 12-18th months	Expected results 18-24th months
1.1 Creation of an information platform with the implementation of GIS software in the municipality	May 2020-July 2020	<ul style="list-style-type: none"> • Concept development 	<ul style="list-style-type: none"> • Exploitation of information platform 		
1.2. Inventory of public property, resources, creation of a database (quantitative, textual, cartographic) and implementation in GIS. Providing Internet access to the database	July 2020 – May 2021		<ul style="list-style-type: none"> • Creation of a working team • Start of inventory work 	<ul style="list-style-type: none"> • Finishing of database creation 	<ul style="list-style-type: none"> • Ինտերնետային մուտքի ապահովման աշխատանքներ
1.3. Training of municipal staff	May 2020- July 2020	<ul style="list-style-type: none"> • 1 training course 	1 vocational training course		
2.1 Establishment of a Young Entrepreneurs Support Council involving young activists and local NGOs	June 2020	<ul style="list-style-type: none"> • Selection of board members • Discussion meetings with start-up businesses 	<ul style="list-style-type: none"> • Meeting-discussions with start-up bueines • Providing business advice and information 	<ul style="list-style-type: none"> • Meeting-discussions with start-up bueines 	<ul style="list-style-type: none"> • Meeting-discussions with start-up bueines • Providing business advice and information
2.2 Organization of seminars and trainings on entrepreneurship for youth	September 2020-march 2021		<ul style="list-style-type: none"> • 1 business course for beginner entrepreneurs 	<ul style="list-style-type: none"> • 1 business course for beginner entrepreneurs 	
2.3 Announcing the Best Business Idea Annual Contest for Young Entrepreneurs (including Beginners)	March -May 2021			<ul style="list-style-type: none"> • Organizing an annual competition for the best business idea 	
2.4 Establishment of Engineering Laboratory in one of the Community Schools (Armat Laboratory)	March -May 2021			<ul style="list-style-type: none"> • Creation of Armat laboratory 	

3.1. Creation of a training and information center in one of the village of the community	June 2020- August 2021	<ul style="list-style-type: none"> • Development of an investment plan and project preparation • Fundraising 	<ul style="list-style-type: none"> • Hold a tender for the construction of 	<ul style="list-style-type: none"> • Construction works 	<ul style="list-style-type: none"> • Operation of infrastructure
3.2. Organizing trainings related to agriculture, skills development and opportunities for promotion.	August 2020- August 2021		<ul style="list-style-type: none"> • Preparatory work for the workshop is ongoing. Approved list of participants. • Conducting the first stage of the seminar: 	<ul style="list-style-type: none"> • Conducting the second phase of the training 	<ul style="list-style-type: none"> • Conducting the third phase of the training
3.3 Construction of agricultural market	May – August 2021			<ul style="list-style-type: none"> • Construction works 	<ul style="list-style-type: none"> • 500 m2 agricultural market in the community center